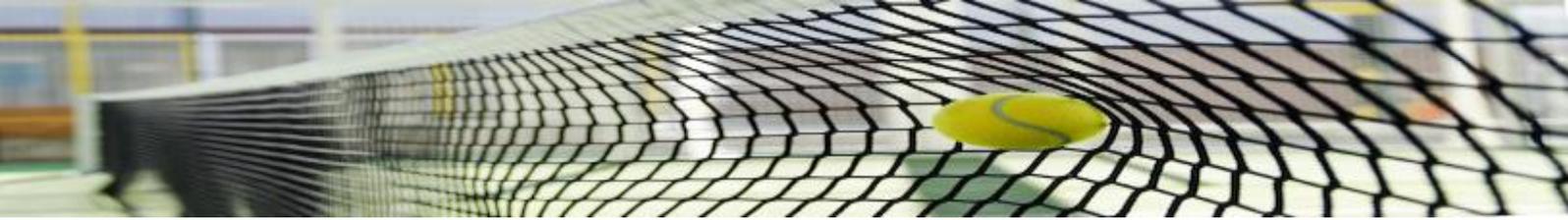


# **TENNIS INDUSTRY ASSOCIATION UK [TIA UK]**

## **STRATEGY 2017 – 2021**





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### STRATEGY 2017 – 2021

#### FOREWARD – STEVE MATTHEWS, CHAIR, TIA UK



The Tennis Industry Association UK [TIA UK] is the 'not for profit' trade organisation for the UK tennis industry. **'The Business of Tennis'**, our newly adopted strapline, is our business.

Recognised and supported by the Lawn Tennis Association [LTA] and the All England Lawn Tennis Club [AELTC] the TIA UK vision is to: **'Bring together companies, clubs and individuals with business interests in tennis.'**

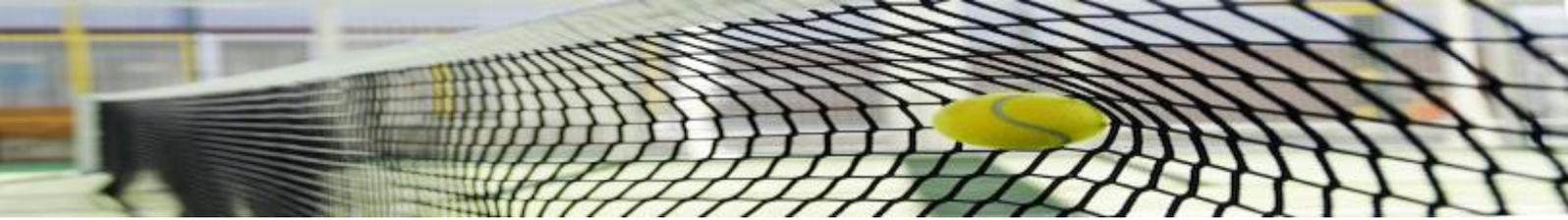
Our 50+ members already represent a widely diverse number of companies and individuals who play a positive part in contributing to the tennis economy and tennis participation both in the UK and worldwide. Our members include the major worldwide brands supplying rackets, balls, clothing and shoes; those that provide facilities and equipment such as court surfacing systems, court construction and equipment; major tournament venues and club operators; those actually operating and delivering on court activity and coaching, and growth in participation; those undertaking and delivering research into tennis, offering specialist project consultancy and technical advice; those offering marketing advice and promoting often new, and disruptive, technology solutions; and those in niche markets such as the game's history and heritage.

Our Members are our 'key customers'. They are involved in 'The Business of Tennis' in the UK and we want to see them all thrive. There must be a value and business advantage in bringing together the brands, suppliers, major tournaments, commercial clubs, sponsors, and individuals working towards industry growth.

During the past year we have undertaken a fundamental review of the future of the TIA UK. We have strengthened our Governance; reviewed and added new skills and individuals to both our Board and Council; tried to better engage our membership but there is still more to do; conducted research to enhance understanding of our member requirements; organised a very successful 'Business of Tennis Forum', our fourth annual event; extended our successful 'Championships' accreditation scheme to help members engage with others at Wimbledon; contributed to LTA policy discussions through membership of the LTA Council; re-launched our website, newsletter and social media platform with growing success; and have launched a new Award to recognise and promote innovation in GB tennis.

And with great optimism that TIA UK is moving forward we are putting forward this four-year Strategy for the period July 2017 – June 2021 as a statement of intent.

We want TIA UK members and partners to engage with each other and grow both the UK tennis economy and tennis participation. Please play your part.



## **TIA UK VISION**

The TIA UK Vision is:

**'To bring together companies, clubs and individuals with business interests in tennis.'**

## **TIA UK OBJECTIVES**

TIA UK Objectives are:

- To grow the UK tennis economy and provide enhanced and unique support opportunities for TIA UK Members;
- To provide a platform for networking between TIA UK members, and with other key partners and individuals within the UK tennis industry, through a series of targeted events;
- To promote innovation within the industry;
- To work with key partners such as the LTA and AELTC to contribute to programmes that aim to increase participation in tennis in the UK on both a local and national basis;
- To provide an industry news and information flow on both a domestic and international level that highlights UK and international tennis data and trends; information that help members become better informed and making more informed decisions;
- To run the TIA UK as an organisation that adopts high standards of corporate governance, and places a high standard on best practice;
- To work towards the TIA UK becoming a not for profit industry organisation that sustains itself on member income, but which looks for external industry support for specific projects and initiatives;

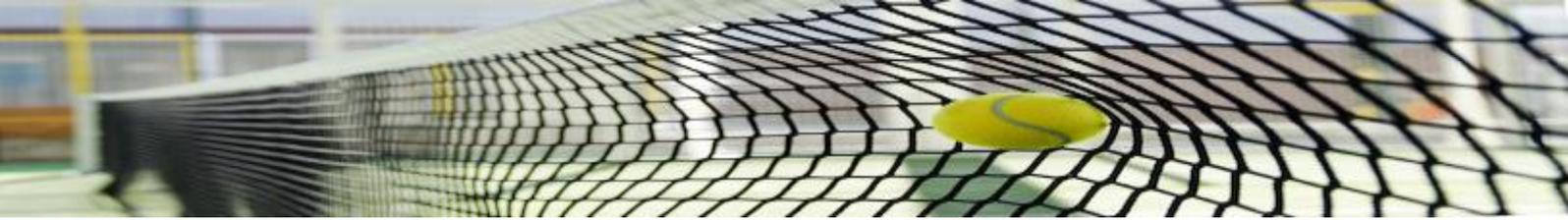
## **SCOPE OF THE INDUSTRY**

'The Wimbledon Championships' is the annual pinnacle of world tennis. Great Britain is also fortunate in being the centre of world tennis attention during the mid-year grass court season for both men and women leading into 'Wimbledon'.

Since 2009 London has also been host to the year end ATP Men's Tour Finals at the O2 Arena in London, from 2017 to be known as the Nitto ATP Finals, attracting a very different audience to that at Wimbledon.

British tennis has been successful in recent years. Andy Murray, Jamie Murray, Johanna Konta, and the GB Davis Cup Team have enjoyed great success.

But UK tennis participation and the UK tennis economy is not as buoyant as it has been in the past, with overall participation having declined 16% over a ten year



period since 2005, and all age groups with the exception of 45years+ having declined over that same period. There are some signs of a positive revival in terms of participation but tennis participation is competing directly with other activities that include running, cycling, gym activities and computer games.

The UK tennis economy, valued at £1.5billion per annum plus, includes:

- 50 major suppliers of tennis equipment;
- 100 builders of tennis facilities;
- 500 providers of specialist tennis services;
- 5 million players;
- 10,000 tennis coaches;
- 10,500 tournaments, five of which are very significant (The Wimbledon Championships; The ATP Year End Finals at the O2, Queens ATP 500, Edgbaston WTA event; Eastbourne ATP 250 and WTA event);
- 25,000 volunteers;
- 3,500 tennis teachers;
- 25 major 'British Tennis' sponsors;
- 3,000 clubs and venues.

All of these industry partners are relevant to the future development of TIA UK.

## **SIX THEMES TO SUPPORT OUR INDUSTRY 2017 -2021**

We have identified six themes that will be our key 'drivers' for the next four year period as follows:

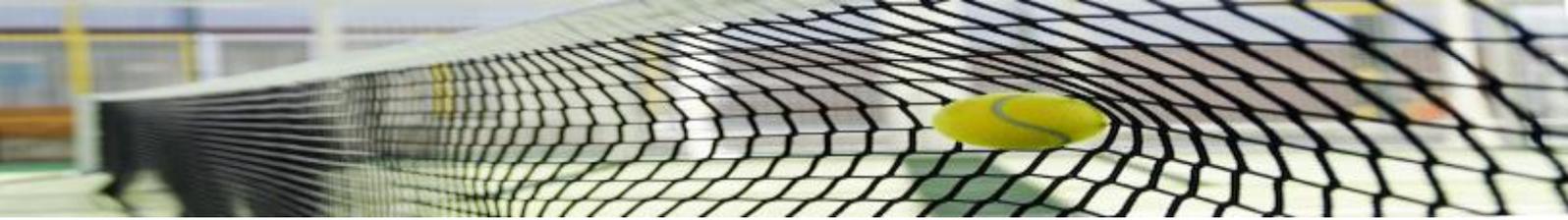
- Leadership and Governance including Income and Financial Stability;
- Membership;
- Significantly Improved Partnerships;
- Improved Communications and Networking;
- Business Development and Future Opportunities;
- Market Intelligence and Research;

## **INDIVIDUAL THEMES 2017 – 2021**

### **Leadership and Governance**

Good Governance leads to best practice, respect and regard for individual organisations, and the confidence of members. It also leads to well managed programmes and processes.

- We recognise that high standards of Leadership and Governance will be essential during the period 2017 – 2021; We believe that our new Board and Council will deliver these standards.
- We confirm that TIA UK will align itself with the Governance standards currently being adopted by the LTA, in line with standards laid down by UK Sport and Sport England. These standards mirror Department for Culture, Media and Sport [DCMS] and Government requirements for sporting organisations.
- We will set a budget that permits us to deliver this Strategy but also ensures that TIA UK is sustainable over the next four-year period.



- We will also seek partner and sponsor support to deliver individual elements of the Strategy.

### **Membership**

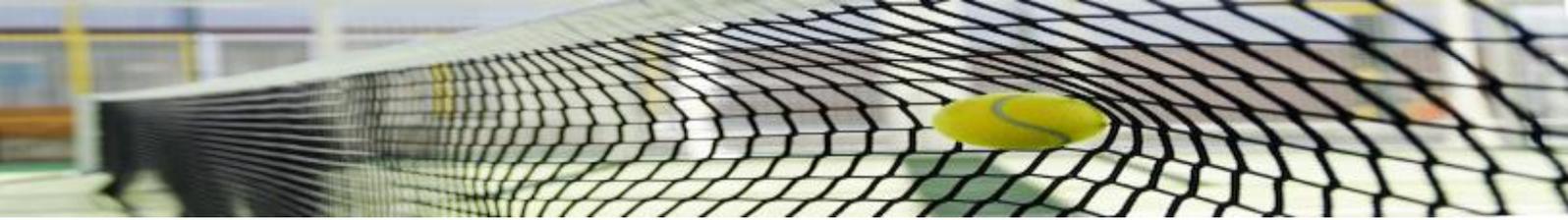
Retaining and expanding our current membership is crucial to the future development and sustainability of TIA UK.

- We will place significant emphasis on retaining our existing Membership, emphasising the relevance of TIA UK objectives to assist their business development and growth of the GB tennis economy.
- We are particularly keen to retain and develop the continued involvement of the traditional 'brands' of tennis who have supplied the game for over 100 years in some cases.
- We will also look to recruit new Members that will benefit from TIA UK Membership in line with the stated objectives. We will particularly be targeting new membership areas that will include commercial clubs, significant public sector court operators, larger 'not for profit' tennis clubs, and tournament venues.
- We will also be targeting as members companies and organisations involved in the accreditation of LTA official coaching qualifications and the small but still significant group of specialist tennis retailers.
- We will develop a membership offer for individual coaching partners as part of the 'Business of Tennis' offer.

### **Significantly Improved Partnerships**

TIA UK has a particular niche in terms of its positioning within the GB tennis landscape but can only achieve many of its stated objectives by working with other partners.

- During the period 2017 – 2021 TIA UK will seek to cement and further develop its existing partnerships with the Lawn Tennis Association [LTA] and the All England Lawn Tennis Club [AELTC]. We will seek to be innovative in submitting new ideas and also aim to make a constructive contribution to existing or new programmes that are targeted at growing the game and the tennis economy.
- We will continue to make a contribution to LTA thinking and policy through the TIA UK Chair being a member of the LTA Council
- We will also aim to develop new partnerships with the major private, public and 'not for profit' tennis operators.
- We will explore if there is mutual benefit for TIA UK to work more closely with or be in membership of other industry bodies, for example, the Federation of Sport and Play Associations [FSPA], the Sports and Play Construction Association [SAPCA] and the Institute of Groundsmanship [IOG].
- We will maintain links with the United States Tennis Industry Association [USTIA]



## **Improved Communications and Networking**

During the past year TIA UK has undertaken a review of its communications. The Executive Officers have also undertaken research among a selection of members to further understand where members wish to see a focus in future. The website has been updated and re-launched and an improved quarterly newsletter introduced. The 'Twitter' feed has also been popular with members and the wider industry. TIA UK has also developed its digital database of British tennis organisations and contacts to the point where it has significantly improved industry coverage.

The annual 'Business of Tennis Forum' at Queen's Club in April has been well attended and has received very positive feedback from attendees as imparting new knowledge and a good opportunity for networking.

Research and event attendance suggests that there is still considerable work to be done to achieve full member engagement, and members also indicate that they would appreciate improved networking opportunities across the industry.

During the period 2017 – 2021 TIA UK will:

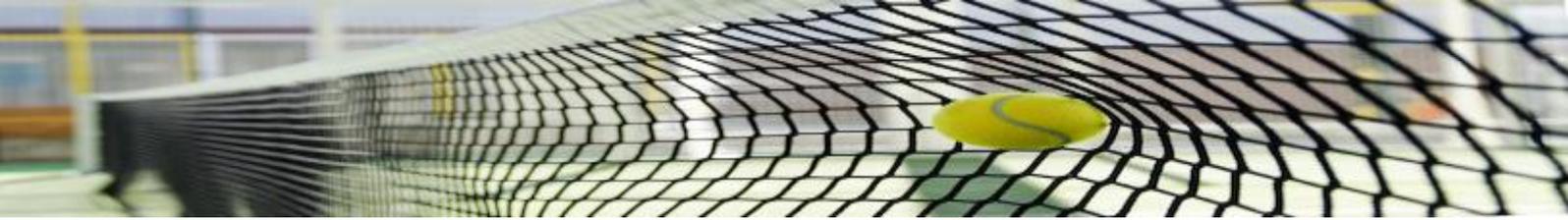
- Maintain and improve the regular contact with Members through pro-active use of the website; newsletter; social media feeds and the digital directory.
- Seek to appoint on an annual internship a Project Manager to maintain and further develop the TIA UK social media platform and digital directory.
- Undertake a limited amount of additional research with members concentrating quite specifically on improving their engagement with TIA UK and the type of networking events they would support.
- Run a limited number of high quality networking events to include the annual Tennis Forum in April, a summer event with some link to 'Wimbledon', and an Innovation Awards event in the month before Christmas.

## **Business Development and Future Opportunities**

TIA UK is keen to maintain and improve its member offer while recognising that it has to balance this against the Executive Officer resource available.

During the period 2017-2021 TIA UK will maintain its existing Member Offer as follows:

- Maintain and improve Member Identity and Products through the Member Directory; website; Newsletter; Blog and social media feed.
- Maintain the offer of Wimbledon Ground Pass accreditation to assist Member networking during 'The Championships'
- Maintain and improve the industry news flow
- Maintain and improve Member access to the Business of Tennis Forum and other networking events;



In addition TIA UK will seek to improve Member contact and activity through the following development opportunities:

- Work closely with the LTA to ensure that TIA UK members both complement and gain benefit from the 'Transforming Tennis Together' programme launched in 2017;
- Work closely with the LTA and other partners to ensure that procurement opportunities are widely advertised through TIA UK outlets;
- Work closely with the LTA and other partners to explore and develop a TIA UK Member offer for affiliated clubs;
- Encourage Members to support the TIA UK Tennis Innovation Awards launched during 2017 with the intention of the highlighting and driving innovative products across the industry and becoming an annual programme, networking event and opportunity for industry coverage;
- Explore with partners such as SAPCA, IOG and FSPA if there are other partner events where tennis buyers are in attendance, and where TIAUK might have a presence;

### **Market Intelligence and Research**

Over the past three years TIA UK has taken the lead in trying to provide the industry with relevant market intelligence and industry insight. Much of this information has been disbursed through 'The Business of Tennis Annual Forum' and subsequently through the website.

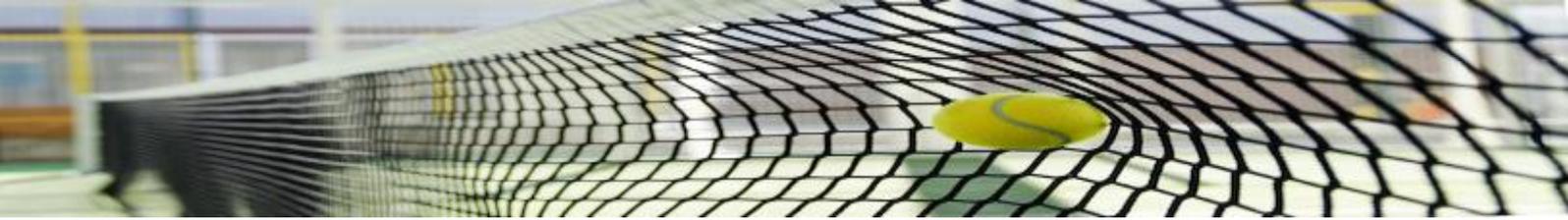
- TIA UK will continue to play this role and explore with Members and Partners if there is further research and insight that would be valuable to the industry. It is unlikely that TIA UK would be able to commission major research alone but we would be keen to play a leading role in a collaboration.
- TIA UK will continue to feed relevant information and industry data through its website, newsletter and social media outlets.

### **HOW TIA UK WILL IMPLEMENT THE STRATEGY**

This four-year Strategy has been developed by the Executive Team and endorsed by the TIA UK Board. It is a considered statement of what the Board and the Executive Team think is achievable over the four year period and where the Membership wish it to place its focus. It is a steer but not a strait jacket and events may require some flexibility. The Strategy will be the subject of continual review by the Board and an annual Operational Plan with targets will be produced and monitored.

TIA UK is relatively secure for the first time in several years and the new Board is both optimistic and enthused about the future.

Resources are limited and Partner collaboration and support is essential but the volunteer TIA UK Board, supported by the Council and Membership, is committed to achieving the priorities outlined.



The Board is supported by two high quality Executive Officers who both put in time well in excess of what they are remunerated for. Our intention is to add a committed young person annually to act as a Project Manager to develop the TIA UK digital and social media platform on an internship basis.

Adopted by the Board  
28<sup>th</sup> September 2017

## PARTNER MEMBERS



JB Corrie & Co Ltd

