

# USA Team Handball

## 2018 - 2028 Strategic Plan

### Mission

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The Mission of the USATH shall be to develop, promote, educate and grow the sport of Team Handball at all levels in the United States and to enable United States athletes to achieve sustained competitive excellence to win medals in international and Olympic competition.

### 2028 Strategic Vision

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We envision the following will be true of USA Team Handball by 2028.

- USATH will advance national team international competitiveness, develop the necessary governance and management infrastructure, and athlete pipeline consisting of at least 40 elite players per women and men's pool to achieve a top 6 finish at the 2028 Olympics.
- USATH will administer its duties as a national governing body in compliance with the USOC and key stakeholders, operate with appropriate staffing levels, and strong strategic business and management acumen to establish financial self-sufficiency as an evolving organization.
- USATH will launch a successful collegiate and university initiative to cultivate a competitive club system in the United States. The evolving scheme targets four geographies utilizing the well-established collegiate sports model ending each season with a Final Four event, thus attracting younger athletes to the sport.
- USATH will expose the American sports television consumer to the sport of handball on a weekly basis through planned television programming, increasing its attractiveness to the viewing enthusiast and relevancy to major networks, online streaming, and corporate sponsors.
- USATH will activate and engage its Olympic Team and National Team alumni.

### Guiding Principles

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**Leadership** - we strive to change the dynamic of USA Team Handball in the United States and to lead the North American and Caribbean Handball Confederation into prominence, promoting the sport to play and watch. We conduct our business with integrity and transparency, and to develop the most fair-minded and effective policies of governance.

**Respect** - we honor the rights, views, dignity, and inherent value of others, striving for an environment of mutual trust and respect.

**Integrity** - we stay true to the mission of USA Team Handball and the highest ethical standards of community and business, demonstrating honesty and fairness in every action that we take.

**Responsibility** - we hold ourselves accountable for our decisions and actions, while striving for excellence in all that we do; we are dedicated stewards of our athletes, organization, and sport.

**Teamwork** - we encourage a diverse and inclusive team handball community, and work cooperatively with members, partners, and stakeholders to achieve our mission.

## **Strategic Plan Overview**

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The Strategic Plan for USA Team Handball is divided into three areas of focus:

1. **Organizational Development** – stabilize the organization and prepare for growth between 2018 and 2028.
2. **Fund Raising and Marketing** – implement effective fund raising and marketing strategies to create a financially independent organization and brand recognition for USA Team Handball in the United States.
3. **Operational and Competitive Excellence** - create sustained operational and competitive excellence by improving the organizational infrastructure, policies and procedures, and revenue generation competencies of the corporation. Strengthen the talent acquisition pipeline and elite athlete development programs to ensure qualifications for the Pan American Games, World Championships and Olympic Games, achieving a Top 2 finishes in the Pan American Games and Top 6 finish in the 2028 Olympics.

## **Strategy Summary**

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- Reconstitute the USA Team Handball Board of Directors and install active corporate governance.
- Develop the organization and align with key components of the USA Team Handball Strategic Plan. Our ability to adequately staff our organization with strong strategic business acumen, fund raising capabilities, and management skills to evolve the organization is paramount to future success.
- Invest in organizational talent with proven expertise and knowledge in developing and executing fund raising strategies in the philanthropic and donor community, corporate giving and sponsorship.
- Improve the organizational infrastructure and revenue generation competencies of the corporation to continuously improve operational excellence.
- Launch a collegiate and university outreach initiative in partnership with the International Handball Federation. The project targets two to four geographies and is focused on regional growth and competitions, emphasizing the club and intramural levels.
- Strengthen the elite athlete talent acquisition pipeline and player development programs, create the competition road map that aims for a top 2 finish in the 2027 Pan American Games and top 6 finish or above in the 2028 Olympics.

More detail on the Strategic Plan is included in Appendix A.

## 1. Organizational Development

Organizational Development is a key component of the USA Team Handball Strategic Plan. Our ability to adequately staff our organization with strong strategic business acumen, fund raising capabilities, and management skills to evolve the organization is paramount to future success.

- A.** Reconstitute the USA Team Handball Board of Directors and install active corporate governance.
  - i. Fill all vacant board of director's seats.
  - ii. Recruit business oriented board members.
  - iii. Conduct board of director's on-boarding for new members.
  - iv. Conduct active board governance.
  - v. Ensure corporation's by-laws are up-to-date.
- B.** Restructure the organization aligned with strategic plan.
  - i. Define organizational structure in line with strategic plan.
  - ii. Define necessary competencies to align the function of the organization with the strategic plan.
  - iii. Define functional roles and responsibilities.
  - iv. Write job descriptions.
  - v. Map hiring process.
  - vi. Review with board of directors and approve.
- C.** Make strategic hires and redefine current staff roles and responsibilities.
  - i. Chief Executive Officer - drives the business, fund raising, and marketing strategy for organization, reports to the board of directors, and works in partnership with functional staff and stakeholders.
  - ii. Digital Media, Marketing, Communication & Technology Specialist - manages presence of USA Team Handball on social media platforms, including: Website, Facebook, Twitter, Google+, Instagram, Snapchat, LinkedIn, Pinterest and other emerging social media platforms.
  - iii. Director of Operations - adheres to all timelines of the operationalized strategic action plans, and ensures organizational policies and procedures are in alignment with the Amateur Sports Act of 1978 and in compliance with all USOC programs (i.e. Safe Sport, background checks, risk management/insurance, USADA, national team selection procedures, etc.)
  - iv. Technical Director - collaborates with the CEO and coaching staff to develop long term strategy that ensures high quality elite athlete development, competition preparation, and qualifications for the Olympic Games, Pan American Games, and World Championship. Designs strategic education initiatives for coaches, referees, event operations staff, and manages the development of a national training center.
  - v. Development Manager (Fund Raising) - designs, implements, and evaluates fundraising programs for annual support, with minimal supervision. Personally solicits and secures gifts by building relationships within philanthropic, business community, alumni network, and organizational stakeholders, secures long term sponsorships and partnerships to prepare national teams and ensure financial health of organization.
  - vi. Athlete Representatives – update National Team athlete pools on board of director's activities, Safe Sports program, residency training, athlete development program, competition preparation and qualifications, social media platforms, health insurance policy and procedures, US Anti-Doping Agency (USADA) program, and Athlete Career Education (ACE) program.
- D.** Review and revise organizational policies and procedures in line with best business practices and compliance requirements of the Amateur Sports Act of 1978 and USOC.
  - i. Review operating policies of USA Team Handball.
  - ii. Define budgeting and financial review calendar.
  - iii. Design hiring process, map steps and implement.
  - iv. Create management system, report structures, roles and responsibilities.
  - v. Design performance evaluation processes and calendar for annual reviews.

Target Outcomes
<p>By End 2020:</p> <ul style="list-style-type: none"> <li>• Hire CEO end 4Q 2018</li> <li>• Set budgeting and financial review process by end 4Q 2018</li> <li>• Restructure current staff roles and responsibilities end 1Q 2019</li> <li>• Reconstitute full BoD end 1Q 2019</li> <li>• Complete board of director on boarding by 2Q 2019</li> <li>• Revise organizational policies and procedures end 3Q 2019</li> </ul>

## 2. Fundraising

Establish financial self sufficiency to evolve the organization.

- A.** Invest in talent with proven expertise and knowledge in developing and executing fund raising strategies in the philanthropic and donor community, corporate giving and sponsorship.
- i. Hire a Chief Executive Officer with expertise and experience in philanthropic giving and corporate sponsorship, with an established network of relationships.
  - ii. Establish a full time retired executive volunteer program to function as a supplement to the fund raising staff.
  - iii. Establish full time university internship program to enhance the fund raising capabilities of the staff.
  - iv. Hire dedicated development manager to increase fund raising capacity.
- B.** Develop the fund raising acumen of the USA Team Handball Board of Directors, operational staff, and organizational volunteers.
- i. Develop a fund raising focused leadership and educational retreat for the board of directors, staff, and key organizational volunteers.
  - ii. Develop a targeted near term fund raising action plan during the retreat to be executed by the members of the USA Team Handball Board of Directors, Team Handball Foundation Board of Directors and key volunteers.
  - iii. Execute near term fund raising action plan with CEO and volunteer team.
- C.** Develop a comprehensive long term strategic fund raising strategy and integrate it with donor Salesforce.com platform.
- i. Assemble a fund raising team, utilize a combination of Board of directors, staff, alumni, and volunteers.
  - ii. Invest in Salesforce.com non-profit donor platform to streamline giving campaigns.
  - iii. Train staff and volunteer team in Salesforce.com platform.
  - iv. Integrate digital marketing campaigns (i.e. web, Facebook, Twitter, Instagram) with Salesforce.com system.
  - v. Increase memberships.
  - vi. Increase Team USA –USA Team Handball website hits with comprehensive digital marketing giving campaigns.
  - vii. Increase Team USA web commerce sales through digital marketing campaigns.
  - viii. Target corporations worldwide where mutual benefit can be achieved.
  - ix. Utilize web and social media as a mechanism for sponsorship advertising.
- D.** Utilize USA Team Handball membership, national team alumni network, and supporters to secure annual giving beyond membership dues.
- i. Develop campaign for annual giving.
  - ii. Research membership and alumni network for corporate sponsorship and benefactors.
  - iii. Develop network of corporate giving programs that support the Olympic movement.
  - iv. Develop sustaining sponsorship agreements with consumer products, service, and technology companies.

Target Outcomes
<p>By 2020:</p> <ul style="list-style-type: none"> <li>• Hire a CEO with fund raising acumen 4Q 2018</li> <li>• Hold Board of Director Fund Raising Retreat end 1Q 2019</li> <li>• Develop long term fund raising strategy end 1Q 2019</li> </ul> <p>By 2024</p> <ul style="list-style-type: none"> <li>• Hire dedicated development manager to increase capacity</li> <li>• Increase Team USA – USA Team Handball web traffic to 25,000 per month</li> <li>• Increase Team USA – USA Team Handball web commerce sales</li> <li>• Annual giving campaign raises \$200K per year</li> <li>• Land sustaining corporate sponsors - \$500K per year</li> </ul> <p>By 2028</p> <ul style="list-style-type: none"> <li>• Annual giving campaign raises \$400K per year</li> <li>• Land sustained corporate sponsors - \$1M per year</li> </ul>

### 3. Marketing and Digital Communication

Modernize the marketing and communication competencies of USA Team Handball and invest in talent with highly developed digital technology expertise. Drive interest and attractiveness with up-to-date content to athletes, fans, sponsors and donors.

- A. Invest in talent with proven knowledge and expertise in developing digital marketing, social media, and technology based content and communication strategies.
  - i. Hire full time digital marketing, social media and technology specialist.
  - ii. Develop undergraduate internship program for social media and digital communications.
- B. Develop digital marketing and social media strategies to increase engagement in the web and social media space
  - i. Increase Team USA – USA Team Handball website hits.
  - ii. Increase followers on Facebook, Twitter, Instagram, Pinterest, LinkedIn, etc.
  - iii. Communicate with USA Team Handball membership through multimedia channels.
  - iv. Activate membership to engage in online community
  - v. Conduct new membership drives.
- C. Connect fund raising campaigns to digital marketing and social media activities through Salesforce.com Platform.
  - i. Manage membership database and donor database through one system.
  - ii. Develop activation campaigns to capture fan email addresses.
  - iii. Schedule pre-determined content to web and Facebook posts through one integrated system.
- D. Create content to increase 'buzz' for USA Team Handball National Teams.
  - i. Create a National Team Fan base.
  - ii. Develop unique USA National Team content to promote engagement with teams.
  - iii. Sell USA Team Kits through web commerce Team USA – USA Team Handball online store.
  - iv. Promote viewership online of National Teams playing abroad.
  - v. Advertise USA based competitions.
  - vi. Run 'fan activation campaigns' to engage followers to attend competitions.
- E. Promote USA Team Handball through sponsored content.
  - i. Develop unique national team content with sponsored advertising.
  - ii. Promote sponsorships through advertised national team activities and programs.
  - iii. Create athlete features to increase fan base with sponsored content.
- F. Initiate a project in a partnership with the International Handball Federation and European Handball Federation to include team handball programming on television in the United States.
  - i. USA Team Handball has begun discussions with NBC and The Olympic Channel, additional networks are targeted.

#### Target Outcomes

By 2020:

- Hire full time digital marketing specialist 1Q 2019
- Increase Team USA – USA Team Handball web hits to 12,000 per month
- Increase Facebook followers to 52,000

By 2024

- Increase Team USA – USA Team Handball web traffic to 25,000 per month
- Increase Facebook followers to 75,000

2028

- Increase Team USA – USA Team Handball hits to 75,000 per month
- Increase Facebook followers to 100,000

## 4. Operational and Competitive Excellence

Improve the organizational infrastructure and revenue generation competencies of the corporation to continuously improve operational excellence. Strengthen the talent acquisition pipeline and elite athlete development programs, aim for a top 2 finish in the 2027 Pan American Games and top 6 finish or above in the 2028 Olympics.

- |  |  | Target Outcomes   |
|--|--|---|
|  |  | By 2020:  |
| <ul style="list-style-type: none"> <li>A. Set organizational structure and make strategic hires.                             <ul style="list-style-type: none"> <li>i. On board new hires.</li> <li>ii. Clarify roles and accountabilities.</li> <li>iii. Set management system and operational review schedule with staff.</li> <li>iv. Establish Board of Directors management review meeting schedule.</li> <li>v. Create communication plan for membership organization.</li> </ul> </li> <li>B. Establish strategic priorities, implement best business practices and adopt standard operating procedures.                             <ul style="list-style-type: none"> <li>i. Develop strategic actions and prioritize projects.</li> <li>ii. Communicate direction, policies and procedures across the organization.</li> <li>iii. Develop volunteer recruitment program.</li> <li>iv. Create volunteer education process and conduct training.</li> <li>v. Ensure the safety and well-being of the athletes through regular communication and education, enforce Safe Sport.</li> <li>vi. Evaluate staff and plan for succession.</li> </ul> </li> <li>C. Develop national team training and competition plan for Olympic, Pan American and World Championship Qualifications.                             <ul style="list-style-type: none"> <li>i. Set competition goals and objectives.</li> <li>ii. Establish talent acquisition pipeline.</li> <li>iii. Develop national team training schedule.</li> <li>iv. Develop national team competition plan.</li> <li>v. Determine national team training site.</li> </ul> </li> <li>D. Launch collegiate and university initiative.                             <ul style="list-style-type: none"> <li>i. Cultivate a competitive university club system across the United States.</li> <li>ii. Target four geographies utilize the well-established collegiate club sports model.</li> <li>iii. Create regional league competition.</li> <li>iv. Host season ending Final Four event.</li> </ul> </li> <li>E. Initiate Project France                             <ul style="list-style-type: none"> <li>i. A project of USA Team Handball, International Handball Federation, and the France Handball Federation.</li> <li>ii. The project places USA Team Handball athletes (together as a team) into the French Handball League for regular competition.</li> <li>iii. The French Handball Federation has made an initial invitation for the team to begin competition in September of 2019.</li> <li>iv. National team athletes benefit through increased playing experience and competition.</li> <li>v. The national team program gains opportunity to develop as a unit and compete against international teams during national team weeks that are set aside in the European club system.</li> <li>vi. Project France is seen as a recruitment tool for university level athletes interested in advancing their athletic careers.</li> </ul> </li> </ul> |  | <ul style="list-style-type: none"> <li>• Hire CEO 4Q 2018</li> <li>• Qualify for Pan American Games 3Q 2018</li> <li>• Hire Digital Media Specialist 1Q 2019</li> <li>• 2019 Pan American Games top 4 finish 3Q 2019</li> <li>• Hire Technical Director 3Q 2019</li> <li>• Begin Project France 3Q 2019</li> <li>• Increase university club programs to 40 4Q 2020</li> </ul> |
|  |  | By 2024   |
|  |  | <ul style="list-style-type: none"> <li>• Women's &amp; Men's Teams Qualify for World Championships</li> <li>• 2023 Pan American Games top 2 finish</li> <li>• Women's &amp; Men's World Championships top 12 finish</li> <li>• Women's &amp; Men's Teams Qualify for Paris Olympic Games 2024</li> </ul>  |
|  |  | By 2028   |
|  |  | <ul style="list-style-type: none"> <li>• Women's &amp; Men's Teams top 6 finish in the LA Olympic Games</li> </ul>  |

## **Narrative Timeline**

### **2018 through 2020**

1. USA Team Handball will increase the effectiveness and size of the staff. USATH currently has a staff of 1 (excluding coaches). By the end of 2020, USATH intends to add 6 staff members, including:
  - a. CEO whose primary responsibility is to raise funds and focus on marketing the sport of team handball. This person will be responsible for ensuring the Strategic Plan is tracking to expectations and interfaces with the Board of Directors.
  - b. Director of Operations, will administer the USOC's compliance requirements including Safe Sport, USADA, Insurance, and will assist the Technical Director with directing the operations of our competitions and tournaments.
  - c. Digital Marketing Specialist, will be responsible for increasing the "digital footprint" of USATH, including our web site, Facebook, Twitter, and other social media channels.
  - d. Technical Director, responsible for organization of tournaments and events, and oversee all National Team activity. This person will also be responsible for management of the various committees, such as coaching, referees, and competitions.
  - e. Development Manager (fund raiser) manages the action plans for organizational fund raising, reports to the CEO.
  - f. Manager of Operations, coordinates regional operational activity, may reside in geographies.
  - g. Timing for these hires are as follows: the CEO and Digital Marketing Specialist by end of first 1Q 2019 and additionally hire the Technical Director by year end 2019. The Director of Operations role will be filled with existing staff.
2. In partnership with the International Handball Federation, USA Team Handball is initiating an outreach to colleges and universities. Two to four geographies are targeted for expansion and regional growth including competitions. One of our ambitions is to supplement and increase our pool of national team caliber athletes. The initiatives' emphasis is on the development of new college and university clubs and the introduction of team handball into intramural programs. The objective will be to increase the number of colleges participating in competitions from 12 in 2018 to 40 by the end of 2020.
3. USA Team Handball has initiated a project in conjunction with the International Handball Federation and European Handball Federation to introduce handball competitions to American Television viewers. At this writing, discussions with networks have progressed suitably and USATH has a high degree of confidence that our objective will be accomplished in the next 12 months. Discussions with NBC and The Olympic Channel have taken place, and other networks will follow.
4. USA Team Handball is in discussions with the International Handball Federation and the France Handball Federation to allow American athletes playing together as a team in the French Handball League. The organization is targeting September of 2020 as the initiation of this European Residency Program. Providing our athletes more playing experience and competition will rapidly increase their development. The program will act as an incentive for the university athletes who are looking for international playing experience and help recruit and retain top athletes for our sport.
5. USA Team Handball will finish Top 4 with both the men and women in the Pan American Games 2019.

### **2020 through 2024**

1. USA Team Handball will have more than 4 active regions competing throughout the college and university initiative. We envision 80 teams competing in the United States, and therefore, increasing the number of athletes available for our national team pools.
2. USA Team Handball budget will increase from \$750K in 1Q 2020 to \$5 Million 4Q 2024. The revenue growth for our sport will be a result of increased competence in fund raising and marketing, as well as amplified exposure through television broadcasting.
3. USA Team Handball will have 40 athletes in both the men's and women's national team pools. The criteria for an athlete's entrance into the "elite athlete pool" will continue to evolve as the standards and

expectations become more rigorous for this group. A significant percentage of the national team athlete pool players will compete in international leagues.

4. USA Team Handball will be a consistent medalist at Pan American competitions and qualify for the World Championships. Our objective is to attain a Top 16 finish for both women and men in the World Championships 2021 and 2022 respectively.
5. The staff of USA Team Handball will increase proportionally to its strategic requirements, we believe this number will be near 15 staff members by the 4Q 2024. Head count growth will occur in the areas of demand, proficiencies will be needed for raising revenue to meet the request for more program services. This will drive greater handball specific hires. We will see our fund raising requirements increase for sports programming services and will be required to meet our stakeholder's expectations. Regional management growth will be targeted in the specific geographies.
6. Broadcasting Handball on American television on a weekly basis is an important marketing objective. Between 2020 and 2024, we anticipate a transition for television broadcasting from internationally oriented to domestic content. Our aim is to improve the quality of play and domestic competitions, and therefore fortify the product available for American television viewers.
7. Olympic and national team alumni will be actively engaged and contributing at both the regional and national levels.

#### **2024 through 2028**

1. USA Team Handball will finish Top 6 for both the men and women in the 2028 Olympics.
2. USA Team Handball will generate revenue in excess of \$5 Million by the end of 2028.
3. USA Team Handball will strategically augment its staff, the anticipated headcount will be approximately 20 members for the organization.
4. USA Team Handball will be on American TV weekly, primarily showing domestic content.
5. USA Team Handball will have make a successful curriculum entrance into middle schools and high schools. We will field national youth and junior teams for women and men that compete and win regularly at major international competitions.



5. Appendix A: Strategic Plan

USATH Baseline/Organic Growth Scenario-2nd Half 2018 “Structurally Sound for the Future”				
Metrics	Beg 7/1/18	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	End State 2018
Finance	\$145.000	<ul style="list-style-type: none"> <li>Produce an up-to-date set of financials for BoD review</li> <li>Analyze financials and breakdown income and expense items</li> <li>National Teams self-funding to prepare for qualifiers against Canada</li> <li>Establish Fund Raising Team led by one female and male from the BoD, select team members and construct a Fund-Raising Plan from present to year end 2020</li> </ul>	<ul style="list-style-type: none"> <li>BoD to Raise \$100K</li> <li>Dee Miller to send letter to BoD</li> <li>Finalize 2019 budget (BoD)</li> </ul>	\$5,000
#Memberships/\$	800/\$56k	<ul style="list-style-type: none"> <li>Establish contact list of members</li> <li>Survey Top Score for robust data</li> <li>Create mailing list with membership data</li> <li>President of the Board to communicate to membership (twice a year)</li> </ul>	<ul style="list-style-type: none"> <li>Complete clean-up of membership database and migrate to new IT System.</li> </ul>	816/\$57.12
#Sponsors/\$	7/\$614k	<ul style="list-style-type: none"> <li>BoD tasked with Sponsorship plan</li> </ul>	<ul style="list-style-type: none"> <li>Request introduction to key Euro and IHF sponsors to pitch business strategy for USA Team Handball, make the case for sponsorship</li> <li>Craft letter for BoD to send to their network to request contributions for USA Team Handball</li> <li>Develop sponsor strategy deck for meeting road show, review BoD and refine</li> </ul>	9/\$824k
# of Marketing Initiatives	0	<ul style="list-style-type: none"> <li>Begin to work on analysis of TV (Michael Lenard)</li> <li>Engage with networks and right holders</li> <li>Analyze IHF World Championship contract rights</li> </ul>	<ul style="list-style-type: none"> <li>Dee Miller to work with NGB services for US Market analysis to determine best geographies to target</li> </ul>	4
Organization Development Headcount	3	<ul style="list-style-type: none"> <li>Dee Miller to define job description for CEO with a fund raising and marketing focus</li> <li>Conduct search for CEO (BoD)</li> <li>BoD to analyze and rectify coaching situation in Auburn</li> <li>Identify task lead to better define job descriptions for USATH employees</li> <li>BoD to define policy and procedures for organization</li> <li>BoD re-established</li> </ul>	<ul style="list-style-type: none"> <li>Hire new CEO with fund raising and marketing focus</li> <li>Better definition for “daily executor” per job description provided by BoD</li> <li>Better metrics for coaches provided by BoD</li> </ul>	4
Team Performance # of Qualifiers	0	<ul style="list-style-type: none"> <li>BoD to raise \$100K for qualifier</li> <li>Men and Women beat Canada to qualify for PAG</li> </ul>	<ul style="list-style-type: none"> <li>If team or teams do not qualify, begin preparation for last chance qualifier</li> <li>Coordination of dual citizens and American athletes</li> </ul>	2
#Elite Athletes	67(37/30)	<ul style="list-style-type: none"> <li>Develop top metrics for residency program</li> </ul>	<ul style="list-style-type: none"> <li>Christian and men’s coach to ID dual citizens</li> <li>Definition of “Elite Athlete” better</li> </ul>	67(37/30)

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			<ul style="list-style-type: none"> <li>defined</li> <li>Structure residency program based on success metrics</li> <li>Develop performance metrics for athletes (owner TBD for metrics)</li> </ul>	
#Univ. Teams (M/W)	12 (9/3)	<ul style="list-style-type: none"> <li>Questionnaire to clubs and members to identify best regions for investment in the next 12 months (Bob)</li> <li>Selection of 2 or 3 regions based on growth opportunities</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Begin implementation regional development in identified regions</li> <li>Structure for University Development</li> </ul>	14
#Club Teams	46	<ul style="list-style-type: none"> <li>President of the Board to send communication to all clubs</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	46
Youth 17-21 Development Initiatives	0	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	0
Alumni Engagement	12	<ul style="list-style-type: none"> <li>President of Board to send communication with Alumni requesting information on what the Alumni need to re-engage</li> <li>Request donations from Alumni</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage alumni</li> <li>Attempt to get one or two key contacts from each generation</li> </ul>	20

### USATH Baseline/Organic Growth Scenario-1st Half 2019 "Preparing for Growth"

Metrics	Beg 1/1/19	1st Quarter	2nd Quarter	6/30/19
Finance	\$5,000	<ul style="list-style-type: none"> <li>Alignment between USATH and Foundation (BoD)</li> <li>BoD raises \$125K</li> </ul>	<ul style="list-style-type: none"> <li>BoD raises \$125K</li> </ul>	\$100,000
#Memberships/\$	816/\$57,120	<ul style="list-style-type: none"> <li>Membership Committee to analyze membership program</li> <li>Digital outreach to membership</li> <li>Increasing membership through club and university relationships</li> </ul>	<ul style="list-style-type: none"> <li>Alignment between USATH and Foundation (BoD)</li> <li>BoD raises \$125K</li> <li>Increasing membership through universities</li> </ul>	850/\$60K
#Sponsors/\$	9/\$824,000	<ul style="list-style-type: none"> <li>President of Board to work with IHF to identify potential international sponsors</li> </ul>	<ul style="list-style-type: none"> <li>BoD and CEO to continue to work for International Sponsors</li> </ul>	10/\$900,000
# Marketing Initiatives	4	<ul style="list-style-type: none"> <li>Initiate USATH Digital Marketing Program (Digital Domain Specialist)</li> <li>Evaluate Merchandise Program</li> <li>Continue to work on TV</li> </ul>	<ul style="list-style-type: none"> <li>BoD to develop plan to establish regional marketing outreach based on targeted geographies</li> <li>Continue to work on TV</li> <li>International tournament in a targeted region (USA CUP) coordinated with international sponsors</li> </ul>	7
Organization Development Headcount	4	<ul style="list-style-type: none"> <li>Hire Digital Domain Specialist</li> <li>Hire High Performance Director</li> </ul>		6
Team Performance # Qualifier	2	<ul style="list-style-type: none"> <li>Raise money for national teams (\$200K)</li> </ul>	<ul style="list-style-type: none"> <li>Raise money for national teams</li> </ul>	2
#Elite Athletes	67(37/30)	<ul style="list-style-type: none"> <li>Athletes identified out of university programs</li> </ul>	<ul style="list-style-type: none"> <li>Athletes identified out of university programs</li> </ul>	75 (40/35)
#Univ. Teams (M/W)	14	<ul style="list-style-type: none"> <li>League Established in New Region</li> <li>Universities and clubs in targeted</li> </ul>	<ul style="list-style-type: none"> <li>League Established in New Region</li> <li>Universities and clubs in targeted</li> </ul>	20

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		regions create “cross town rivals” to increase competition	regions create “cross town rivals” to increase competition	
#Club Teams	46	<ul style="list-style-type: none"> <li>• Creative incentive program to encourage clubs to partner with universities</li> <li>• Continued communication with clubs</li> </ul>	<ul style="list-style-type: none"> <li>• League Established in New Region</li> <li>• Universities and clubs in targeted regions create “cross town rivals” to increase competition</li> </ul>	46
Youth 17-21 Development Initiatives	0	<ul style="list-style-type: none"> <li>• Analysis of Academy in targeted geography to spur youth development</li> </ul>		0
Alumni Engagement	20	<ul style="list-style-type: none"> <li>• Gather names to extend to national teams and beyond for alumni engagement</li> <li>• Alumni outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Launch Alumni Web Page (Digital Marketing)</li> <li>• Hold alumni event</li> </ul>	40

### USATH Baseline/Organic Growth Scenario-2nd Half 2019

Metrics	Beg 7/1/19	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	End State 2019
Finance	\$100,000	<ul style="list-style-type: none"> <li>• BoD Raises \$125K</li> </ul>	<ul style="list-style-type: none"> <li>• BoD Raises \$125K</li> </ul>	\$500,000
Memberships/\$	850/\$60K	<ul style="list-style-type: none"> <li>• USATH to sanction tournament in targeted region to spur membership</li> <li>• New university members</li> </ul>	<ul style="list-style-type: none"> <li>• New University members</li> </ul>	900/\$63,000
Sponsors/\$	10/\$900K	<ul style="list-style-type: none"> <li>• New Sponsorship through CEO</li> </ul>		11/\$1,000,000
# Marketing Initiatives	7	<ul style="list-style-type: none"> <li>• Begin planning for annual USA Cup hosted in rotating regions to spur awareness of the sport played at the top level</li> <li>• Included planning to broadcast the USA Cup in the future</li> </ul>	<ul style="list-style-type: none"> <li>• Handball on American TV monthly</li> </ul>	11
Organization Development	6	<ul style="list-style-type: none"> <li>• Hire Technical Director</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing analysis by BoD for 2020 staffing</li> </ul>	7
Team Performance # Qualifier	2	<ul style="list-style-type: none"> <li>• Top 4 finish for Women and Men in Pan American Games</li> </ul>		2
#Elite Athletes	75 (40/35)	<ul style="list-style-type: none"> <li>• Athletes identified out of university programs</li> </ul>	<ul style="list-style-type: none"> <li>• Athletes identified out of university programs</li> <li>• Redefinition of “elite athlete” for 2020</li> <li>• National team pools defined as 40 men and 40 women moving forward</li> </ul>	80(40/40)
#Univ. Teams (M/W)	20	<ul style="list-style-type: none"> <li>• Continued growth in university programs</li> </ul>	<ul style="list-style-type: none"> <li>• Continued growth in university programs</li> <li>• Identification of next region for university program</li> <li>• “Final 4” tournament for top teams from the university programs</li> </ul>	30

**USA Team Handball Strategic Plan**

#Club Teams	46	<ul style="list-style-type: none"> <li>• Creative incentive program to encourage clubs to partner with universities</li> <li>• Continued communication with clubs</li> </ul>		50
Youth 17-21 Development Initiatives	0			1
Alumni Engagement	40	<ul style="list-style-type: none"> <li>• Create event for alumni (invite alumni to tournament or tournaments to be recognized)</li> </ul>	<ul style="list-style-type: none"> <li>• Organize first USATH “Hall of Fame” banquet for alumni</li> </ul>	200

**USATH Baseline/Organic Growth Scenario-1st Half 2020 “Reaching the Inflection Point”**

Metrics	Beg 1/1/20	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	6/30/20
Finance	\$500,000	<ul style="list-style-type: none"> <li>• BoD Raises \$250K</li> </ul>	<ul style="list-style-type: none"> <li>• BoD Raises \$250K</li> </ul>	\$650K
Memberships/\$	900/\$63,000k	<ul style="list-style-type: none"> <li>• USATH to sanction tournament in targeted region to spur membership</li> <li>• New university members</li> </ul>	<ul style="list-style-type: none"> <li>• USATH to sanction tournament in targeted region to spur membership</li> <li>• New university members</li> </ul>	1000
Sponsors/\$	11/\$1,000,000	<ul style="list-style-type: none"> <li>• CEO raises new sponsors</li> <li>• Sponsorship could increase from the same amount of sponsors with larger contributions</li> </ul>	<ul style="list-style-type: none"> <li>• CEO raises new sponsors</li> </ul>	13/\$1.5 Million
# Marketing Initiatives	11	<ul style="list-style-type: none"> <li>• Handball on TV Bi-Weekly</li> </ul>	<ul style="list-style-type: none"> <li>• Handball on TV weekly leading up to Olympic Games</li> </ul>	12
Organization Development	7	<ul style="list-style-type: none"> <li>• New employee hired by USATH</li> </ul>		8
Team Performance # Qualifiers	2			2
Elite Athletes	80(40/40)	<ul style="list-style-type: none"> <li>• Definition of Elite athletes continuing to evolve as more athletes are coming through the University System</li> </ul>	<ul style="list-style-type: none"> <li>• Definition of Elite athletes continuing to evolve as more athletes are coming through the University System</li> </ul>	80(40/40)
#Univ. Teams (M/W)	30	<ul style="list-style-type: none"> <li>• Continued growth in university programs</li> <li>• Next region begins competition at the university level</li> <li>• Begin preparation for next region for competition</li> </ul>	<ul style="list-style-type: none"> <li>• Continued growth in university programs</li> </ul>	35
#Club Teams	50	<ul style="list-style-type: none"> <li>• Universities and clubs in targeted regions create “cross town rivals” to increase competition</li> </ul>	<ul style="list-style-type: none"> <li>• Universities and clubs in targeted regions create “cross town rivals” to increase competition</li> </ul>	54
Youth 17-21 Development # Initiatives	1			1
Alumni Engagement	200	<ul style="list-style-type: none"> <li>• Continued alumni engagement with alumni attending targeted events</li> </ul>	<ul style="list-style-type: none"> <li>• Continued alumni engagement with alumni attending targeted events</li> </ul>	225

**USATH Baseline/Organic Growth Scenario-2nd Half 2020 “Reaching the Inflection Point”**

<b>Metrics</b>	<b>Beg 7/1/20</b>	<b>3<sup>rd</sup> Quarter</b>	<b>4<sup>th</sup> Quarter</b>	<b>End State 2020</b>
Finance	\$650K	<ul style="list-style-type: none"> <li>BoD Raises \$250K</li> </ul>	<ul style="list-style-type: none"> <li>BoD Raises \$250K</li> </ul>	\$750,000
Memberships/\$	1000	<ul style="list-style-type: none"> <li>USATH to sanction tournament in targeted region to spur membership</li> <li>New university members</li> </ul>	<ul style="list-style-type: none"> <li>USATH to sanction tournament in targeted region to spur membership</li> <li>New university members</li> </ul>	1,200/\$84,000
Sponsors/\$	13/\$1.5 Million	<ul style="list-style-type: none"> <li>CEO raises new sponsors</li> </ul>	<ul style="list-style-type: none"> <li>CEO raises new sponsors</li> </ul>	15/\$2,000,000
# Marketing Initiatives	12	<ul style="list-style-type: none"> <li>Handball on Daily during Olympics</li> </ul>	<ul style="list-style-type: none"> <li>Handball on TV weekly leading up to Olympic Games</li> </ul>	13
Organization Development	7	<ul style="list-style-type: none"> <li>New employee hired by USATH as defined by needs</li> </ul>		8
Team Performance # Qualifiers	2	<ul style="list-style-type: none"> <li>X players from national teams playing professionally in Europe in preparation for next Quad</li> </ul>		2
#Elite Athletes	80(40/40)	<ul style="list-style-type: none"> <li>Definition of Elite athletes continuing to evolve as more athletes are coming through the University System</li> </ul>	<ul style="list-style-type: none"> <li>Definition of Elite athletes continuing to evolve as more athletes are coming through the University System</li> </ul>	80(40/40)
#Univ. Teams (M/W)	35	<ul style="list-style-type: none"> <li>Continued growth in university programs</li> </ul>	<ul style="list-style-type: none"> <li>Continued growth in university programs</li> </ul>	40
#Club Teams	54	<ul style="list-style-type: none"> <li>Universities and clubs in targeted regions create “cross town rivals” to increase competition</li> </ul>	<ul style="list-style-type: none"> <li>Universities and clubs in targeted regions create “cross town rivals” to increase competition</li> </ul>	58
Youth 17-21 Development # Initiatives	1			1
Alumni Engagement	225	<ul style="list-style-type: none"> <li>Continued alumni engagement with alumni attending targeted events</li> </ul>	<ul style="list-style-type: none"> <li>Continued alumni engagement with alumni attending targeted events</li> </ul>	250

**USATH Baseline/Organic Growth Scenario-2024 “Stability and Growth”**

<b>Metrics</b>	<b>End 12/31/20</b>	<b>1<sup>st</sup> Half</b>	<b>2<sup>nd</sup> Half</b>	<b>End 12/31/24</b>
Finance	\$750,000	<ul style="list-style-type: none"> <li>CEO Raising Money</li> </ul>	<ul style="list-style-type: none"> <li>CEO Raising Money</li> </ul>	\$5,000,000
Memberships/\$	1200/\$84,000	<ul style="list-style-type: none"> <li>USATH sanctions tournaments in targeted regions to spur membership</li> <li>New University Members</li> </ul>	<ul style="list-style-type: none"> <li>USATH sanctions tournaments in targeted regions to spur membership</li> <li>New University Members</li> </ul>	5000/\$350,000
Sponsors/\$	15/\$2,000,000	<ul style="list-style-type: none"> <li>CEO Raises new sponsors</li> <li>Solicit larger contributions from existing partners</li> </ul>	<ul style="list-style-type: none"> <li>CEO Raises new sponsors</li> <li>Solicit larger contributions from existing partners</li> </ul>	15/\$5,000,000
# Marketing Initiatives	13	<ul style="list-style-type: none"> <li>Handball on TV Weekly</li> </ul>	<ul style="list-style-type: none"> <li>Handball on TV Daily during Olympic Games</li> </ul>	25
Organizational Development	8	<ul style="list-style-type: none"> <li>Continue staffing organization based on growth</li> </ul>	<ul style="list-style-type: none"> <li>Continue staffing organization based on growth</li> </ul>	15

## USA Team Handball Strategic Plan

Team Performance	2	<ul style="list-style-type: none"> <li>Significant percentage of National Teams competing internationally on clubs</li> </ul>	<ul style="list-style-type: none"> <li>Significant percentage of National Teams competing internationally on clubs</li> </ul>	Top 16 World Championship
#Elite Athletes	80 40/40	<ul style="list-style-type: none"> <li>Definition of Elite Athletes continues to evolve and become more stringent as more athletes come in from the universities</li> </ul>	<ul style="list-style-type: none"> <li>Definition of Elite Athletes continues to evolve and become more stringent as more athletes come in from the universities</li> </ul>	80 40/40
#Univ. Teams (M/W)	40	<ul style="list-style-type: none"> <li>Continued growth and more clubs in the universities</li> </ul>	<ul style="list-style-type: none"> <li>Continued growth and more clubs in the universities</li> </ul>	80
#Club Teams	58	<ul style="list-style-type: none"> <li>Universities and clubs in targeted regions create cross town rivals to increase competition</li> </ul>	<ul style="list-style-type: none"> <li>Universities and clubs in targeted regions create cross town rivals to increase competition</li> </ul>	75
Youth 17-21 Development	1	<ul style="list-style-type: none"> <li>Success in targeted regions leads to more visibility and handball successfully attracting younger age groups</li> </ul>	<ul style="list-style-type: none"> <li>Success in targeted regions leads to more visibility and handball successfully attracting younger age groups</li> </ul>	10
Alumni Engagement	250	<ul style="list-style-type: none"> <li>Continued engagement with Alumni</li> </ul>	Continued engagement with Alumni	300

### USATH Baseline/Organic Growth Scenario-2028 "Sustained Competitive Excellence"

Metrics	End 2024	1 <sup>st</sup> Half	2 <sup>nd</sup> Half	End 2028
Finance	\$5,000,000	<ul style="list-style-type: none"> <li>CEO Raising Money</li> </ul>	<ul style="list-style-type: none"> <li>CEO Raising Money</li> </ul>	\$10,000,000
Memberships/\$	5000/ \$350,000	<ul style="list-style-type: none"> <li>USATH sanctions tournaments in targeted regions to spur membership</li> <li>New University Members</li> </ul>	<ul style="list-style-type: none"> <li>USATH sanctions tournaments in targeted regions to spur membership</li> <li>New University Members</li> </ul>	5000/ \$350,000
Sponsors/\$	15/ \$2,000,000	<ul style="list-style-type: none"> <li>CEO Raises new sponsors</li> <li>Solicit larger contributions from existing partners</li> </ul>	<ul style="list-style-type: none"> <li>CEO Raises new sponsors</li> <li>Solicit larger contributions from existing partners</li> </ul>	15/ \$5,000,000
# Marketing Initiatives	25	<ul style="list-style-type: none"> <li>Handball on TV Weekly</li> </ul>	<ul style="list-style-type: none"> <li>Handball on TV Daily during Olympic Games</li> </ul>	30
Organizational Development	15	<ul style="list-style-type: none"> <li>Continue staffing organization based on growth</li> </ul>	<ul style="list-style-type: none"> <li>Continue staffing organization based on growth</li> </ul>	20
Team Performance	Top 16 World Championship	<ul style="list-style-type: none"> <li>Significant percentage of National Teams competing internationally on clubs</li> </ul>	<ul style="list-style-type: none"> <li>Significant percentage of National Teams competing internationally on clubs</li> </ul>	Top 6 Olympics
#Elite Athletes	80 40/40	<ul style="list-style-type: none"> <li>Definition of Elite Athletes continues to evolve and become more stringent as more athletes come in from the universities</li> </ul>	<ul style="list-style-type: none"> <li>Definition of Elite Athletes continues to evolve and become more stringent as more athletes come in from the universities</li> </ul>	80 40/40
#Univ. Teams (M/W)	80	<ul style="list-style-type: none"> <li>Continued growth and more clubs in the universities</li> </ul>	<ul style="list-style-type: none"> <li>Continued growth and more clubs in the universities</li> </ul>	100
#Club Teams	75	<ul style="list-style-type: none"> <li>Universities and clubs in targeted regions create cross</li> </ul>	<ul style="list-style-type: none"> <li>Universities and clubs in targeted regions create cross</li> </ul>	100

		town rivals to increase competition	town rivals to increase competition	
Youth 17-21 Development	10	<ul style="list-style-type: none"> <li>Success in targeted regions leads to more visibility and handball successfully attracting younger age groups</li> </ul>	<ul style="list-style-type: none"> <li>Success in targeted regions leads to more visibility and handball successfully attracting younger age groups</li> </ul>	20
Alumni Engagement	300	<ul style="list-style-type: none"> <li>Continued engagement with Alumni</li> </ul>	Continued engagement with Alumni	350

## 6. Appendix B: SWOT

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- What are our top strengths?
  - We are an Olympic sport
  - We are in a favorable position with the International Handball Federation (IHF) and the European Handball Federation
  - Team handball is popular internationally
  - USATH has a special relationship with Auburn University and the Alabama Sports Festival Foundation
  - We have a passion for team handball
  - We are not an expensive sport: we can accomplish lots with relatively small investment
  - US athletes in different sports can convert to team handball relatively easily (athletes from 12 different sports made up the USATH Olympic team)
  - Team handball is exciting to watch
  - USATH's current organization has a cross-section of diverse talent: i.e.; business, legal, technical, sports etc.
  - The USATH women's team is building strong partnerships with the other Olympic federations
  - Team handball clubs outside the US like to come play here
  - Sponsors of teams outside the US with US interests want to support team handball in the US
  - USATH has a strong international brand
  - USATH is a clean organization and in full compliance with the USOC
  
- What are our greatest weaknesses?
  - The USATH organization is understaffed and inadequately funded
  - USATH organization lacks the infrastructure it needs for success
  - USATH has poor organization
  - USATH lacks the athletic talent needed to medal in the Olympics
  - Lack of awareness of the sport in the US
  - Business model is not well defined
  - Lack of engagement by USATH alumni
  - High pessimism towards the USATH organization by the TH clubs
  - The current team handball pool lacks significant connection to the Olympics (no current players have played in the Olympics, nor have they played with USATH Olympians)
  - We might not have the discipline required to execute our strategic plan, even if doing so would save USATH
  
- What are our biggest threats?
  - Team handball possibly being cut from the Olympic Games
  - USATH decertified by the USOC
  - USATH organization loses touch with its athletes and other significant stakeholders



- Risk-management
  - Youth sports model works against us
  - USATH is not seen as having the athletes' backs
  - USATH is currently at odds with most of its stakeholders
  - Poor reputation (USATH seen as not a worthwhile investment)
- 
- What are our best opportunities?
    - Handball teams and their sponsors have incentive to invest in improving the popularity of team handball in the US because team handball will become more relevant worldwide if it gains in popularity in the US Alumni can be tapped to assist and publicize team handball
    - Our athletes are asking for improved communication with us
    - We know who our stakeholders are and are motivated to work with each
    - If we build an effective infrastructure for USATH we will get more investment from the USOC
    - International USATH sponsors currently sponsor international teams and want more presence in the US market
    - IHF investing in USATH
    - The push for beach handball to become an Olympic sport
    - The Olympic games:
      - - Olympic channel
      - - NBC
      - - Internet streaming
      - - National TV
    - Possible alliances with other sports federations
    - Possibility to provide scholarships for our athletes
    - USOC has expressed a willingness to invest in the USATH if it generates and executes a productive strategic plan (that improves the USATH infrastructure and organization capability)

## **7. Appendix C: Stakeholders**

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- Key customers and stakeholders to USA Team Handball
  - USOC
  - Alumni
  - IHF
  - Blue-ribbon USATH strategic planning team
  - USATH Board of Directors
  - Social media/ bloggers and others
  - TV networks
  - University athletic directors
  - Athletes
  - Colleges
  - Clubs
  - Coaches
  - Wheelchair handball (Paralympic handball teams)
  - Parents of athletes
  - Sponsors
  - Viewing public
  - Youth handball programs
  - International team handball governing bodies
  - Referees
  - USATH Foundation
  - Volunteers
  - Members of beach handball committee structure
  - North/Caribbean Confederation