

Business of Tennis Forum

Public sector challenges, aka
Swimming against the tide...

27th April 2016



Some days?



Some days?



Some days?



Overview

1.

**Our story
so far**

2.

**Some lessons
learned**

3.

**Discussion
time**

Overview

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**Our story
so far**

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**Discussion
time**

Our story so far: Introduction to Parks Tennis CIC

Mission

Improving lives through tennis

Values

Excellence

Passion

Teamwork

Respect

Fun

Strategic objectives

Increase tennis participation



Develop sustainable economics

Key actions

1. Secure long-term Council contracts to deliver city/borough wide, coach led programmes

2. Acquire parks tennis courts and manage bookings/customer enquiries for Councils

3. Recruit, train and mentor Community Tennis Managers and their local coaching teams

4. Build fund-raising capability to kick start programmes and improve local facilities

5. Develop café/kiosk management expertise (own & operate, sub-contract, partner)

6. Complement Council contracts with additional coaching opportunities (schools, clubs, camps)

7. Develop customer offer/incentives to stay in tennis (player pathway, competitions, social events, discounts, BTM)

8. Consolidate back office processes & policies (parks tennis operating manual, Tennismark+)



Our story so far: Introduction to Parks Tennis CIC

Courts



- A few taps to find, book and pay for your nearest court
- Potential to link to new court access control solution

Coaching



	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
8am-10am	Cardio tennis		Cardio tennis	Cardio tennis		Cardio tennis	Cardio tennis
10am-11am	Adult coaching		Adult coaching	Adult coaching		Adult coaching	Adult coaching
11am-12pm						Organised play	
12pm-1pm							
1pm-2pm							
2pm-3pm							
3pm-4pm	Mini tennis	Mini tennis	Mini tennis	Mini tennis	Mini tennis	Mini tennis	Mini tennis
4pm-5pm	Mini tennis	Mini tennis	Mini tennis	Mini tennis	Mini tennis	Mini tennis	Mini tennis
5pm-6pm	Adult coaching	Adult coaching	Adult coaching	Adult coaching	Adult coaching	Adult coaching	Adult coaching
6pm-7pm	Adult coaching	Adult coaching	Adult coaching	Adult coaching	Adult coaching	Adult coaching	Adult coaching
7pm-8pm	Adult coaching	Adult coaching	Adult coaching	Adult coaching	Adult coaching	Adult coaching	Adult coaching

Please book online to ensure there is space and availability on your preferred session

- Multiple venues across a borough
- Mix of sessions for all ages/abilities
- Pathways to stay in tennis/sport

Café



- Community hub
- Point of sale for tennis
- Additional income stream
- 'Eyes and ears'

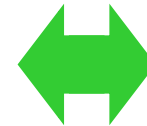
Our story so far: Managing courts



Schools



4 long-term Council contracts
74 courts under management
In discussions with several Councils



Clubs



Our story so far: Co-ordinating coaching

	monday	tuesday	wednesday	thursday	friday	saturday	sunday
9am						parent & child	
10am						tots	mini red
11am		ladies social Mix- In		DC doubles		touch tennis freeplay	mini orange
12pm						mini green	mini green
1pm						teen	teen
2pm		disability	super seniors 50+	disability	rusty rackets		
3pm							
4pm		tots	mini red	mini red			
5pm	yellow		mini orange	mini green			
6pm							
7pm	perform	tennis tuesdays	adult coaching + social	perform	all age cardio		
8pm	rusty rackets			skills & drills			
9pm							

Provisional 2016 Tennis Programme

- TCTC - 6hrs
- Juniors – 15hrs
- Adults – 10.5hrs
- Disability – 2hrs
- Parent & Child – 1hr
- Touch Tennis – 1.5hrs

TOTAL – 36hrs

Our story so far: Running a community café



Our story so far: Running a community café



Our story so far: Running a community café

WINTER MENU

BREAKFAST

AVAILABLE 9am-12pm

Full English £6.20
(All day on Sundays)

Densham best bacon, sausage, grilled tomato, sauté mushrooms, baked beans fried or scrambled egg, toast and butter including regular tea/coffee

Shed 5 £3.99
Bacon, sausage, mushrooms, beans and egg

Toast with butter and preserve £1.40

Warming Bowl of Porridge £2.25
(add syrup 30p)

Fried or scrambled egg on toast £1.50
(1 slice)

Selection of pastries from £1.50

Fried or scrambled egg and bacon on toast £2.50
(1 slice)

Densham's bacon or sausage samie £2.95

LUNCH

AVAILABLE 12pm-3.30pm

Homemade Soup of the Day with a warm Roll £3.95 (GF)

Soup of the day with half Sandwich of your choice £4.95

Sausage or Bacon Baguette £3.50
(Add Cheese, Fried onion or egg £1.00)

Homemade Beef Lasagne £5.99
Served with Salad and garlic bread

Omelette of the Day £5.45 (GF)
Served with fresh salad garnish

Jacket potato from £3.99 (V)
Served with various fillings

Paninis or toasted sandwiches
Bacon, brie and cranberry
Ham and cheese
BBQ chicken & mozzarella
Brie, mango and grape (V)
Cheese, tomato and onion (V)

FOOD FOR THE LITTLE ONES

Pasta of the day £3.95

Fish fingers £3.95
Served with smiley potato faces and garden peas or baked Beans

Shed Lunch Bag £3.95

Chocolate Brownie with ice cream £1.50

Samie £2.95

ALSO AVAILABLE
Homemade cakes, toasted tea cakes, brownies, snacks, fresh fruit

LOOK OUT FOR OUR DAILY SPECIALS BOARD!!

thecoffeeshed.com



Tennis cafe set to serve up ace treats

Cuppa: From left, Jo Hunter, Nick Gladders, Emily Hearn, Saph Driskell and Joe Cartledge

Friday 3 July 2015 / News

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TEA and tennis on the terrace will be the order of the day in Witney this summer when a new community cafe opens on The Leys.



Our story so far: Running a community café



SUPER SUMMER SUNDAY

@ **THE COFFEE SHED**

strawberry & cream sandwiches, ballboys, an umpire & free tennis all day at the Leys Recreation Ground in Witney on Sunday 5th July!

all ages are very welcome. come down between 1 - 5pm and enjoy the sunshine!

premier
TENNIS



GRAB A RACKET!

Premier Tennis multi-sport holiday camps are fun filled, action packed camps for 5-12 year olds which take place in schools, leisure centres and local parks.

Whatever your child's age or sporting ability, our qualified coaches will help improve their skills and ensure an exciting and varied week.

WEEK CAMPS
5-12 YEAR OLDS
RED RACERS 5-10
Learn the basics through lots of games using fun competition balls and small rackets.

ORANGE RACERS 11-12
Develop technique and a variety of shots through drills, individual challenges and team competitions.

GREEN GIANTS 13-12
Improve existing skills and movement on full size courts, and gain confidence through match play situations.

JUNIOR CAMPS
11-12 YEAR OLDS
Focus on the technical and tactical aspects of tennis, playing with yellow balls and developing greater self-reliance through competition.

LEADERS COURSE
13-17 YEAR OLDS
Gain a recognised qualification and skills in leadership, communication, planning and organisation. Rewards from one to five trophies. 125 credits are awarded on completion.

MULTI-SPORT SCHEDULE
Sessions in the mornings followed by team games...

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
FOOTBALL	CRAZY GOLF	CRICKET / ROLLERS	MINI OLYMPICS	DAVIS CUP TENNIS

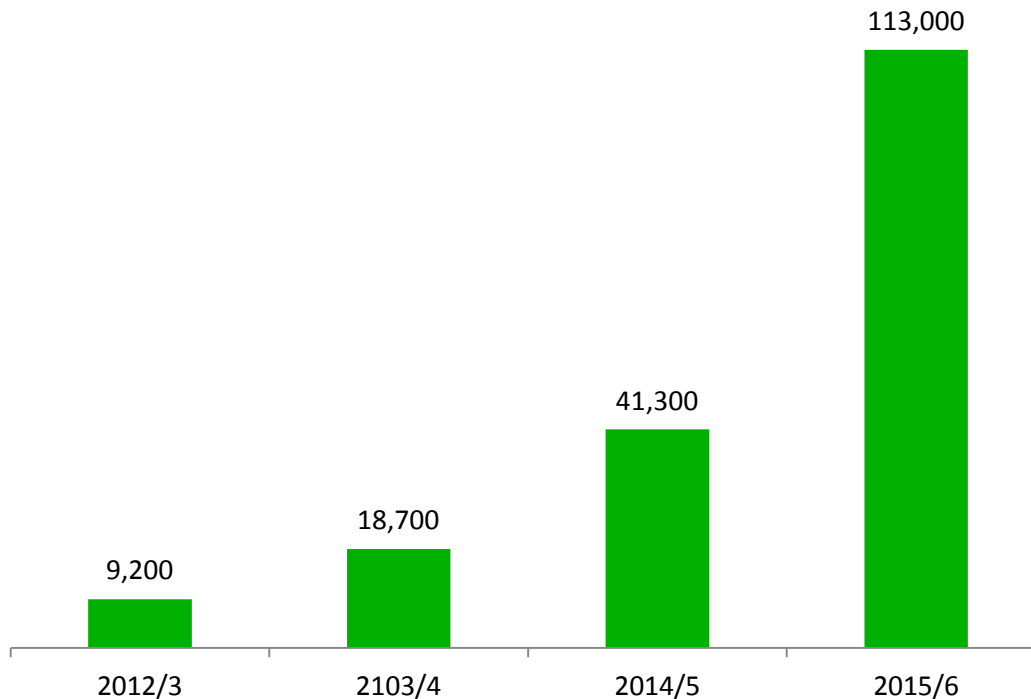
A DAY AT CAMP (10am - 4pm)

- 9:15: Early drop off 10:00 Registration (check-in, equipment, camp kit)
- 10:15: Breakfast 10:30: Warm up and stretching
- 11:00: Morning session 11:30: Lunch and rest
- 12:00: Afternoon session 12:30: Lunch and rest
- 13:00: Team games 13:30: Afternoon session
- 14:00: Team games 14:30: Afternoon session
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- 99:00: Team games 99:30: Afternoon session
- 100:00: Team games 100:30: Afternoon session

BOOK NOW 0845 475 1147
premiertennis.co.uk/camps

Our story so far: Participation outcomes

Participation sessions (hours) to date



Playing hours (total)	9,200	18,700	41,300	113,000(e)
of which parks	0	100	5,000	52,000(e)
Profile	5 camps venues 1 school	6 camps venues 3 schools 1 club 1 park	8 camps venues 12 schools 3 clubs 6 parks	6 camps venues 15 schools 3 clubs 17 parks

Overview

1.

**Our story
so far**

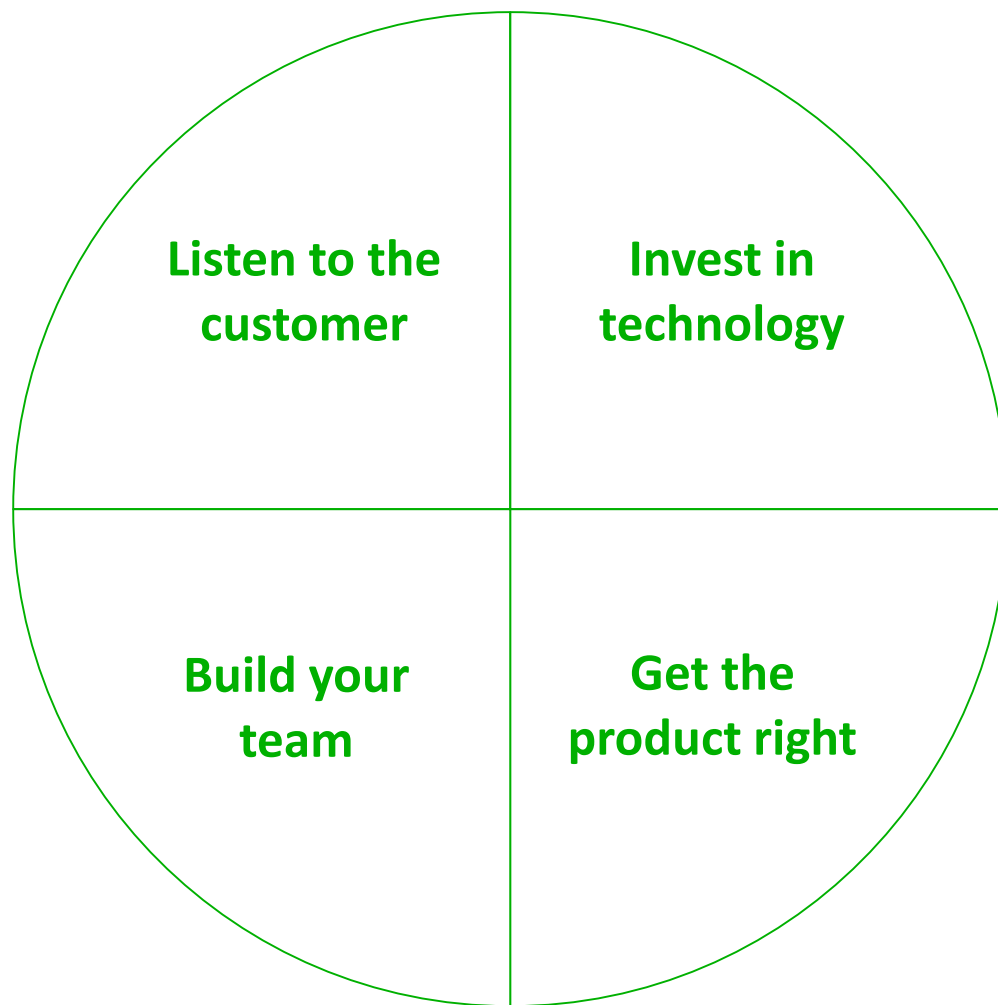
2.

**Some lessons
learned**

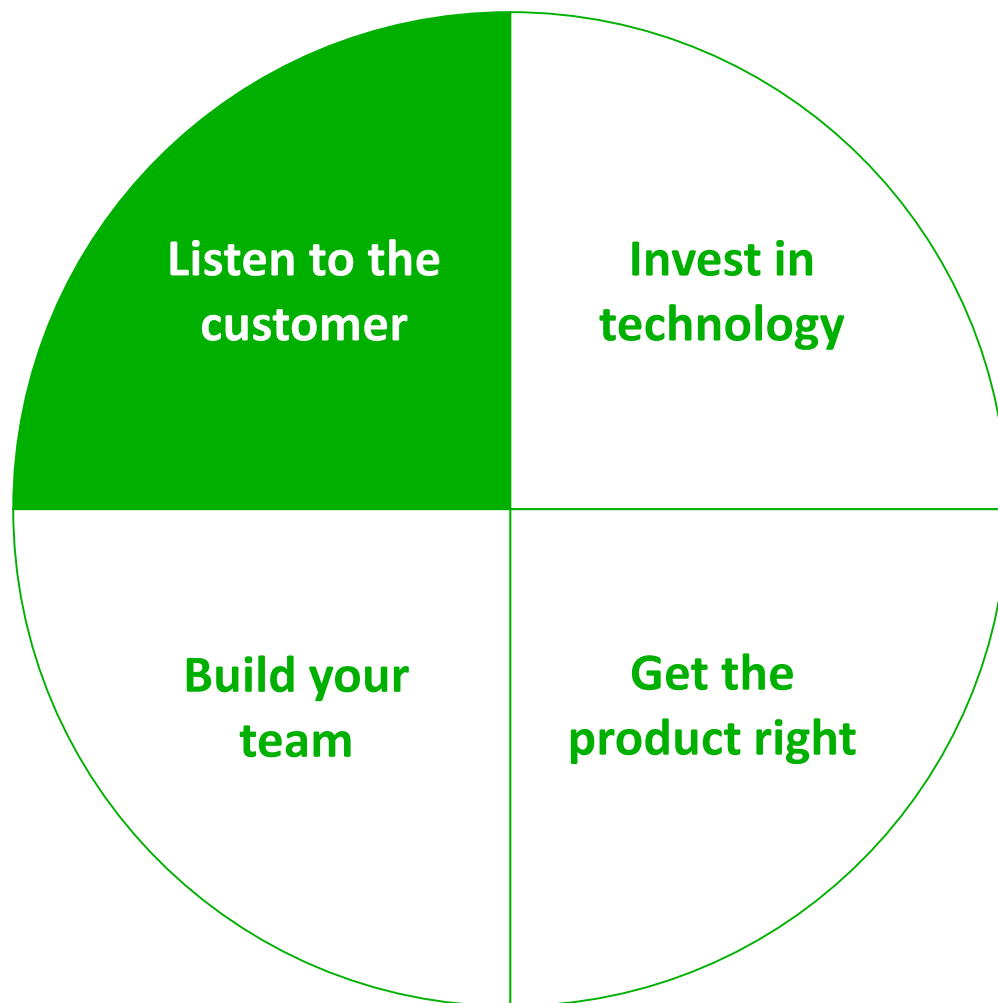
3.

**Discussion
time**

Some lessons learned



Some lessons learned



Listen to the customer: Considerations

Players,
parents,
members?

Club, school,
council?

Customer
research?

Needs,
problems?

Market
trends?

Segmentation?

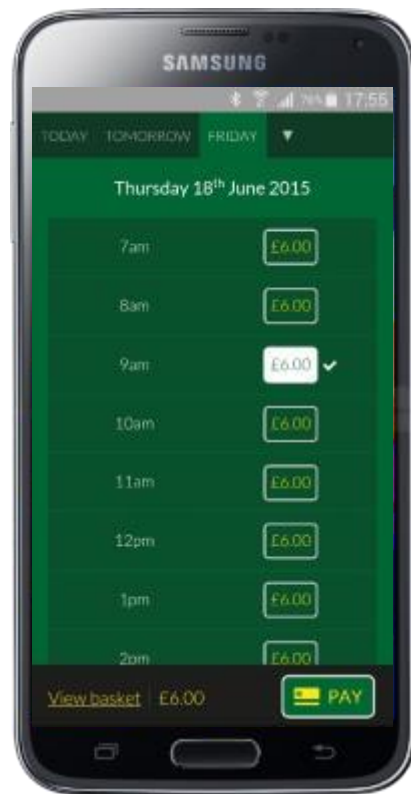
Targeting?

Positioning?

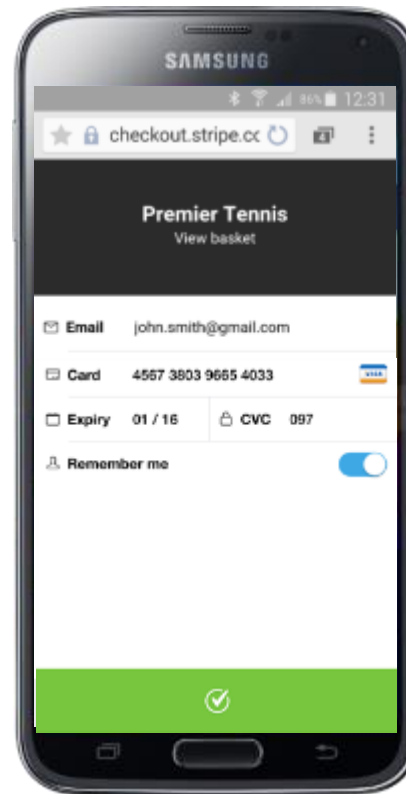
Listen to the customer: Court booking and access control – user experience



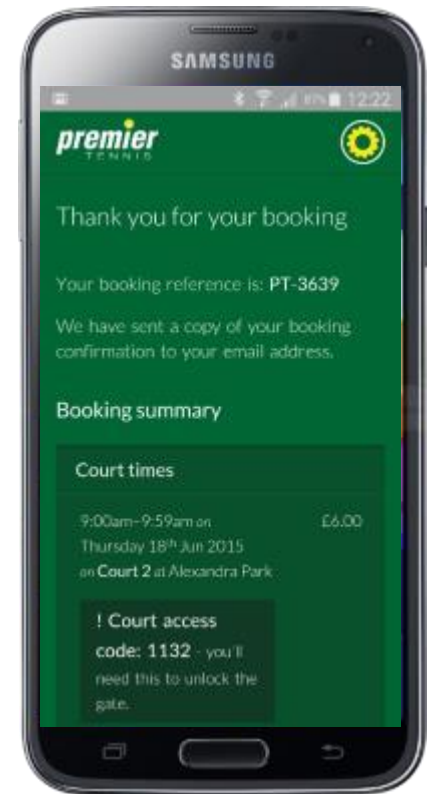
1. Find court



2. Book court
(and/or coaching)

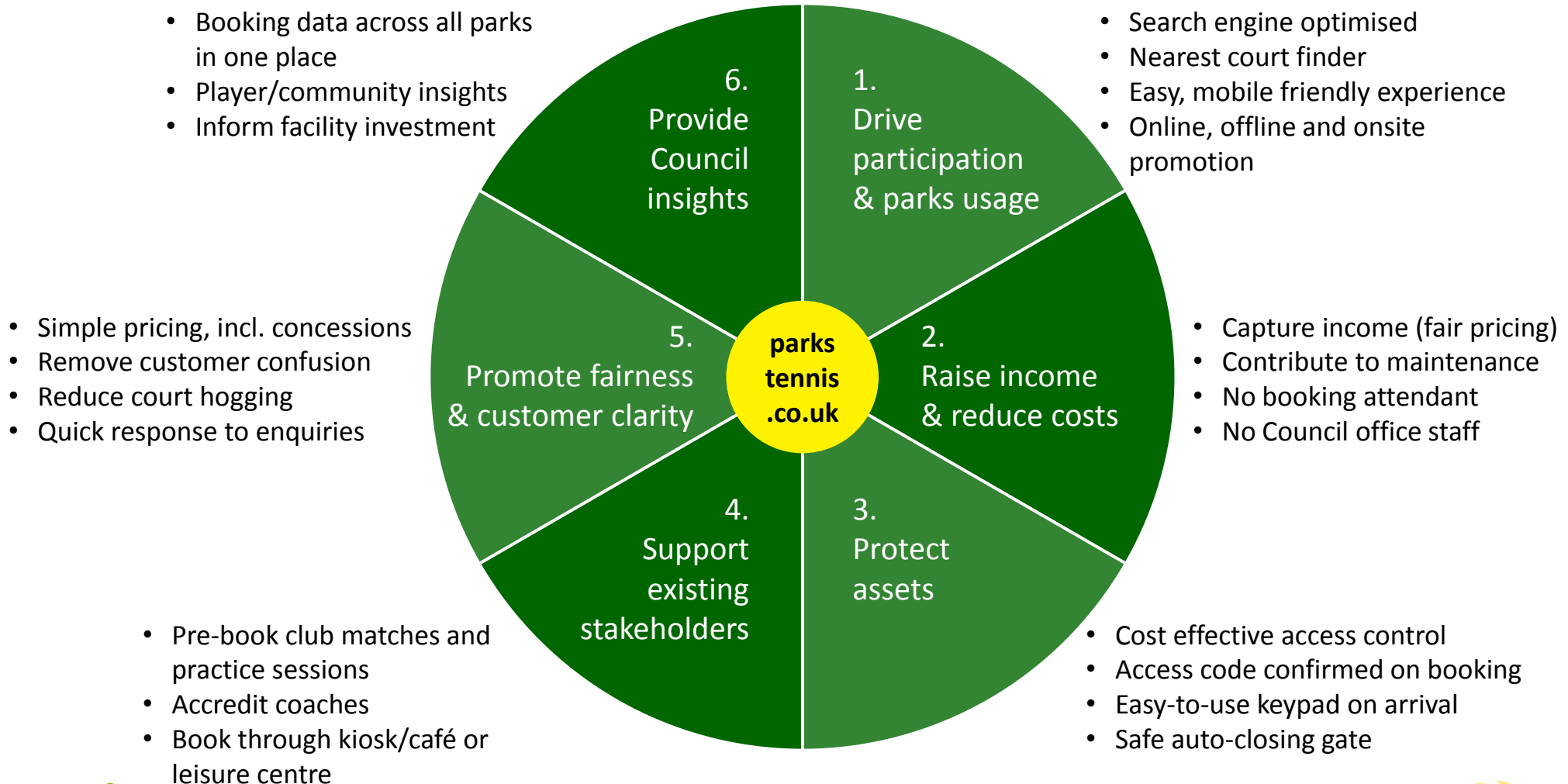


3. Pay

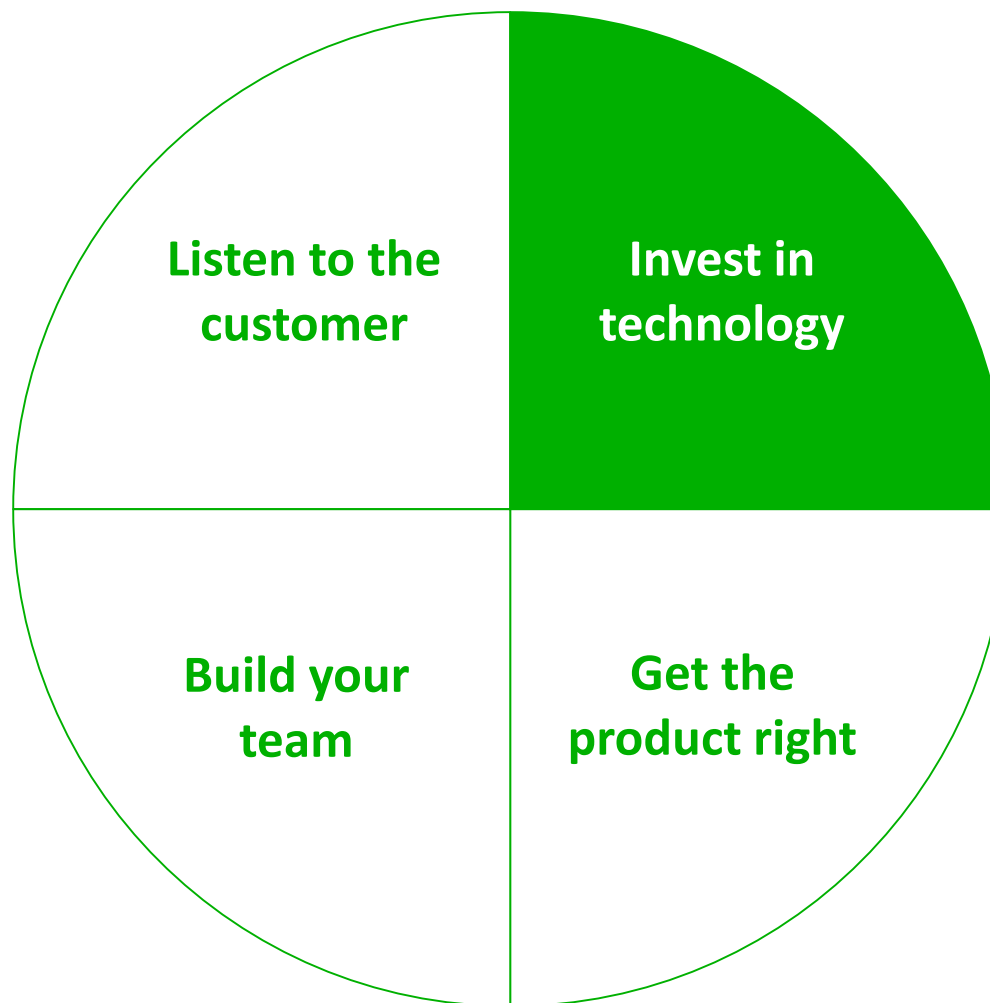


4. Get access code

Listen to the customer: Court booking and access control – Council benefits



Some lessons learned



Invest in technology: Considerations

Database
management?

Email
marketing?

Mobile
responsive
website?

SEO?

Social media?

Project
management?

Supply chain?

Accounting?

Invest in technology: Tennis management system

Customer database

Login

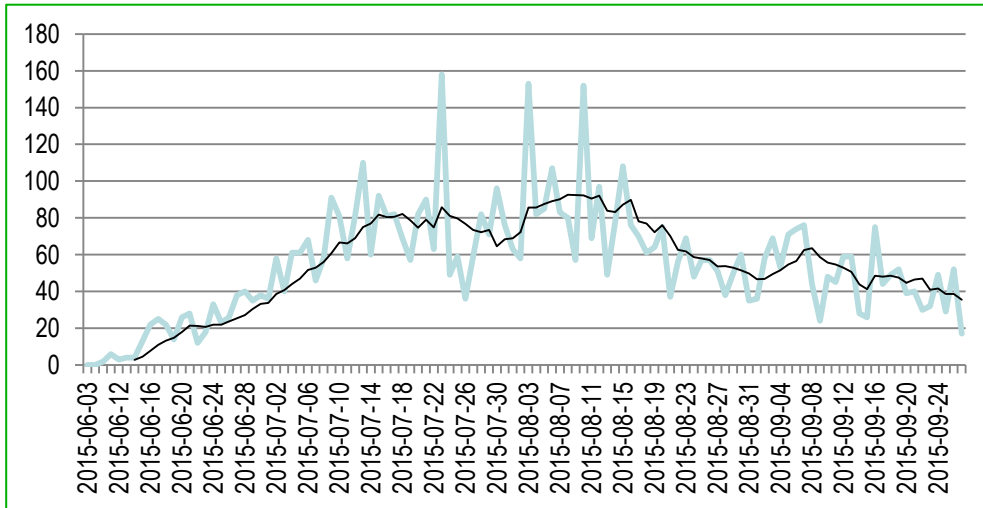
Email

Password

[I forgot my password](#)



Reporting



Programme management

This Week | Monday 18th Apr to 24th Apr 2016 (Week 16)

Monday 18 Apr	Tuesday 19 Apr	Wednesday 20 Apr (Today)	Thursday 21 Apr	Friday 22 Apr	Saturday 23 Apr	Sunday 24 Apr
Mini - 10 Minis PE Lesson @ St Nicholas' School 10:00 - 10:30 Spots: 10 Price: £20.00 Booked: 10/10 Coach: [Name] Cancel session	Adults - 100 YOT 100 - Cancelled session @ Lancelotti Tennis 10:00 - 10:30 Spots: 10 Price: £20.00 Booked: 10/10 Coach: [Name] Cancel session	Adults - Adult 40 Drills @ Florence Park 10:00 - 10:30 Spots: 10 Price: £20.00 Booked: 10/10 Coach: [Name] Cancel session	Adults - Adult 40 Drills @ Alexandra Park 10:00 - 10:30 Spots: 10 Price: £20.00 Booked: 10/10 Coach: [Name] Cancel session	Mini - PE Lesson Summer Term 2016 @ Woodhead Primary School 10:00 - 10:30 Spots: 10 Price: £20.00 Booked: 10/10 Coach: [Name] Cancel session	Mini - Mini Red 100 @ The Leys 10:00 - 10:30 Spots: 10 Price: £20.00 Booked: 10/10 Coach: [Name] Cancel session	Mini - Mini Red 100 @ St Nicholas' School 10:00 - 10:30 Spots: 10 Price: £20.00 Booked: 10/10 Coach: [Name] Cancel session

Coach app

Schedule

Next

14:00-15:00 - Wed 20 Apr 2016

Juniors - Enrichment Year 7 at Cheney School
0 players (10 spaces left)

Later

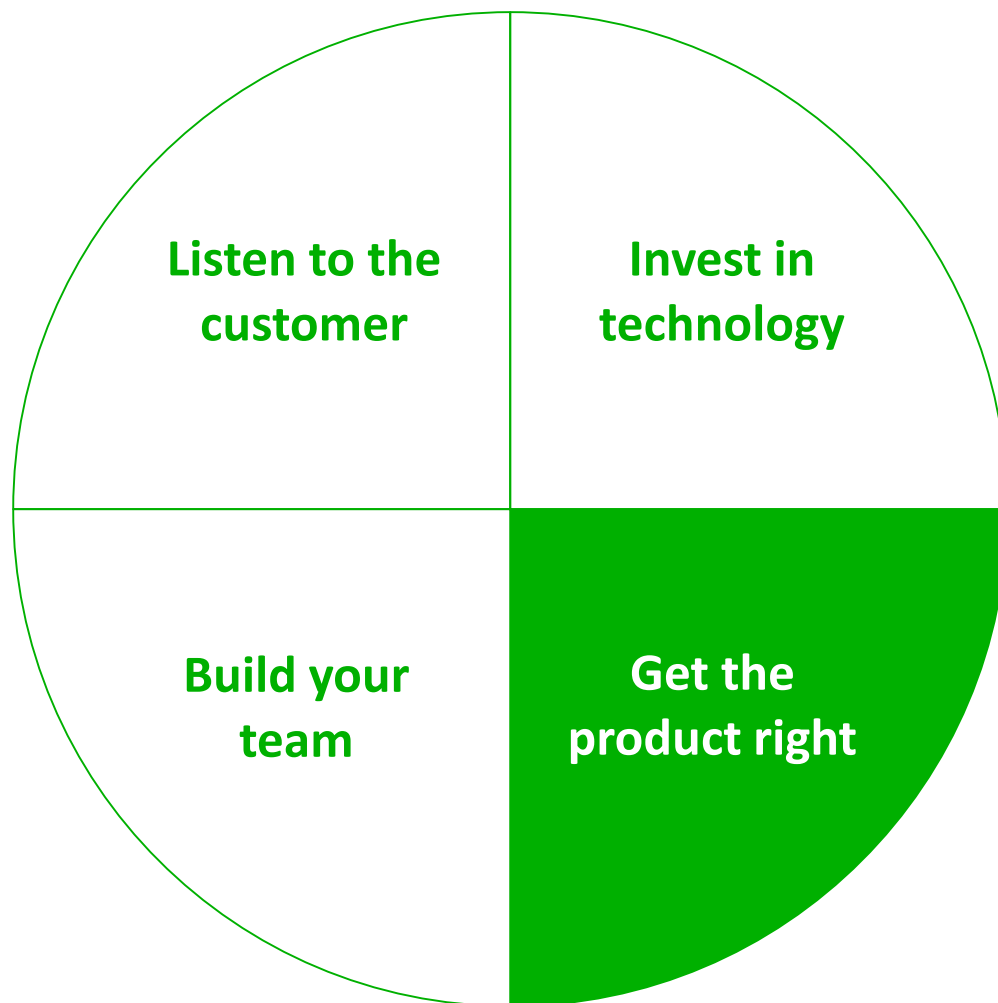
15:30-16:30 - Wed 20 Apr 2016

Minis - Mini Tennis ASC at St Mary and John School
0 players (12 spaces left)

13:00-14:45 - Thu 21 Apr 2016

Minis - PE Lessons Summer 16 at St Gregory the Great Primary School
0 players (full)

Some lessons learned



Get the product right: Considerations

R&D?

Design?

Technology?

Price?

Competitors?

Promotion?

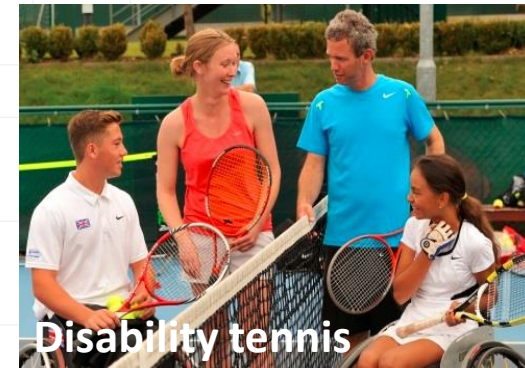
Market
substitutes?

Customer
advocacy?

Get the product right: Design



	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm
Mon									Reds Or/Gr/Tn	Adult		
Tue		Girls									Women	
Wed		Adult	Social					Reds	Or/Gr/Tn	Adult	Cardio	
Thu									Reds	Beginner		
Fri									Reds	Adult		
Sat		Girls	Social		Reds	Or/Gr/Tn						
Sun		Disability	Reds	Or/Gr/Tn								



Get the product right: Positioning



Welcome card



Website



A4 poster



A5 Flier



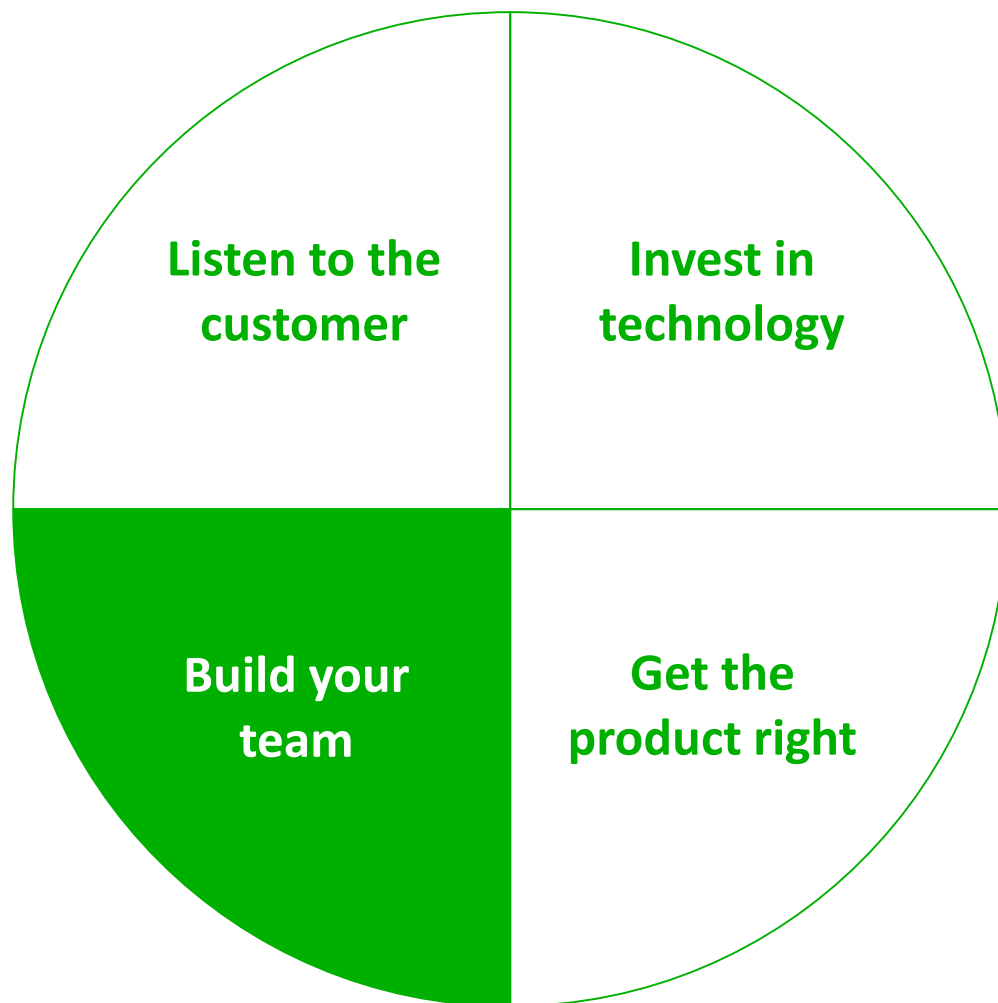
Banner



Get the product right: Experience



Some lessons learned



Build your team:

Considerations

Management?

Colleagues?

Customers?

Partners?

Competitors?

Build your team: Management, colleagues, partners

Partners



GIVE IT YOUR MAX
Gets kids playing tennis

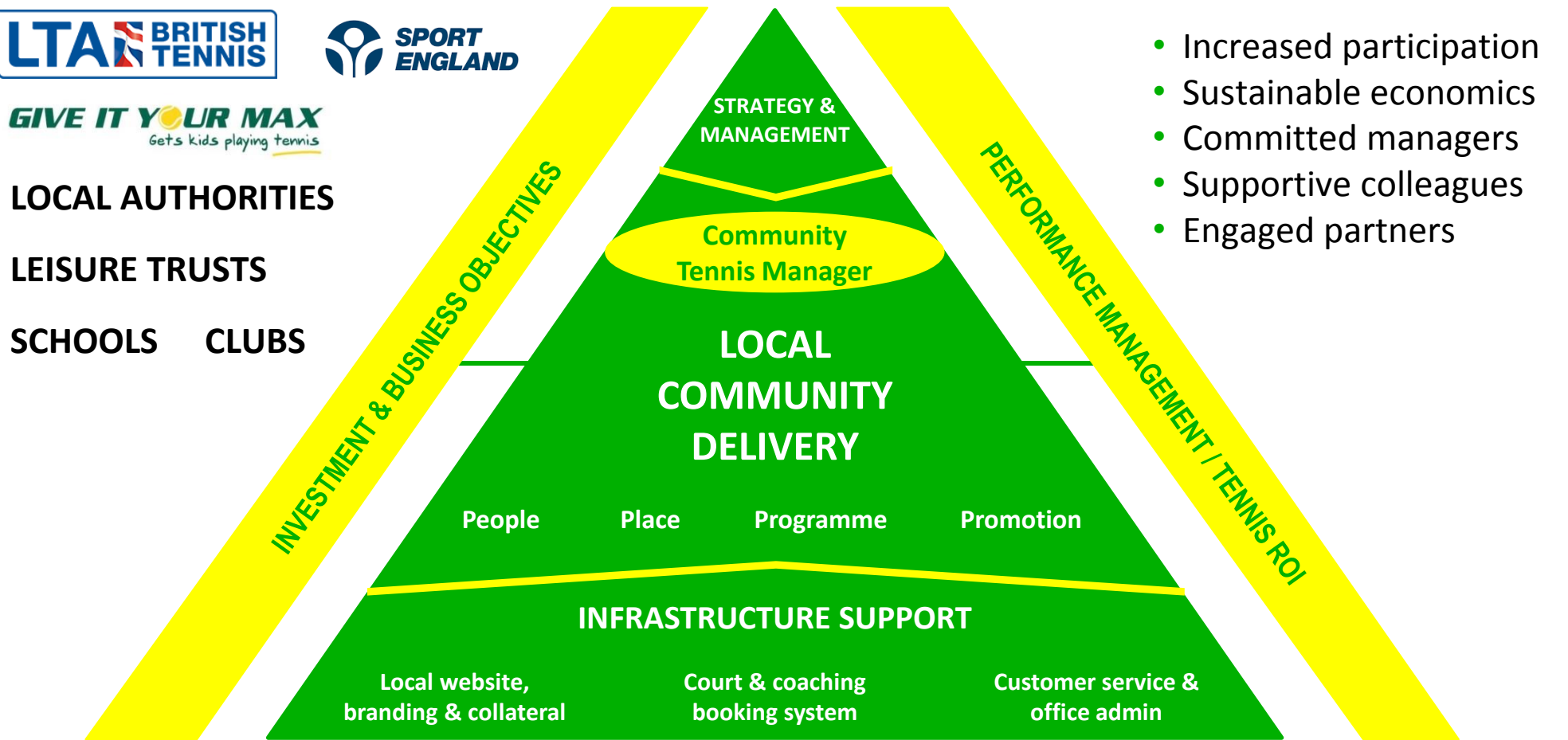
LOCAL AUTHORITIES

LEISURE TRUSTS

SCHOOLS CLUBS

Outcomes

- Increased participation
- Sustainable economics
- Committed managers
- Supportive colleagues
- Engaged partners



Some lessons learned

INSIGHT
“Make it relevant”

Listen to the
customer

Invest in
technology

INNOVATION
“Make it easy”

PARTNERSHIP
“Make it together”

Build your
team

Get the
product right

COMMUNITY
“Make it fun”

What's the destination?



What's the destination?



What's the destination?



Overview

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**Our story
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**Some lessons
learned**

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**Discussion
time**

Discussion time



Contact

Jeff Hunter

Managing Director, Parks Tennis

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07798 650400

premiertennis.co.uk

parkstennis.co.uk

tennisoxford.com

tennisnorthampton.co.uk

tennissheffield.com

thecoffeeshed.com

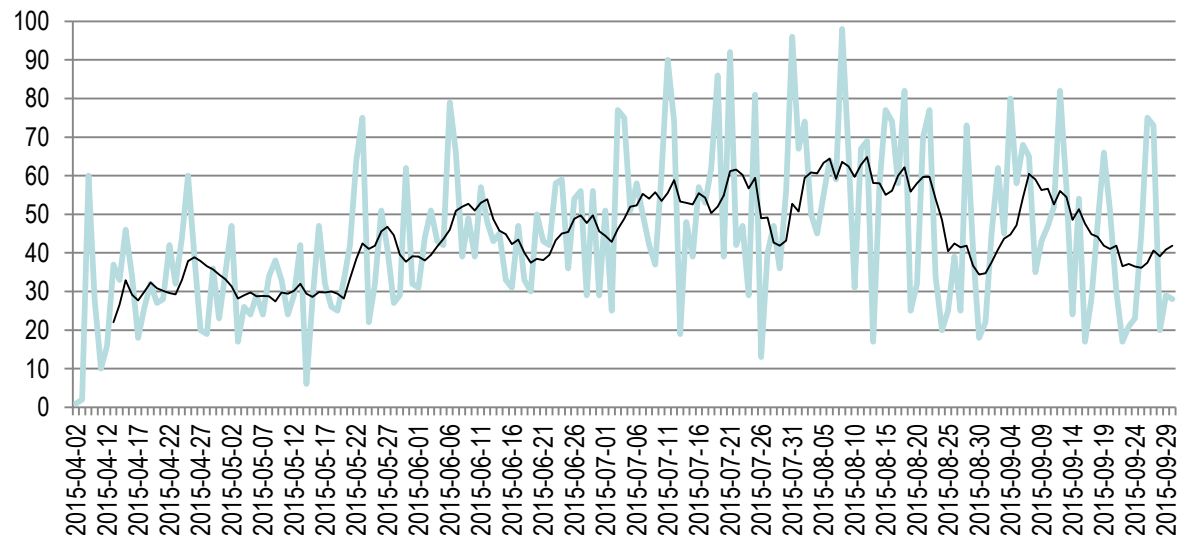


Case study – Oxford

Participation data – whether casual pay and play, coaching sessions or organised social tennis – is captured at source and complemented by user surveys to inform Council decision making.

- Booking data across all parks in one place
- Player/community insights via online surveys
- Track impact of customer promotions
- Safeguard and enhance Council reputation through evidence gathering
- Agreed reporting schedule to Councils
- Inform facility investment

Daily Oxford parks participation, 2nd April – 29th Sept, 2015



12-19
6%

55+
13.5%

5-11
19%

20-34
23.5%

35-54
38%

45% 55%

Case study – Oxford

Oxford participation sessions, split by park, 2nd April – 29th Sept 2015

	Total courts	Total coaching	Total courts + coaching	Unique bookers
Alexandra Park	2,325	236	2,561	166
Botley Park	1,253	191	1,444	109
Bury Knowle Park	2,165	1,327	3,492	266
Cotteslowe Park	405	42	447	40
Florence Park	2,610	1,416	4,026	286
Hinksey Park	4,588	448	5,036	264
TOTAL	13,346	3,660	17,006	1,131

Participation drivers

- 77% Play with family/friends
- 95% **Enjoy an active hobby**
- 4% Affordable, well-maintained facilities
- 93% **Convenient locations**
- 87% **No membership fee**
- 66% Able to check & book courts
- 60% Friendly & safe atmosphere

Low cost

Ease of access

Well-being

“Parks Tennis has delivered a community programme across Oxford for the past 18 months, co-ordinating a team of coaches and managing court bookings online and by an administrative back office team. To date, they have captured details of over 1,600 people and have worked in close partnership with Oxford City Council and the LTA. Their passion for community tennis and innovative approach has resulted in a significant increase in the number of people playing tennis on park courts in the city along with increasing satisfaction. It is a pleasure to work in partnership with them.”

Hagan Lewisman

Active Communities Manager

Oxford City Council

Customer testimonials

On the whole, the scheme is amazing - I feel my game has really improved and I have met so many new people who I now regularly play with and think of as friends; there is a real community/family feel where everyone is welcomed and accepted.

**35-54 year old female player
at Florence Park**

It's easy and affordable, a real improvement to booking courts

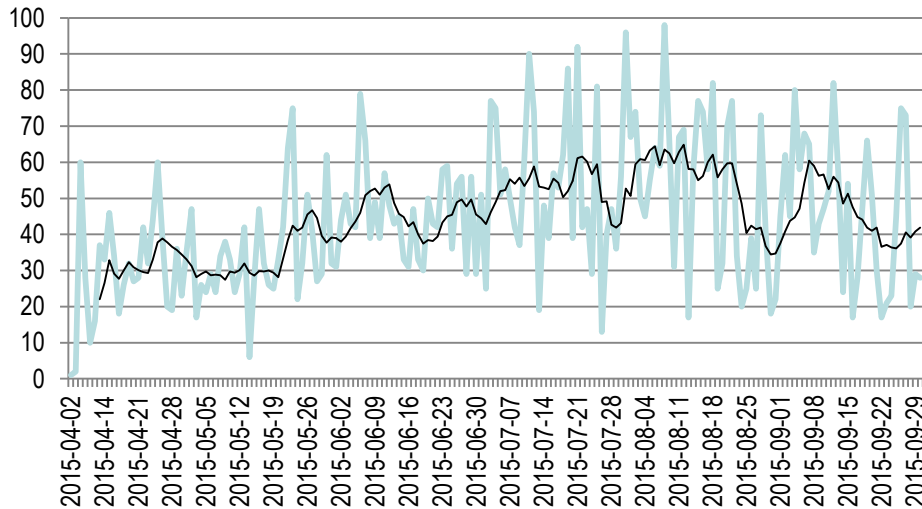
**35-54 year old female player
at Bury Knowle Park**

Works well but I don't understand why some courts cost and others don't.

**35-54 year old male player
at Alexandra & Botley Park**

Tennis ROI (Oxford): 17,006 participation sessions took place in Oxford's parks in April-September 2015, with 1,131 unique customers.

Daily Oxford parks participation, 2nd April – 29th Sept 2015



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Customer perception of value for money

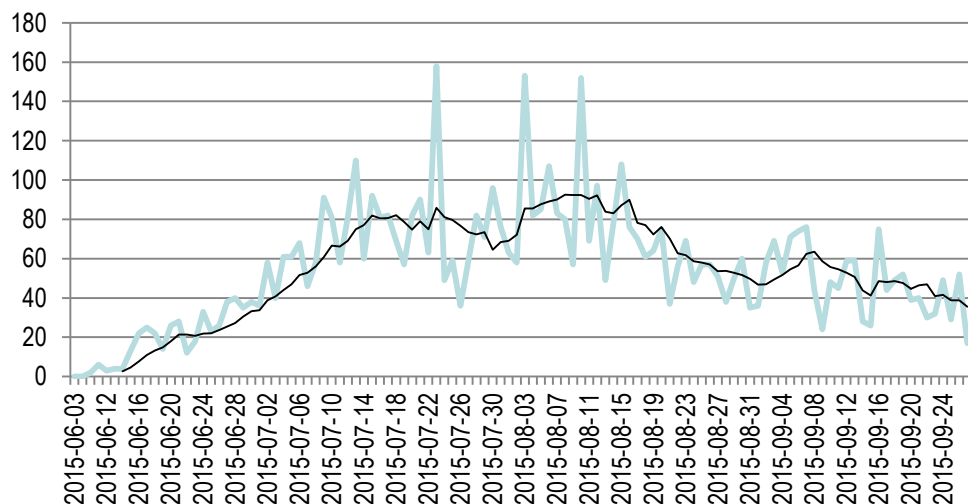
92%

- Adult coaching session: £6
- Adult court: £6
- Social tennis: £4 (2 hours)
- Junior coaching session: £5
- Junior court: £3



Tennis ROI (Sheffield): our parks pilot was well received, delivering 17,852 participation sessions and 1,504 unique customers.

Daily Sheffield parks participation, 10th June – 27th Sept, 2015



Sheffield participation sessions, split by park, 10th June – 27th Sept, 2015

	Total courts	Total coaching	Total courts + coaching	Unique bookers
Concord Park	755	8	763	88
Graves Park	60	11	71	20
High Hazels Park	1,765	106	1,871	118
Hillsborough Park	6,828	136	6,964	475
Millhouses Park	3,248	87	3,335	382
Weston Park	4,753	95	4,848	421
TOTAL	17,409	443	17,852	1,504

Customer testimonials

I found the coach patient, with the right balance of enthusiasm and humour. As an adult newbie to tennis, this helped make us feel less self-conscious and we really enjoyed it.

**On behalf of 2 female players
(age 20-34)**

My son has taken part in the coaching and he has been so enthusiastic about it, I hope you continue to run these sessions.

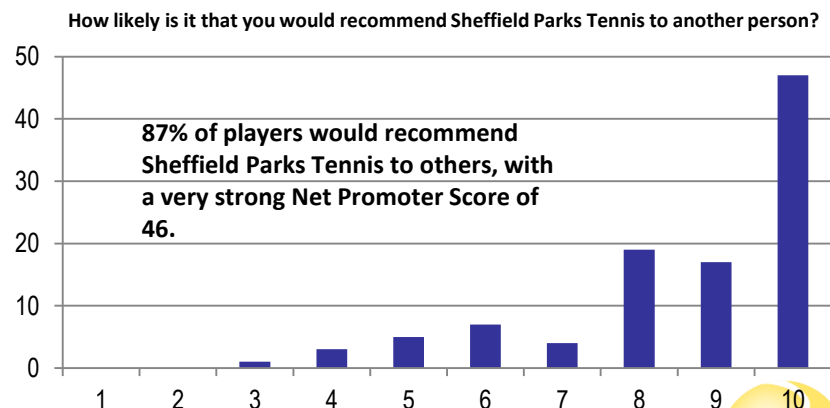
Mother of junior player

I was very happy with the coach – he was helpful & made it very easy for my granddaughter to get going - she was wary initially.

Grandmother of mini player



Customer advocacy (Net Promoter Score)





- 15,000 bookings
- 52% mobile access
- 35% conversion rate
- 98% satisfaction
- Café/kiosk interface
- Access control