Understanding the Market: Sport, Activity, and Behaviour in a Changing World

Paul Burditt
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What are the current trends in tennis?
Tennis comes from a challenging position in participation - but we were not unique in decline

England Monthly Participation: % change among the top 20 sports/activities (2005/6 vs 2014/15)

% Change since 2005/6

Positive growth

Negative growth

Source: Active People Survey (NB comparison for Angling, Exercise, and Keep Fit vs 2010/11; comparison for Fitness vs 2015/16; comparison for Squash vs 2006/7)
Despite that, tennis remains the 4th biggest traditional sport, behind badminton.

ACTIVE LIVES SURVEY: England 2x Monthly Participation 16+: TOP 20 ACTIVITIES
Year to November 2017

- Cycling: 17.3%
- Running: 15.4%
- Fitness class: 14.6%
- Gym session: 12.0%
- Swimming: 10.2%
- Exercise machines: 8.4%
- Climbing or Mountaineering: 5.5%
- Interval sessions: 5.4%
- Football: 5.0%
- Weights session: 4.6%
- Generic fitness training: 4.4%
- Golf: 2.2%
- Badminton: 2.0%
- Tennis: 1.9%
- Boxing (includes boxing fitness classes): 1.7%
- Rowing (includes indoor rowing): 1.6%
- Table Tennis: 1.0%
- Squash: 0.8%
- Bowls: 0.8%
- Gymnastics (includes trampolining): 0.7%

Source: Active Lives Survey
Insight: Paul Burditt
But the trend continues: traditional sports see YoY decline; individual sports take market share.

ACTIVE LIVES SURVEY: England 2x Monthly Participation 16+: TOP 20 ACTIVITIES Year to November 2017 - % change YoY

Source: Active Lives Survey

Insight: Paul Burditt
So what’s happened?
An underlying and changing context…which has changed the way people think and feel about sport…

…and a sense that tennis has some distance to “catch-up” with that changing world
It’s always on…and we have to strive for visibility and relevance

MULTI-CHANNEL, ALWAYS ON, VIEWER CENTRIC
Sport is becoming explicitly “for everyone”…and we have to make people feel tennis is “for them”
The way people play sport is changing...we have to innovate to stay relevant

NEW FORMATS, BENT RULES
People can choose what they want, when they want, on a seamless online journey

Discover ➔ Plan ➔ Play ➔ Advocate

CLASSPASS

“I like how Classpass lets me track which classes and teachers I like, as well as helps me try out new classes easily.”
Fitness has changed the way people engage with sport
The paradigm has changed

Strong, not skinny

High

Medium

Low

Different Format intensity needs

All round Wellness/Balance

Self-Confidence

Self-Testing (Strength & Power)

Fun & Enriching Experience

Different emotional motivations

The quest for a healthy balanced lifestyle: desire for physical & mental strength

One gym, 105 different classes

All the most in-demand classes plus new workshops every month

GymBox

LTA British Tennis
Wellness – a simpler, holistic consumer perspective – has redefined what people are looking for
So, we are now selling the benefits of a *lifestyle*, not a product

- Fit around busy schedule
- Fit mindset and attitude (*i.e.* diet, family)
- Opportunity to socialise with like-minded people (*i.e.* post workout brunch, online)
- Complementary of other interests and needs (in life and sport) (*i.e.*: partnering with brands or other sports that contribute to the same lifestyle)
- Combination of clothes, food, music, environment, etc.
Yoga, for example, has been at the forefront of driving change in the market...

Measuring Success of Group Fitness Classes: Online interest over last decade

Source: Google Trends 2017 (UK Search Data from 2004-Now)
...and has diversified to stay relevant: people have felt empowered to drive change and innovate by themselves.
Apparel brands are leading the charge: exercise and fashion = athleisure
Brands are selling this new definition

- Lululemon focuses on the spirituality, yoga narrative and lifestyle, rather than the products. It’s about a lifestyle choice.
- Rebranding yoga to be more accessible and relatable to a wider audience
- Brand partnerships: Taryn Toomey x Lululemon clothing line
- Ambassador programme: global, local and hyperlocal
- Free community fitness classes
Tennis still has reach and scale
Tennis still has a solid base to grow from

- 4 million people aged 16+ played 1+ times in the last year
- 1.2 million play monthly
- 420,000 play weekly

<table>
<thead>
<tr>
<th>Age Group</th>
<th>GB population</th>
<th>People who played 1+ times in the last year</th>
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<tbody>
<tr>
<td>Male</td>
<td>49%</td>
<td>58%</td>
</tr>
<tr>
<td>Female</td>
<td>51%</td>
<td>42%</td>
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<tr>
<td>16-24</td>
<td>19%</td>
<td>45%</td>
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<tr>
<td>25-34</td>
<td>12%</td>
<td>16%</td>
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<tr>
<td>35-44</td>
<td>17%</td>
<td>17%</td>
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<tr>
<td>45-54</td>
<td>19%</td>
<td>12%</td>
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<tr>
<td>55-64</td>
<td>13%</td>
<td>5%</td>
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<tr>
<td>65-74</td>
<td>16%</td>
<td>4%</td>
</tr>
<tr>
<td>75 and above</td>
<td>5%</td>
<td>1%</td>
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</tbody>
</table>
Beyond playing, 27 million engage with tennis…20m just during Wimbledon, 7m during the rest of the year
HERO WORSHIP
Role models, Sporting rock stars, Rebels – shake things up, Attraction and admiration
In awe of physical and technical prowess, Stamina, all round fitness, Never give up
Nowhere to hide, Individual

THE GAME
Tension, drama, excitement, momentum swings, come backs, gladiatorial, epic contests, rivalries

ESCAPE
Absorbing/fascinating/addictive. Relaxing, therapeutic

BRITISHNESS
Uniquely British, Wimbledon, part of British tradition
Supporting British players

VALUES
Fair play
Good behaviour
Respect
Not tribal
Played equally by men/women

RELATIONSHIPS
Big screens, pub, Henman Hill
‘With my nan/sister/dad’
Office banter
Watch with my boyfriend
Getting kids involved

NOSTALGIA
Reminds me of my childhood, history, heritage and tradition

PERSONAL GROWTH
Learn about the game
Improve own technique
Technical, Tactical
Players’ lives

ADRENALINE
BEING IN AWE

TIME OUT

ESCAPE

BONDING

FAMILY

SOCIAL

DISCOVERY

PERSONAL GROWTH
The calendar peaks in visibility between May-September, albeit at a lower level than previous years.

Whether seen/heard/read anything about Tennis (in Britain) in the last 4 weeks: 2018 vs 2017 vs 2016

Visibility: Noticed anything about tennis in GB (2016)
Visibility: Noticed anything about tennis in GB (2017)
Visibility: Noticed anything about tennis in GB (2018)

Whether seen/heard/read anything about Tennis (in Britain) in the last 4 weeks:
2018 vs 2017 vs 2016

Source: Baseline Tracker (Jan-17 – August 18) (Base Size: Total Sample: 1,700 per month)
Players get a huge range of benefits from playing, all of which make the game unique

**Social:**
- Being outside
- Spending time with friends

**The Game:**
- Physical release
- Mental release
- Satisfaction of progression
- Element of competition
Clubs are key for growing relevance and inspiration
Clubs and Parks the key places people play

Venue played at most by frequency of play

% OF ALL PLAYERS

Parks: 33%
Clubs: 22%
Education venue: 20%

% OF WEEKLY PLAYERS

Parks: 17%
Clubs: 11%
Education venue: 11%

% OF MONTHLY PLAYERS

Parks: 26%
Clubs: 34%
Education venue: 48%

Source: Baseline Tracking Survey: (Oct-May 2014/15 data): People who played 1+ in the last year (1,838)
Huge stock of courts across the whole country

Total Number of Tennis Courts in Britain

Total Tennis Courts in Britain*: 23,175

- Outdoor: 21577 (93%)
- Indoor: 1598 (7%)
- Clubs: 16026 (69%)
- Parks: 7149 (31%)

Source: LTA Facilities Team (data from Registration of Venues and audits); excludes data from Educational venues and Leisure Centres because of data quality/inaccuracy
However, many misperceptions of clubs - which have an impact on perceived relevance

<table>
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<tr>
<th>Misperceptions abound</th>
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<tr>
<td>Clubs are prohibitively expensive</td>
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<td>Clubs are for serious players only, not for “people like me”</td>
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<td>Clubs are invite only – you need to be recommended to join</td>
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<tr>
<td>Clubs don’t offer flexible membership options</td>
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<tr>
<td>Clubs are stuffy – full of codes, rules, elitism and protocol</td>
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<td>Will not “fit in” or be respected</td>
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Those who have cancelled membership say it was due to lack of time to devote for the investment required

Clearly an education job to demystify - where clubs are and the membership opportunities they offer

Pay-as-you-go, especially, is cited as an attractive model for club membership
And tennis not seen to be the most convenient option, even among lapsed players...many who need reassurance

Why Lapsed Tennis Players do other sports/activities

• 44%: Easier to organise and take part in locally
• 33%: Friends and family do the other sport or activity
• 31%: Better at or more comfortable playing the other sport

Source: Jigsaw Lapsed Research 2017 (Total Lapsed: 1,204)
Inside the clubs, however, members say their experience is getting better and better: a real opportunity to grow from

Satisfaction with the overall experience at your club

- **All Members 2017**
  - Very satisfied: 47%
  - Quite satisfied: 38%
  - Neither satisfied nor dissatisfied: 7%
  - Quite dissatisfied: 5%
  - Very dissatisfied: 2%

- **All Members 2016**
  - Very satisfied: 43%
  - Quite satisfied: 38%
  - Neither satisfied nor dissatisfied: 13%
  - Quite dissatisfied: 31%

- **All Members 2015**
  - Very satisfied: 42%
  - Quite satisfied: 41%
  - Neither satisfied nor dissatisfied: 12%
  - Quite dissatisfied: 3%

- **All Members 2014**
  - Very satisfied: 41%
  - Quite satisfied: 41%
  - Neither satisfied nor dissatisfied: 13%
  - Quite dissatisfied: 3%

Base: Total Sample (5,741)
A real emotional sense of belonging to clubs, which builds loyalty, retention, and frequency of visit

73% of club members agree their club makes them feel part of a community

The sense of belonging to something worthwhile.

It's like a second home to me. It’s a place to keep fit, have fun, stress-free for a few hours a day/week - keeps me going with everything else in life. I wouldn’t want to be without it.

The club is very warm and friendly and open, with a keen ethos on community and encouraging all levels of people to join and play.
But a spectrum of experiences across the clubs with some specific areas members want us to focus on:

- How welcoming the club is
- Court surfaces
- Court condition
- Ease of getting a court
- Coaching
- Cost of membership
- How well run the clubs is
- Communications
- Ease of booking a court
- Opportunities to play with different people
- Different types of membership available
- Opportunities to meet people
- Opportunities to get involved in how the club is run
- Variety of membership
- Facilities
- Number of members
- Social scene
- Varieties of competition (e.g. box leagues etc)
- Club website
- Additional/ancillary facilities (e.g. gyms etc)

Source: Basis Lapsing Research (2016)
Insight: Paul Burditt
Some key differences in what different age groups want clubs to prioritise

<table>
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<th>Top five priorities by club member age</th>
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<tbody>
<tr>
<td>16 to 34</td>
</tr>
<tr>
<td>Improve courts (e.g. resurfacing, lights, indoor) or increase number of courts</td>
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<tr>
<td>Run more/different tournaments, box leagues/ladders, and competitions (etc)</td>
</tr>
<tr>
<td>Enhance Coaching and Programmes</td>
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<tr>
<td>Membership Growth</td>
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<tr>
<td>Membership Retention</td>
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</tbody>
</table>

Base: 16-34 (363); 35-54 (1800), 55-64 (1957), 65+ (1698)
And having *variety* of competition is a key element...

Only attention is given to true beginners/social players and to advanced players. **Players in between are completely ignored.**

All adult social play is doubles – and of variable standard.

It is a lovely tennis club with great members **however they do not promote any competitive tennis at all** which is a shame as. 1) it stops the club gaining new members and 2) demotivates team players.

Lack and variety of **competition**. We run occasional internal leagues but the players competing typically play with each other anyway...

No singles opportunities provided for players that are better than parks tennis leagues but not good enough for County Champs.
…as is having ready and easy access to people of the same standard to play with

15% of all lapsed players used to be a member of a tennis club...

Things that would encourage ex-Club members back

- If easier to find people wanting to play same type of tennis as me (casual knockabout, proper game, etc): 30%
- If easier to find people of same level to play with: 27%
- Better tennis facilities close to me: 26%
- If it was easier to get a court: 20%
- Easier to find people of same age to play with: 19%
- If there was a good club near me: 17%
Building on club strengths...meeting the new challenges of the market
### Summing up in 5 themes: communicating the benefits

<table>
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<tr>
<th>Theme</th>
<th>Detail</th>
</tr>
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<tbody>
<tr>
<td>1. Maximisation of time</td>
<td>Having an hour and making it count, with easy ways to access and find people to play with</td>
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<tr>
<td>2. Inclusive lifestyle fit</td>
<td>Welcoming and relevant experience, easy routes into tennis, with “people like me”</td>
</tr>
<tr>
<td>3. Sport and Life benefit(s)</td>
<td>Variety of options and programmes, communicated clearly, balancing mind and body</td>
</tr>
<tr>
<td>4. Seamless and flexible</td>
<td>Easy online journey, ideally with some element of personalisation and options to choose from</td>
</tr>
<tr>
<td>5. Emotional belonging and reassurance</td>
<td>Being part of something, with things which make people feel they have made the “right choice”</td>
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