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Editorial

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Welcome to issue 87 of the ITF Coaching and Sport Science Review. This issue is the second one of 2022. It is available in the ITF Academy as well as in the new page of the journal, which can be accessed here.

This issue is dedicated to tennis management at club and local facility levels. These organisations play a crucial role in the context of promoting tennis participation as well as tennis variations (ie. padel tennis, beach tennis, pickle-ball, etc.) at all levels of the game. Articles in this issue cover topics related to their governance, specific legal aspects, management and marketing strategies, economic and financial features, human resources, staff training and member engagement initiatives, service quality planning, assessment and control, communication tools, as well as the efficient delivery of programmes, services and products to all the relevant stakeholders, among other interesting themes on this topic. This content will be supporting a Club Management Course that will be launched in the ITF Academy during 2023.

Since the last edition of the ITF CSSR, the ITF Academy, the educational platform of the ITF has seen some considerable progress. The registered users have increased by 9,000 to over 51,000 while the anonymous users increased by 6% up to 187,000 users, to reach a total user base of over 238,770. Content is updated regularly to the Library (former iCoach), with more than 1,650 items currently available, all content from the 2021 World Coaches Conference is available in 5 languages. A total of 182 online courses are currently published available in 11 languages with Slovak added in June 2022. Since January 2022, over 175 blended learning programmes were scheduled and delivered through the platform by the ITF and more than 80 Nations with ITF Academy National Membership Plans. Parent Education Workshops, including the new Competition Parenting Workshop, are live and being delivered across all regions for both levels. In August the new ITF Physical Literacy Course focused on 10 & Under was launched, this 3-hour online programme is available to all registered users.

Furthermore, the ITF eBooks app moved to a new home in August and users can now access the new eBooks app through the Progressive Web App hosted in the ITF Academy. Users of the existing App will receive notifications over the coming weeks with details on how to migrate their current titles to the new platform. Currently all ITF course manuals are available in the new eBooks app as we continue to migrate all content. The ITF Advanced Coaches Manual is available for free, can be accessed and downloaded from the new app.



As per the ITF Recognition of Coach Education Systems programme, its goal is to assist ITF member nations in becoming self-sufficient in delivering their coach education, by achieving several criteria for quality standards set by the ITF Coaches Commission. There are currently over 65 Nations recognised across the four different levels of White, Bronze, Silver, and Gold. The goal is to have at least 80 Nations recognised at the end of 2022.

Three ITF Regional Coaches Conferences will be hosted in 2022, with bespoke three-day schedules and speakers catering for English, French and Spanish-speaking audiences. The details are as follows: English Speaking RCC: Bali, Indonesia – 27 to 29 October 2022, Spanish Speaking RCC: Bogota, Colombia – 1 to 3 November 2022, French Speaking RCC: virtual – 20 and 21 October 2022. The recordings of the presentations will be also included in the ITF Academy. Further information, including booking process and confirmed speakers, can be found on the ITF Academy and website.

The fourth edition of the ITF World Participation Conference, which was held virtually and hosted by renowned sports presenter Karthi Gnanasegaram, fuelled and advanced the conversation around increasing participation in tennis, sport and physical activity. Across three days of presentations and discussion, 50 speakers shared their experiences, expert knowledge and up-to-date information across 12 different topics and sessions, reflecting the conference's theme of 'maximising play and enjoyment to drive participation'.

Numerous member nations, international sport organisations, academic institutions, ITF partners and staff contributed to and enriched the largest ITF World Participation Conference to date, with over 400 registered attendees from 145 different countries.

There was also a raft of keynote presentations from esteemed current and ex-players including Puerto Rico's Olympic champion Monica Puig, Brazilian three-time Grand Slam winner Gustavo Kuerten and former world No. 8 Cypriot Marcos Baghdatis.

The conveyor belt of playing talent kept on coming as former Australian number one Casey Dellacqua and Doubles Grand Slam Champion Vania King, British 20-time Grand Slam champion Alfie Hewett, South Africa's Kgothatso Montjane and Angella Okutoyi of Kenya also offered valuable insight.

Whatever the topic – components of fun which underpin participation, the ITF World Tennis Number with case studies from nations that have launched the global ratings system, the ITF's Advantage All strategy or barriers to participation – it was discussed and analysed.

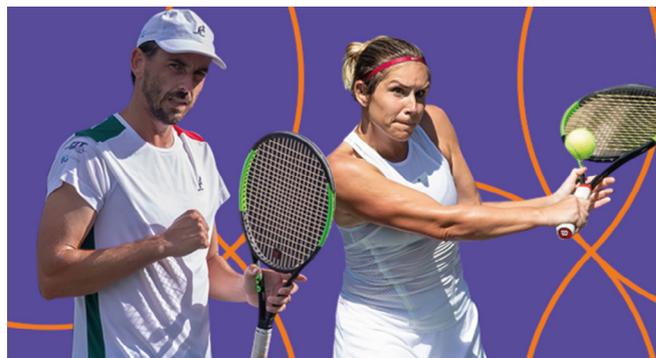
Indeed, the ITF World Participation Conference continues to grow in terms of scope and reach, and across its four editions there have been more than 1200 attendees and 130 speakers, all of which have helped drive the participation debate. Future conferences promise to advance discussions even further, although for now there is much to consider and reflect upon following a stimulating three days which have really shaped and informed the global participation narrative.

The streams for each day of the Conference are available in English, French and Spanish and can be accessed through the ITF Academy, the ITF online education platform which allows access to a range of courses and a host of educational resources and content.

A new look ITF World Tennis Masters Tour has been officially launched, providing players aged 30 years and above the chance to take part in over 500 competitive tournaments across more than 70 nations globally.

Formerly known as the ITF Seniors Tour, the ITF World Tennis Masters Tour includes individual and team singles, doubles, and mixed doubles events across various grade levels for each five-year age increment from 30+ to 90+. Approximately 27,500 players worldwide aged 30+, all the way through to 98, compete in Masters Tour tournaments and events each year.

The launch of the rebrand comes ahead of the ITF World Tennis Masters Tour 30-45 World Team and Individual Championships, which will take place in Lisbon, Portugal from Sunday 31 July to Saturday 13 August 2022. The event will see over 700 players from all parts of the world vying for championship status at the 30, 35, 40 and 45 age brackets.



To enter ITF World Tennis Masters Tour events, players need to sign-up to receive their unique ITF IPIN (International Player Identification Number). There's no upfront cost to sign-up, players only pay a fee for the tournaments they enter. Players without an international ranking will gain one simply by registering for a tournament and playing. More information about the ITF World Tennis Masters Tour, including information on how to register is available at itftennis.com/masters.

ITF World Tennis Number continues to be rolled out across the world. 145 nations have been formally signed to take part in the project plus all 6 Regional Associations. ITF is working with each nation individually to securely share match data and to analyse and create numbers for each Federation tennis player

As of July, 1.2 million players, across 9 countries are able to access to their live ITF World Tennis Number are now being used as the secondary acceptance criteria in ITF World Tennis Tour and ITF Masters tournaments. All ITF Juniors and ITF Masters players have been allocated numbers. USTA launched ITF World Tennis Numbers to their players in June. This has been backed up with an extensive programme of communications to educate and engage coaches, players, providers and consumers. To find out more about ITF World Tennis Number please visit www.worldtennisnumber.com

We would also like to encourage new submissions to the ITF CSSR through the new platform. Finally, we would like to thank all the authors for their contributions, as well as all of those who sent in proposals. Full guidelines for acceptance and publication of articles can be found in the most recent issue page on the ITF Academy. We hope that you enjoy reading the 87th edition of the ITF Coaching and Sport Science Review.

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





Growing and maintaining a successful tennis business backed by a sound framework

Simon Gale, Karl Davies & Jason Allen

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ABSTRACT

The USTA National Campus was recently awarded ITF Gold Level recognition, making it one of three facilities worldwide to have that distinction. One of the major factors for its success is the creation of a shared philosophical vision that underpins all efforts towards being best in class. This article will discuss and highlight practical implications that have served to help the National Campus continue promoting and developing the game of tennis.

Key words: framework, American Development Model, practical outcomes, tennis programming.

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INTRODUCTION

To properly frame this article, context is essential. The authors are based at the United States Tennis Association's National Campus (USTA National Campus, n.d.). Located in Orlando, Florida, it has been affectionately coined as the Home of American Tennis (HOAT). With recent organizational restructuring, it has become the national headquarters of the USTA. Notwithstanding, it is also a public facility, hosts large nationwide events, and houses USTA Player and Coach Development (PCD). Relatively new, it opened in January of 2017 and continues to garner nationwide recognition for best in class tennis event hosting with events such as: NCAA Championships, USTA League National Championships, Sectional Championships, and Pro Circuit Events (ATP/WTA/ITF). However, although it is a large facility, there is a tennis programming business that operates just as any other club. As a matter of fact, the multitude of weekly events presents challenges for a Tennis Director that other clubs do not experience as there is competition for court space.

The National Campus (NC) is rather unique in that it has 100 courts that represent various surfaces and other racquet sports. There are three types of hard courts; Plexicushion, Decoturf, and Rebound Ace. There is a total of 36 clay courts of which 30 are Har-Tru, with the other six composed of red clay. There is a family zone with a combination of 36' and 60' courts. Moreover, there are four Padel courts and four Pickleball courts. The NC also serves as the home for both the Men's and Women's tennis teams from the University of Central Florida. There are also robust programs for military veterans, wheelchair tennis, and adaptive tennis. In 2020 the NC was awarded the ITF's Gold Level Recognition National Training Center, one of only three worldwide (ITF, 2020).

Although the authors are drawing upon decades of experience in running facilities all over the world, many of the practical examples presented in this article derive from the day-to-day operations of the NC. Although the NC is a one-of-a-kind facility, a large portion of these best practices



were engendered due to the current Pandemic environment. Tennis in the USA, and in most parts of the world, has benefited from increased rates of participation (ITF, 2021). A large focus for most facilities, including the NC, is attraction and retention (Allen et al., 2021). In just the USA, the Physical Activity Council 2021 study reported that four million new players were introduced to the sport during the pandemic (USTA, 2021). With that said, much attention is being put towards how to keep those players in the game for a lifetime.

FACILITY FRAMEWORK

First and foremost, the philosophy of the facility needs to be identified. Typically, this is done by creating a mission and vision statement. Mission statements tend to be more about the day to day goals of an institution where the vision statement leans more towards an ultimate philosophical goal (Rebore, 2014). Once identified by management, all staff and consumers should be educated on this overall philosophy. Once pinned, every decision and action must be related to the mission and vision so that all stakeholders will participate in a shared commitment.

The program philosophy of the USTA National Campus is to adhere to the main tenants of the USTA American Development Model (ADM) (Davies, 2020; USOPC, 2021; USTA, 2020). One, in particular, is to engage in developmentally-appropriate play and competition. In other words, a clear understanding of an athlete's developmental level is far more important than placing constraints based on age. In doing so, coaches can appropriately tailor training, skills, and tactics over a series of lesson plans for individual players whether in group or private sessions. To be successful, all participants are provided the opportunity to first learn foundational motor skills and then tennis-specific skills before entering a competition. To ensure long-term sustainable success, participants must be given adequate time, knowledge, and experience to develop these essential building blocks for success.

Underpinned by the notion of developmentally-appropriate, a Free 30 program was started (USTA, n.d.). It is a free introductory program for anyone looking to participate in NC programs. The prospective new player is able to take a session with one of the head tennis professionals. The purpose of the session is to give the player or family an introduction to the campus and identify where they fit in programming along an appropriate developmental pathway. This way, players start from an appropriate, level-based program, which provides a better first experience. Over the past 18 months, since inception, the NC averages one Free 30 a day. Thus far, the conversion rate to paid programming has averaged 60%. Moreover, 50% have taken another step further into paid programming with a frequency of twice a week.

In regards to developmentally-appropriate coaching, the next logical step is to plan ahead for entrance into competition. In order to retain players, it is essential that coaches guide new players into competitive formats that are less intimidating. With that said, the competitive concierge concept was created. There are various coaches that run competitions using modified internal formats along with USTA-sanctioned traditional competitive formats. While managing events, coaches are able to assess the formats of competition and level of play compatibility. Certain coaches have been identified that parents can access when their child is ready for competition. Or alternatively, coaches advise the parents when their child is ready to seek out the competition concierge. The Free 30 and competition concierge are practical ways to adhere to the USTA's ADM philosophy of developmentally-appropriate play and competition. These two programs have proven to not only assist in following through with the philosophy but also helping with retention of new players.

COACHES PATHWAY

Currently, in the USA, due to the increase of four million new players as a result of the COVID-19 Pandemic, there is a lack of qualified coaches (PAC Study, 2021). For the first time in hiring history, some tennis facilities are offering a hiring bonus in order to attract coaches. Not only is there a need for programs to retain players but now an objective for facilities to attract and retain coaches.

The USTA National Campus has facilitated the retention of coaches by instilling a professional development pathway. Within the structure of the facility, coaches are able to ascertain their position in the organizational management



chart so that there are clear ways to move up the pathway. Monthly professional development opportunities are required with the goal of not only improving NC programming but to accentuate the need to be asynchronous, lifelong learners. Great coaches have proven to be both theorists and practitioners over the span of their careers (Collins & Collins, 2019). Every month, all coaches are invited to a 90-minute, full team training session on the court. Additionally, they are invited to a quarterly 60-minute department-specific session. The purpose of these sessions is to review the coaching philosophy through guided breakout sessions in small teams. A subsequent goal is to develop professionals by facilitating real practice situations and constructive feedback. For each coaching opportunity, a theme is presented that pertains to the current coaching environment. For example, recent topics have included: less talking and more touches, effective time management, progressions and regressions, wheelchair tennis, and how to coach without a basket of balls.

The NC has paid close attention to the contributing factors for young professionals moving out of the industry. One of the biggest challenges has been enabling an employee to work a five-day week. Historically, in the tennis industry, coaches are on court six days a week. Thus, the campus is looking to be innovative and is making the five-day week a main priority for teaching professionals starting in the fall of 2022. The objective is to improve the retention rate of coaches and keep them in the industry. Additionally, a Future Leaders Program was created for aspiring professionals who have ambitions beyond the court.

RACQUETS SPORTS

The National Campus is very fortunate to have other racquet sports on site. Pickleball and Padel are complementary to tennis. To that point, they are not treated as competitors. A number of events both for juniors and adults have been staged that allow participants to compete in all three sports. This has showcased cross-over skill development and the ability to engage in different sports at the NC.

From a business perspective, it has been beneficial as diverse options are available to consumers. Nevertheless, there have been challenges as further research is needed to explore racquet sports synergies. As mentioned earlier, tennis has grown in the USA during the pandemic and both Pickleball and Padel are two of the fastest growing sports in the world. Both sports have attracted a customer that would likely never set foot on the NC. The ease of play for both sports allows for an opportunity to showcase tennis in the racquet sports market place.

From a financial point of view, the NC experienced 100% overall growth in the last two years. A little over 10% of that growth can be contributed to complementary racquet sports. New people are visiting the facility to play their racquet sport of choice, while at the same time, seeing the other sports, which has led to increased intrigue and more information. Events that incorporate all three racquet sports have proven to be a great engagement strategy.

PARENT EDUCATION

Parent education has increasingly become more of a focus over the years. There has been immense data collection by the USTA to enhance the child's experience through the eyes of the parent. Both the competition concierge and Free 30 have assisted in parent education. While the child is taking the Free 30, parents are briefed on how the NC can meet the athlete's tennis needs. This coach-to-parent engagement builds a relationship where the parent has better insights on how to start their tennis journey which favors retention. However, making sure it is developmentally-appropriate, in both learning and competition, is paramount to a positive experience. Again, similar to the Free 30, a relationship is established through this program, which builds the education of the parent, specific to the competitive pathway. These conversations serve to highlight best practices in competition which lead to a more fun experience. Moreover, from a competition perspective, there is a great deal of value in sending coaches to competitions to evaluate their students. It is also a great opportunity for periodization purposes as the coaches are able to assess students which leads to future lesson planning.

In addition, once a quarter, there is a parent's meeting for each department within the junior program. The new virtual world has allowed for more parent participation as they can choose to attend either face-to-face or through videoconferencing. Each session starts with an overview of what the training is covering and then opens up for parent questions. The primary goal is to create a format that engenders discussion among all stakeholders. The meeting is recorded, and then sent to all parents so those who could not attend have an opportunity to view the content.

CONCLUSION

The USTA National Campus adheres to the tenants of the American Development Model. Although multifaceted, the ADM emphasizes age and stage-appropriate development. NC leadership constantly refers to the philosophy and educates coaches, players, parents, and the general public on a developmentally-appropriate pathway. This concerted effort has promoted consistency, fairness, attraction, retention, professional development, and more racquet sports awareness at a large-scale facility. Practical implications were made clear through; creating a philosophy, adhering to that philosophy, synergies between the Free-30 program and the competition concierge, monthly and quarterly coach professional development sessions, efforts towards increased parent education, a quarterly parent's

meeting, and the utilization of competitive experiences across three racquet sports (tennis, pickleball, and padel).

It is evident that there are future opportunities to conduct research on the relationship among other racquet sports. Specifically, insights into the notion of other racquet sports serving as a precursor or addition to playing tennis should be investigated. Competition between tennis and other commensurate racquet sports have promulgated more division and animosity. Thus, the industry would benefit from empirical studies that can lead to practical outcomes in growing the sport of tennis.

CONFLICT OF INTEREST AND FUNDING

The authors declare that they do not have any conflict of interest and that they did not receive any funding to conduct the research.

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





The governance of tennis clubs: Relevant issues

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ABSTRACT

Sports clubs are an expression of the universally recognised fundamental right of free association without any limitation other than the pursuit of lawful purposes. These organisations play a prominent role in the environment in which tennis takes place. This article shares some relevant aspects concerning the governance of tennis clubs. These include the legal nature of sports clubs, the management of tennis clubs in their sporting and economic aspects, the integration and management of training, competition and education programmes, certain cross-cutting aspects, and the internal organisation and liability regime of the volunteers and managers of tennis clubs. Finally, a brief note on the management of sports service companies is included.

Key words: management, legal, organisation, responsibility, liability.

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LEGAL NATURE OF SPORTS CLUBS

Among the growing number of contexts in which the practice of tennis takes place in its different variations (recreational activity, elementary education, agonistic training, competitive events of different levels, mainly), tennis clubs continue to play a prominent role, as they are an expression of the fundamental right of free association that is universally recognised with no other limitation than the pursuit of lawful purposes¹. Due to their connection with the game, tennis clubs are subject to a certain degree of regulation in the sport regimes of all levels as well as in their territorial scope of application². Thus, their character as private entities is emphasised, whether profit or non-profit³, formed by a minimum number of people, with full legal capacity to act differentiated from that of their members, and with the power to self-regulate their interests for the fulfilment of their aims in their Statutes and Internal Regulations, which specify, among other things, the functions and system of election and action of their representative and governing bodies (VALIÑO, 2019, 40-44).

Apart from the legal considerations mentioned above, it is a fact that no two tennis clubs are the same. Many factors contribute to this differentiation: their location, the weight of tradition, the socio-economic profile of their members, the multiplicity of facilities and services they offer really make the difference between the different types of clubs. This influences the management and administration tasks of tennis clubs, making them simpler or more complex (VALIÑO, 2009, 19). But not everything involves looking 'inwards'. Social life is changing at breakneck speed in most countries⁴. The large number of leisure alternatives offered to citizens, including many of a sedentary nature highly linked to the compulsive use of new (no longer so much) technologies (CASTRO-SÁNCHEZ e.a., 2017, 250), makes it difficult or, at least, attenuates their links with sports clubs, in contrast to those times in the past when they were perceived as a comfortable and safe space for families to meet and for children to develop their personalities, with a predominant role for sports practice that monopolised the available leisure time and combined perfectly with the rhythms imposed by school life.

¹ Art. 20 of the Universal Declaration of Human Rights (1948); Art. 22 of the American Declaration of the Rights and Duties of Man (1948); Art. 11 of the European Convention for the Protection of Human Rights and Fundamental Freedoms (1950); Art. 22 of the International Covenant on Civil and Political Rights (1966); Art. 16 of the American Convention on Human Rights (1969); Art. 10 of the African Charter on Human and Peoples' Rights; and Art. 12 of the Charter of Fundamental Rights of the European Union (2007). This right is naturally echoed in all Constitutions. In Spain, for example, in art. 22.1, being the object of normative development through Organic Law 1/2002, of 22 March, regulating the Right of Association. It is also proclaimed in the Resolution of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the key characteristics of the European model of sport (No. 7, 2021/C 501/01).

² In Spain, by virtue of Art. 148.1.19³, which gives the Autonomous Communities powers for the "promotion of sport" and the "appropriate use of leisure", sports clubs are the object of special attention in the autonomous sports regulations, and in some Autonomous Communities (for example, in the Valencian Community following its Decree 2/2018, of 12 January, of the Consell, which regulates the sports entities of the Valencian Community) there is growing intervention by the public authorities in their regime of constitution and ordinary operation, especially if they seek to obtain public subsidies.

³ In Spain, at the state level, with the Law 10/1990 of 15 October 1990 on Sport still in force, the legal definition of Art. 12.1 dispenses with the exclusion of profit motive due to the presence in certain sports of clubs that pursue it, while in the autonomous sphere, the classic scenario of amateur sport, the absence of profit motive entails an unavoidable presupposition, which, in essence, is specified in the impossibility of giving the possible profits derived from its activity a different application to that of the execution of its social aims, which are the practice and promotion of sporting activity.

⁴ This is implicitly pointed out in the European Sports Charter as revised by Recommendation CM/Rec (2021)5 of the Committee of Ministers of the Council of Europe adopted on 13 October 2021 when it states that "political, economic and social changes and their impact on sport have occurred in Europe at an accelerated pace since the last revision of the European Sports Charter in 2001, making a new European Sports Charter necessary to reflect these changes and to meet future challenges".

The combination of all these internal and external factors challenges the sports managers today in the delivery of their professional duties, and it will be the success and timeliness of the decisions and initiatives they adopt, both in terms of their qualifications and knowledge, as well as their analytical perspective and adaptation to the environment, and by their aptitude to form and lead a solvent work team that supports them, which will allow, in the light of the results achieved, an appropriate assessment of their competence and professional standing with a view to giving impetus to and ensuring the sustainability of the tennis club they oversee.

THE MANAGEMENT OF TENNIS CLUBS FROM A SPORTING AND ECONOMIC POINT OF VIEW

Integration into a sports club

The sporting life of tennis clubs is their “raison d'être” and the fundamental aspect that explains their existence and continuity over time, even though other aspects of social life may be given support and prominence, which, in a complementary way, are of concern or loyalty to their members. In this context, which ranges from the free practice of tennis to the planning and execution of all types of coaching and training programmes, there are many questions of interest from the point of view of sports management.

The free practice of tennis can be implemented differently in each tennis club. It is usually linked to the prior acquisition of membership through a title, whatever the legal nature of the entity (commercial company or civil association). For instance, the requirement for sports clubs to be non-profit-making, which is present in the sports laws of the Autonomous Communities in Spain, can be circumvented through the constitution of an underlying civil association, whose members may or may not fully coincide with those of the parent commercial company, which is the one that, in fact, holds the ownership of the facility in which its members interact and of which the civil association habitually makes use on a leasing basis. The full and differentiated legal capacity and capacity to act of both entities favours the emergence of this type of legal relationship, with differentiated accounts and budgets in their respective balance sheets and, related to this, makes the management and administration tasks of the tennis club more complex.

The approach just described raises quite a few questions of legal implications. Thus, without being exhaustive, the regime of acquisition and transfer of these securities or titles that integrate the individual into the entity, is monopolised in sports clubs that adopt the form of a civil association by their representative and governing bodies. On the other hand, in those in which a commercial company pre-exists, the transfer of the securities that make the subsequent integration into the underlying sports club possible is subject to the rules of the market, with the degree of intervention that the entity itself may have in such transactions being variable, with the possible costs that the acquirer may incur because of this intermediation. In this context, it is not uncommon for the articles of the association to provide for a right of first refusal, either in favour of the company itself to build up its own reserve fund, or in favour of existing shareholders wishing to increase their investment. Whatever the nature (civil or commercial) of the entity, the fact that it is a place for leisure through sport and social gatherings, as well as the



limited nature of its facilities and services, justifies a certain degree of control of the membership regime by its governing bodies, which often restrict or prevent access to possible new interested parties or limit it to those closest to them.

In this respect, the management analysis of the entity, which is the responsibility of the management staff, can drive changes in the access policy set by a certain club if this is advisable for reasons of economic viability to attract the resources that will allow improvements to be undertaken that are indispensable for reasons of necessity or opportunity. And it is in this aspect that the leadership of the sports manager can be most evident, whose preparatory work (identification of needs and convenience) can drive the club's governing bodies to make the regulatory changes that the sports manager will subsequently have to implement.

In any case, having acquired membership status, free tennis practice is linked to other aspects of management that those responsible for this area in the club must take into consideration. Thus, testing the occupancy rate of the courts during the time the facility remains open is essential to promote actions to stimulate and improve to make the most of the available facilities at times of low occupancy. A policy of lower prices in certain time slots in those clubs where members must contribute, in addition to their regular membership fees, to the running costs, could encourage the use of the courts in certain time slots that are perceived as less attractive. Likewise, this occasional underuse of the courts can be used to implement new initiatives that complement other initiatives to promote tennis. Thus, for example, the scheduling of weekend competitions in the afternoon for the players enrolled in the club's programme, which could act as a stimulus and assessment of their progress in the acquisition of technical, tactical (decision-making), physical, and psychological (emotional management) skills.

In the same way, defining the degree of court use can prevent certain clashes of interests within the club, since it is necessary to convey the preferences of many members for the free practice of tennis with the programmes and activities that the club wishes to promote to fulfil its aims and balance its budget: coaching and training programmes, and competitive activities. Certainly, the use by clubs of digital tools for monitoring the use of facilities makes it easy to gather precise data on which to base the sports policy to be implemented and thus rationally and objectively guide the actions to be undertaken.

The management of coaching and training programmes in sports clubs

Any sports club, depending on the variables considered (number of members, available facilities, results of the court use study), will be able to undertake a more or less ambitious sports training strategy for its users. Some clubs will limit themselves to offering recreational programmes focused on coaching beginner players, as a starting step to access to the free practice of tennis, with the result that their best talents will be forced to continue their tennis development outside the club's facilities. Others, on the other hand, will be able to ensure a certain sporting growth for the most talented players at least up to certain levels of their game and tennis development, as it is common that at the dawn of professionalism or for access to American universities it is essential to join the programmes of some high-performance tennis academies.

The aspects of sports management that arise in this respect are unquestionable and in them, technical-sport considerations should be combined with those of an organisational, social and economic nature (cfr. CRESPO CELDA, 5-6). It is possible for them to be combined in a single person, surrounded by the indispensable team for the execution of the programmes to be undertaken, if the sports manager, in addition to their managerial skills, has the necessary tennis knowledge. In large clubs, on the other hand, the separation of roles is not uncommon, so that with the Manager or General Director, involved in the organisational and economic management aspects, a Sports Director collaborates closely, who, depending on the trust that the entity has placed in him, defines the sports policy and, consequently, the coaching and training programmes to be implemented, always considering the valuable information that the management can provide him with to avoid social challenges in the club.

Apart from this frequent organisational dualism, which is justified by the specialisation of the respective tasks, the implementation of coaching programmes involves a number of associated sport management issues: the recruitment of a sufficient number of coaches and the negotiation of their salaries according to their certification and experience; the assignment of coaches to the various programmes according to their qualifications, the rational distribution of the workload and the attribution to some of them of special responsibilities in certain programmes for more advanced players (e.g. travelling with them to tournaments); the constant monitoring of the delivery of the various programmes to detect aspects that can be corrected in the least traumatic way possible, are some of the essential issues to ensure the success of the initiatives undertaken.

Naturally, apart from the personal impression that the Manager and the Sports Director may have of the functioning of the different programmes, efforts must be made to obtain objective data which, if necessary, can be used to redirect the club's sports policy with a view to improving it. Thus, for example, the tennis progress of the players that can be objectively measured (improvements in the ranking, matches and tournaments won, promotions in team competitions) can be a good starting point, but, apart from the results, always so present in tennis, there are other 'numbers' more linked to participation that should not be overlooked. Think, for example, of the increase or decrease in the number of players

interested in joining the programmes offered by the club; the rate of drop-outs that may have occurred; the social response to complementary activities to promote the competitive spirit (i.e., weekend competitions); and the interest generated by social events of sporting involvement, such as opening and closing ceremonies of sports programmes, clinics and promotional exhibitions, or commemorations, recognitions and tributes to club members or teams.

These data, analysed with prudence and moderation, are undoubtedly precious for focusing the decision-making process, not only of those responsible for the sporting and economic management of the club, but also of the representative and governing bodies which, articulated for operational reasons in different working commissions, will have to undertake the appropriate regulatory initiatives to ensure its sustainability. And these data must not only be examined from a sporting perspective, but also from an economic one, since, more so in some clubs than in others, they are a determining factor in the club's budgetary balance.

The management of competitive activities in tennis clubs.

The sports policy of a tennis club would not be complete without the provision of a rational calendar of competitions that fosters cohesion among members and contributes to the fulfilment of social goals. Some of these competitions are a consequence of the membership of the tennis club to a sports federation, so that the associated management aspects must be limited to decision-making, in essence to take or not part in the events depending on what it implies for the club's sporting image, the degree of commitment of the players to the schedule of matches, the foreseeable economic cost of travel and the coincidence with other internal competition activities. Others, on the other hand, define the programme that a sports club has decided to carry out in a season, using as a starting point the foreseeable concerns of its members and always considering the available resources.

Again, in this respect, the use of the data that the club handles is indispensable for the adoption of the most appropriate management decisions. They will show the age range and the effective use of courts by members, as well as the participation history of each of them in previous seasons or the preference of members to compete at certain times of the year, which can be used as a criterion to include or not certain competitions from the calendar. This does not prevent that, additionally, sports policy decisions may involve the use of new competition formats (senior tournaments, fathers and sons, 12-hour tournaments) in order to find out the degree of acceptance that they reach among the members.

Management tasks should not be limited to the rational scheduling of competitions, avoiding at all costs the saturation of the availability of courts. It is essential to appoint people to supervise the development of the competition until it reaches a successful conclusion. The flexibility in the scheduling of matches that so often is used in social competitions should not be an obstacle to demanding a certain degree of commitment from all participants to avoid undue delays that discourage continuity in the competition or participation in the future, so that the person in charge of running the competition must combine the skills that will ensure the success of the enterprise.

Cross-cutting aspects of sports club management

There are infinite details that make the difference between one club and another, which contribute to the member's perception of the club as an extension of their own home. And, of course, considering them to generate an increasing satisfaction of the club's users should be an unavoidable aspiration for its managers (TENNANT & PROBERT, 2014, 21-22). From the tidiness and orderliness of all club facilities (changing rooms, fitness rooms, social rooms, cafeteria and restaurant, pool area) to the maintenance of the facility and its furnishings and equipment in accordance with the highest safety and quality standards. Likewise, the image, appearance and willingness of the staff in all areas of the club is essential to create the atmosphere that a demanding member expects from their club. Also, the general access to digital information imposes on the most reluctant clubs an investment effort to show proximity to their members. It is not surprising that large clubs have already implemented personalised mobile apps through which members can book spaces, receive information, offer availability to play with other users, or access data processing and management, a system that does not prevent the use of other means of communication preferred by certain age segments.

The internal organisation and liability regime of the directors and managers of tennis clubs.

The management aspects of a tennis club involve both the representative and governing bodies of the entity, as well as the staff who, due to their training and experience, are responsible for decision-making. The sport sector regulations require sports clubs (at least in Spain), for the sole purpose of publicity and the acquisition of their personality in the strictly sporting sphere, to be registered in a public directory, which requires the provision by the club and the approval by the Administration of the Statutes that must include the club's governing and representative bodies, which, as a minimum, must be the Presidency, the Board of Directors and the Assembly of members.

There is nothing to prevent, therefore, that, due to the size of the social mass and, consequently, the consequent greater complexity of the management tasks of a certain club, a greater or lesser number of working Commissions or Committees, usually chaired by a member of the Board of Directors, can be foreseen in its Statutes, with a specific area of action within the life of the club. Consider, for example, the frequent existence of a Sports Commission, which can be chaired by the President and directed by the manager, and to which the club's technical and management staff are often

invited (with voice, but without vote) to formulate proposals and report on their actions.

The specific roles and competences of these bodies and commissions are set out in their Statutes with full autonomy and with no limitations other than those imposed by law, good customs and public order, although it is true that in some countries there is a growing public interventionism, which is particularly prevalent in those sports entities interested in competing for public subsidies and which, for this reason, must be non-profit-making⁵.

To this end, the adoption of a 'code of good governance' is usually a requirement for admission to such meetings, the broad outline of which is as follows: A duty of reserve with respect to the data and information to which the directors may have access by reason of their position, and which they may not use for their own benefit or that of third parties; prohibition of unduly disposing of the assets of the club they manage or of using their position to obtain a financial advantage; a duty of transparency towards members with respect to the entity's budgets, balance sheets and accounting exercises; the adoption of internal control mechanisms which, depending on the amount of the operations to be undertaken, require the participation of a number of directors with their authorised signature; and responsible declarations regarding the existence of contractual or commercial relations, by themselves or through an intermediary, with suppliers of the club. Thus, the adoption of codes of good practice is not, at least for the time being, mandatory for sports clubs, although it limits the possibilities of obtaining public funding.

Rather, public intervention in these entities tends to be reduced to requiring them to become members of a federation and to verify a certain degree of control over the content of their statutes and internal regulations and the state of their accounts. Thus, for example, the duty to adapt their organisation and functioning to democratic principles, which entails the statutory provision of a series of rules to which internal electoral processes must conform. As a matter of example, in recent years, the recommendations from different European Union acts have introduced novel criteria in these clubs to develop a European dimension in sport, such as the balanced presence of genders in the governing bodies or the adoption of internal measures for energy efficiency and commitment to the environment⁶. Likewise, to the extent that they promote sporting events, it is also a concern of the public administrations that supervise them that the organising private entities are sufficiently solvent and take out civil liability policies that guarantee coverage of the risks involved for competitors and spectators.

⁵ As stated in No. 18 of the Council Conclusions (2019/C 416/03) of 11 December and, prior to that, in those of the Opinion of the European Economic and Social Committee on 'Sport and European values' (2015/C 383/03), and in the European Parliament Resolution of 2 February 2017 on an integrated approach to sport policy: good governance, accessibility and integrity (2018/C 252/01).

⁶ Mention can be made of the European Parliament Resolution of 2 February 2012 on the European dimension in sport (2011/2087(INI)) and the European Parliament Resolution of 2 February 2017 on an integrated approach to sport policy: good governance, accessibility and integrity (2018/C 252/01). More recently, the Resolution of the Council and of the Representatives of the Governments of the Member States on the EU Roadmap for Sport (1 January 2021 - 30 June 2024) (2020/C 419/01), which identifies "the protection of integrity and values in sport; the socio-economic and environmental dimensions of sport; and the promotion of participation in sport and health-enhancing physical activity" as priority areas for EU sport policy, should be highlighted. Aspects related to the proper governance of sport entities are covered, in particular requiring the qualification of sport professionals (key issue, 'sport and education'); increasing the proportion of women in leadership positions in sport organisations and clubs; and promoting equality in working conditions (key issue, 'gender equality'); identifying obstacles related to governance in sport (key issue, 'developing and promoting good governance in sport'); and the evolution of sport and its practice in the light of climate change and the need to respect the environment in sport events and facilities (key issue, 'green sport'). Finally, the conclusions of the Council and the representatives of the governments of the Member States on 'Sport and physical activity as a promising resource for behavioural change in favour of sustainable development' (2022/C 170/01) cannot be overlooked, emphasising the impact of environmental threats on the practice of sport and the conditions under which the organisation of sporting events should be tackled without harming the environment.

The concept of 'good government' or 'good governance' thus appears, identified with transparency, accountability and democracy⁷, which, as a precondition for their autonomy and self-regulation, is lately predicated on the management of all kinds of sports entities⁸, although, in contrast to sports federations, is approached in relation to sports clubs more in terms of the adoption of principles than in the imposition of generalised coercive mandates and prohibitions (GARCÍA-CABA, 2021, 193-203 GIVES AN account of its reflection in the sports regulations and PÉREZ-TRIVIÑO, 2022, in the Draft Law on Sport approved in December 2021).

Undoubtedly, the interest in the issue is not based in the tennis clubs, but in the large professional football clubs and organisations in which astronomical amounts of money are handled⁹, largely due to the growing importance of the income from the sale of television and digital broadcasting rights¹⁰. In some countries such as Spain, the new extension of criminal liability to legal entities that engage in criminal conduct for their own benefit or in the exercise of corporate activities through their managers, requires, in order to avoid it, the adoption and effective implementation of prevention programmes (PALOMAR, 2019, 1-3), popularly known as 'compliance', consisting of the implementation of internal self-regulation procedures and effective detection, investigation and sanction mechanisms for management acts that can be classified as inappropriate. This can be achieved by limiting the terms of office of directors, controlling and publicly disclosing the amount of their allowances and remuneration and, in short, submitting their accounts and budgets to independent auditing mechanisms provided for in their bylaws or imposed by the public authorities.

The derived effect is, therefore, the concern of national and transnational authorities that all kinds of sport entities should conform, in their organisation and functioning, to the standard of 'sport integrity', which is a concept that expands semantically to reach not only the ethical performance of the competitors, but also the organisational¹¹. Hence, the management of a sports entity, whatever its nature, has to conform to "the principles of transparency, integrity, democracy, development and solidarity, which must be guaranteed by checks and balances and control mechanisms"¹² in order to banish all forms of corruption¹³, in the guise of bribery, influence peddling, abuse of power and conflict of interest, which can be prevented by recommendations of the Council of Europe¹⁴, such as the provision of regular electoral processes in sports entities; the establishment of professional standards in organisation and management reinforced by codes of ethics and procedures to combat conflicts of interest; and accountability and transparency in decision-making and financial operations¹⁵.

Within this regulatory framework, and regardless of the self-regulatory autonomy of each sports club, a standard framework of functions and competences can be established. Thus, the Members' Assembly is the highest governing and representative body to which the most important functions are reserved, such as the approval and modification of internal rules, sometimes requiring qualified majorities; the periodic election of the Presidency and the Board of Directors through regulated procedures; the approval of the annual report, budget and membership fees; the regulation of the conditions of access to the sports club; the creation of new areas or services for users; and the ratification of acts of disposal of social assets.

⁷ The White Paper on Sport (COM(2007) 391 final of 11 July), in the section on the organisation of sport, in which the Commission called for the exchange of best practices in sport governance, including the presence of women in management and leadership areas; the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on developing the European dimension in sport (COM(2011) 12 final of 18 January), which highlights as principles of good governance in sport "autonomy within legal limits, democracy, transparency and accountability in decision-making and inclusiveness in stakeholder representation"; the European Parliament Resolution of 14 March 2013 (2013/2567(RSP)) on match-fixing and corruption in sport, which is effectively combated through the implementation of good governance practices; the European Parliament Resolution of 11 June 2015 (2015/2730(RSP)) on high-level corruption at FIFA, in particular as regards the establishment of a transparent procedure for awarding the organisation of major football events; and the Conclusions of the Council and the Representatives of the Governments of the Member States on enhancing integrity, transparency and good governance in sport events (2016/C 212/07), where the high financial and economic risks associated with major sport events are seen as a threat to the integrity of sport as they may compromise, inter alia, sustainable development, and the rights of workers, children and women.

⁸ It is defined in the Recommendation (Rec/2005/8) of the Council of Ministers of the Council of Europe on the principles of good governance in sport adopted on 20 April 2005 as a complex set of control measures and private regulations used to promote integrity in the management of sport, in order to make sport activities democratic, ethical, efficient and accountable.

⁹ Expression of this concern in the EU context are the Conclusions of the Council and the representatives of the Member States meeting within the Council (/2019/C 416/03) on corruption in sport, stressing that "an increasing number of cases have come to light over the last twenty years due to significant changes in the sports industry, mainly related to the growing commercialisation and media coverage of sport, resulting in increased revenues and financial flows".

¹⁰ Indeed, the European Parliament resolution of 29 March 2007 on the future of professional football in Europe (2006/2130(INI)) already underlined the threat to the integrity of competitions posed by the concentration of wealth and economic power resulting from the exploitation of broadcasting rights according to the size of national broadcasting markets.

¹¹ It is not for nothing that good governance is considered in the Conclusions of the Council of the European Union (2011/C 378/01) as "an essential component of the fight against match-fixing. Problems such as match-fixing seem to occur less frequently where good governance guidelines are observed, such as, for example, prohibition of betting within the sporting discipline itself, timely payment of players' salaries, financial stability and transparency".

¹² Art. 8 of the Appendix to Recommendation CM/Rec(2021)5: Revised European Sports Charter. The Resolution of the Council and the Representatives of the Governments of the Member States, meeting within the Council, on the key characteristics of the European model of sport (No. 15, 2021/C 501/01) expresses itself in similar terms: "good governance in sport is a prerequisite for the autonomy and self-regulation of sport organisations and federations, respecting the principles of democracy, transparency, integrity, solidarity, gender equality, openness, accountability and social responsibility".

¹³ Harsh criticism was voiced in the European Parliament Resolution of 11 June 2015 (2015/2730(RSP)) against FIFA, which was denounced for having long functioned as "an unaccountable, opaque and notoriously corrupt organisation", meaning that "fraud and corruption in FIFA are systemic, widespread and persistent".

¹⁴ Recommendation (Rec/2005/8) of the Council of Ministers of the Council of Europe on the principles of good governance in sport adopted on 20 April 2005 and Recommendation (CM/Rec(2018)12) of the Council of Ministers of the Council of Europe on promoting good governance in sport. Likewise, art. 7 of the Council of Europe Convention on the Manipulation of Sports Competitions of 18 September 2014 conceives the principles of good governance as a budget to combat the manipulation of sports competitions, emphasising as an effective measure the prevention of conflicts of interest, generally prohibiting the misuse of inside information and betting on competitions in which one has a certain degree of participation.

¹⁵ In this respect, the European Parliament Resolution of 29 March 2007 on the future of professional football in Europe (2006/2130(INI)) underlined the need to combine the freedom of self-regulation of professional clubs with the eradication of conflicts of interest of their managers through the tight control of their economic and financial activities.

On the other hand, the Presidency and the Board of Directors are responsible for drawing up the proposals that require the approval of the Assembly and the execution of the agreements adopted therein, as well as the ordinary management of the club (maintaining order, promoting its different sections, exercising disciplinary authority), by himself or through the contracting of a solvent professional team, whose obligations and commitments will be defined in the collective agreements regulating the sector or the company, without prejudice to their specific adaptation to the characteristics of the post and reflected as an annex in the employment contract signed by the parties.

The outsourcing of certain services (i.e., training and coaching programmes) could be possible, which could represent a significant relief for the club's management area. The sports club, as the recipient of the service, could demand certain quality standards from the provider, with the service provider taking the appropriate organisational decisions (i.e., the recruitment of coaches) to achieve the satisfaction of the sports club and its users. Hence, apart from the normative impositions and recommendations from which legal liability of any kind can be derived, obviously there is another kind of 'liability' related to the satisfaction of members and users and, ultimately, linked to the success of the management of the sports entity in its social and economic dimension.

This other kind of 'responsibility' can be borne both by its directors and by its managers and administrators, whose functions and competencies are not usually covered in the regulations, not even by statute, but are defined at the time when the professional joins the club or are revised at the will of the directors. And if we said that no two tennis clubs are the same, neither is there an identity of functions in the staff in whose hands the management of a club is placed (TALAVERA MOLINA e.a. , 2018, 3). The degree of trust they can instil in the entity for which they work will undoubtedly entail a greater assumption of responsibilities, which may even extend to the delimitation of the club's management policies. However, it is often the Board of Directors, with or without the endorsement, when required by law, of the General Assembly of members, which sets the guidelines for the club. In this case, the role of the Manager is limited to proposing or suggesting new initiatives, which, if they are approved, must be carried out. Only with time, his consolidation in the entity can lead to an increase in his area of action, thus acquiring a status not very different from that of a director.

In any case, and as is natural, from this peculiar modality of 'responsibility', consisting of the analysis and evaluation of the results of the execution of these policies, putting them in relation to what has been programmed and with the satisfaction aroused in the users, certain consequences may be derived (not responsibility in the strict sense) for the continuity or replacement, either of the components of the governing and representative bodies of the entity, or of the professional management team of the entity.

A BRIEF NOTE ON THE MANAGEMENT OF SPORTS SERVICE COMPANIES.

In addition to the restricted meaning of the concept of 'sports club' which appears in the sectoral regulations on sport, it can also informally be taken to include entities devoted mainly to the provision of sporting services, especially coaching and training, complemented by related aspects such as the organisation of sporting events. Some of them, as they are

able to generate a large pool of players, constitute "sports clubs" in the strict sense of the term, which are those that can, by means of a licence, become affiliated to a sports federation and, consequently, participate in official competitions at any territorial level, apart from being able to become involved in the federation management through their governing and representative bodies arising from electoral processes strongly overseen by the public authorities in view of the public administrative functions they have, as collaborating agents, by legal delegation.

These tennis service companies usually take a commercial form, which entails the creation of a legal entity separate and distinct from the partners that constitute it, with its own assets, a minimum share capital and under an administrative body responsible for the management of the company to the partners, whose active participation in the decision-making or in the adoption of resolutions is conditional upon the nominal value attributed to the securities (shares or holdings) they hold. There are also those which, without constituting a legal person as such, are the result of the agreement reached by their constituent members, who wish to pool (hence the classic name of 'community of goods') money, goods and industry for the purpose of offering sports services on the market, with the participation in the profits and the contribution to expenses being proportional to the economic estimate of such contributions, and the work that any of the members contributes in the interest of the community can also have such a character.

In this type of entity, the profit motive is not only present, but also constitutes the essence that gives it its nature. The main purpose is to deliver sports services of the highest quality to the market at the most competitive price possible, which means taking extreme care of all the details to make a difference in the sector.

The big difference with traditional clubs is that, in the latter, the users, as members, are constituted, by themselves or by proxy, in an Assembly to periodically elect the governing and representative bodies (Presidency and Board of Directors) and to approve or censure the management of which these bodies are accountable, whereas in sports services companies, users have no corporate relationship with the entity, being consumers of the services that the provider offers (usually in its own facilities or in those of the sports club under outsourcing), which it can certainly do without if, in its opinion, they do not meet the quality standards that a demanding market in constant evolution imposes.

In any case, in order not to incur in idle reiterations regarding the areas of action, like those of a club, in which the provision of these sports services takes shape, the aim of a club or of a company of these characteristics is its successful continuity in its segment, of which the satisfaction of the recipients, be they members or simply clients, is an inevitable prerequisite. In a sports club, poor management will lead the social masses to look for a replacement for the management team, censuring their performance in advance or waiting patiently for the end of their mandate. In a sports services company that is not very attentive to the interests of consumers, the customer has no choice but to look for a supplier that is more considerate of their concerns and demands.

Another differential aspect is the destination of the profits obtained from exemplary management, which is conditioned by the nature of the entity, since they can be distributed among the members when the profit motive is present in it

(another thing is its convenience or opportunity, when, for example, the facilities present a maintenance deficit), while they must be applied imperatively to the achievement of the social purposes in those that lack it.

CONCLUSIONS

The management of clubs and sports service companies includes a wide variety of areas of legal, economic and, of course, sporting involvement, which is shared, in the exercise of the autonomy of each one of them, between the management staff and the sports professionals. The growing public interventionism faced by tennis clubs, largely driven for instance by the institutions of the European Union, requires strengthening the professionalisation of the area of sports management, which must lead, from the analysis of the available data and the examination of the operating results, to the adoption of new approaches for improvement that ensure their viability, as in many cases they are inoperative in the face of the radical transformations that, at a dizzying pace, are imposed by the thrust of modernity. The management of teaching and training programmes or their outsourcing to sports service companies is a sports policy decision that has a direct impact on the management of a tennis club.

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





Empowerment and positive attitude, key to tennis club management

Miguel Irigoyen

Tennis Confederation of Central America and the Caribbean (COTECC).

ABSTRACT

In this article I share some of what I have learnt over my years working in social and sports clubs. Recruiting the workforce with a non-traditional methodology, and achieving 80% of those selected, suitable for the position. Achieving a good relationship between employee and employer as the basis of the working environment that should prevail within the Club. I share experiences, which lead us to think that each manager should create their own resources to better train the staff. Finally, I recommend reading various sources on "Empowerment", without losing sight of the fact that attitude is fundamental in the management of Clubs and Restaurants.

Key words: empowerment, attitude, training, participation.

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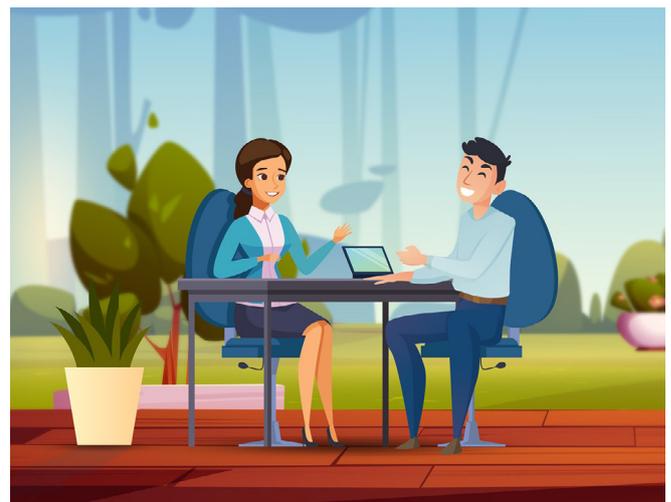
INTRODUCTION

The most important asset for a social or sports club is its staff. This is a reality that must be understood and accepted by the management of a club. The staff can contribute to the positioning of the company, to the improvement of the service in general; or on the contrary, generate several complaints and frictions that are difficult to handle or solve. We must not forget that, in this type of business, our clients are often our own "bosses". Hence the importance of having the right, qualified staff in a positive organisational climate. Staff must feel comfortable, satisfied, and secure. Job insecurity leads to frequent staff turnover, which is not desirable in this type of business (Tinaz & Emiroglou, 2020).

In sports clubs, staff recruitment should not be the exclusive activity of a recruiter, an employment agency, or the head of human resources. Recruitment, as well as personnel management, is a task in which the manager should be involved, it should be one of his main tasks. They are the ones who should make the decision whether to hire or not a candidate (Hoekman et al., 2015). Hiring the wrong person can lead to high operational and legal costs, loss of time and a lot of inconvenience, which the manager would not be able to justify to the board.

The human resources manager should do the basic work: obtain the necessary documentation from the candidate, conduct the tests, and select those who meet the required profile. The next step, the final interview, should be the task of the manager.

In various research and publications, we find that, among the different selection instruments, the validity given to the interview is very limited (Moscoso, 2000). In this type of business, the interview is fundamental for the recruitment of staff. In fact, the interview is the most used method in many clubs, sometimes even the only one used. During an interview you can get to know the candidate as a person, you can observe their reactions to the type of questions, how



quickly and confidently they respond, their facial expression, their body language, their mental agility and, above all, their attitude (Vos et al., 2012).

THE SELECTION OF STAFF

I highly value the different selection instruments, and although I am not an expert in human resources, my empathy with the person being evaluated motivated me to create pleasant and friendly spaces in the club, where I could carry out the evaluations and then the interviews. Looking back on my own work experience, I must admit that I was undoubtedly never selected because of my excellent results in the psychological and skills tests. I was always intimidated by the "standard" testing environments: from very large rooms to very small rooms, almost always uncomfortable, poorly lit, poorly ventilated, very cold, or noisy. The instructions were often incomprehensible, and the relentless stopwatch, determining the time to complete the answers. It is very important that the environment in which assessments and interviews take place is one that is reassuring to the applicant (Dessler, 1996).

Well-structured interviews with a set of questions can serve as a guide to assess general aspects, but the dialogue between the interviewer and the interviewee can give a better picture of the interviewee's personality. The interviewees should be allowed to express themselves, so it is important to avoid closed questions with monosyllabic answers. It is also very important not to make immediate value judgements based on the applicant's appearance; it is possible that a couple of tips on the way you cut your hair, comb your hair, apply make-up, dress, or shave will change the first impression you made on the applicant. This is a common mistake.

Among so many elements that contribute to the selection of the right personnel, the decision should always be made at the end of the interview. In my experience, often even without reading in detail their CV or the result of their assessments, the decision was based on the aspects that were always very important to me: their personal values, good attitude, and non-verbal behaviour during the interview. During the conversation you can tell if the candidate looks you in the eye, if they have energy when expressing themselves, if their voices do not tremble or are well modulated, and if when you make a humorous comment, of which they made several during the interview, their laughter is spontaneous, why not? Laughter has so many benefits for human health.

In our clubs, members come to relax, to exercise, to have fun, to have a good time, that's why courtesy, good manners and a good attitude from the staff is fundamental, all the time. How nice when you arrive at your club, and you are greeted by name and with a smile! That's part of the added value that our service to our members must have. That will make us different from other service companies (Sibson, 1994).

If you find good values and a good attitude in the candidate, it is very likely that they will be willing to learn, to serve and to try to solve the problems of their clients. I remember the questions the human resources manager used to ask me when I decided to hire a person, whom she had not selected, for a position in which the chosen one did not have much experience. So," I said her, "let's teach him, let's train him, I'm sure he will be a good worker".

STAFF TRAINING

The next step is orientation, induction, and training of the new employee. The new element should never be left alone for the first few days, many drop-outs occur because the new employee is distressed at not knowing how or where to start, what to do or what to say to a club member. Choose one of the more experienced employees to show them around, talk to them about all the services offered at the club, orient them about the equipment store, introduce them to all the employees in the company. Let him work the first days with the best employees, learn from the tutor, get to know all the service areas, the different sports facilities, his co-workers and, above all, his customers (Escamilla et al, 2019).

Training and regular meetings are indispensable in customer service and are best conducted by the manager or supervisor. club managers must have the skills of an educator and trainer of their staff. Show leadership, demonstrate knowledge of the business and be able to design training for specific situations.

We can find in the market different programmes to train staff; but how many days are similar in a club? It sounds cliché, but the truth is that very few (Stenling & Tafvelin, 2016). That makes it interesting and challenging. The multiple activities

that take place help to ensure that one day does not look like another and training staff on how to respond to different situations is vital. Therefore, it is useful and important to keep a record of the most emblematic and representative events of the company's line of business: the organisation of a professional tournament, a theme party, the organisation of social events, a mega aerobics class, a wheelchair tennis event, an inclusive tournament, etc. Write about them, highlighting what was successful to repeat it, record mistakes and problems to avoid them in the future, and use them to develop training on the subject. For training to be effective, it must have examples from everyday life, use terms that are familiar to the attendees, illustrate with a lot of audio-visual support and do exercises in which the attendees participate. And most importantly, always try to maintain motivation.

Going back to my personal experience, often at the beginning of the second part of the trainings, after a break, I would show the following sentences to the attendees and ask them to choose one of the two that they thought they should apply in their daily work in the club:

- Treat others the way you want them to treat you (the famous golden rule).
- Do not do to others what you wish for yourself; others may have different tastes. Their tastes may not be the same (George Bernard Shaw, 1898).

When I first read Mr. Shaw's phrase, it sounded like irony to me and I didn't like it very much, nor did 90% of the trainees. The golden rule was what we were taught in our homes, which is fabulous as a rule of coexistence; however, I always explained to them what Mr. Shaw's paradoxical expression meant to me.

People come to sports clubs for different reasons: for the variety of its facilities, to practice a sport offered within the club; for its gym, if they are interested in keeping fit; for a doctor's recommendation; to chat with friends, or to enjoy the chef's cooking... And although everyone wants to feel good at the club, not everyone has the same tastes or the same profile. Some like to be talked to, others just to be greeted, some like to be asked about their family, others the opposite; some like to be inside the restaurant and talk surrounded by people, others like to be isolated, enjoying peace and quiet, etc. That is why people should be treated as they would like to be treated, not as we would like to be treated.

The phrase that was constantly repeated, like a motto, was: know your customer, call him respectfully and by name, greet him and remember his tastes.

It is common to see advertised offers of seminars on customer service, motivation, teamwork, communication, etc. but purposeful training aimed at conflict resolution is very rare (Rady et al., 2010).

As I could not find any ad hoc courses and I had experiences within the club of which I kept a record, I decided to develop my own training. One of these experiences, apparently simple, I would like to share as an example.

PERSONAL EXPERIENCE

The rules for the use of the tennis courts for members at one of the clubs where I worked stipulated that, to book a court, it was essential to do so one day in advance. In addition, the user had to show up on the following day to use the court punctually; only 15 minutes late would be allowed,



otherwise the court would be assigned to another member. The demand for courts in the evenings and on weekdays was high, especially after a professional tournament. I never knew if it was because the tournament left the members motivated or because the week when we booked the courts exclusively for tournament players was too much time without tennis for them.

One day, the person in charge of court bookings called me on my extension, desperate because he was being "mistreated" by a member of the club. The employee, complying with the rules and the instructions we had provided him, had given the court to another member after the 15 minutes had elapsed. The simplistic solution was to read the rules to the complainant and that was the end of the problem. However, foreseeing that there would be two or more club members upset with the boy and of course with the administration, I decided to intervene.

On arriving at the courts no one had dared to start rallying, which gave me the cue to try to persuade the 4 involved to share the court by giving them "attractive" proposals: "Why not play doubles, it's more fun, more sociable and less tiring". - "We don't want to play doubles" - all 4 replied in unison. I then proposed to them to play a singles round robin, short set, without advantage: the loser goes out and if a player wins 3 sets in a row, he gets a rest as a prize. They still had doubts about my offer and I had to refine my arguments of persuasion, phrases like: "they will have more time to rest, they will recover for the next set, the time off can help them to analyse their opponent, the winner could not play four sets in a row because of fatigue, at the end of a set, they can give coaching to the next and they will have more fun"... Finally, I promised them that if they liked the experience, we would reserve the court for them immediately, for the next day. They agreed to share the court and repeated it two days in a row. After a while, the solution to that conflict became a new form of court sharing in the club.

This is an integrative solution to the conflict: a win-win solution. We debunk a myth, because one party's gain does not necessarily mean the other party's loss.

Should the staff in charge of court bookings have known how to persuade the gentlemen? Should he have taken time to think of other solutions? Should he have used his imagination? The answer is yes, he should have been prepared, with a better attitude to think, to offer alternatives and to make decisions, albeit small but important ones at the time.

The experiences of the employees and the inconveniences they faced daily were recorded by me in a history, in which I incorporated the good moments as well as the mistakes, the successes and the failures.

Citing experiences such as the one described above allows me to insist that constant, participatory training, designed with authentic experiences in mind, can promote empowerment

among employees. It is also a good time to integrate and involve new employees. This type of training where the participant is involved, where situations are staged with them, keeps them interested and motivated in the training, invites them to contribute ideas, to give suggestions and to feel part of the solutions.

EMPOWERMENT

Empowerment (delegation of responsibility) is very useful within a club. Where there are different areas, for different activities, there may be several simultaneous events, and there may probably be problems going on at the same time (Miryousefi & Darekordi, 2020).

Delegating allows the manager to deal with more important things than just simple complaints. Delegating generates commitment to their work, gives them responsibility, allows them to think about how to solve a problem and decide without having to ask for approval from their superior. Empowerment has been proven to increase employee motivation and give them more security within the company.

Encouraging empowerment in clubs helps to generate greater identification among workers, more participatory empowerment, creates and develops a sense of belonging.

It is important to be aware that this is not implemented overnight, nor is the commitment immediate. It will take time for the employee to gain the confidence to decide without fear of making a mistake or being reprimanded (Papadimitriou, 2002). It must be remembered that most employees working in such companies are used to following orders. They are rarely allowed to make decisions, precisely because not all employees want to have the same degree of commitment to the company. It is necessary to support the employee who is committed, without losing sight of the employee who will take longer to make the commitment.

Another important characteristic of an empowered employee is that they have more trust with their boss. This allows them to express themselves freely.

PRACTICAL EXAMPLE

An example of employees committed to the club, of the positives of implementing the tool of empowerment, I would like to highlight in the following case.

During a work meeting, I asked the Board of Directors to authorise the waiters to have the power to change any dish served if it was not to the customer's satisfaction. The traditional procedure was to call the supervisor or manager to talk to the customer and it was he who made the decision. Generally, the dish was changed, so this request was not going to reduce the number of rejected dishes. Nor was it going to increase the contingency costs. The request was approved and implemented in the club. The most experienced and senior employees were empowered to make this decision. It was also a way of telling them that we trusted them.

A new member of the club began to frequent the sports facilities during the week and on weekends he would come with his family for lunch. On the fourth weekend lunch of the member in question, I was working in my office, (which by the way had no door, nor did the employees have to ask permission for me to wait on them), when one of the waiters arrived with a plate in her hand. After a short greeting and with a tone of

indignation, she said to me: "This is the fourth time this man has come for lunch, send the plate back, because he says the meat is burnt. The plate was 12 ounces and what he wants to return doesn't even contain 3 ounces. And he says he doesn't want any more. Now I'm not going to change it, he must pay for it".

Although I understood the waitress, I had to tell her to agree to change it, and I assured her that next weekend I would give her the necessary instructions to put an end to this repeated problem.

Every Wednesday we had the weekly meeting with the group of waiters, group work and participation was the guide as part of the empowerment we implemented in the club. This activity would allow us to listen to their ideas, support and guide them, so that they would come up with the solution to the problem themselves.

I presented the case of the new club member in detail. After urging them to give their opinion, and after listening to many solutions, from the most absurd to the inane, they jointly came up with an alternative to solve the problem.

The following weekend, the member visited us again, and ordered his usual 12-ounce meat dish. Always medium rare. This time, before bringing him the full plate, the waitress brought him 3 tiny pieces as a taster. And she asked him: - "Which of these terms will you want?" - confused and annoyed he chose a sample, after he had eaten all three, of course. The selected dish arrived, and the waitress waited a moment to ask him: - "Do I see that now we've found the point of your meat?" - He never turned down a meat dish again.

The solution had emerged among them, with collective thinking, in jokes, and it was really a very good alternative. Collective creativity is another advantage of empowerment.

CONCLUSION

All the above leads us to conclude that empowerment and the promotion of positive attitudes are fundamental tools in the management of sports and service clubs. Listening to employees, encouraging them, recognising their successes, correcting their mistakes with respect and empathy must be part of authentic leadership.

As we said at the beginning, manuals help us in recruiting and developing human resources; but we as managers must complement them with the indispensable dose of attitude. A well-known saying compares a negative attitude to a car's tyres. The only way to move forward is to change them.

CONFLICT OF INTEREST AND FUNDING

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





A practical example of strengthening governance in Japanese college tennis clubs

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ABSTRACT

In 2019, the Japan Sports Agency formulated the Sports Organizations Governance Code, a code not directly applicable to college sports clubs. However, as seen in the scandal of the American football club of Nihon University, it is necessary to strengthen the governance of all college sports clubs, including tennis. Therefore, we conducted a governance survey at 268 Japanese college tennis clubs in 2021. The representatives of each college were asked to report their demographics and respond to the assessment measures regarding the governance of college tennis clubs. A simple tabulation and cross-analysis were conducted, and the Chi-square test or Fisher's exact test were used at a significance level of five percent. Based on the results of the survey, we developed a "Governance Self-Assessment Sheet" for college tennis clubs. In this study, we introduce the outline of the results of the survey by comparing the governance of sports organizations in different countries. Moreover, a practical case study of Keio University in Japan, which is the world's first university to use the Sheet, will be discussed based on the results of a new survey conducted in 2022.

Key words: college tennis, governance code, governance self-assessment sheet.

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INTRODUCTION

In recent years, the Japanese sports world has had numerous opportunities to be excited by glamorous topics related to mega sporting events, such as the Rugby World Cup and the Olympic Games (Kawabata, 2019). Conversely, there have been a series of scandals in sports organizations such as the Japan Boxing Federation and the American Football Club of Nihon University (Matsuyama, 2019).

Therefore, in 2019, the Japan Sports Agency formulated the Sports Organizations Governance Code (SGC) (Japan Sports Agency, 2019a) to enhance the value of sports through preventing the occurrence of scandals that damage it.

However, the SGC does not directly apply to college sports clubs, but only to "organizations of which the main purpose is to carry out business for the promotion of sport" as referred to in Article 2, Section 2 of the Basic Act on Sports (MEXT, 2011). Other countries such as England (Sport England, 2020) and Canada (Canadian Olympic Committee, 2021) also have governance codes for sports organizations, but they are similar in that they do not directly apply to college sports clubs.

The essence of the SGC is to enhance the value of sports through the prevention of misconduct (Japan Sports Agency, 2019b), and not to limit the number of applicable sports organizations. Thus, it is desirable for college sports clubs to strengthen their governance with reference to the SGC as well.

However, there has been little academic research on the governance of college sports clubs. In fact, excluding James



and Elizabeth (2019), who examine policy change in college sports, and Carnegie and Tuck (2010), who examine the governance of college organizations, most of the previous studies focus on governance in organizations larger than university athletic departments.

Therefore, we conducted a governance survey of Japanese college tennis clubs in 2021 (Hotta, 2022). Based on the results, we developed a "Governance Self-Assessment Sheet" for college tennis clubs in cooperation with Japanese sports lawyers and the All Japan Inter-Collegiate Tennis Federation. In this study, we introduce the outline of the results of the survey by comparing the governance of sports organizations in different countries. Additionally, a practical case study of Keio University in Japan, the world's first university to use the "Governance Self-Assessment Sheet," will be discussed based

on the results of a new survey conducted in 2022 among the members of the Kanto Polytechnic University Tennis Federation.

PROCEDURE

Representatives of 268 college tennis clubs registered in the All Japan Inter-Collegiate Tennis Federation were asked to respond to the questionnaire. There were 110 responses (41.0%), all of which (100.0%) were valid. The survey period was from June 26, 2021 to July 28, 2021. The questionnaire consisted of demographics items, and the Assessment Measures Regarding Governance of College Tennis Teams (AG-CT scale). All items were answered online using the survey form of the Keio University Authentication System. The survey forms are protected by SSL/TLS encryption, server certification, firewall access control, and other security and personal information protection measures.

The AG-CT scale is a 10-item scale of the governance of college tennis clubs, consisting of items related to democratic and crisis management (Table 1). The respondents were asked to self-evaluate their answers by “Yes” or “No” (Yajima et al., 2011), and were to respond to free comments when necessary. The AG-CT scale was developed by two sports jurists with reference to the SGC to ensure its validity.

DATA ANALYSIS

Simple tabulations and cross-analysis were conducted on their demographics and the AG-CT scale. From the crosstabulation table of the attributes of their demographics and the AG-CT scale, the chi-square test was used at a significance level of five percent to analyze whether the relationship between their demographics and the AG-CT scale is statistically significant. For cells with an expected frequency of less than five or a minimum expected frequency of less than one, Fisher’s exact test was conducted again to obtain an exact p-value.

Table 1
The contents of the AG-CT scale and its simple tabulation results.

	Items	Yes (%)	No (%)
Democratic management	① Does the club adopt the principle of majority decision-making? (n=110) • How exactly are decisions made? • Situations in which you felt there was a problem with the club's decision-making	73.0	27.0
		Free comments	
		Free comments	
	② Is the power relationship between the men's and women's clubs equal? (n=87) • Situations where the relationship between the men's and women's clubs was problematic.	87.0	13.0
		Free comments	
	③ Is the selection of representative players fair and reasonable? (n=110) • What specific selection methods are used? • Situations where I felt there was a problem with the selection of the representative players	97.0	3.0
		Free comments	
		Free comments	
	④ Are the rules of the club set forth in the form of sentences? (n=110) • General rules and regulations • Regulations regarding the content and standards of penalties • Regulations for proper accounting and property management • Rules and Regulations for the Selection of the representative players	73.0	27.0
		72.7	27.3
	29.0	71.0	
	46.4	53.6	
	10.0	90.0	
Risk management	⑤ Are measures taken to prevent abuse by coaches and upperclassmen? (n=110) • Preventive measures actually implemented	7.0	93.0
		Free comments	
	⑥ Have there ever been problems of abuse or other behavior? (n=110) • Situations in which you have felt the need to prevent abuse, etc.	7.0	93.0
		Free comments	
	⑦ Are precautionary measures in place for accidents during practice, heat stroke, etc.? (n=110) • Specific preventive measures	80.0	20.0
		Free comments	
	⑧ Is there a supervisor or responsible person on site during practice? (n=110) • Who exactly are you placing and how often?	36.0	64.0
	Free comments		
⑨ Have you ever had any problems dealing with accidents, heat stroke, etc.? (n=110) • Situations in which you felt it was necessary to take precautionary measures against accidents	6.0	94.0	
	Free comments		
⑩ Are records kept for accounting control within the department? (n=110) • Situations in which you felt a problem	77.0	23.0	
	Free comments		

Cramer’s V, which indicates the strength of correlation between two variables in the L×M contingency table, is also used as reference. The closer Cramer’s V is to one, the stronger the association between the two qualitative variables (Akoglu, 2018), and the specific effect size is considered to be 0.1 for small, 0.3 for medium, and 0.5 for large (Ohbuchi, 2020). The software used for these statistical analyses was R Version 4.1.1.

ETHICAL CONSIDERATIONS

Prior to the survey, the purpose of the survey, the survey method, and the protection of information were explained in writing to the representatives of the All Japan Inter-Collegiate Tennis Federation, and survey method was discussed. In the survey form, the following explanatory text was placed in a position easily recognizable by respondents: (1) the purpose of the survey, (2) the voluntary nature of the responses, and (3) the fact that the names of individuals and colleges will not be disclosed as identifiable information.

RESULTS

The contents of the AG-CT scale and its simple tabulation results are shown in Table 1.

Table 2 shows the relationships among their demographics and the AG-CT scale. In the analysis, we categorized colleges in division four or lower as “Low Competitiveness (LC)” and those in division three or higher as “High Competitiveness (HC)” based on the median value of “Competitiveness” in their demographics. The median value of the “number of members” was used as a criterion to classify the teams into “Small Teams (ST)” with 19 or fewer members and “Large Teams (LT)” with 20 or more members.

First, to test the hypothesis that “the level of good governance on the AG-CT scale differs between the LC and HC groups,” the Chi-square test or Fisher’s exact test were conducted, and a statistically significant difference was found in the question “Is the selection of representative members fair and reasonable (p<.05) ?” Cramer’s V was 0.445, indicating that more respondents answered “yes” in the HC group than in the LC group.

Next, to test the hypothesis that “the level of good governance in the AG-CT scale differs between the ST and LT groups,” the chi-square test or Fisher’s exact test were conducted, and a statistically significant difference was found in the question “Do you take precautionary measures against accidents and heat stroke during practice (p<.05)?” Cramer’s V was 0.355, and more respondents answered “yes” in the LT group than in the ST group.

Table 2

The relationships among their demographics and the AG-CT scale.

AG-CT scale	Demographics	Cramer's V
Democratic management	① Does the club adopt the principle of majority decision-making? (n=110)	Competitiveness .057 Number of members .048
	② Is the power relationship between the men's and women's clubs equal? (n=87)	Competitiveness .344
		Number of members .255
	③ Is the selection of representative players fair and reasonable? (n=110)	Competitiveness .445 *
		Number of members .047
	④ Are the rules of the club set forth in the form of sentences? (n=110)	Competitiveness .192
		Number of members .007
	Risk management	⑤ Are measures taken to prevent abuse by coaches and upperclassmen? (n=110)
Number of members .055		
⑥ Have there ever been problems of abuse or other behavior? (n=110)		Competitiveness .036
		Number of members .087
⑦ Are precautionary measures in place for accidents during practice, heat stroke, etc.? (n=110)		Competitiveness .139
		Number of members .355 *
⑧ Is there a supervisor or responsible person on site during practice? (n=110)		Competitiveness .063
		Number of members .034
⑨ Have you ever had any problems dealing with accidents, heat stroke, etc.? (n=110)		Competitiveness .248
		Number of members .023
⑩ Are records kept for accounting control within the department? (n=110)	Competitiveness .072	
	Number of members .138	

Note: * : p<.05

DISCUSSION: DEMOCRATIC MANAGEMENT

In the section on democratic management, the respondents were asked about (1) appropriate decision-making and (2) the maintenance of rules and regulations.

Appropriate Decision-making

First, approximately 70% of the colleges answered that they adopt the principle of majority decision making in their college tennis clubs. Conversely, there were responses such as “the coach makes decisions unilaterally.” Next, approximately 90% of the colleges answered that the power relationship between men and women is equal in tennis clubs in which men’s and women’s clubs are active jointly. However, some respondents reported that women’s clubs often have fewer members than men’s clubs, and that this disadvantages their voice relatively more.

Accordingly, referring to the SGC, in Principle 2, it is stated that a system should be established to ensure appropriate organizational management, including an external director, a female director, and an athletes’ committee. In other words, the decision making of the association should be conducted under a system that reflects diverse opinions. However, some college tennis clubs did not have a sufficient system, as shown in the responses such as “decisions are made by the coach’s own judgment without listening to the opinions of the club members.” Such a situation is considered to be inappropriate for maintaining and improving group condensation (Carron, 1982) among members of college tennis clubs.

Therefore, we propose that tennis clubs in each college be examined by a third party who is not the head or the director in the decision-making process. Such a third party is expected to play a role in pointing out problems in organizational management, which cannot be discovered and improved by students who have close relationships with each other.

Maintenance of Rules and Regulations

Next, more than 90% of the colleges answered that the selection process of representative players in their college tennis clubs was fair and reasonable. However, there was also a report that “the representative players are selected according to whether the coach likes their style of play,” and some members of the clubs are dissatisfied with the process. In the cross-analysis, the percentage of respondents who answered “fair and reasonable” was higher in the HC group than in the LC group, which may reflect the fact that the competition for representation in the department is fiercer.

Next, we asked whether the rules of college tennis clubs are established in written form, and approximately 70% of the colleges responded that they are. However, only 10% of the colleges had “rules for the selection of representative players,” and only approximately 30% of the colleges had “rules for the content and standards of penalties.”

Accordingly, referring to the SGC, it is stated in Principle 3 that rules for the fair and reasonable selection of representative players should be established. Additionally, Principle 10 states that a disciplinary system should be established. The contents of the disciplinary measures and the procedures leading up to them should be set forth in writing and widely publicized. The governance codes of the United Kingdom (Sport England, 2022) and Canada (Canadian Olympic Committee, 2021) also



emphasize “transparency” and “accountability” as the purpose of their codes and require that sports organizations publicize their articles of incorporation and rules.

Therefore, we propose that each college tennis club should set forth the method of selection of representative players and the contents and procedures of penalties in written form, such as club rules. At the very least, it is desirable to establish a policy on what standpoints should be emphasized in the selection process when the final decision is made at the subjective discretion of the leader, after setting up guidelines for competition results and rankings.

DISCUSSION: RISK MANAGEMENT

In the section on risk management, we asked about (1) the prevention of abuse, etc., (2) accident prevention, and (3) proper accounting management.

Prevention of abuse, etc.

First, less than 10% of the colleges answered that they have implemented preventive measures against abuse by coaches and upper-class students. Conversely, less than 10% of the universities have ever punished their members due to problems of abuse and other behaviors. However, there were also cases reported, such as “There was harassment by a senior member, and I think guidance is needed, such as by setting up a course,” and “There was a case of slandering a specific member on social networking services (SNS), which was discovered by accident when I was consulted on a certain occasion.” Prevention is indispensable because such incidents can constitute serious problems if they occur.

Accordingly, referring to the SGC, Principle 5 states that compliance education should be enhanced. In fact, some of the participants pointed out that “guidance is needed,

such as setting up a course.” Therefore, we recommend that each college tennis club should conduct compliance training for their members. Furthermore, as shown in the case of “slandering and defaming a specific member on SNS, which was discovered by accident when the case was discussed with us,” it is difficult to discuss matters such as abuse and to identify them. Therefore, Principle 9 of SGC states that a reporting system should be established. Based on this principle, it would be desirable to appoint a person overseeing confidentiality counseling at each college tennis club, such as in the executive year.

In this respect, efforts related to SafeSport are a worldwide trend. For example, the International Olympic Committee offers a training course for safeguarding officers (Sportsoracle, 2022). The International Federation of Association Football (FIFA) offers a safeguarding course that is available to anyone worldwide (FIFA, 2022). The 2021 revision of the UK Code of Governance, mentioned above, requires that the Board of Directors employ a Welfare and Safety Lead Director and that the Legal Policy include a Safeguarding Act for both children and adults (with appropriate policies and procedures) (Sport England, 2021). Furthermore, the British Tennis Association (LTA) is actively publishing its policies and procedures on safeguarding (LTA, 2022). Thus, efforts to prevent harassment and abuse are being made in many parts of the world, notably including the creation of an independent Safe Sport Mechanism. In the U.S., the U.S. Center for SafeSport (USCSS, 2022) was established as a specialized organization to prevent abuse against athletes. In Canada, the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) was established to provide a unified definition of abuse and harassment. The Sport Dispute Resolution Centre of Canada (SDRCC, 2021), a sports dispute resolution organization in Canada, has been commissioned by the government to establish a unified system to handle everything from reporting harassment to investigation and disciplinary action (SDRCC, 2021). It is true that it may be difficult to establish such a large-scale system in each college tennis club. However, it would be possible to establish a similar system in the organizations that oversee college tennis clubs, such as the All Japan Inter-Collegiate Tennis Federation in Japan or the NCAA in the United States. We look forward to further progress in this area.

Prevention of accidents

Next, 80% of the colleges answered that they have preventive measures against accidents and heat stroke during practice. The percentage of the LT group was higher than that of the ST group, which may be because the tennis clubs with more members take more systematic measures.

Approximately 40% of the colleges answered that they have a supervisor or a person in charge on site during practice. However, even among such colleges, only approximately 10% of the total number of cases had such a person in place for every activity. Conversely, less than 10% of the colleges answered that they have had problems in addressing accidents and heat stroke.

Referring to the SGC, Principle 12 states that a crisis management system should be established. Therefore, we recommend that each college tennis club prepare a crisis management manual that describes how to deal with accidents and heat stroke. The manual should be prepared under the

guidance of a specialist as much as possible and should be available at all times at practice sites and club rooms. There were also responses such as “All members had a classroom lecture on accident prevention,” “All members consulted the materials on measures against heat stroke,” and “A trainer or manager is assigned to the team.” It is indeed desirable to hold lectures and study sessions by medical experts. For example, it is considered that requiring a practical training course on cardiopulmonary resuscitation including AED would greatly contribute to improving the possibility of life saving actions by bystanders (Mathias et al., 2017).

Proper accounting management

Finally, approximately 80% of the colleges answered that they keep records for internal accounting control. However, some respondents answered that “there is a problem with the management system because of theft.” Considering this, referring to the SGC, Principles 6 and 4 of the SGC for general sports organizations state that a system should be established for appropriate accounting procedures. Therefore, we would like to recommend that each college tennis club establish a system of record-keeping of club expenses by multiple members to prevent unaccounted money and theft.

GOVERNANCE SELF-ASSESSMENT SHEET

Based on the above findings, we developed a “Governance Self-Assessment Sheet” (Figure 1) for college tennis clubs in cooperation with Japanese sports lawyers and the All Japan Student Tennis Federation. In Japan, Keio University, a member of the Kanto Polytechnic University Tennis Federation, implemented an initiative in which students who belong to the tennis club fill out the sheet themselves and disclose their governance self-assessment on the official website of their tennis club (Keio University Yagami Tennis Team, 2022).

As a result, this college tennis club has developed a manual for penalties and accidents, and 95% of the members evaluated that they felt the effect of the improvement of governance. From this standpoint, we can expect that the use of this sheet is highly effective in strengthening the governance of the college tennis clubs. Furthermore, by using this “Governance Evaluation Sheet,” students themselves will be able to learn the concepts of compliance and the rule of law. This is expected to positively affect the governance of their workplaces when they graduate from colleges and start working in companies. In this sense, the sheet is being improved so that it can be used in other sports than tennis, and it is also being explored for use in sports teams in junior high schools and high schools. Furthermore, the sheet is currently being translated into multiple languages and being used in countries other than Japan.

CONCLUSIONS

The results of the analysis helped identify the actual state of governance in Japanese college tennis clubs, and the following recommendations for good governance were made. First, a third-party review should be conducted in the decision-making process. Second, the “Methods of selection of representative players” and “Details and procedures of penalties” should be documented. Third, compliance training should be provided to the members. Fourth, a person overseeing confidential

consultations should be appointed in the executive grade and so on. Fifth, study sessions should be held by experts on sports accidents and heat stroke. Sixth, a crisis management manual should be established in case of accidents and heat stroke. Seventh, a system should be established to manage the records of club expenses by multiple members.

Based on these recommendations, we developed a "Governance Evaluation Sheet" for college tennis clubs, which proved to be effective to a certain extent at Keio University in Japan. In the future, we hope that this kind of practical application will be further promoted, and that good governance will spread in college sports worldwide.

Governance Self-Assessment Sheet for College Tennis Clubs	
Club :	
Date of entry :	
Self-evaluation of response status A : Fully compliant B : Partially compliant C : Not compliant Status of compliant	
(1) Third-party review should be conducted in the decision-making process · It is appropriate to have a review by an outside coach or an alumnus/alumnae	
(Current status of efforts, items to be improved in the future, etc.)	
(2) "Methods of selection of representative players" and "Details and procedures of penalties" should be documented	
(Current status of efforts, items to be improved in the future, etc.)	
(3) Compliance training should be provided to the members	
(Current status of efforts, items to be improved in the future, etc.)	
(4) A person in charge of confidential consultations should be appointed in the executive grade and so on · abuse, etc. are difficult to consult with and difficult to understand due to their nature.	
(Current status of efforts, items to be improved in the future, etc.)	
(5) Are sanctions for abuse included in the club rules? · The details and procedures of disciplinary actions should be included in the club rules, and the members should be informed in advance.	
(Current status of efforts, items to be improved in the future, etc.)	
(6) Hold study sessions by experts on sports accidents and heat stroke · Practical training on cardiopulmonary resuscitation, including AED, is also recommended for all members.	
(Current status of efforts, items to be improved in the future, etc.)	
(7) Establish a crisis management manual in case of accidents and heat stroke · The crisis management manual should be available at all times in the practice rooms and club rooms. · AED locations and emergency contact information should be shared with all club members and posted prominently at activity sites.	
(Current status of efforts, items to be improved in the future, etc.)	
(8) Is there objective monitoring of the practice by the coach?	
(Current status of efforts, items to be improved in the future, etc.)	
(9) Establish a system to manage records of club expenses by multiple members	
(Current status of efforts, items to be improved in the future, etc.)	

Figure 1. "Governance Self-Assessment Sheet" for college tennis clubs.

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





Pillars for the management of sport organisations

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ABSTRACT

This article provides an overview of the main characteristics in the management of sports organisations through a set of tools framed in four pillars. Sport and sport institutions are undergoing profound change. In this context, it is increasingly evident that there is a need for qualified professionals in sport management, who have the challenge of absorbing the experience of previous processes in order to generate new proposals and improve the model.

Key words: sport management, innovation, knowledge management.

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INTRODUCTION

If we were to use the genetic code to interpret the culture of peoples, we could affirm that sport is an essential component of the collective DNA. Mankind finds in sport an inexhaustible source of pleasurable moments and treasures personal or generational stories that are evoked in any social event.

However, the evolution of sport as a cultural asset of high value to society is running ahead of the adoption of the necessary management systems to cope with the new demands of athletes and communities. Although reality has stimulated the adoption of useful tools to plan, organise, lead teams and evaluate their performance, there are still sport organisations that are at different stages of implementing such management tools.

In order to contribute to the evolution of the sector, we will summarise some recommendations for the management of sport organisations in general and tennis in particular. These recommendations are based on four pillars:

PILLAR I: A TAILOR-MADE STRATEGY

Some sport institutions repeat patterns of behaviour that have been forged and sustained over time without any further argumentation than "habits and customs". This pattern of behaviour triggers a flow of actions that, to some extent, could be considered strategic (Mintzberg & Waters, 1982). However, the most convenient way to face the various situations of the daily management of sports clubs requires a higher degree of expertise than the uncritical reproduction of preset formulas.

Charles W. Hofer & Dan Schendel (1978) note that strategy functions as a mediating force between the organisation and its context. Such a coupling entails assuming a dynamic competitive position that facilitates the achievement of the main institutional objectives based on the design of an intelligent plan. With this instrument it will be possible to efficiently direct resources, acquire sustainability and anticipate changes in the environment.



Consequently, an organisation's strategic approach is far from generic formulas. It is a "tailor-made suit" developed on the basis of the organisation's own characteristics and context, within the limits set by institutional policies. The quality of the plan and its implementation determine its chances of success.

PILLAR II: SATISFACTION OF TARGET GROUPS

The fate of tennis programmes is played out on a daily basis when members pick up their racquets, make their way to the club and decide to continue playing the sport. Such ratification becomes more acute when it comes to paying a fee or confirming participation in a new season. Ultimately, the permanence of the beneficiaries in the sports programmes is a determining aspect for the sustainability of the organisations.

In order to play this game, it is necessary to understand that attracting new tennis stakeholders comes at a higher cost than retaining existing ones. And such adherence is leveraged on their degree of satisfaction. The tipping point is our ability to identify the factors that achieve such complacency.

Howat et al. (1996) found that the attributes valued by recipients are associated with the quality of staff, infrastructure and sport-related services. Subsequent studies contributed new factors such as programme availability and delivery (Papadimitriou & Karteroliotis, 2000) or the beauty of the physical environment (Alexandris et al. ,2004).

We can affirm that these attributes have different impacts on the satisfaction of the target audience depending on the characteristics of the offer and its context. Consequently, it seems reasonable to investigate and get to know our target audiences thoroughly before designing strategies to increase their loyalty to tennis programmes.

PILLAR III: KNOWLEDGE MANAGEMENT

Every sport process has an educational component; those institutions that can transform themselves into organisations that learn and teach to learn will be at the forefront of sport development (Mackey & Sedoff 2021).

To this end, it is crucial to take the decision to implement a continuous training model that addresses the entire training process and generates a culture of quality management.

Peter Senge (1990) states that the organisations that will become relevant in the future will be those that discover how to take advantage of the enthusiasm and learning capacity of the team at all organisational levels. Key to this is the development of a knowledge management system, through processes and procedures that allow individual experiences to be transformed into an institutional asset. To this end, the clubs should create spaces for debate, exchange of ideas and development of new documents.

This system requires a definition of priority objectives that guide the actions and are addressed to all stakeholders (Dietrich, Jürgen, Ostrowski and Rost 2004). In this sense, it is necessary to elaborate a pedagogical proposal that selects the set of relevant knowledge that athletes must appropriate throughout the development process. Then, this knowledge will be transferred to the field through appropriate teaching

Table 1
Pillars, Key Concepts and Practical Applications.

Pillars	Key Concepts	Practical Applications
I. A Tailor-made Strategy	<ul style="list-style-type: none"> - Implement a strategy that functions as a mediating force between the organisation and its context. - Designing Smart Plans (resource efficiency, acquiring sustainability and anticipating changes in the environment) 	<ul style="list-style-type: none"> - To make a diagnosis of the internal and external reality of an organisation (Knowing the environment). - Formulate goals and objectives. - Design sports plans geared to these goals. - Regulate the process through monitoring and control of implementation.
II. Satisfaction of the addressees	<ul style="list-style-type: none"> - The permanence of the beneficiaries in the sports programmes is a determining aspect for the sustainability of the organisation. - The adherence of the addressees depends to a large extent on their satisfaction. - Identify the attributes valued by the target audience (e.g. quality of staff, infrastructure and lateral services of the sport, among others). - Evaluate the availability and delivery of programmes. 	<ul style="list-style-type: none"> - Carry out a diagnosis of the expectations and interests of the target audience. - Implement satisfaction surveys. - Design programmes to improve the quality of service.
III. Knowledge Management	<ul style="list-style-type: none"> - Every sporting process has an educational component. - Harness the enthusiasm and learning capacity of the team at all levels of the organisation. - Transform individual experiences into an institutional asset. - Develop a knowledge management system. - Define priority objectives to guide actions. 	<ul style="list-style-type: none"> - Design a continuous training programme. - Implement regular meetings and generate new spaces for debate. - Drafting of institutional documents.
IV. Creativity, Innovation and Technology	<ul style="list-style-type: none"> - Sport is nowadays a fundamental element for well-being and quality of life. - Generate innovative proposals that create value to meet current demands. - Generate new ideas and implement new tools (creativity and innovation). - The introduction of new technologies plays an important role in the development of sport. 	<ul style="list-style-type: none"> - To design new programmes in line with current trends in sport. - Implement management platforms. - Application of data analytics. - Use technology as a tool for evaluation and measurement. - Use e-learning platforms.

methodologies that promote meaningful learning in athletes. When we refer to knowledge management, we should not only think of technical managers, but also of parents, players and officials.

Incorporating knowledge, expanding information, generates greater opportunities for innovation, generates changes in people and consequently in tennis in general.

PILLAR IV: CREATIVITY, INNOVATION AND TECHNOLOGY

Sport in modern society has become a fundamental element for well-being and quality of life, through recreational activities that can be enjoyed outdoors, individually or in groups. The sports business is an emerging sector at a global level. The practice of sport is growing, and with it, the consumption of associated services and products. There is a great opportunity for institutions in the sector to generate innovative proposals that create value for different audiences in order to meet current demands.

Creativity is the generation of new ideas or tools in any field of activity and innovation is the successful implementation of creative ideas within an organisation (Pere Solanellas, 2018). From this definition we can understand innovation as any change within the institution, based on knowledge that generates value.

The introduction of technology has also profoundly changed sport and plays a major role in its development. Different technological applications allow for more effective training, athlete management and monitoring, accuracy of results, improved spectator vision, performance development and injury prevention, among many other functions (Busch, 1998).

The world of sport is changing as a result of technological innovations. Institutions that intend to evolve in sport development must include them in their daily practice, taking into account improvement criteria agreed at different levels of management.

PRACTICAL APPLICATIONS

In order to make contributions not only from a theoretical perspective, we provide in table 1 a series of practical applications that allow us to translate each of the concepts developed above into concrete actions.

CONFLICT OF INTEREST AND FUNDING

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





The female-friendliness of New Zealand's tennis clubs

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ABSTRACT

Across an array of contexts, a 'female-friendly environment' is increasingly thought to positively impact participation levels for women and girls. The aim of this study is to provide insights on the female-friendliness of New Zealand's tennis clubs. Both numeric and text data were collected as part of the 2021 National Sport Club Survey. Tennis club representatives agreed more strongly that their club has suitable changing facilities for women/girls and that playing/training times are equally allocated than club representatives across the full sample across every sport. Within a typology of female-friendly clubs, most fit into the disengaged category in which the prevailing view is unfortunately that female-friendliness isn't an issue and that existing inclusion efforts are good enough. It is suggested that tennis organisations at regional and national level provide information and strategies to clubs that have an aspiration to become more female-friendly.

Key words: management, clubs, female-friendly.

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INTRODUCTION

Women and girls are consistently reported to participate in sport at lower rates than men and boys across the lifespan (Eime, Harvey, Charity, & Westerbeek, 2020). Women and girls' participation in sport has previously been examined from a range of perspectives. However, most of that research has been related to women and girls' physical activity, with organised sport forming a smaller component. Over the past 10 years, research has focussed predominately on the individual and social determinants of women and girls' participation in club level sport and much less at the organisational level (Casey et al., 2017; Hanlon et al., 2017). Community sport clubs are the primary venue in which women and girls engage in sport. Little is known about the influence of the environment in those clubs on women and girls' participation.

Across an array of contexts, a 'female-friendly environment' is increasingly thought to positively impact participation levels for women and girls. For example, female-friendliness is considered an important environmental dimension influencing adolescent girls' use of other public spaces including libraries (Agosto, Paone and Ipock, 2007). What exactly constitutes a female-friendly environment in various public spaces including sport clubs is still an open question, although we are learning more about it.



There is an opportunity to better cater to female participants in the wider sport marketplace (Dixon, et al., 2021) but we need to better understand the landscape in order to take action. In tennis clubs, female-friendliness has been a consideration going back decades (Boyle, 2019), but it warrants a revisit as clubs head into a post-pandemic operating environment. The purpose of the present study is to explore the extent to which New Zealand tennis clubs are female-friendly. This is done using numeric and text data collected as part of the 2021 National Sport Club Survey.

LITERATURE REVIEW

Gender and Community Sport Clubs

It is widely recognised that sport is inextricably linked with notions of masculinity, and sport settings are a prominent place where dominant gender relations are constructed, legitimised, and perpetuated. Relatively few studies have focused on the relationship between gender and community club-based sporting spaces (Jeanes et al., 2021). Sport clubs are not always supportive of female participation and the exclusionary capacity of sport clubs is well documented (e.g. Collins, 2014; Spaaij et al., 2014). Sport clubs that only recognise male sporting achievements on walls, and a lack of visibility of females throughout the club can be deterrent for female participation (Fowlie et al., 2021; Jeanes et al., 2021).

Women and girls who participate in sport can feel an 'us' versus 'them' culture, and find it difficult to socialise into existing club culture (Rowe et al., 2018). They can feel outnumbered, and this can be an intimidating environment (Casey et al., 2017; Rowe et al., 2018). However, the increasing number of women participating, coaching and administering sport, and considerable growth in participation in male-dominated sports are resulting in changes in the contemporary sport landscape (Jeanes et al., 2021) and this includes clubs as facilities in which women and girls engage. To facilitate women and girls' participation in sport, facilities, and the wider club environment, needs to be comfortable and safe (Oxford & Spaaij, 2017; Spaaij, 2013). Consideration of that environment ought to include both social and physical environmental factors.

Social environmental factors

The way in which a club's culture is perceived, the extent to which decisions and allocation of resources are equitable and whether it has a welcoming feel for women and girls are important. A welcoming and inclusive environment is known to influence women and girls' participation in community club sport. For example, in Casey et al.'s (2017) study of female adolescents and sport clubs, over 80% of respondents agreed that the friendliness of the club, knowing someone at the club and friendliness of the coach were positive and influential factors affecting their participation.

The equitable allocation of resources, such as equipment and coaches are also key factors to providing a female-friendly environment at community sport clubs. Allocation of resources is often based on the value that a club places on a particular team, or group of members. As community sport clubs remain largely a masculine space, it is no surprise that the allocation of important resources often favours the men and boy's teams. In some cases, female players receive lower quality equipment than their male counterparts, and in others they are unable to have any access to equipment or spaces that are purely allocated to men's teams, such as the fitness centre (Ozturk & Koca, 2021).

Carmona and Ezzamel (2016) refer to 'spacings' as a way that space is portioned according to priorities, and as a demarcation of who holds the position and power within a space. In community clubs, male sport is often prioritized through the inequitable allocation of resources (Jeanes et al., 2021). Such unequal allocation of community sport club 'spaces' can include boy's and men's teams having priority



access to facilities, while female's teams were required to play and train on lower quality surfaces, smaller spaces and further away from the main club rooms (Jeanes et al., 2021; Ozturk & Koca, 2021). Also, allocation of training times is often based on men's team schedules because of the lower status of teams in the club (Ozturk & Koca, 2021; Welford, 2018).

Body image concerns are a critical component for women and girls' participation in sport. Awareness of their presentation of self, and consciousness of the critical gaze of others can be a major barrier for sport participation in females (Slater & Tiggemann, 2011). Related to this, feeling self-conscious is sport uniforms, and sport uniform requirements have been seen as a deterrent for women and girls to participate in sport (O'Neal et al., 2015; Slater & Tiggemann, 2010). By providing women and girls with gender appropriate, flexible, and comfortable uniforms that is distinct from the men's can foster female-friendliness in a community sport club (Ozturk & Koca, 2021).

Physical environmental factors

The physical characteristics of facilities at sport clubs can either discourage or encourage women and girls' participation in sport. For example, we know that the aesthetics, convenience, and specific aspects of a physical environment such as footpaths can influence engagement in physical activity (Humpel, Owen, & Leslie, 2002). Importantly, the physical attributes of a sport facility also directly shape positive habitual behavioural (Owen, Humpel, Leslie, Bauman, & Sallis, 2004) and have long-term impacts on individuals (Sallis, Floyd, Rodriguez, & Saelens, 2012).

Historically, the physical characteristics of sporting facilities have been designed primarily to meet the needs of male participants (Pavlidis, 2018). In addition, club facilities are becoming outdated, which compounds the fact that many sport clubs not provide the range of amenities that attract and sustain women and girls. The physical architecture of a club is a spatial and visual reinforcement of the perception that women and girls are devalued and relatively invisible (Jeanes et al., 2021).

The majority of sport club changing rooms are designed and built for men's usage. With the increase of women and girls' participation at community sport clubs, the aspect of the built environment remains largely unchanged. Women and girls are often expected to use the same changing rooms as men, with open showers and benches, and urinals, which are unappealing to women and girl players (Jeanes et al., 2021).

The physical environment again reinforces the space as masculine, although women and girls can now occupy this, it remains symbolically and physically for men (Carmona & Ezzamel, 2016).

Perceived safety is a frequently reported physical environmental factor related to women and girls’ participation in sport (Hanlon et al., 2017). This includes considerations around lighting, parking, night time environment and more. Crespo & Jabaloyes (2021) argue that safety should be top of mind for the tennis community in the provision of service and management of facilities.

Female-Friendly Environments

Taken together, the social and physical environment of a sport club come together to create a female-friendly environment or lack thereof. These elements can be developed, managed and promoted to encourage participation among women and girls. These are important considerations for tennis clubs. Management and volunteers must make their female players feel special and bring them in as part of the club (Pavlidis, 2018). Improving female-friendly club practices may help address participation barriers reported by women and girls (Casey et al., 2017). The limited studies that focused on female-friendly environments within the community sport club context suggest both social environment factors and physical environment factors are associated with women and girls’ participation in sport. Notably, recent Voice of Participant data (Sport NZ, 2021) highlighted how environmental elements drive the tennis player experience, which suggests a more nuanced understanding would be very useful. An exploration of the extent to which tennis clubs are female friendly and the nature of that environment should be multi-dimensional and contrasting these insights with clubs in other sports would be helpful.

METHODS

The National Sport Club Survey (NSCS) is run in partnership between Auckland University of Technology’s Sport Performance Research Institute New Zealand (SPRINZ) and the New Zealand Amateur Sport Association (NZASA). It is an annual snapshot of the management and operation of New Zealand’s approximately 8000 sport clubs. Those clubs for which the 2021 NSCS project team had a contact email (n = 7027) were invited to participate and 1034 did. Of about 350 tennis clubs in New Zealand, 326 were contacted via email to complete the 2021 NSCS and 54 did so. Club representatives including chairs, presidents and secretaries across 80 sports and all 16 regions of New Zealand completed the 2021 NSCS. Two reminders invitations were sent over the two week period the survey was open.

The NSCS features a combination of numeric and open-text questionnaire items. One subset of items is included annually, while additional items within priority areas are introduced each year. In 2021, there was a particular focus on the environmental dimensions of women and girls’ participation. Scaled items (seven point, agree/disagree) queried the extent to which representatives reported that their club had suitable changing facilities, allocate space/time/equipment, facilitate access to coaches, consider gender appropriate equipment/apparel address safety concerns. In addition to each scaled item, club representatives had the opportunity to provide further commentary on each environmental dimension with open-text follow-up questions. For example, for changing facilities, the instruction was “Please provide any further thoughts on the changing facilities for women/girls in your club.”. Numeric data was explored using descriptive statistics and mean difference testing while text data was thematically analysed.

Table 1
The Female-Friendliness of Tennis Clubs compared to All Sport Clubs.

Item	All Sport Clubs Mean (SD)	Tennis Clubs Mean (SD)
Our club is welcoming to women and girls	6.35 (.919)	6.44 (.746)
Our club has suitable changing facilities for women/girls	5.38 (1.687)	6.21 (1.095)*
When allocating playing and training spaces, women/girls are equally prioritised compared to men/boys	6.01 (1.261)	6.38 (.954)
When allocating playing and training times, women/girls are equally prioritised compared to men/boys	6.07 (1.236)	6.59 (.701)*
When allocating equipment, women/girls are equally prioritised compared to men/boys	6.12 (1.167)	6.45 (.938)
In our club, women and girls have the same access to coaches as men and boys	6.27 (1.069)	6.63 (.793)
Our club makes available gender appropriate sporting apparel/uniform	5.69 (1.468)	5.58 (1.640)
Our club addresses facility safety concerns particularly relevant for women (e.g., lights in the carpark)	5.31 (1.401)	4.81 (1.674)

* Significant difference at .05 probability based on t-tests.

RESULTS

Numeric Questions

Club representatives responded to several scaled items related to female-friendliness. Scaled items were developed for this project and inspired by the work of Casey et al. (2017) and Sport Victoria, an Australian state sport organisation. Results for all sport clubs and tennis clubs are presented in Table 1. Overall, club representatives agreed strongly that their clubs were female-friendly across the various dimensions. Two distinctions were evident as a result of independent t-tests. Tennis club representatives agreed more strongly that their club has suitable changing facilities for women/girls and that playing/training times are equally allocated than representatives across the full sample - including all sports.

Open-Text Questions

In response to open-text items about the female friendliness of their club, representatives of New Zealand’s tennis club’s offered a number of insights. In addition to statements about various elements of female friendliness including safety, coaching and security, a typology of club willingness to provide a female-friendly environment has emerged. Several quotes are provided next in support of prevailing sentiments and the typology related to the female-friendliness of sport clubs.

A number of statements were made that capture current attitudes about the female-friendliness of New Zealand’s tennis clubs. For example, one club representative suggested that the timing of sessions may need to be re-thought:

“Tennis... is still a bit old-fashioned particularly around provide a ladies mid-week interclub during the day but the men’s is held in the evenings (i.e., working women cannot always participate)”

Another club representative characterised their environment as very friendly, particularly female-to-female:

“The lady members tend to be very friendly with each other and new female members”

In terms of addressing the safety concerns of women and girls, tennis club representatives offered a number of statements indicating that this was on their radar.

“Safety and security facilities such as cameras and lights are positioned and used for the safety of everyone”

Tennis club representatives reported a variety of strategies to be inclusive with uniform/apparel offerings. One club seemed to be purposeful about this:

“We have an optional club hoodie in one generic style, club playing top that comes in two different colours (orange and white) and two different cuts (unisex and women’s)”

Many club representatives described new and separate changing facilities for women that seemed to add to a sense of comfort and belonging. One club reported that *“we (now) have two designated changing rooms”*.

Table 2
Statements Reflective of Attitudes Towards Female-Friendliness.

Tennis Clubs	Other Sport Clubs
Female-Friendly	
“We offer drills/coaching with a female (non-coaching staff) at weekends to enable females (to) to increase their skills without feeling intimidated by male staff”	“We have worked hard to build a pathway for girls and women at our club and are two years into a five year plan. We are often complimented by visiting teams for our setup for girls/women, which is nice” (Football Club)
“On club social tennis nights, new women will often be put into an all women’s game to help them feel more comfortable.”	“A lot of the equipment was setup for men, rather than women, even though there was more women in the club. However, this is changing and a more equal amount of equipment is allocated to women” (Rowing Club)
“Young girls may be placed in an all-girls coaching group if numbers allow to make them feel comfortable/more welcome”	
“For some of the older teenager girls we assign a younger female coach and this appears to keep the girls involved longer”	
Aspirational	
“This is an area we need to do more”	“We’d love to offer more programmes for women but are unsure how to find and encourage uptake from more women who have never participated in sport before, aside from those who contact us directly” (Volleyball Club)
	“A one-size-fits-all approach is provided to our female athlete by the coaches who are all male. Perhaps a specific and separate process should be put in place whenever female athletes join that ensures that any of their needs or queries are met through their journey with the club.” (Swimming Club)
Disengaged	
“Our women and girls do not ask for any special treatment from the club compared to our men and boys”	Women and men participate as equals and there is no distinction by gender of opportunities and spaces” (Croquet Club)
“My club has no issue with inclusion but does not have passionate people driving this so the status quote remains.”	“We don’t believe there is any distinction when it comes to a member’s gender. Each member is equally important in all areas of priorities and concerns” (Rugby Club)

A Typology of Female-Friendliness

The full 2021 NSCS female-friendly, open-text data set indicates that clubs likely fit within a typology of attitudes towards female-friendliness. This includes clubs that prioritise and are proactive about addressing female-friendliness (i.e., Female Friendly), those that haven't done anything yet but have an ambition to do so (i.e., Aspirational) and those that don't seem to see a need (i.e., Disengaged). The subset of open-text tennis club data indicates that tennis clubs fit within this typology. Various statements from both tennis and other club representatives are included in Table 2 to reflect these three categories of sport club female-friendliness. The majority of all club representatives (including tennis) provided various perspectives on female-friendliness that fit into the 3rd category - Disengaged. The view from many in these clubs is that female-friendliness isn't an issue and that existing inclusion efforts are good enough.

DISCUSSION & CONCLUSION

The purpose of this study was to explore the extent to which New Zealand tennis clubs are female-friendly using numeric and text data collected as part of the 2021 National Sport Club Survey. The results of this study are uplifting in a sense but also convey the ongoing challenge of creating female-friendly environments for women and girls in tennis clubs. In New Zealand, tennis clubs seem to do a couple of things very well with regard to female-friendliness. Compared to other sports, respondents have strongly conveyed that their tennis clubs have suitable changing facilities for women and girls, which we know is important. Also, the tennis clubs mean score was higher than the across-sport mean score on equitably allocating space for playing and training.

Like clubs offering other sports, New Zealand's tennis clubs also have room for improvement in this area. Like all sports, tennis club representatives agreed the least about consideration of safety concerns. This is inconsistent with the call from Crespo and Jabaloyes (2021) that safety should be a top priority in tennis clubs. Allocating resource and priority to this matter should flow down from regional and national level as it will require a cultural change (Adriaanse & Claringbould, 2016). On related note, efforts should be made to better understand the extent to which clubs are transgender-friendly and initiatives implemented based on those insights.

It is suggested that tennis organisations around the world that are operating at regional and national level should focus on clubs which are aspirational about female-friendliness at their club. Initiatives are likely to be more successful if club representatives see a need for change and are willing to put in the work. Likewise, tennis organisations should encourage clubs to actively promote the female-friendly aspects of their clubs as part of membership drives. Effectively, the current consideration of female-friendliness in tennis clubs is a market research exercise and insights should be reflected in the execution of successful strategies aimed at this particular audience (Monegro, 2021). Further, Monegro's commentary regarding the importance of digital tools for tennis clubs should be taken into account here - insofar as female friendly aspects of tennis clubs can be conveyed to audiences of existing and prospective members. Finally, we note that female-friendliness is likely linked to the presence of female leadership within clubs as it's been noted from other NSCS data that when women are in leadership, outcomes for women and girls are better.

CONFLICT OF INTEREST AND FUNDING

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





Using the balanced score card to improve tennis club management

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ABSTRACT

Clubs and local tennis facilities are the main providers of grass roots programmes which is a key element to facilitate both elite and participation pathways at different levels of the game. To provide the services required by their stakeholders, tennis clubs have gradually evolved in the delivery of their operations to conform with the standards and procedures implemented by other industries. The control of the operations of these organisations is a crucial aspect of their strategic plan. One of the tools that can be used to perform this control, which incorporates both financial and non-financial perspectives, is the Balanced Scorecard (BSC). This article reflects on the relevance of this instrument in the tennis context and proposes a practical example on how clubs and local facilities can adopt it for the implementation of their strategy.

Key words: administration, strategy, business, KPIs.

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INTRODUCTION

The business of sport has evolved in the delivery of their operations to conform with the standards and procedures implemented by other industries (Chadwick, 2009). This process, which is still in place, originated from a variety of sources which include the external pressures generated by the increasingly competitive environment as well as the internal motives of the sport industry to meet the needs of their stakeholders.

With a centuries-long tradition and the popularity of almost 90 million players and over 71,000 clubs worldwide (ITF, 2021), tennis as a sport, a spectacle and a business has not been immune to this evolution towards more professional management. In this context, the different organisations within the tennis industry have been called up with a sense of urgency to embark in a transformation pathway for the improvement of the delivery of their services (Crespo et al., 2021).

The role of tennis clubs and local facilities in the provision of high-quality services and experiences for members and fans has been recognised by both researchers and practitioners. In fact, research has shown how tennis clubs are playing a vital role in the health and wellbeing of people, not only performance players but also amateurs (Storr & Richards, 2022). The fact that that clubs and local tennis facilities are the main providers of grass roots programmes has been acknowledged as a key element to facilitate both elite and participation pathways at different levels of the game (Browsers et al., 2015).



Thus, the initial aspect on this path towards professional management of tennis organisations is the creation of a strategic plan that creates value for the organisation. This is an exercise of reflection, analysis and deliberation that will help position the organisation to achieve its transformation goals. One of the key stages of this plan is the use of balanced scorecards (BSC). This tool has been defined as a performance measure that “links seemingly disparate information about a company’s finances and operations” (Kaplan & Norton, 1992: 71). This instrument has become a prevalent topic in performance management as it been applied to many areas, businesses, and industries and it has been concluded that it is used by 70% of firms in Western countries (for a review on its application see Hasan & Chyi (2017)).

However, even though the BSC is a tool which is widely used by many organisations, researchers have identified a gap in the literature related to its uncommon application to sport entities in general and to tennis clubs and local facilities in particular (Kotsovos, 2008; Kozma, & Kazaine, 2014; 2015).

Therefore, the goal of this paper is twofold. Firstly, the intention is to reflect on the use of the BSC in the tennis ecosystem, more specifically in tennis clubs and local organisations. Secondly, it will present a practical proposal on its application to these entities.

THEORETICAL BACKGROUND

This section will present a high-level overview of the origin of the BSC, followed by the main findings regarding its application to both the general sports context and the tennis specific environment.

Origin and main features of the BSC

The economic relevance of the sport sector and that of the clubs as the main venues for the delivery of services, has made it obvious that the traditional sports model operated by these organisations should evolve to a business model (Fenyves et al., 2015). The creation and implementation of a strategy for any organisation, also referred to as the strategy map, involves the business in engaging in a series of phases that may include: the analysis of the organisation (i.e., SWOT analysis) and the environment (i.e., PESTEL analysis), the identification of the stakeholders, the development of a clear vision and mission (and/or ambition), the identification of the core principles and guiding values, the definition of the strategic objectives or goals, the generation of specific projects for each goal, and the design of precise KPIs (including budget line, person in charge, timeframes, staff allocation, expected deliverables, MVP, etc.) (Porter, 1983).

Once the strategy is defined, its efficient implementation demands the use of adequate solutions to monitor and control the performance of the organisation. Businesses use different types of assessment instruments to implement both strategic (i.e., plan, long-term and context referenced) and operational (i.e., financial, and functional) controls (Fenyves et al., 2015). Some of these tools include the Performance Prism (Neely et al., 2002), the Quality Function Deployment (QFD) (Partovi & Corredoira, 2002), the Football Management (FoMa) Q-Score 2018 (Zülch et al., 2020), as well as the BSC.

The BSC was created as a solution to complement the financial indicators of a business that will help provide a better landscape of the enterprise in a complex and dynamically changing environment. The insight added included data related to factors which could determine the future performance of the firm and were represented in four perspectives: customer, internal, innovation and learning, and financial (Kaplan & Norton, 1992). It is one of the most widely used performance measurement systems due to its possibility to be adapted to different business environments. This tool focuses on the achievement of the main strategic goals of any business. It combines the focus on financial and operational indicators with the emphasis

on the management of the non-material resources of the organisation (i.e., customers, learning and development). The creation of value is of paramount importance. The KPIs should be derived from the vision and mission of the company and should clearly indicate the performance that has to be implemented to achieve a certain outcome.

BSC application to sport and tennis

The possibilities of application of the BSC as an instrument for strategic planning and control in the management of sport organisations have attracted considerable interest from the literature. O'Boyle (2017) emphasised the relevance of its approach of combining financial and non-financial perspectives of the sports business. He also suggested that even though there are standard templates of this tool available (Carroll, 2020), it is recommended to adapt it to each organisation.

In the case of football clubs, it is reported that the German team VfB Stuttgart was the first one in the Bundesliga to facilitate the definition of its strategic direction and contribute to the control of their management processes (IFUA Horváth and Partners, 2004; Wehrle & Heinzelmann, 2004). Another study by Molcut (2015) suggested the adjustment of the original four perspectives of the BSC by designing nine dimensions: (1) Performance: victories, awards, and successes; (2) Financial sustainability: profit, liquidity, long-term debts, ROI, and increase in net assets; (3) Distribution market: number of members, players, fans, etc.; (4) Market size and share; (5) Customer satisfaction: engagement; (6) Internal procedures and processes: attraction and retention of members, provision of a safe environment; (7) Product improvement: innovation procedures; (8) Development and learning: staff improvement, organisational culture, people skills, etc.; and (9) Economic, social and environmental impact: diversity, equal opportunities, inclusion, respect, etc. Lakatos et al. (2019) also studied the customer perspective of the BSC in a football club and concluded that identifying the consumer and market segments was crucial. They stated that market share, retained/returned customers, new customers, customer satisfaction, and customer profitability could be relevant indicators. A framework for the strategic performance management of football clubs was proposed by Coskun et al. (2021) who indicated that the strategic principles, the areas and the KPIs should be differentiated according to the business size of the organisations. They also added a new perspective, the infrastructure, which could be relevant for these clubs. Other studies are those of Ahmed et al. (2018), Gholipour et al. (2021), or El-Guennouni & Ezzahiri (2021).

In the case of other team sports, Jones (2006) suggested the use of the BSC to measure the outcome and performance in fitness centres and stressed the relevance of accountability and engagement of the staff in the operations of the organisation. The implementation of this tool as part of the process for creating value in a swimming club was proposed by Hemmings & Pampalis (2008), who incorporated its use to assess the implementation of a strategy of the organisation to better align with the needs of their stakeholders and the imperatives of the umbrella organisations. Authors such as Becsky (2011) studied the

use of BSC in team sports and stressed the relevance of achieving successful performance as the strategic priority for these organisations. The measurement of revenue growth and cost calculations to make good management decision in a handball club was studied by Kozma & Kazaine (2014; 2015) who indicated that one of the key elements of the BSC is the identification and measurement of the value drivers such as revenue growth, operating profit margin, income tax rate, incremental investment into fixed assets, net investment in working capital, cost of capital, and the duration of value increase. The performance of Japanese clubs was analysed by Mizuno & Suzuki (2010) who identified the number of events held, the spectator attendance to the stadiums and the capacity to fill in the venue as key performance indicators for these professional sports clubs.

The research on the application of the BSC has also been studied in the case of sport federations. Kotsvos et al. (2008) emphasised the capacity of this tool to provide feedback on the internal business processes and the external outcomes in a continuous pathway to performance improvement. The instrument has also been used amongst non-profit sport organisations and national governing bodies in Australasia (O'Boyle & Hassan, 2014). In their study, Perechuda & Gulak-Lipka (2020) investigated the use of the BSC in sport team federations by identifying key areas and performance indicators of these organisations. They concluded that the key areas identified were administration and social resources, business, sport, and social. For instance, Ramos et al. (2020) highlighted the relevance of the social corporate responsibility as one of the KPIs that sport organisations such as baseball clubs should consider under the customer perspective.

Another area of research and application of the BSC to sport is that of the public organisations (Durán & Rodríguez, 2012). Barajas & Sánchez (2009) analysed the use of this tool in public investment in sport and proposed specific KPIs related to the BSC to improve the control of the investment in these organisations. Rodríguez et al., (2010) also studied its implementation in municipal sport services and, based on the assumption that it is a tool that can be used by governmental organisation to transform their services, they suggested a flexible adaptation of the tool to the circumstances of each organisation. The BSC as a tool to support the implementation of the strategy of a city's sport and recreation programme was investigated by Nieplowicz (2014) who identified three areas of delivery: certified schools, school sports, and recreation. Dimitropoulos et al. (2016) also studied the implementation of the balanced scorecard (BSC) methodology on a public (municipal) non-profit sport organisation. These authors concluded that the use of this tool assisted in the effectiveness of the management and performance of the organisation to enhance its future sustainability. This tool has also been applied for the strategic evaluation of athletic departments in universities (Delaney, 2008; Kriemadis, et al., 2008).

From a sports event perspective Gratton et al. (2009) proposed a comprehensive approach to evaluation using the BSC as shown on Figure 1.

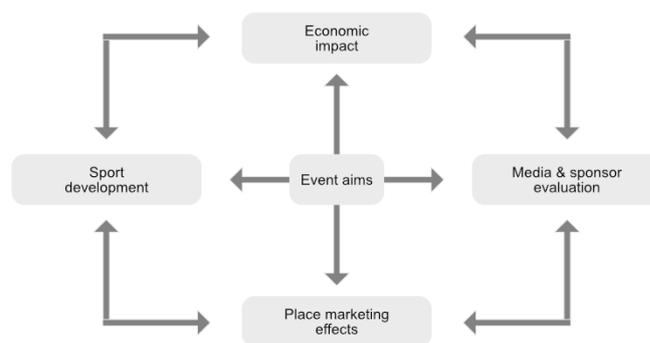


Figure 1. A comprehensive approach to evaluation of sport events (adapted from Gratton et al., 2009).

The application of the BSC to a golf club was studied by Nguere (2022) who emphasised the relevance of leadership, organisation culture and teamwork as some basic criteria for the learning and growth perspective. The author concluded that this tool is an excellent instrument to evaluate the strategic plan of a sport organisation such as golf club.

As it can be seen from the research mentioned above, sport performance and its measurement for better decision-making is a crucial aspect for organisations across sports.

In the case of tennis, only two studies have been found in the literature which studied the application of the BSC to a national tennis federation. Vinck (2009) analysed the possibilities and limitations of developing a BSC for the German Tennis Federation. Firstly, key strategic objectives were identified considering the limited financial resources: Promotion of junior competitive sport and image of the sport of tennis with simultaneous withdrawal of the organisation of high-quality tennis events (in an economic bottleneck). As per the concrete design of a BSC for the DTB, the following central findings were derived: (a) when introducing a BSC for the first time in an NA, which has relatively few points of contact with more complex controlling instruments, one should orient oneself strongly towards the basic model (with only four perspectives), (b) the perspectives of internal processes and staff potential should form the basis of the design construct, (c) in a large umbrella organisation such as the DTB, the offers for the broad masses and their satisfaction should have equal status with the successes of the top athletes, (d) in a phase of great financial strain due to e.g., costly investment projects or severe liquidity bottlenecks, the financial perspective should take the top position within the BSC.

In another study, Bács & Patai (2011) applied the BSC to the Hungarian Tennis Federation. Their proposal identified the organisation stakeholders, among them: media, fans, sponsors, viewers, entrepreneurs, facility operators, clubs, players, competitors, coaches and referees, the government, international organisations, etc. It also specified the following indicators in the different perspectives: financial (financial plan, nation's ranking positions), operation processes (i.e., online entry system, players' ranking positions), development and learning (i.e., number of certified coaches), and customer (i.e., number of players in competitions, attractiveness of the website).

Therefore, from the tennis-specific research on the BSC use mentioned above, it seems obvious that a more hands-on, user-friendly proposal would be advisable.

PRACTICAL PROPOSAL

This section will present a practical proposal on the application of the BSC to tennis clubs and local facilities. As already indicated, the BSC is sought to highlight some key strategic principles set to achieve the club’s vision and mission statements.

Figure 2 adapts the perspectives of BSC to a tennis club based on the proposal from Becsky (2011) which emphasised the need for a successful performance while ensuring the long-term sustainability of the business as the key priority for the organisation.

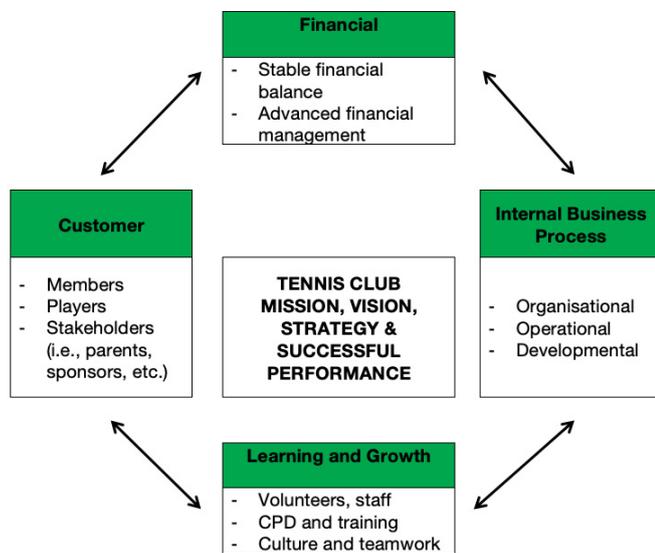


Figure 2. Perspectives of BSC in a tennis club (adapted from Bács & Patai, 2011; Barajas 2009; Becsky, 2011).

The strategic principles should be aligned to the different perspectives of the BSC. Table 1 summarises the main tenets of this proposal.

Table 1

Balance scorecard results for a tennis club (adapted from Hemmings & Pampalis, 2008; Barajas, 2009).

Balanced scorecard area	Strategic principle
Financial perspective - Viability and growth (How will we look to our stakeholders? How are resources used with efficiency criteria to achieve the club goals?)	- The club should be financially viable through membership fees, sponsorship funds, and public grants. - The club should show a solid return on investment to members and sponsors. - The club should increase its market share.
Internal business processes - Internal efficiency and effectiveness (Which are the key processes that offer efficient quality services? What internal processes should we excel at?)	- The club should appoint a committee that will be responsible for the internal efficiency and effectiveness of all club’s activities. - The club should prioritise the goals of the strategy that will be achieved and the processes put in place to do this. - The club should ensure that the committee, volunteers, and staff are action oriented, and results driven.
Innovation, learning and growth - Sustainability and individual competence (How can the club learn and improve? How can the club assure continual learning of the people?)	- The club should excel based on the dedication and commitment of the volunteers and staff. - The club should provide the necessary continuous training (through mentoring or coaching) to those individuals needing support to effectively deliver their functions.
Stakeholder / Customer perspective (How should we look to our stakeholders? How club investment meets the needs and expectations of customers?)	- The club should be aligned to the strategies and programmes of the governing bodies (i.e., provincial, regional, and national tennis associations, local council, etc.). - The club should be the preferred organisation that tennis players and fans wish to join due to the services offered to their members.

The specific aspects related to each one of the different perspectives are further elaborated on Tables 2 to 5.

Table 2

Main aspects related to the financial perspective.

Financial perspective	
How do we add value for our customers while controlling costs?	
<ul style="list-style-type: none"> - Ensuring funds to implement the strategy - Providing the necessary people resources to deliver the programmes - Allocating the adequate facilities and infrastructure to host the events 	<ul style="list-style-type: none"> - Maintaining a strict control of the budget - Ensuring the application of the correct budget lines to the appropriate programmes - Monitoring the ROI of the overall process

Table 3

Main aspects related to the internal processes' perspective.

Internal processes' perspective		
Which business processes should we excel at to satisfy our customers and meet the budgetary constraints?		
Organisation	Management	Operations
<ul style="list-style-type: none"> - Creating an efficient structure of the business 	<ul style="list-style-type: none"> - Designing clear role descriptions 	<ul style="list-style-type: none"> - Mapping the relevant activities through event manuals

Table 4

Main aspects related to the learn and growth perspective.

Learn and growth perspective	
How do we learn, grow, and change while meeting the ongoing demands?	
Education	Innovation
<ul style="list-style-type: none"> - Providing the necessary tools for people training - Generating a culture of CPD in the organisation 	<ul style="list-style-type: none"> - Fostering the need for innovative practices - Favouring the generation and application of new ideas and processes

Table 5

Main aspects related to the customer/stakeholder perspective.

Customer perspective			
Who are our customers? How do we create value for them?			
Members	Players	Sponsors	Parents
<ul style="list-style-type: none"> - Quality service by the club - Reasonable fees - Club image and environment 	<ul style="list-style-type: none"> - Quality training programmes - Adequate competitive opportunities - Dedicated coaching staff - Good facilities 	<ul style="list-style-type: none"> - Valued ROI - Effective image presence - Growing brand value - Meaningful partnership 	<ul style="list-style-type: none"> - Welcoming family environment - Adequate activities for all members - Special fees for families

Table 5 depicts some of the main aspects related to the customer/stakeholder perspective which can be considered in the BSC of a tennis club or local facility.

In this context, KPIs related to financial goals, management processes, innovation, learning, and growth, and customer satisfaction, can be effective indicators of the performance of the club in this area as shown on Table 6.

Table 6

Matrix of Key Performance Indicators aligned with the Balanced Scorecard of a tennis club adapted from Barajas, 2009; Rodríguez et al., 2010).

KEY PERFORMANCE INDICATORS FOR THE PERSPECTIVES	
FINANCIAL	INTERNAL MANAGEMENT PROCESSES
<ul style="list-style-type: none"> - Efficient use of resources - Savings in expenditure - Staff productivity - Investment on resources & facilities 	<ul style="list-style-type: none"> - Quality of processes (coordination, synergies, and cooperation) - Efficiency of processes (delivery, analysis, and control) - Role description - Productivity (procedure manual)
LEARNING AND GROWTH	CUSTOMER
<ul style="list-style-type: none"> - Opportunities (promotion and diversification of tennis activities) - Possibilities of CPD - Innovation degree - Exchange of knowledge - Matching people's training and roles 	<ul style="list-style-type: none"> - Number of club members - Service quality (i.e., events, facilities, programmes, etc.) - Product quality - Customer satisfaction index

Table 7

Tools that can be used to measure the KPIs of each perspective of the BSC.

PERSPECTIVE	MEASUREMENT TOOL
Financial	<ul style="list-style-type: none"> - Budget analysis - Revenue sources
Internal management	<ul style="list-style-type: none"> - Club organisational chart - Flow of processes - Staff productivity
Learning and growth	<ul style="list-style-type: none"> - Volunteer survey - Staff survey - Education activity - Records of innovations implemented
Customer	<ul style="list-style-type: none"> - Member survey (i.e., satisfaction, engagement, etc.) - Data on demographics of the club

An example of an implementation table is shown in Table 8. This table includes the different elements that should be considered in the process of delivery of the tool. Among them, we can consider the strategic objective, action, measure, KPI, time frame, person in charge, allocated budget and results.

Managers can obviously decide to add or delete any aspect to improve the control process of the performance of the organisation.

Table 8
Example of the implementation of the BSC to the four perspectives.

Strategic objective	Action	Measure	KPI	Time frame	Person in charge	Allocated budget line and amount	Results
FINANCIAL Increase revenue and control costs	Introduce a plan to engage sponsors	Number of new sponsors signed	Sign 25% more sponsors in 1 year	1 year	Finance manager	FIN-001 X,XXX	TBC
INTERNAL Clarify the structure of the organisation	Define positions, roles and reporting lines	Organisation chart	Finalise the chart	6 months	HR manager	STR-004 X,XXX	TBC
LEARNING Improve training of people	Create an educational programme	Number of enrolled staff, volunteers	Enrol 50% of people in a CPD course	6 months	HR manager	EDU-002 X,XXX	TBC
CUSTOMER Provide quality services to members	Implement a quality first service project	Quality experience questionnaire	Achieve an 8/10 satisfaction rate by members	6 months	Projects manager	QLT-001 X,XXX	TBC

CONCLUSION

Tennis clubs and local facilities, as well as other tennis organisations, are gradually undertaking steps towards articulating their business strategies with the goal of navigating the increasingly complex eco-systems they interact with. This tendency is of foremost relevance if these entities want to pursue in their aim of turning their visions and missions into reality and meeting the needs of their stakeholders by creating value for them and providing the best services possible (Barget, 2009).

As O’Boyle (2017) suggested, clubs and other NPSO may consider renaming or adding other perspectives to this tool, which would be more appropriate to assist in the process of controlling the achievement of their strategy. The inclusion of other or different performance dimensions to those of the original model is recommended to improve for the improvement of the precision of the instrument.

Indeed, the development of the appropriate business strategy for a tennis club or local facility is a process that should consider a series of phases to identify the approach to plan for the future of the organisation. The BSC has been shown to be extremely useful since it links the mission of the business to the strategy of the organisation and then translates this strategy into more tangible measurable goals, actions, and performance measures (Kotsovos et al., 2008).

The quality of the processes followed by the tennis club and local facility together with their financial stability are instrumental for the achievement of the set goals and the long-term sustainability of the organisation. In this process,

the use of the BSC has been shown to be of considerable assistance to develop and manage the strategy of the business (Becsky, 2011) as well as to support informed and effective management decisions (Kozma & Kazaine, 2014; 2015).

In this context, the use of the BSC in the sport domain is considered to support the interaction, synchronisation and alignment between competition, business strategies, and operation management. As indicated by Bamford et al. (2015) this instrument can be specially indicated to monitor the planning, scheduling, and controlling of off-field sport operations due to the special characteristics of the sports industry represented by clubs (i.e., uncertainty of outcome, limited organisational control over the service, combination of co-ordination, co-operation, and competition, challenges to measure performance, and members being producers and consumers).

The challenges faced by clubs and local tennis facilities demand the implementation of tools that will assist them in the delivery of their strategic objectives while managing their stakeholder expectations to achieve commercial and sports success. The use of the BSC becomes indispensable in the daily operations of many companies worldwide. As already stated by Kennedy (2002: 120), the BSC “measures previously hard-to-quantify activities that are increasingly seen as giving a business its competitive edge – such as customer satisfaction and the building of organisational and employee skills”.

The effective and efficient application of different performance management tools, such as the BSC, will translate in the generation of value to all the club’s stakeholders. This is

a necessary positive step to be taken to progress and meet the targets set by the organisation.

The constant revision and improvement of the relevant management processes would generate the necessary impulse to develop and grow the different areas of the tennis industry at the various levels of the game. These areas need to fall under the appropriate scope of the business strategic plan to drive the organisations to a level of service that would make them competitive.

Tennis clubs and local facilities face many challenges ahead of them. The need of accelerating the pace of change and transformation while ensuring the long-term sustainability of the organisation can be identified as one if not the most relevant one. In this uncertain scenario, tennis businesses should continue to focus on bringing tennis to all communities. This is a task that will need the implementation of the best professional management practices to ensure that all involved assist in this endeavour. "The time for excuses is over - we now have to meet these transformational targets" (Hemmings & Pampalis, 2008: 8).

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





Sports management companies in tennis clubs: A growing trend

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ABSTRACT

The aim of this article is to present some aspects related to the relationship between sports management companies and tennis clubs in the specific case of Spain. Specifically, a typology of tennis clubs is presented and based on this typology, four problematic scenarios arising from the author's experience as a manager of a private company that provides services to tennis clubs are discussed. Two of these scenarios concern aspects of relations between the managers of the company providing the services and different persons representing the club (the members of the Board of Directors, the general manager, the owner, etc.) and the relations between the managers and the members and/or users. The other two scenarios are related to the economic and sporting management of the organisation that must be carried out by the company. These situations are presented as examples of cases in which situations may arise that will require the efficient collaboration of all parties involved to solve the challenges involved in managing tennis clubs in an uncertain, changing and highly competitive context such as the current and future ones.

Key words: administration, management, racket sports, sport management.

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INTRODUCTION

For many years now, a considerable number of tennis clubs in Spain have handed over sports management to private companies that take charge of everything related to the sporting activity carried out in these clubs. In many cases, this management is not limited to the tennis operations but extends to the other sports played at their facilities (Blanco, 2016; Méndez, 2014).

In Spain, padel tennis is booming lately, and it is difficult to find tennis clubs that have not built padel courts taking advantage of available spaces that were not used on a regular basis (Courel et al., 2017). There have even been cases in which padel courts have been built by replacing tennis courts, mini-tennis courts, fronton courts, playgrounds, etc. (Villena et al., 2017).

There are also multi-sport clubs in Spain in which individual disciplines such as tennis and paddle tennis coexist with other team disciplines such as football, futsal, basketball, hockey, etc. (Pujadas & Santacana, 2003). In many of these clubs, sports management is carried out by a private company that normally depends on the Board of Directors or a General Manager chosen by the club's own Board (Valiño, 2019).

In this context, speaking in general terms about the relationship between these companies and the clubs is very risky, as each agreement tends to be very different, depending on the characteristics of each party (Beotas, 2006). For example, a club in which many sports are played in large facilities does not have the same problems as a small tennis club with a few paddle courts (Peiró, et al., 1995).



In the last twelve years I have been collaborating with Barcelona Total Tennis in the sports management of clubs with very different characteristics: Club Tennis Mollet, Club Tennis Vilafranca, Club Tennis d'Aro, Club Tennis Premià de Dalt, Club Golf Terramar and Club Esportiu Valldoreix. Each one of them has its own particularities, its own traditions, and a way of working that is always marked by its leaders. For an overview of some of the characteristics of these clubs, see the works of Morejón (2011; 2014) and Amer (2020).

My experience in these and other clubs has shown me that most of them fall into one of the following categories (Vamplew, 2013):

- Non-profit clubs with member-owners
- For-profit clubs with owner-members and users
- Subscriber-only for-profit clubs
- Private clubs without members or users renting their facilities
- Municipal clubs that depend on a public institution

I believe that we can focus the problematic of the company-club relationship on the following aspects (Molina, 2019):

1. Relationship of the managers with the Board of Directors, CEO, Owner, Institution, etc.
2. Relationship of managers with members and/or users
3. Economic management
4. Sports management

In the following section I will elaborate on each of the above-mentioned aspects by providing a personal view of these situations in the context of the management of a tennis club by a private company.

PRACTICAL EXAMPLES

Relationship of the managers with the Board of Directors, CEO, Owner, Institution

The Boards of Directors of most clubs are made up of amateurs who have been democratically elected by the members and who work selflessly to ensure that the different areas (social, sporting, economic, communication, etc.) function properly (Moragas & Puig, 2013). But these people usually have their own work obligations and do not have the necessary time or are not willing to carry out the day-to-day management that the club needs. Therefore, some hire a General Manager who in turn hires a company to carry out the sports management. Other times, there is no General Manager, and it is the Board itself that hires and controls the company (Talavera et al., 2014).

And it is in this contracting process that the first problems often arise, as the interests of the club and those of the company can be quite different. It is necessary for the agreement to be worked out, thought through and agreed beforehand, but unfortunately on too many occasions the agreement is established very quickly and without specifying many of the aspects that, once the relationship has begun, can be conflictive (Valiño, 2017).

For example, the functioning of the sports programmes, whether for tennis or other sports, is something basic for a good understanding between the parties, as many of the members and their children are involved (Carreras, 2010). Logically, the club wants its members or users to have the best possible service. The management company also sets itself this objective, but there are other aspects that normally influence the quality of the service offered and that the company cannot ignore. The fundamental aspect is the economic aspect since the company must obtain a return on this agreement with the club and is therefore highly conditioned when structuring its schools.

Clubs that do not have members or users, and that depend on a single owner or institution, have a different problem than typical tennis clubs. The owner or management of the institution already has its own financial performance targets, and the agreement with the management company will be driven by these targets, having to find the right balance so that all parties can benefit (Simozima et al., 2021).

Normally, the management company pays a fee to the club for the use of the facilities to be able to carry out the different activities in them. The amount of this fee and its successive modifications over the years is usually a point of discussion between the parties, especially if at the time of signing the agreement it has not been adequately specified.

Relationship of the managers with members and/or users.

The members and/or season ticket holders are (or believe themselves to be) the owners of the club. And as such, they want to take part in the decision-making process in many aspects that do not correspond to them, and which have been previously agreed upon by the Board of Directors and the management company.

The managers' skills in dealing with the partners will be essential to achieve the harmony necessary for the daily coexistence and continuity of the relationship.

In all clubs there are groups of members who are not members of the board and who question the management of the directors and the management companies. It is obviously easier to criticise from the outside than to manage from the inside, but these groups must be considered, their leaders must be known and, as far as possible, they must be given prominence and their demands must be addressed (Rossi et al., 2020). These demands can be very varied, but those that are aimed at sporting activities must be assessed by the company to determine whether they can be addressed without distorting the normal functioning of these activities.

It must be taken into account that sometimes the activities carried out by the management companies clash with the specific interests of some members. A clear example is the lack of courts available for members at peak times, due to scheduled sports activities. It should be understood that these activities are also designed for members, but not all members are happy to have to change their long-standing habits in the club.

Economic management

Financial issues are often contentious in general, and tennis clubs are no exception. Clubs with members and/or users depend on a Board of Directors, which in turn is accountable to an Assembly of members. When the club hands over the management to a private company, the latter must report to the Board of Directors or, if necessary, to the General Manager (Martínez & Tordera, 1999).

The pricing policy for the different activities is normally set by the company, with the consent of the Board, and the income from these activities should cover its structural costs, the fee payable to the club and make a sufficient profit.

This economic balance is essential for the continuity of the agreements.

Sports management

Providing a good service to members and users should be the main objective of the management companies, as user satisfaction will be the key to the continuity of the agreement.

The Board will receive inputs from members and users about the sporting management. Most of them will be negative, as the members who do not have any complaints, do not express themselves in a positive way either.

The Board will communicate these negative inputs to the company, and the company should take appropriate action in those cases where it considers them acceptable, thus giving the Board the option to respond appropriately to the complaints received.

This collaboration between the Board and the company is essential for a good coexistence, as it will allow the problems that will undoubtedly arise in this type of relationship to be solved (Romero et al., 2013).

CONCLUSIONS

From my experience in different clubs, acting sometimes as a member of a board of directors and sometimes as a management company, I believe that these collaborations are absolutely necessary in today's tennis world.

Professionalising sports management is, in my opinion, essential to obtain positive results in the face of increasingly demanding users who want to receive good value for money.

The world of tennis has changed a lot in recent years and will continue to change in the future. Gone are the clubs of the past where large numbers of members paid their dues with virtually no use of the facilities. Nowadays, members who pay a fee want to receive a proper service in return, and the clubs and the companies that manage their sporting activities must be able to give them that service.

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





The importance of a correct management in a tennis organization. How to create, expand and stay in the business

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ABSTRACT

Running a tennis business must consider different elements to be successful. The purpose of this article is to name several factors that can assist to establish a tennis organization, expanding it, and staying in the business long term. The possibilities and nature of the business in the tennis world are wide. Given the impossibility of covering all of them, this article will focus only on running the tennis programs in a recreational tennis club as a contractor partner.

Key words: club management, key factors, business, strategy.

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INTRODUCTION

There are several elements that need to have in consideration when running a business. Tennis coaching is not an exception, and it is not just about the performance implemented on a tennis court that matters but managing many other important factors. From the creation to the consolidation and expansion of the company there is a process of a few different stages that need to be ensured to succeed in the long term. Let's define what those stages are and what are the steps to follow in every one of those phases.

REGISTER THE COMPANY

Conduct a market research

Before getting into any business adventure it is essential to spend time analyzing how many tennis clubs there are located in the area where you want to set up your company. Try to gather as much information as possible from the clubs and find out about other companies operating in the region. Gather also information about potential customers and use all those data to understand if there is a business opportunity.

Make a business plan. Define the mission, vision, and values of the company.

The business plan is a written document that describes the nature of business, target, market and business advantages. It is a tool that we use to start and run a business that requires material, financial and human resources (Jarmila Guta, 2014).

As an enterprise, it is important to establish what is the purpose or the goal of the company. That defines the mission and answers questions such as "who are we?", "what do we do?" or "How do we do it?". Pretty much it gives a full description of the company.

The vision will assist to grow the business by taking important strategical decisions that will make the company more competitive and put it in a good position in the market in the future.

Punctuality, education, health, transparency, honesty, and integrity are just some examples of the values that you might want to have in your tennis organization.

All of that together is the starting point to define your business plan which is basically a roadmap to structure, run and grow the company in the short and long term. Prepare a document (PowerPoint or similar) to convince any tennis club that you have a solid project and a professional team to run the tennis programs in their facilities.

Choose a name for the company and proceed with the registration.

It sounds simple but the name plays a very important role in the growth of the company and in the people's perception. Company builds its business image on its business name and that very name makes it recognizable in the market (Bulatovic et. al, 2016). Understand what the registration process is and how long it is going to take to be able to start operating in the business. Every country got different procedures and different costs to open a new company. Open a professional e-mail account to start operating from day one.

Financial situation

Starting a business implies having some initial costs. Make a list of your financial assets and add those payments that are necessary to be operational from the beginning (marketing campaigns, hiring people, buying products, courts rent, etc.). Determine for how long the company could potentially last with no income and establish relationships with banks in case some funding is needed.

THE TENNIS CLUB

There are a few things you must highly consider when you are looking for tennis courts to run your business:

Location of the club

The location of the club is crucial, and it is going to affect indeed the future of your tennis company. Depending on the location we need to attend to the following aspects:

- Climate

The weather has a massive influence on the design of any outdoor project. Rain, snow, wind, humidity, and temperature are conditions that can have an enormous impact on our business. All the programs should be prepared and have enough capacity to respond to every predictable situation, with the aim to reduce the potential repercussions that could affect the customers.

- Geography

Find the benefits of the geographical situation. Beach, mountains, or cities can offer different business opportunities. Do not just see inside the fences of the club. We will show some examples:

- Beach: Beach tennis programs or workout programs along the beach.
- Countryside: overnight events at the club (no noise restrictions at night time).
- City: schools, financial district, restaurants, etc. Create programs that can benefit the people working around before work, in their lunch break, or after work. For example, if there are many restaurants around, it might be interesting to open group programs for low-income waiters and waitresses. But if there is a financial district around, offering private session packages might be more suitable for the executives. Make deals with the schools to offer tennis programs in their facilities (you don't even need a tennis court to run a kids tennis program).

- Transportation

Study what are all the options to access to your club and find opportunities to facilitate the transportation to your customers. As an example, if there is enough volume it could be interesting to coordinate with a nearby school a mini-bus transportation to attend your evening tennis program after their class.

- Culture

In every region of the world, there might be significant cultural differences that should be considered when designing programs. For instance, in Hong Kong, the Ladies League is very popular (doubles format) and it contains multiple teams composed of 6 to 10 ladies split into 6 different divisions. Therefore, you can find many tennis programs with coaches specializing in recreational doubles for women. Find what culture is predominant in your area and create programs according to that.

Courts and facilities

Every club has different facilities according to the extension of its territory. Analyze and negotiate what facilities can be used. The number of tennis courts, the size of the gym, or even alternative sports like squash, padel, or badminton need to be considered when managing a tennis program.

Check the green areas or the full space that the club can offer. Creativeness is key and using the whole capacity of the facility is critical to increasing the benefits. A tennis court itself is not a mandatory requirement to run a tennis program. Street tennis is a perfect example of maximizing the space of any venue.

Also negotiate the possibilities of running other non-racquet sports through your company such as CrossFit, yoga, football, etc.



Figure 1. Street tennis. Tennis lessons without a tennis court. Catalasport, Hong Kong.



Figure 2. Tennis Courts built up on the roof top of the building. Chinese Recreation Club, Hong Kong.

Maintenance

The correct use and maintenance of the tennis courts and the rest of the facilities might be directly or indirectly related to the role of your company. Either way, this can have a very important influence on the development of the organization. Make sure that the courts and the rest of the space (changing rooms, green areas, etc.) are well conserved and in good condition to be used by the members. When negotiating with the club do not hesitate to ask about the renovation plans for the different facilities. If investing in that renovation from your own funds is an option, this can be indeed a good asset during the contractual negotiation.

The negotiation

Once you have found the facility where you would like to run your tennis programs, there are a few tips to follow when starting any negotiation:

- Start building up relationships with the clubs before you need them.
- Use your networking: Some estimates suggest that up to 70% of all jobs are not published on publicly available job search sites, and research has shown that anywhere from half to upwards of 80% of jobs are filled through networking (Freeland Fisher, 2020). Use your connections to knock on the right door.
- Try always to have an alternative option in case the negotiation does not go the way you expect. Do not look desperate to close a deal.
- Prepare well your business plan and show confidence in it.
- Make the numbers and be the one preparing an initial offer to use the facilities.
- Look for a win-win agreement.
- Do not expect to maximize the profit in an early stage but to establish a long-term relationship.

YOUR TENNIS COMPANY

Crespo (2020) presented some strategies that coaches can use to create added value to the services and products they offer and emphasized the consideration of tennis and tennis coaching as a business. He presented suggestions in four different main areas: quality of service, variety of tools used, interaction with their clients, and adequacy of the services offered to the clients.

Here we recommend some helpful actions to add to your tennis organization. Most of these actions will have an impact on the staff or employees, but some others on the customers directly.

Human Resources

Tennis organizations normally are not big or profitable enough to afford an HR department. However, it is crucial to have a qualified person taking care of this role to achieve success. Let's define the role that an HR department should have in a tennis organization:

- The coaching Team
 - Strengths and weakness

Determine what the strengths and the weakness are within your coaching team. There might be some coaches more passionate and energetic in working with kids, others more experienced to deal with adults, and others that might be more capable to organize events or attending tournaments. Matching the coach with their preferred program is highly recommendable to keep coaches motivated, happy students, and attract more clients creating a positive environment.

- The nationality of the coaches

Having a team that can speak a variety of languages can facilitate communication with foreign members. Get familiar with visa procedures. Bringing experienced coaches from other countries can contribute to increasing the knowledge of the team, bringing new ideas to the program, or even opening new markets in different parts of the world.

- Promote teamwork

To run efficient and effective tennis programs, get teams of work that get along together and share similar ideas of coaching.

- Career Path

Having a clear structure of the positions that your company (in collaboration with the club) can offer to the staff makes a big difference. Make sure that the coaches are aware of that structure and give them the opportunity to grow in

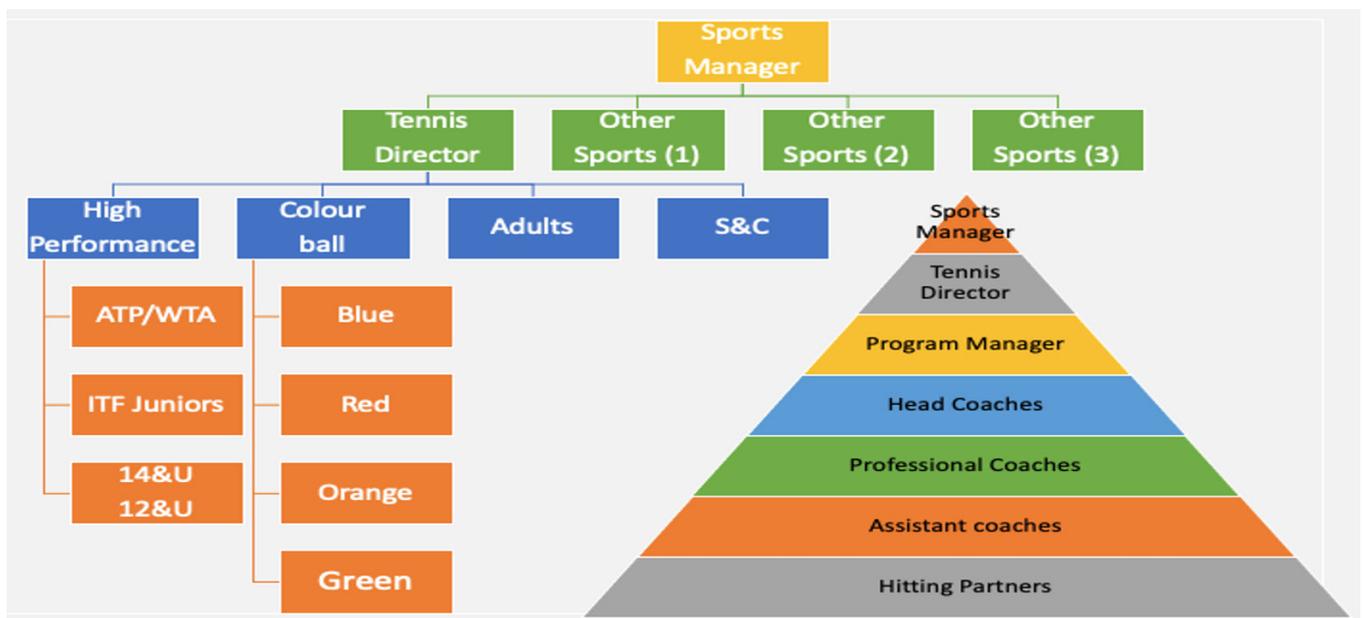


Figure 3. Example of career path within a tennis organization.

their careers within the organization. Care about their CV and develop a long-term relationship culture with the employees so they see a clear benefit of staying in the company.

- Professional Development

Coach education has been identified as key to raising the standard of coaching practice (Avner et al., 2017). The following actions can be taken as part of professional development:

- Qualifications: Help your coaches to get the highest qualifications in tennis mainly throughout the national tennis associations or international organizations like ITF, ATP, WTA, etc.
- Courses: They might be related directly to tennis itself or maybe to different areas like first aid, communication skills, team management, strength and conditioning, languages, etc.
- Conferences: Bring qualified and prestigious coaches to your club to give speeches to your staff.

It is the responsibility of the company to have a professional team motivated and updated in knowledge. Having a team well prepared will have a positive impact on the results of the company. Online learning is a perfect solution for those coaches who cannot attend educational events due to the lack of time or/and economic resources. Some studies have concluded that there are no significant differences in results between online training and classroom (Barry, Runyan, 1995).

Career path and professional development are two important factors to consider in negotiation and turn aside the salary as the only important matter of the contractual agreement.

- Establish KPI, regular meetings, reflection, and feedback

A Key Performance Indicator is a type of performance measurement. Every coach or staff member should have their own KPI. KPIs evaluate the success of an organization or of a particular activity in which it engages (Wikipedia). Set up goals and sit with your team in a regular basis to analyze whether you are achieving or not those company objectives.

Marketing and Communication

The purpose behind marketing management is to enhance the sales volume, to develop new markets, and to reach new costumers (Chandra Bose, 2010).

Define the services and products that the company wants to offer and create an efficient, solid, and regular marketing strategy. Define also the price policy of the programs and activities. Having an accessible website and a well-designed Instagram or Facebook account is crucial. Social media has obviously redefined communications. It has a tremendous impact on the way information is shared between organizations, players, users, and tournaments (Lebel and Danylchuk, 2019). With the democratization of communications, users are likely to express almost instantly their experiences about any product or service, which can affect directly the reputation of the company (Venturino, 2011).

Do not forget to launch campaigns to attract new clients such as “Fun day” or “bring a friend competition” (the beginner friend serves the ball underarm to initiate the point and the experienced member plays the rest of the point).

Customer Service

There is no business without a customer. Show a pleasant attitude towards them by offering them empathy, understanding, and caring. Be patient and a good listener, respect their time and find their needs. Keep an open and clear communication without invading or affecting their private life. A happy customer is the first step to bringing you a new one in the future. Be open to asking customers about the quality of your service and accept the critics to improve and offer a better service. You can use surveys for this purpose.

Programs and Events

Probably one of the main keys to our business. Let's propose a list of some potential and creative programs that could be useful in a tennis club:

- Private sessions.
- Group sessions. There are many different programs that can be offered. Let's see some examples:
 - Color ball programs: Blue, Red, Orange, and Green programs.
 - Elite development programs: for 12&U and older kids.
 - Adult Programs for all levels.
 - Cardio Tennis: Use dumbbells, weights, bosus, etc. Create a dynamic circuit of hitting balls combined with a workout based on all different physical abilities.
 - Touch Tennis: Efficient game for beginner tennis players, kids, and elderlies.
 - Kids & Parents: Recommendable for 2-4 years old kids' lessons. This program provides to families spend time together while doing some activity. Kids will feel more relaxed when their parents are on the court with them. Use the parents to help the kids while doing some drills, picking up the balls, etc. It will make the lesson much easier.
 - Multi-sport program: Create a program with not only tennis but also football, basketball, gymnastics, etc. The multisport practice in teaching is a very means for the development of general coordination to be able to generate transfers between different sports and racket sports to end up in the practice of tennis (Letort, 2002). Young athletes' development must focus on the development of fundamental motor skills rather than on an early specialization sport (Balyi, 2005).
 - Racket Olympics: Promote different racket sports through a few rotations (Padel, Squash, Badminton, Touch tennis, etc.)
 - Tennis for elderly: Programs for 70+ years old with soft balls and 2 bounces allowed on the court. It can be combined with a strength program, joint mobility, and flexibility sessions. Tennis & Yoga is also a good option for this sector of the society.
 - Tennis for disabled people: include the fundamental principles of human rights such as the principle of non-

discrimination and the principle of interdependence in your company. It is imperative to make full social and cultural rights achievable for people with disabilities (Convention of the Rights of Persons with Disabilities, 2007).

- Up & Downs: Organize in different tennis courts a time-based matches session teaching tactical patterns (winners moving up to the higher court and losers moving down).
- Doubles drills: Suitable to fit up to 6-8 people on the court.
- Play & Stay Express Tennis Course: Based on the Play & Stay campaign launched by ITF in 2007. Using the slower balls ensures that starter players can rally with other starter players and guarantees more success, more rallies, more fun, and a great workout (Miley, 2017). Create express programs that last 3-4 days for people to initiate themselves in the sport.
- Events. Let's see another short list of examples:
 - Grand Slam Championship: Use the Grand Slam calendar to organize some tennis competitions with the members. Watch (for example) the Wimbledon final at the end of the event with food and drinks.
 - Summer or holiday camps: Establish commercial agreements with hotels to attract their customers during those periods of time.
 - Social events: Create social events for certain dates like Halloween, Christmas, etc.
 - Charity events: Help and raise money for those in need or help poor people that cannot afford to play tennis.
- Leagues and competitions
- Others

We are just living one of the most unique periods of all time with COVID-19. Different innovative actions that have used digital media, such as online training from home or distance learning, are allowing tennis activity to continue despite the limitations we all went through (Crespo et al., 2021).

In summary, be creative and open to define what are the best programs, events, and competitions that your organization should promote in the club to keep the members engaged with the sport and satisfied at their tennis club. Adapt your business to the environment, stay flexible and attend to the needs of the people to offer attractive deals.

Methodology

Stay updated with the methodologies recommended by the leading tennis organizations in the world. Game-based approach and constraints-led methodology are recommended rather than traditional coaching. Follow the approach of the ITF, National Federations, or some prestigious tennis academy to support the methodology run by your organization. Teach that methodology to your coaches and structure the training programs following those guidelines.



Figure 4. Kids wearing the club's uniform. Club Atletico Montemar, Spain.

Equipment and use of technology. The importance of modified equipment

The good image and the efficiency of every program will also depend on the amount, quality, and condition of the equipment to be used. One of the most important and beneficial changes for the tennis industry was the appearance of modified tennis equipment. This new model of playing tennis supports the increase in the number of player, the retention of players, and the overall technical, tactical, and physical improvement of players, especially at the young ages (Davies, 2017). Nowadays we also have to count on free or low-cost apps for portable devices that are easy to use, in tablets or smartphones (Quinlan, 2013).

Branding

Provide uniforms to the coaching staff and to the players who represent the club in national or international competitions. Provide also business cards to the whole team of the company so they can sell your business to their friends and other contacts.

Sell hats, tops, jackets, etc. with the logo of the company.

Sponsorship

Make deals with those brands that they can provide all the equipment you need (i.e. providing clothes for the coaches, rackets, balls, etc.). This is extremely important to save budget. Stablish commercial agreements with other companies creating a win-win relationship.

Relationship with the Regional and National Association.

Stablish an open relationship with the main body organization in the region. Organize tournaments, educational courses, etc. Stay active and be a positive asset for the promotion of tennis in the country.



Figure 5. Recycle ball company in Hong Kong. #recycleballhk.

Recycle and sustainability

There are thousands of balls that a club or tennis organization will use every year. Find if there is any organization around the area that recycles all the material that is not needed anymore. Study the possibility of taking the initiative to start leading the project if there is nothing around. Initiate conversations with other clubs to solve the situation. Our business needs to look after the planet and we all must contribute.

Legal and consulting department

Establish a relationship with a legal or consulting company to get advice in:

- Contractual relationships with employees and other organizations.
- Payments.
- Tax obligations.
- Insurances.
- Liability in case of an accident during running a tennis lesson: For a more rigorous and comprehensive study visit the ITF Coaching and Sport Science Review 2018; 75 (26): 20 - 22 by Alejandro Valiño.

Revenue and Accountability

The main goal of every business is to make a profit. Study deeply what your selling points are and which are your spends. Establish a budget for every year following the vision of the company. Same as the other departments, depending on how big the tennis company is, it might be recommendable to have a person specialized in accountability.

EXPANSION OF THE COMPANY

Once you are well established in a club and you have acquired a good reputation, you might want to extend your business by making new agreements with other clubs of the region.

Also, doing a good job with the color ball programs will potentially lead to opening a high-performance tennis program in the future.

CONCLUSION

An average of 70% of the business will fail within the first 10 years of life. To safeguard a new or an established business, it is necessary to understand what can lead to a business failure and how each obstacle can be managed or avoided altogether (Horton, 2022). The most common reasons small business fail is:

- Lack of passion, energy, or not enough work delivered.
- Ineffective leadership or wrong strategy.
- Inefficient business planning.
- Ineffective marketing strategies.
- Hiring the wrong people or having a negative teamwork environment.
- Lack of flexibility or innovation.
- Inadequate management.
- Not delivering enough value.
- Failure to understand the market.
- Lack of authenticity and transparency.
- Lack of personal or professional growth.
- Lack of cost control and accountability.
- Lack of concrete business systems.
- Not paying attention or not being able to compete with the competitors.
- Failure to create a sense of trust with the employees or customers.

If you want to stay alive in the business, stay alert and well organized, be creative, energetic, flexible, and willing to adapt to the changes and new circumstances. Get surrounded by a good team of people and work together as a team trying to achieve the goals of the company.

CONFLICT OF INTEREST AND FUNDING

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





Developing a performance management toolkit for Botswana tennis clubs

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ABSTRACT

Performance management facilitates the attainment of goals in sport organisations. tennis clubs should implement performance management practices to maximise their profit, improve their services delivery and stakeholder satisfaction. In Botswana, tennis does not have a large followership or high participation rate. Therefore, Botswana tennis Clubs could use performance management initiatives to improve their organisational practices, participation rates and profitability. Thus, the aim of this paper was to develop and propose a performance management toolkit for Botswana tennis clubs. The paper relied on a review of the Balanced Scorecard, the Performance Prism, and components of performance management. Based on the review, a performance management toolkit for Botswana tennis clubs was developed. The toolkit comprises of planning for the external environment, planning for the internal environment, implementation, and performance measurement. The toolkit recognises the cyclic nature of the performance management process therefore, the feedback and feedforward obtained from performance measurement are used to inform future performance management plans. This paper can benefit Botswana sport managers and help them to implement performance management practices. This paper can also contribute towards sport management research on performance management in sports clubs.

Key words: performance management, tennis, Botswana.

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INTRODUCTION

There has been research interest on organisational performance, performance measurement and performance management among sport organisations over the last four decades (Bayle & Madella, 2002; Ćingiene, 2019; Diaz & Rossi, 2017; Frisby, 1986; O'Boyle & Hassan, 2014; Hulme et al., 2019; Omondi-Ochieng, 2018; Solntsev & Osokin, 2018). Much research attention was paid towards National Sport Organisations, their reliance on stakeholder resources, and how they measure and implement organisational performance. Furthermore, while for-profit sport organisations such as clubs and professional teams have also been studied, much of the attention was directed towards aspects of organisational performance such as financial performance (Omondi-Ochieng, 2019), managing quality (Zülch et al., 2020) and organisational effectiveness (Hulme et al., 2019). How clubs and teams manage their organisational performance can still be explored in research, to establish how they can optimally attain their purpose.

Sport clubs can be described as entities that provide recreational and elite sport opportunities and services to consumers for profit. With regards to tennis clubs, Plum et al., (2014) reported that they play an important role in



fostering and promoting healthy lifestyles among people in their communities. Their pursuit of profit maximisation and quality service delivery prompts them to pay attention to the efficiency and effectiveness of their processes and activities in the attainment of their goals. This can be achieved through performance management. However, tennis clubs are unique,

and they operate differently from mainstream organisations. For instance, As Zhang (2015) and Heere (2010) have noted the uniqueness of sport products, and that by merely adopting practices with a one size fits all approach may not be prudent for these organisations. Therefore, it is imperative that context specific and organisationally relevant performance management models are designed and implemented in tennis clubs.

Performance management is a process that provides a proactive closed loop control system, where strategies are deployed to all business processes and feedback is obtained through a performance measurement system to enable appropriate management decisions (Bititci et al., 1997). Performance management can be regarded from different perspectives including a human resource (Byers et al., 2012; McLean, 2016), a system resource (Chelladurai et al., 1987; Winand et al., 2010), or even a strategy, structure, or an organisational culture perspective. In this study, it is regarded as a strategy and operations issue that considers the use of resources and the efficiency and effectiveness of activities and processes in the attainment of organisational goals and objectives (Ferreira & Otley, 2009). This perspective describes how organisations can engage active measurement, management, and continuous improvement of their processes and activities in the attainment of their organisational goals (Bititci et al., 2013; Pavlov et al., 2017).

It should be noted that performance management models, systems, and frameworks have been designed and implemented over time (Bititci et al., 2013; Ferreira & Otley, 2009; Kasale et al., 2018). These models, systems, and frameworks are management control systems that track the use of organisational resources, and the efficiency and effectiveness of processes and activities in the attainment of organisational goals and objectives (Chelladurai et al., 1987; Winand et al., 2010). These management control systems rely on performance measurement and feedback to improve future performance cycles (Bititci et al., 1997; Kaplan & Norton, 1996; Ferreira & Otley, 2009). For instance, performance management models such as Total Quality Management (TQM), Six-Sigma, Lean Manufacturing, Balanced Scorecard and Performance Prism monitor the efficiency and effectiveness of organisational processes and the attainment of goals and objectives in different industries. While much of these models have been used in a myriad of organisations, Kasale et al., (2018) have noted the importance of developing performance management models that account for the influence of their environments, the uniqueness of sport organisations and their operating systems. Therefore, it becomes essential to develop performance management toolkits that improve the efficiency and effectiveness of organisational processes, leading to the attainment of the goals of tennis clubs.

The aim of this study is to develop a context specific and organisationally relevant performance management toolkit for Botswana tennis clubs that will help them ensure quality service delivery and the fulfilment of their purpose. Using performance management toolkits may facilitate sustainability and profitability in tennis clubs, enhancing stakeholder confidence and their overall organisational performance. This study will provide knowledge on performance management in tennis clubs and to initiate dialogue on effective performance management endeavours for these organisations. Additionally, this study will inform sport managers on ways to engage comprehensive, robust,



and coherent performance management systems in their tennis clubs.

TENNIS CLUBS IN BOTSWANA AND PERFORMANCE MANAGEMENT

The sport of tennis has been in existence in Botswana before the country gained independence in 1966. Bechuanaland Lawn Tennis Association was one of the first two sport organisations to affiliate to Botswana National Sports Council when it was formed in 1965 (Botswana National Sports Council Handbook, 2010). Tennis was played by Botswana authorities in recreational clubs when the administrative capital of Botswana was in Mahikeng, in South Africa, a country that administered a system of apartheid (Hudson, 2018). According to Hudson (2018), Notwane Tennis Club, was the first tennis club to be established in Botswana with the aim of creating an all-inclusive tennis club that welcomed people of all races. Notwane Tennis Club eventually led to the establishment of Botswana Tennis Association and the subsequent growth of the sport in the country (Hudson, 2018). To date, there are around nine (9) active tennis clubs in Botswana. While tennis as a sport has a history of over 50 years, it has not gained much prominence in terms of a large followership, nor a high rate of participation, with 0.24% of the population playing tennis as of 2019 (ITF Global tennis report, 2019). In addition, the performance of the national teams and elite athletes at international competitions such as the All-Africa Games remains below par, and Botswana tennis players are yet to make a grand slam appearance. To that end, tennis clubs in Botswana may need to implement performance management systems that would ensure that they increase their fan base, participation rates, membership, and their capacity to meet the needs of their stakeholders while remaining profitable.

With regards performance management in Botswana, different forms of Performance Management Systems (PMS) were introduced to improve productivity and service delivery among different sectors of the Public Service since the 1990s (Bulawa, 2011; Mosware 2011). While these initiatives helped the public service to improve their service delivery systems, they may have permeated into organisational practices of other industry sectors in Botswana. For instance, many volunteers who administer sport in National Sport Organisations and clubs are members of Botswana public service. Kasale et al. (2019), argues that these volunteers would have been exposed to performance management practices in their workplace, and may consequently adopt and implement these practices in the National Sport Organisations and clubs that they administer. Therefore, performance management may not be new to sport administrators in Botswana tennis clubs. Thus, a performance management tool kit may be useful for Botswana tennis clubs.

METHODOLOGY

Developing a performance management toolkit for Botswana tennis clubs relied on a review of the Balanced Scorecard, the Performance Prism, components of a Performance Management model as outlined by Otley (1999), Ferreira and Otley (2009) and Bayle and Robinson, (2007). In addition, performance management model developed and proposed for National Sport Organisations by Kasale et al., (2018) was also reviewed. A review of the Balanced

Scorecard and the Performance Prism revealed that the satisfaction of customers, stakeholder contribution, organisational processes, competencies, profits, growth, increasing shareholder value and the ability to improve are essential components in performance management (Kaplan & Norton, 1996). Ferreira and Otley (2009) and Otley (1999) stated that the vision and mission of the organisation, its structure, strategic plans, key performance indicators, targets, evaluation processes, rewards, feedback, feedforward, learning curve, environmental influences and the interdependence of the organisation’s operating system all played a role in performance management. Bayle and Robinson (2007) and Kasale et al. (2018) noted the importance of developing performance management models that account for the uniqueness of sport organisations. Moreover, Kasale et al. (2018) proposed a holistic model for performance management that accounts for the influence of the external and internal environments, uniqueness of the context of sport organisations as well as the interdependence of its operating system.

Based on the review of the Balanced Scorecard (Kaplan & Norton, 1996), the Performance Prism, (Neely et al., 2001) essential components of performance management (Ferreira & Otley, 2009; Otley, 1999) and requirements of performance management to a sport organisation (Bayle & Robinson, 2007; Kasale et al., 2018) a performance management toolkit for Botswana tennis clubs is developed. The toolkit is based on components of a Performance Management Toolkit as illustrated in Figure 1.

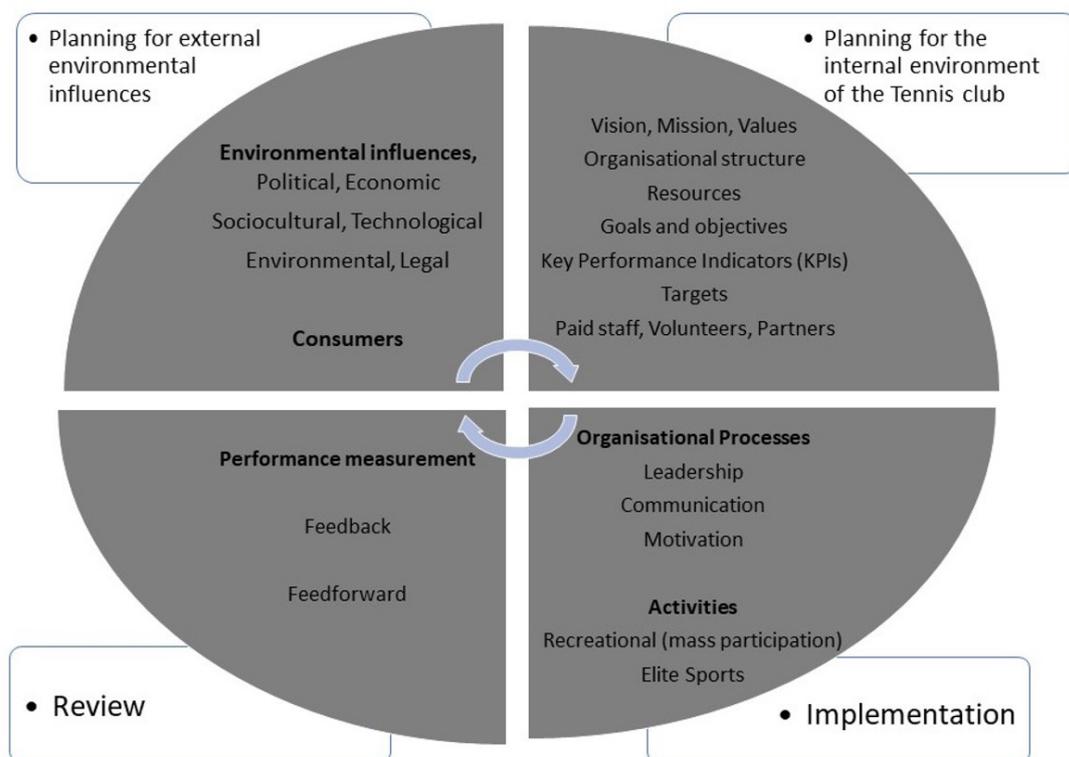


Figure 1. Components of a performance management toolkit.

Based on the components of a performance management toolkit as illustrated above, a performance management toolkit for Botswana tennis clubs was developed and is presented in the results section.

RESULTS AND DISCUSSIONS

Based on the components of the performance management toolkit illustrated in Figure 1, the Performance Management Toolkit for Botswana tennis clubs was developed.

The Performance Management Toolkit for Botswana tennis clubs is herein proposed and presented in Figure 2.

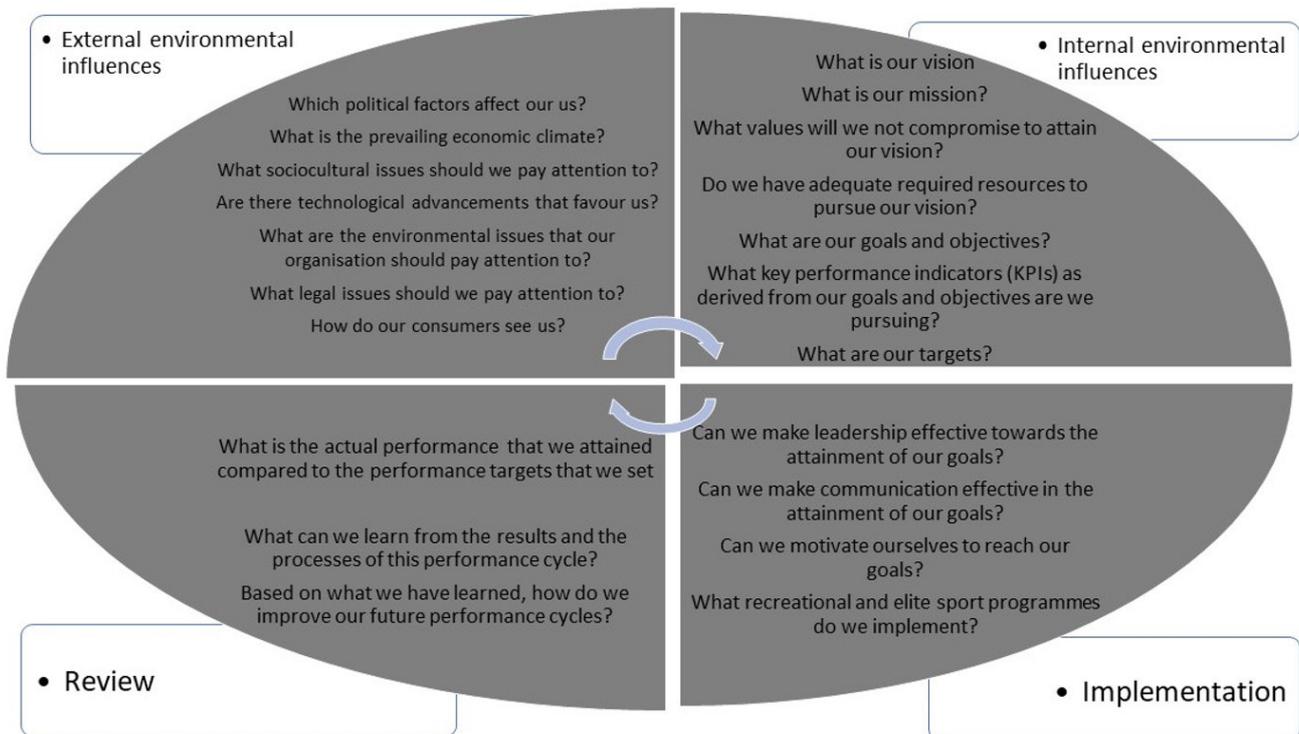


Figure 2. Performance Management Toolkit for Botswana tennis clubs.

Figure 2 illustrates that the performance management toolkit comprises of the external environmental influences, the internal environmental influences, implementation, and review. The arrows in the middle of the Figure 2 illustrate that performance management is a cyclic process that starts with planning for the external environment, planning for the internal environment, the implementation of the plan, the review of the process through performance measurement the use of feedback and feedforward to learn from the process and prepare for future performance cycles (Ferreira & Otley, 2009; Kaplan & Norton, 1996; Kasale et al., 2018; Otley 1999). Thus after the review, the process goes back to planning.

The external environmental influences

It is important to note that the external environment of a tennis club is dynamic, and it evolves and changes over time (Melnyk et al., 2014). Therefore, sport organisations such as a tennis club should adequately plan and adapt to changes in their external environment (Kasale et al., 2018). This can be achieved through scanning the environment where the tennis club exists to establish political, economic, sociocultural, technological, environmental, and legal factors and how they can potentially affect how the tennis club operates (Ferreira & Otley, 2009; Kasale et al., 2018).

Political factors are external to the tennis club but have the capacity to influence its functions and operations (Robinson, 2010). Political factors comprise of a framework of rules and regulations that affect how a tennis club operate. These include laws, rules, regulations, and statutes that govern sport in Botswana such as the Botswana National Sport Commission Act, the National Sport and Recreation Policy, and the Olympic Charter. Botswana tennis clubs should observe these political instruments, and this may implicate their processes and activities (Kasale et al., 2019; Robinson, 2010). Therefore, there is need for Botswana tennis clubs to ask and answer questions that include what is the prevailing political environment? Does the political environment favour our club? Which specific political factors affect our organisation. With regards to the economic environment, the prevailing economic environment can to a large extent affect how a tennis club operates. For instance, an economic recession can affect the amount of sponsorship that corporate partners can make available to a club. Thus, sport organisations should account for the dynamics of the economic environment and need to adapt to the prevailing conditions to succeed (O'Boyle & Bradbury, 2017). Therefore, Botswana tennis clubs should ask questions that include what is the prevailing economic condition? and how does it affect our club? Specifically, what are the economic factors that affect our operations as tennis clubs.

Socio-cultural factors play an important role in the type of services that sport organisations offer, and hence these organisations should pay attention to them (Robinson, 2010; O'Boyle & Bradbury, 2017). For instance, the demographic characteristics of a community in which a tennis club exists including population trends, age and income distribution can affect the type of programmes that a tennis club implements. Therefore, a tennis club should ask and answer the question which socio-cultural issues should we pay attention to? On technological factors, it is important to note that technological advancements have a way of affecting how organisation implements their operations. Organisations have taken advantage of technology and innovations to improve the efficiency and effectiveness of their processes (Blakey, 2011; O'Boyle & Bradbury, 2017). However, these advancements can also be inhibitors. It is therefore essential for tennis clubs to ask and answer questions such as what are the prevailing advancements in technology and innovations? To what extent do the technological advancements favour our tennis club? How can we use technological advancements and innovations to optimise our processes?

Environmental issues and environmental sustainability have gained prominence as the world has moved towards the sustainability of the planet over the last few years. There is need for nations to comply with environmental and ecological targets around climate change, carbon footprint, pollution, transportation, and energy. Therefore, Botswana tennis clubs should account for environmental issues by asking and answering the questions that include What are the environmental sustainability and ecological targets that Botswana has set? How do these targets affect our organisation? What environmental issues should we pay attention to? On legal factors, it is important to note that there are many legal issues that are prevalent in the sport sector (Robinson, 2010; O'Boyle & Bradbury, 2017). These include discrimination, match fixing, doping, and corruption. It is important for tennis clubs to account for these issues by asking and answering questions that include: What are the legal issues that our clubs face? What legal issues should we particularly pay attention to?

External environmental issues including political, economic, socio-cultural, technological, environmental, and legal factors are important because they describe changes in the environment. It is important to highlight that a tennis club does not have any control over these influences. However, the ability of tennis clubs to respond to these environmental influences will to a large extent influence how they implement their performance management initiatives (Kasale et al., 2018).

Another key factor of the external environment is consumers including the customers and clients that consume the services that are offered by the tennis club. According to Kaplan and Norton, (1992) it is important to ask the question how do our customers and clients view us? Answering this question will ensure that a good relationship is created between the tennis club and the consumers. This ensures that consumers continue to benefit from the services offered by the tennis club thereby ensuring the profitability of the club over a longer term.

The internal environmental influences

The internal environment of the tennis club comprises vision, mission, values, organisational structural design characteristics, resources available, goals and objectives,

key performance indicators (KPIs) targets, individuals within tennis clubs including paid staff members, volunteers, and partners. It is important for a tennis club to ensure that their internal environment is arranged in an effective way to respond to the dynamic external environment so that they may achieve good performance (Ferreira & Otley, 2009; Kasale et al., 2018).

The vision, mission and values are important in performance management because they spell out the strategic plan that a tennis club wants to attain (Ferreira & Otley, 2009; Kasale et al., 2018). Therefore, questions that include What do we want to achieve? How will we achieve our big picture? What values will we not compromise to attain our big picture? should be asked and answered by the tennis club. Based on the vision, mission and values of the tennis club, organisational goals and objectives are set. Based on the set goals and objectives, the Key Performance Indicators (KPIs) are developed (Ferreira & Otley, 2009; Kasale et al., 2018). Key performance indicators are critical success factors that the tennis club aims to achieve (Bititci et al., 1997; Ferreira & Otley, 2009). Based on the Key Performance Indicators, targets are drawn to elaborate on what should be achieved. These targets are used to measure performance (Ferreira & Otley, 2009). Kasale et al. (2018) notes the need to consider resources when goals, objectives, Key Performance Indicators, and targets are developed. Because in most cases clubs in developing countries have resource constraints, questions that should be asked and answered include do we have enough resources for what we want to achieve? How can we utilise resources at our disposal optimally to attain our goals? Furthermore, Ferreira and Otley (2009) highlighted the importance for all members within the tennis club to have a common understanding of the goals, objectives, Key Performance Indicators, and targets. This makes for united effort in attaining the vision and mission of the tennis club and, hence improving the overall organisational performance.

It is important to account for the organisational structure of the tennis club to ensure that it allows for efficiency and effectiveness (Parent et al., 2018; Perck et al., 2016). The structural arrangement of a tennis club involves the specialisation of tasks, the centralisation of decision making, and standardisation/ formalisation of the rules and regulations within tennis club (Parent et al., 2018). The tennis club should ask and answer the questions to what extent is our organisational structure suitable for our purpose? How does our organisational structure affect our efficiency and effectiveness to attain goals?

Individuals within a tennis club comprise paid staff, volunteers, and partners. Each of them should perform specific roles that make the club successful in its endeavours. However, it should be noted that most times individuals within these clubs are volunteers therefore, it may be difficult to expect them to perform at certain levels without rewards. Notwithstanding, a tennis club relies on these individuals to facilitate organisational processes and activities to ensure the attainment of the purpose of the club, and stakeholder satisfaction. Therefore, it is important for a tennis club to ask and answer questions that include, who are individuals within our club? What roles do they play in the club? What issues regarding individuals within the club should we pay attention to?

Planning for the internal environment includes accounting for the vision, mission, values, organisational structural design, resources, goals and objectives, key performance

indicators, targets and individuals within the club should prepare the tennis club for a performance management cycle. To implement a performance management cycle, it is important for the tennis club to consider how they implement organisational processes and activities.

Implementation

It has been stated that sport organisations are unique, and their unique characteristics may lead to them implementing their organisational processes differently from mainstream organisations. Nonetheless, tennis clubs should be cognisant of, and pay particular attention to how they implement processes that include leadership, communication, and motivation. These organisational processes are essential to a tennis club and should be implemented effectively for gainful results. Leadership serves to provide guidance to a sport organisation's processes (Arnold et al., 2012). Communication serves as a channel to provide a common understanding of what is to be achieved within the organisation (Ferreira & Otley, 2009). Motivation ensures that individuals are driven to pursue the goals and objectives of the tennis club. Kasale et al. (2018) and Bayle and Robinson (2007) have also highlighted that there is need for sport organisations to facilitate an environment that support organisational performance to effectively implement the process. Therefore, tennis clubs should ask and answer the question what issues regarding our organisational processes should we pay attention to? Do the prevailing practices on leadership, communication and motivation serve our efforts to attain high performance?

Regarding activities, tennis clubs facilitate mass participation or recreational and elite sport programmes. They should ensure that they develop and implement programmes to effectively satisfy their consumers and build lasting relationship that foster the sustainability and profitability of the tennis club. Therefore, the tennis club should ask and answer the question, what issues should we pay attention to with regards to our recreational and elite sport activities?

Review

A performance cycle should be reviewed at its end. Ordinarily this will be in line with the duration stipulated in the goals and objectives. A performance cycle is reviewed through a performance measurement process (Bititci et al., 1997; Ferreira & Otley, 2009). This process entails measuring or comparing the difference between envisaged performance or the targets set against the actual performance attained (Ferreira & Otley, 2009). The results obtained from this performance measurement process serve as feedback or feedforward (Kasale et al., 2018). Feedback is used to inform stakeholders and individuals within the tennis club on what was achieved and how it was achieved. On the other hand, feedforward provides details of what is learned from the performance cycle and ways in which the tennis club can improve its efficiency and effectiveness. Therefore, when facilitating the review process, the tennis club should ask and answer the questions what did we achieve against the goals and targets that we set? What can we learn from the performance cycle to improve and optimise future performance cycles?

CONCLUSIONS AND FURTHER RESEARCH

The goal of this research endeavour was to develop a performance management toolkit for tennis clubs. This entailed reviewing the Balanced Scorecard, the Performance Prism, components of Performance Management (Otley (1999, Ferreira & Otley, 2009; Bayle & Robinson, 2007) and the Holistic Model for Performance Management of National Sport Organisations (Kasale et al., 2018). Based on this review exercise, a performance management toolkit for Botswana tennis clubs was developed and proposed. The toolkit comprises of a cyclic process that begins with planning for the external environment, followed by planning for the internal environment, then the implementation, followed by a review exercise. The review facilitates feedback and feedforward processes that initiate another performance cycle. This performance management toolkit was developed from literature and has not been tested. Thus, further research could consider testing this performance management toolkit to scrutinise the suppositions made from literature. Additionally, it is envisaged that this paper will initiate further research into how the efficiency and effectiveness of tennis clubs can be optimised and improved to foster their sustainability.

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





Our responsibility to grow the game: How to run a successful tennis venue

Ryan Henry

Voyager Tennis Academy, Australia.

ABSTRACT

Voyager Tennis operates from 13 tennis venues in Australia and Singapore with more than 10,000 players participating each week and 100+ coaches who deliver quality tennis programs and competitions at each location. The academy is fast becoming one of the most impactful tennis organisations in the industry and views itself as responsible for growing and enhancing the game, through increasing participation, upgrading ageing tennis facilities, and developing and upskilling career tennis professionals. In this article we share some of our insights and our approach to running a successful tennis venue. These principles can be used by managers and owners of facilities to help improve participation and to contribute toward growing the game of tennis.

Key words: management, club, participation, administration.

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INCREASING PARTICIPATION

Tennis is a game that can be played for a lifetime, and for the sport to thrive in the long term, a constant flow of new players trying and going on to learn tennis is required. Introducing as many people as possible to the game should be a top priority for every venue. For government owned and leased facilities, it's also particularly important that tennis facilities are well utilised. Underperforming venues can often be rezoned or repurposed for other sports if deemed to be of more benefit to the community. Here are some of the key areas that Voyager Tennis focuses on to increase participation.

Creating the right mix of programming

Every tennis venue is unique and has a varying number of courts, clubhouse amenities and area demographics to evaluate when putting together a programming plan which should consider the following:

- Coaching programs
- Competitions and tournaments
- Court hire
- Restringing
- Proshop
- Food & Beverage
- Membership

A great way to start building a program timetable is to offer a wide range of options initially and then assess the participation of each service offered. Generally, the junior program works best in the afternoons after school, teenagers in the early evenings and adults at night and all programming usually works well on the weekend due to increased customer availability.



Figure 1. Voyager Tennis is focused on increasing tennis participation.

Pricing

The first principle of successful tennis venue pricing is that it needs to be affordable to the local community and allow a broad local audience to participate. Allowing customers to do a free introductory trial is also a good way to ensure that people can try the session before they make any financial commitments.

The second key consideration is that the pricing needs to be high enough to allow the business to pay all operating expenses as well as set aside funds for facility upgrades when they are required. The key is finding the balance, as pricing that is too expensive will create a drop in participation. This will make it difficult to launch new programs and reduce employment opportunities. If pricing is too cheap, the operator will eventually lack the funds to pay for facility upgrades and operational expenses which will produce negative outcomes for all stakeholders.

Marketing

An appropriate marketing strategy is critical to ensure that the business is generating enough demand from customers to create a sustainable business.

Developing and maintaining a quality website is a key component and should clearly display all programs and services on offer including the timetable, pricing, physical address as well as contact phone number and email in a prominent position. Around half of all website views originate from search engines such as google so ensure your website is SEO optimised and your google business profile is up to date.

Another key area is the active management and promotion to your database which can be the biggest driver of participation from our experiences. Capturing all customers phone numbers and email addresses who participate at your facility, and segmenting according to the programs they have enrolled in allows you to market and cross promote programs to participants and their families. Promotional emails generally have an open rate of 25-40% although text messages have a 95%+ open rate and can achieve better results than emails despite the small cost per text message.

Social media can be very effective for developing a brand and reputation for larger tennis companies with a marketing budget. The key channels for tennis venues to invest time and effort into are Instagram and Facebook. To keep your followers engaged we suggest regular weekly posts including a mix of promotions, club news and tennis education such as blog posts.

Most tennis venues may struggle to maintain a strong social media presence and develop enough content to make this avenue worthwhile. From our experience we'd suggest venues first establish a strong internet presence and maximise the promotion opportunity to their database before considering investing time and resources into social media platforms which may not deliver the results you are looking for.

Another key marketing initiative is to contact local schools to request advertising within their school newsletters and potentially holding tennis in school sessions to help promote uptake of tennis programs.

Ultimately, delivering a customer orientated experience on and off the court will help encourage word of mouth referrals and positive customer reviews on Google Business and social media.

Customer Service

Providing a quality overall customer experience is a team effort between coaches and administrators which incorporates items such as the booking process, program delivery, billing, and re-enrolment.

The initial booking process is where the customer often forms their first impression of your business. Responding quickly to their enquiry combined with an efficient booking process can get the relationship off to a strong start. Having quality management software including an online booking system will facilitate this process.

When the customer arrives at the facility for the first time, they should be greeted by a friendly team member. For services involving coaching or competition, a well-trained coach should ensure the customer is in the appropriate group for their level and is provided a quality experience.

Billing needs to be completed with accuracy and the re-enrolment process executed to the highest standard. After the initial tennis session, the coach will phone to check on the customer's experience, provide feedback, alert them of other upcoming participation opportunities and confirm their place for the coming term.

UPGRADING AND MAINTAINING FACILITIES

In the 1970's and 1980's tennis was booming, and many tennis facilities were built over this period, particularly in Australia where our organisation is based. As of 2022, there are many venues that are in poor condition due to a lack of investment over several decades and are under threat of being rezoned or repurposed for other sports and activities. One of the primary goals of Voyager is to improve the game of tennis by reviving and upgrading ageing facilities. This reduces the risk of losing tennis courts as well as making tennis more attractive by providing a venue that enhances the experience of each participant.

Asset management plan

To help build the foundations of a sustainable tennis facility, a venue needs to have an asset management plan in place so that it can build a sinking fund to pay for upgrades and replacement of tennis courts, fencing, lighting, clubhouses, and other amenities as and when required. The plan should consider the current condition of the facilities, the timing in which assets need to be upgraded or replaced along with the associated costs with inflation factored in. This needs to be a long-term plan spanning over a 10+ year period or to the end of the guaranteed tenure of the contract.

Budget and operational plan

Once the costs associated with facility upgrades are known, a budget can be developed with the aim of the revenue covering all operating and capital expenditure requirements. Unfortunately, there are many examples of venues having good asset management plans in place and still not generating enough income to pay for facility upgrades. Therefore, it's so important to have the right mix of programming, appropriately priced and effectively marketed so that participation is high enough to run a sustainable business. It's worth noting that sometimes the poor condition of facilities is not always the fault of the venue operator as there can be restrictions and limitations with the contract with the landlord including having limited tenure.

Engaging contractors

Engaging multiple companies to execute facility renovations is a big decision and is worth taking the time to research given that the investment is often several hundreds of thousands of dollars at a time. Our philosophy around selecting a company for court resurfacing, fencing, lighting or clubhouse and amenity upgrades is to inspect the contractors previous work and ask for references from associated venue owners as to how effectively and timely the upgrades were executed as well as the usability after the work was completed. Although sometimes more expensive, we prefer to use the most reputable companies in the industry with a strong track record to ensure they have the resources and experience required to execute the job to the desired standard.



Figure 2. In 2022 Voyager is investing in resurfacing 16 tennis courts, installing new lights over 19 courts, upgrading fencing and refurbishing 6 tennis clubhouses.

COACH DEVELOPMENT AND CAREER PATHWAY OPPORTUNITIES

The third key area that Voyager contributes towards the growth of the sport is providing world class coach development opportunities as well as offering a rewarding career pathway. Below are some of the key areas that we focus on to provide career development to our team members.

Career pathways

We are passionate about providing a rewarding career pathway that enables coaches to progress into leadership positions that attract more responsibility and quality remuneration packages. Unfortunately, many former tennis players drop out of the game and pursue other non-tennis careers as they don't view being a tennis professional as a viable career pathway.

At Voyager we run a part-time assistant coaching program for our teenage players who support the 12/U programs and holiday camps. For the participants this program provides an employment opportunity that increases their own game and personal development as well as positively reinforces tennis coaching as a possible career.

Recruitment

A critical component for any tennis venue is attracting coaches that align with your company culture and philosophy. This will vary for every facility operator. At Voyager, we identify, find, and develop leading coaches from around the world and strive to set the highest standards in all aspects whether that be facility presentation, customer service, coaching or competition delivery.

We have interviewed and trialled over a thousand coaches since Voyager commenced in 2011 and over time have developed a clear set of criteria that we assess in the recruitment process for all new coaches, to include:

- A positive attitude and personality that fits in well with existing teams and customer demographic.
- A minimum number of years coaching experience which varies role by role

- A strong work ethic and drive to maintain full time coaching hours.
- Good availability to meet customer demands which can include evenings and weekends
- A strong standard as a player
- Coach qualifications
- An appropriate wage expectation that our business can sustain

Due to our strict criteria, only a small percentage of job applicants are successful which can vary and depend on the strength of the job market at a particular time. Each club should develop their own recruitment standards and take action on attracting the type of team members they are looking for. Your coaches are your brand ambassadors so it's critical to get it right.

Coach Development

Delivering quality training to coaches is one of the keys to providing a great customer experience. Combined with providing career progression opportunities to tennis professionals, these factors help to retain and engage those individuals.

For new coaches, we provide a ten-week coach development program commencing at the beginning of each team member's employment which is delivered by senior Voyager team members. The aim of this program is to align coaches with the company philosophy and enhance their skills. This training program ensures that Voyager coaches can consistently deliver tennis services that meet and exceed the customer's expectations.

Smaller clubs that don't have the scale or required skill sets to run their own internal coach development programs should investigate courses delivered by their tennis federation and offer these courses to new team members as part of their induction program and employee benefits.



Figure 3. Voyager Tennis is delivering an accredited coaching course NSW in partnership with AATC.

GIVING BACK TO THE TENNIS COMMUNITY

Many of our team have enjoyed playing tennis for their whole lives and are passionate about giving back to the game and contributing towards seeing the sport grow and thrive. Operating tennis facilities can also be a great way to support the local community by running community focused events such as fundraisers, delivering programs for the disadvantaged and getting behind charities and causes that matter.

We also see it as our responsibility to operate in a way that protects our environment and choose suppliers that are environmentally friendly as well as offsetting carbon emissions by purchasing our own credits.

CONCLUSION

During the pandemic, tennis was deemed to be a relatively safe sport in many parts of the world which created an influx of new and returning players. This has provided a great opportunity to increase participation globally and it is our hope that every tennis venue will play their part in bringing new players to the sport and contribute toward growing the game of tennis.

FINANCING AND CONFLICT OF INTEREST

The author declares that he has not received funding for the research and has no conflict of interest in relation to it.



Figure 4. Voyager Tennis fundraiser for a local cause in Sydney.

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RECOMMENDED ITF TENNIS ACADEMY CONTENT (CLICK BELOW)





Role of local club in developing value chain of high performance national tennis athlete

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ABSTRACT

This paper discusses the role of local clubs in developing high performance junior athletes as a critical part of the national value chain to produce national athletes. Local clubs serve as entry points for kids and their parents into the world of tennis. Local club is a hub that connects three main actors involved in the development of kids into tennis players: (i) Coach, (ii) Athlete, and (iii) Parents, regarded as grass root athlete development. This paper identifies the typical tennis player pathway in Indonesia. Value chain of local club and its relation with other regional, national, and global stakeholders' value chain in developing national athletes are presented. Benchmark of journey from grassroots player to high performance/elite players and structure of value chain in established countries are discussed. It is concluded that local clubs are playing a significant role in creating a massive pool of talent and developing grass-roots players into high performance/elite national tennis athletes. Strong collaboration between stakeholders and completing structure the value chain are important to develop country performance in sustainable way.

Key words: local club, value chain, national high performance athlete, sustainability.

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INTRODUCTION

Tennis is a sport with a longstanding history in Indonesia. Tennis has been continuously contributing medals for Indonesia in South East Asia Games and Asian Games. Indonesia tennis proudly produced multiple girls junior grand slam champions. In professional tennis, the highest rank of Indonesia singles players was 19 and there are numbers of Indonesia players in top 100 WTA/ATP rank in both singles and doubles category in the last few decades.

Producing high performing tennis players is a long and complex journey. Gerdin et al (2020) explain finding and describing optimal path to elite athlete performance has been a challenge for researchers. For most athletes this process starts from early kids. In most cases, parents introduce tennis to their kids and register them to local clubs. In this case, local clubs serve as entry points for kids and their parents into the world of tennis.

Local clubs play an important role to transform grass root sport into high performance sport level. A study on funding grassroots sports in the EU conducted by Eurostrategies, Amyos, CDES, and Deutsche Sporthochschule Koln (2011) defines sport clubs as being at the core of the sport system. Beyond offering sport activities and sport related services (training, coaching, practice time, competitions, etc.) at affordable prices in a variety of disciplines, and for diversified groups of population, sport clubs aim to transmit values such as tolerance and fair play, equal participation of girls/women and boys/men, and the creation of a sense of community and conviviality.

This paper concerns with the importance of local clubs in developing high performance tennis junior athletes and as a critical part of the overall value chain for producing national athletes. Tennis club is basically doing a transformation process from kids into tennis players. In the process of knowledge and skill transformation, Dorri et al. (2012) provide review on value chain of higher education sector. Rathee and Rajain (2013) examine the number of models of service value chain in higher education. Bornermann and Wiedenhofer (2014) implement value chain perspective to analyze the concept of intellectual capital to assess intangible resources of educational process. Specific in the sport industry, Woratschek et al. (2020) propose sport value framework that can be applied for sport management analysis. Value chain approach has been applied by Serano et al (2018) to systematically analyze the soccer industry in Brazil.

Operation of tennis club in some countries have been discussed in some previous publications. Pluim et al. (2014) identify factors contributes in developing healthy tennis club in Netherland. Panjasilpa (2018) proposes business management model for tennis training center in Thailand. Gerdin et al. (2020) explore practices of coaches of tennis club in Sweden.

Contribution of this paper is directed into proposing value chain of tennis club and how it interacts with value chain from other stakeholders involved in development of tennis athletes. We present situation in Indonesia and benchmark with practice in other countries. This paper is organized as follows, in section two, we discuss the grass root of junior tennis development and identify typical tennis player

pathways in Indonesia. Subsequently, we discussed the value chain of local clubs and interaction between the clubs' value chain of stakeholders involved in the development of national tennis athletes.

GRASS ROOT OF JUNIOR TENNIS DEVELOPMENT

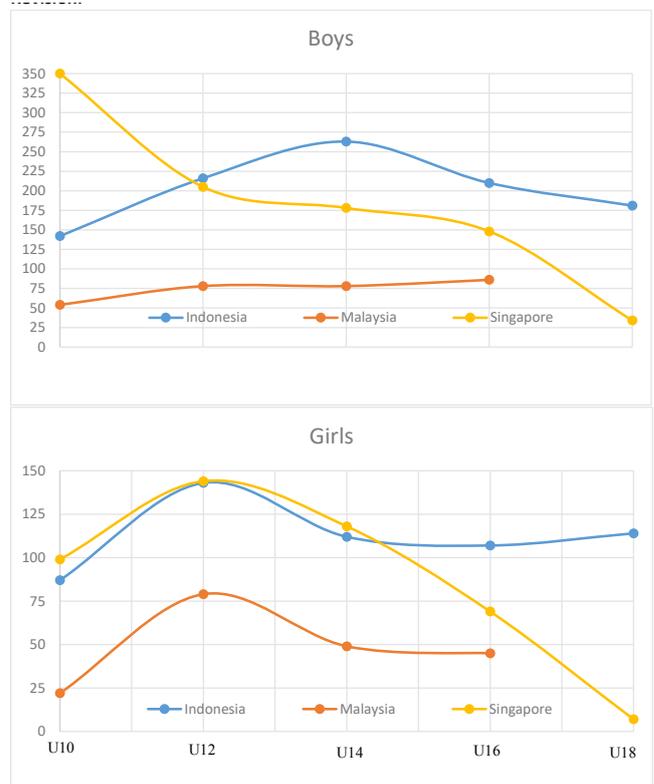
Athletes, coaches, and parents are the main actors of junior athlete development and considered as the athletic triangle. Kiraly and Gal (2011) describe that in Great Britain the number of sport participants is considered important to improve sport culture and a key starting point to develop a long term plan of national athlete development. Indonesia is the large archipelago and fourth most populous country in the world. In 2021, data from the BPS – Statistics of Indonesia (2022) showed that Indonesia has more than 272 million population. Among the population, more than 44 million are between the ages of 5 to 14 and more than 66 million are between the ages of 5 to 19, with a relatively balanced proportion of boys and girls. This number can be seen as a comparative advantage to develop a pool of grass roots tennis players.

Figure 1 depicts the number of nationally ranked junior tennis players in Indonesia and other South East Asia Countries for each age group. As expected, the number of junior players in Indonesia is relatively leading in South East Asia due to the biggest population in the region. However, the number is much less compared to the USA as one of leading country in tennis.

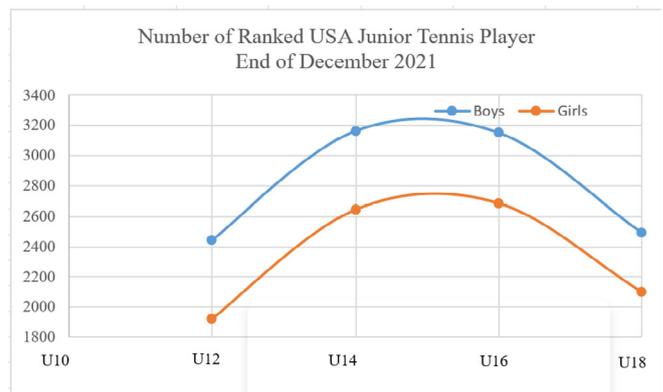
Subsequently, Figure 2 shows number of ranked pro and junior players, number of coaches, number of tennis players, and population of selected countries in North America, Europe, Oceania, Asia, and South East Asia. The USA significantly leads the number of ranked junior and pro players both in male and female compared to other countries. Asia countries have significant numbers in both junior and pro level, especially in female categories. Despite having a big population, the number of ranked athletes, tennis players, and tennis coaches in Indonesia are small compared to other countries. This figure indicates development of grass roots tennis in Indonesia is one fundamental concern that need to be handled for improving and sustaining performance of Indonesian tennis athletes at international level. If we compare to badminton, as one sport in Indonesia that has world class international performance, article in New York Times (2020) estimates there are more than three million people in Indonesia play badminton.

Cortela et al (2019) explain some challenges for grassroots tennis development in Brazil. There are two categories of challenges: (i) coach and (ii) getting kids into tennis. In the coach category, Cortela et al (2019) describe the problems are number of coaches, quality of coaches who involve in early tennis development, and income for coaches who work at beginner level. In the second category, Cortela et al (2019) explain that the problems of getting kids into tennis are tennis is an expensive sport, the load of school is taking up a child's time, and changes in recent lifestyles that impact motoric performance.

Numerous studies have been showing that parents are playing critical role in the development of young athlete and studied it from many different perspectives (Domingues & Goncalves (2013), Sanches-Olivia et al (2015), Strandbu et al (2017), Lisinskiene et al (2019), Sampol et al (2019)). Parents are providing resources, playing numerous roles, and taking important decisions while interacting with young athletes and coaches during the journey, that affect performance of the athlete. Therefore, knowledge of parents and how coaches/ tennis clubs can collaborate with parents are important in developing junior athletes.

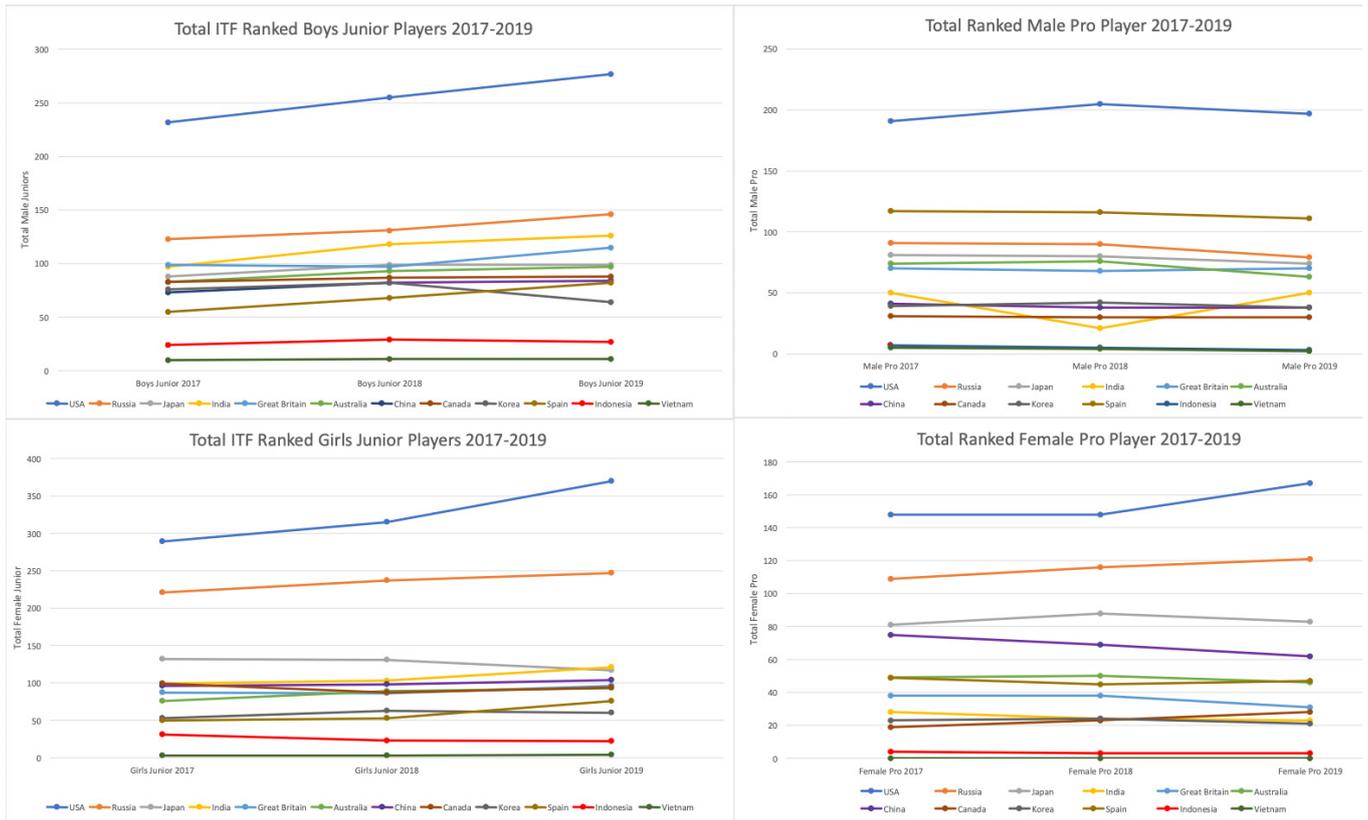


(a) Indonesia (June 2022), Malaysia (April 2022), and Singapore (June 2022).

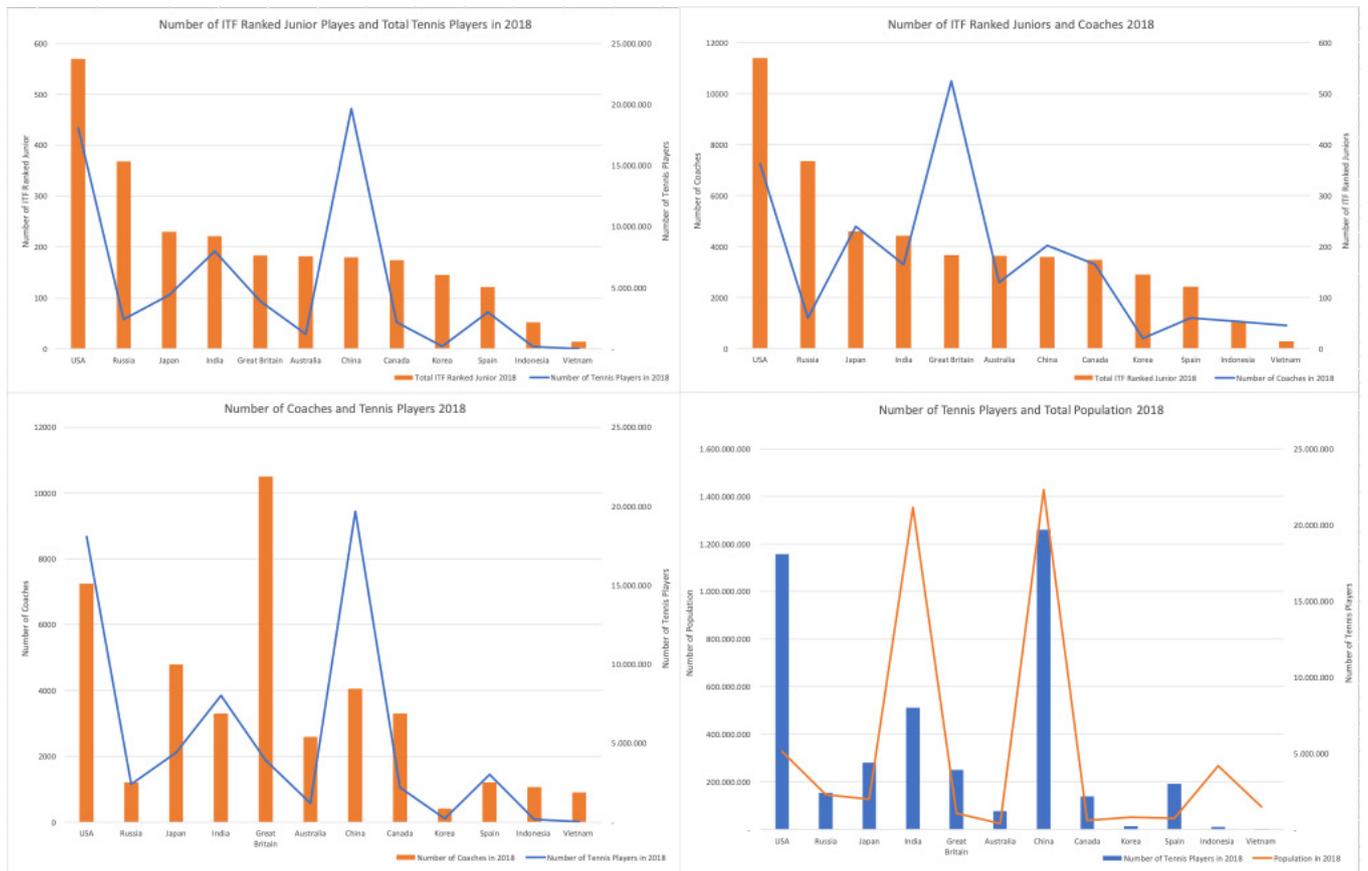


(b) USA (December 2021).

Figure 1. Number of Ranked Tennis Junior Player (a) Indonesia and Some South East Asia Countries and (b) USA. Source: Website of each country tennis association (Pelti (2022), Singapore Tennis Association (2022), Lawn Tennis Association of Malaysia (2022), USTA (2022)).



(a) Number of ITF Ranked Junior and Pro Players 2017-2019.



(b) Population, Number of Tennis Players, Number of Coaches, and Number of ITF Ranked Player.

Figure 2. Number of Population, Tennis Player, Coaches, and Ranked Players. Source: International Tennis Federation (2021).

PLAYER PATHWAY

Figure 3 presents the typical pathway of tennis players in Indonesia. The journey normally starts with parents introducing tennis to their children and registering them to a local tennis club to play tennis regularly under guidance of club coaches. This is providing a base of grassroots tennis development. The initial objective of parents can be varied, i.e. to give access for kids to play and have fun while engaging with motoric activities, to learn fundamental moving skill and play sport, to have structured training in tennis, to start a journey as a competitive junior player, etc. After some periods of training, usually kids start to play junior tournaments. For junior athlete in Indonesia, the tournament can be started from an internal club tournament, then growing into local/national weekend tournament, UTR tournament, and full week national junior tournament. Further, junior athletes who are qualified and supported with resources will play in international ATF and ITF junior tournaments. Competitive junior players may be selected to play and represent their city/municipality/province in regional student multi event competition, province multi event competition, or national multi event competition. Regional terms in this paper refer to city/municipality/province in Indonesia. National level junior players have the opportunity to be selected as junior national athletes and represent Indonesia in junior international competition. The higher the level of competition that junior players are playing, the higher demand for training, the more commitment of lifestyle, time and resource required, and, the

more number and level of tournament that the junior player needs to participate to keep them growing. All of this requires significant commitment of resources that normally need to be provided by parents.

Figure 1 shows the typical concave pattern of the number of junior tennis players, the number will grow and peak in the mid age group then will decrease in the older age group. Deelen et al (2018) studied the determinant of youth dropout from football and tennis based on the survey and data in the Netherlands. Their study reported that in tennis, dropout rates for girls and boys aged 13–21 were both 28%, whereas the annual drop-in rate was 11% in 2015/ 2016. Deelen et al. (2018) using time use factor, environment factor, motivational factor, and cofounders to find determinants of dropout. The result from Deelen et al. (2018) are tennis players who changed schools or participated in two sports at the same time had a higher probability of dropping out. Gerdin et al. (2020) mention issues about competition versus economy and their study reports a downward trend of the number of junior players in Sweden who are actively playing interclub competition and tournaments.

As seen in Figure 3, junior tennis players are normally student-athletes, they need to spend time and resources for their education and school activities. It is common that high quality education in high school may provide students a better opportunity to be accepted in highly reputable universities. Thus, after graduation it will further provide

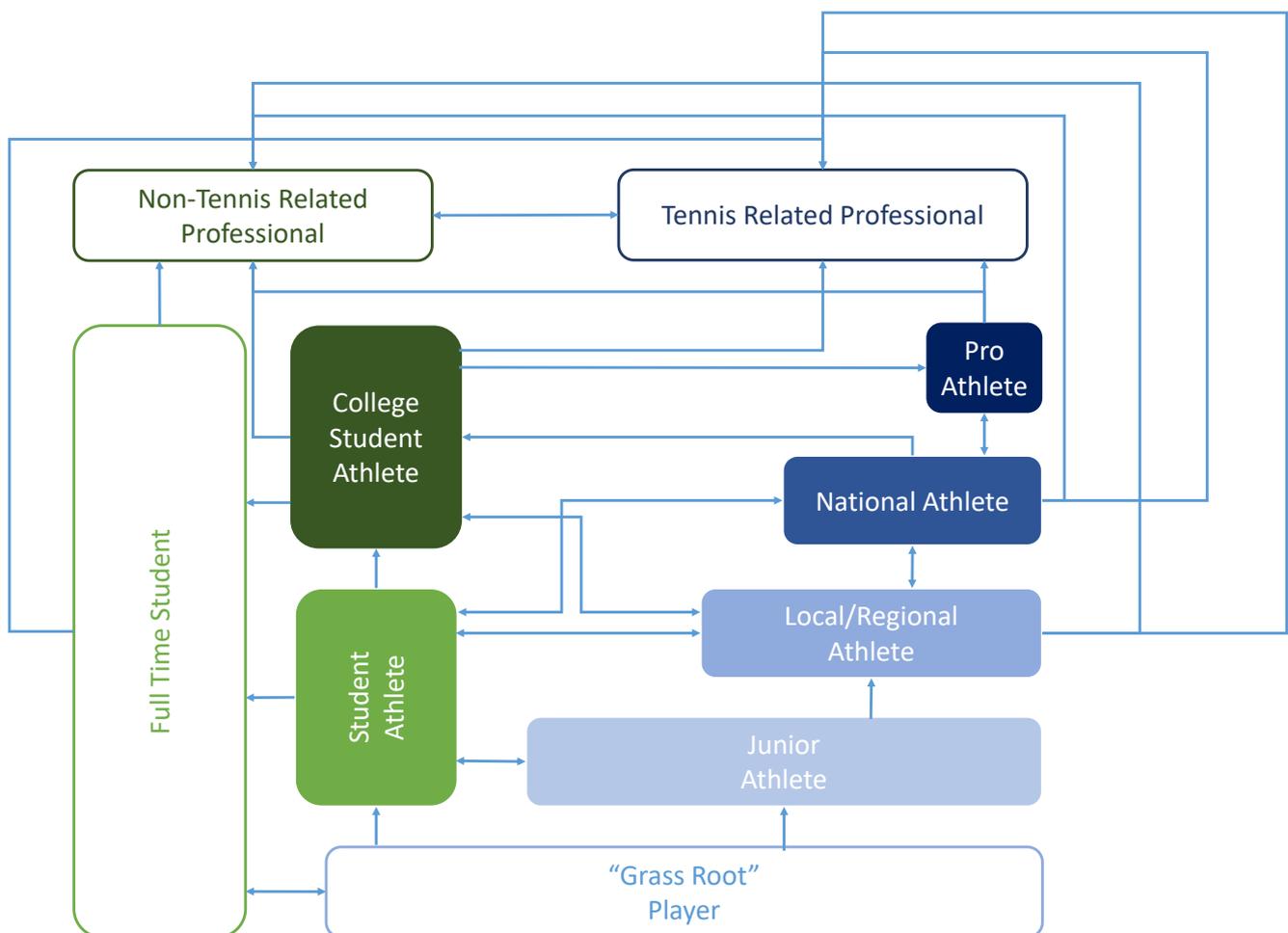


Figure 3. Typical Tennis Player Pathway in Indonesia.

them an opportunity to have a better competitive position in the job market to sustain a better future. On the other hand, competition to be accepted in highly reputable universities is hard and demands significant study hours. Dealing with challenging competitive situations in both tennis and academics is not easy and creates pressure for both junior athletes and parents.

This classic sport-academic dilemma has been studied in multi sports and in many countries. Christensen and Sorensen (2014) study sport and academic dilemma of young Danish footballers. Yamamoto (2016) investigates how Japanese university students manage their academic and sport performance. Yamamoto (2016) reported that over 60% of participants of this study thought doing both club activities and study is difficult. Further, 90% of participants of this study thought university study would help their future. Yamamoto (2016) concluded three suggestions: (i) ensuring enough financial support for university athletes, (ii) promoting peer learning, and (iii) collaborative work between university lecturers and sport club coaches.

The USA has NCAA and NAIA system that facilitate student-athletes not only to train and compete but also to have access to good quality higher education. NCAA fact sheet (2020) report from all sports under NCAA, there are more 7.2 million high school student-athletes and 499,000 (7%) moving from high school into NCAA student athletes. Percentage of transition from the NCAA into major professional athletes is 2%. These numbers indicate the importance of having a good education for student-athletes. Good quality education is critical since the majority of the student-athletes may not have the opportunity to continue their career as professional athletes and they need to be competitive for pursuing non-athlete careers in the professional world. Further, pro athletes need to have knowledge and skill to prepare themselves for life after an athlete career. There have been some Indonesian junior tennis athletes that accept scholarships to compete in the NCAA and pursue their university degree in the USA.

Singapore in 2004 established Singapore Sports School that offer secondary and post-secondary program that facilitate student-athlete with an integrated academic and sport program (Singapore Sports School, 2022).

Another challenge in the pathway is transition from junior to senior athlete. This process is very complex. Bane et al (2016) reported that winners of single girls French Open champion between 1980 -200 are peaked at rank 1 – 55 WTA ranking. 100%, 90%, and 62% of them are achieving WTA Top 100, 50, and 10, respectively. In the boys category Bane et al. (2016) showed that 1980-2000 French Open single boys winners peaked at ATP rank 1-92, 100% of them peaked at ATP top 100 and 81% reached ATP top 50. In other sport, Hollings et al (2014) provide study on New Zealand track and field elite junior and their transition to senior athlete. Hollings et al (2014) identify three factors of success of transition from elite junior into senior athlete: (i) a significant commitment to a clearly defined and realistic goal, (ii) achieved early international success at the senior grade, and (iii) had a single dominant identity and key strength. The athletes who did not go on to be a senior international athlete were characterized as having: (i) competing demands and tensions in their social, academic/career lives, and (ii) a lack of progression.

VALUE CHAIN OF LOCAL CLUB AND TENNIS ATHLETE DEVELOPMENT

Section 2 and Section 3 provide two main important roles of the tennis club. First, local clubs serve as entry points for kids and their parents into the world of tennis. Local club is a hub that connects three main actors involved in the development of kids into tennis players: (a) Coach, (b) Athlete, and (c) Parents and (ii). Second, local club is critical to support development of grassroots player, into junior player, and prepare transition into senior player. In Figure 4, we identify activity in the value chain of local clubs in conducting the above role.



Figure 4. Value chain of local club.

Tennis clubs usually have several levels of class starting from introducing kids to have fun with sport, munchkin tennis, U10 tennis (red, orange, and green ball), recreational tennis, junior tennis, high performance tennis, etc. Each of the classes require different resources of training. Some clubs have all the levels of class while others may specialize on one or two levels of classes.

In the inbound logistic process the main activity of the tennis club is recruitment of students and athletes. Number of students/athletes in each level and vision of the club will define the requirement of a tennis coach and trainer, tennis court, and other training facilities. Number of qualified coaches for each level/class and access to the tennis court is critical for a tennis club. It will define club capacity for accepting students/athletes. Tennis clubs need to continuously develop the quality of their coaches and through practical experience, education/training, and certification process.

Most of the tennis clubs in Indonesia do not have their own tennis court. The clubs rent the court or collaborate with third parties to have access to the tennis court. In recent years in Indonesia, especially in big cities, due to scarcity of land and competition between business sectors, there are more and more tennis courts converted into other economic activities. Report by the Japan Tennis Association (2013) explains that in Japan the number of tennis courts in 2012 decreased 28.6% from 2008.

In Brazil, Cortela et al (2019) describe number of coaches, quality of coaches who involve in early tennis development, and income for coaches who work at beginner level are issues that need to be considered in developing grassroots tennis. Study in Sweden by Gerdin et al (2020), explain, it is believed by coaches who became respondents, that it is not easy to hire a full time coach and majority of the coaches work on part time basis. Another issue reported in Gerdin et al (2020) study is unclear job description and division responsibility for coaches. Some coaches spend a lot of time doing a wide variety of tasks and administrative tasks.

If we take a look at Figure 4, there are many activities in the value chain that can be categorized as club management and administrative work (administration, human resource, procurement, promotion/branding, marketing, external relation, etc.). These activities can be classified as non-technical tennis related activities. However, these activities are important to run the club effectively and efficiently for sustaining sport and business performance of the club. Complexity of these activities may vary depending on the size and scale of the club. All of these activities can be difficult to handle by coaches. Tennis clubs need support from people who are qualified in this field. Panjasilpa (2018) explains the business management model framework of tennis training centers in Thailand. In the framework corporate image, quality of services, and marketing mix is going to determine satisfaction and further loyalty.

Tennis club is part of the national ecosystem, consisting of many stakeholders, in developing national tennis athletes. Brouwers et al. (2015) examine stakeholders and elite development pathway in tennis by conducting semi-structured in depth interviews with 18 international tennis experts from 10 countries (Europe and USA). Their study identifies four development processes specific for development of elite tennis players: (i) attraction and retention, (ii) talent identification and selection, (iii) talent development, and (iv) nurturing. These four stages of the process involve many

stakeholders: National Tennis Association (NTA), local clubs, coaches, private academies, and third party organizations. Brouwers et al. (2015) study revealed that the National Tennis Associations, coaches, and clubs emerged as the stakeholders that were consistently involved throughout all four development processes.

In Figure 5, we try to identify how the value chain of a tennis club in Indonesia interacts with other local/regional, national, and global stakeholders' value chain in developing high performance/elite national tennis athletes. Collaboration between all stakeholders are required to produce high performance national tennis athletes in a sustainable way.

National and Regional Government set the policy and allocate national and regional budget for sport development. National Tennis Federation is the heart of the overall value chain and tennis development ecosystem. The National Tennis Federation designs a national system and manages collaboration with government institutions, international tennis federation, tennis clubs, private institutions, and other institutions to develop a country's tennis performance. Sport development require big amount of resources and collaboration among stakeholders is one critical factor. Support from national and regional government institutions and collaboration with private sector are crucial in developing national sport performance.

Serano et al. (2018) shows private and industrial sectors are important components of soccer development in Brazil. Public-private scheme in development of sports have been proposed by Gobikas and Cingiene (2021) and Fang et al. (2020). Private sectors can support construction of sports infrastructure, promotion health and sports to society promotion, athlete development, sponsorship for tournaments and sport events, sport scholarship and development award, support for sport equipment and training facilities etc. that are going to accelerate improvement of country sport performance.

Resources for tennis junior athlete development in Indonesia are mostly coming from their parents, especially in the early years of their journey. Parents need to provide an environment that is supportive and conducive for junior athletes to grow. Parents are going to cover the cost of a junior athlete's formal education. During the tennis journey, parents need to cover the cost of training, equipment, nutrition, tournaments, national and international travel, and other tennis related expenses of the junior athlete. In Indonesia, cost of tennis training in a good tennis club can easily exceed the tuition fee of top universities. According to World Bank (2022), GDP per capita of Indonesia is USD 4,291.8 and GDP per capita PPP is USD 12,904.3 in 2021. This numbers are relatively small if we compare it with the ideal number required to fund development of junior tennis athletes. For majority of family in Indonesia, tennis journey of a junior athlete consumes significant family resources. Crespo and Miley (2004) explain estimated annual tournament cost for high performance junior player age 12-13, 14-15, 15-17, 17-18, and 19+, who are chasing performance in international level, are USD 7,000, USD10,000, USD 15,000, USD 20,000, and USD 25,000, respectively. This cost for chasing international performance is very high and out of reach for majority of the family. Developing junior athletes requires strong parents and family commitment. The cost of tennis training, tournament, and equipment potentially become constraint for kids to jump in into tennis and for junior player to keep training and compete. Parents may direct their kids to switch into other sports which demand less resources. From national

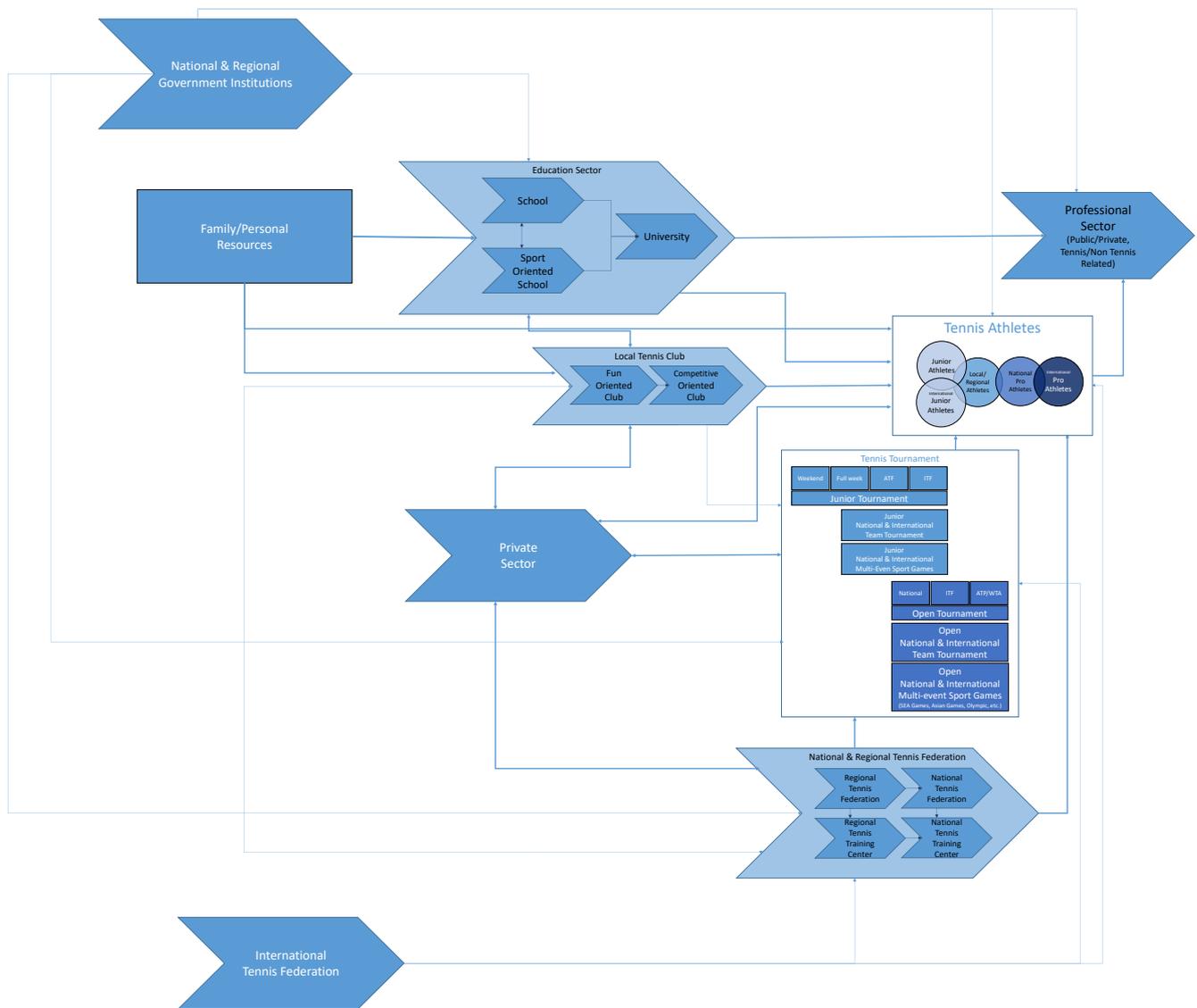


Figure 5. Value Chain Structure of Tennis Player Development.

perspective it limit number of prospective talents who in the future may contribute into performance of Indonesian tennis in international level.

Formal education sector is an important part of the overall value chain structure. Education sector cannot be neglected and must be integrated in designing the overall ecosystem for developing high performance tennis athletes. In addition to high quality training, junior athlete need to have access to high quality education. It can provide them good opportunity to be accepted in reputable school/university for preparing their future life. Indonesia in 1977 developed the first sport oriented high school in Jakarta, the school facilitate student athlete with formal education and training program. Today there are some sport oriented high schools located in Java, Sumatera, and Kalimantan.

Phenomena of junior athlete dropout from sport and classic academic-sport dilemma have been discussed in the previous section. Parents and the junior athlete are concerned about their future life, especially when the athlete is at the latter stage of junior career. Moreover, competition for top universities in Indonesia is severe and creates additional

pressure for student-athletes. Integration of high quality education as part of the junior athlete development system is a challenge that needs to be solved.

Tennis athletes are required to compete in national and international tournaments. Tennis clubs may be able to organize some tournaments, but it may limited to certain level and held in specific location. Structured national and international level tournaments that cover all levels of athletes and spread all across the country are going to support athletes to grow and improve their level of performance. International tournaments in Indonesia can help local junior and pro athletes to compete at an international level and open their access to higher level tournaments globally.

Some countries, for example USA (USTA, 2022), Great Britain (LTA, 2022), Canada (Tennis Canada, 2022), etc., develop national training centers and regional training centers managed by their National Tennis Federation to facilitate high performance/elite tennis development programs for their talented junior and pro tennis athletes. From the previous discussion – due to the high requirement of resources--parents, athletes, and tennis clubs may have limitations to

acquire necessary resources for developing performance of tennis athletes. Required resources can be: high quality coach, training program, competitive training/hitting partner, tennis court and training facilities, national/international tournaments traveling and accommodation, diet and nutrition program, tennis award/scholarship, coach development and training, parents education, and other services i.e. relation with sponsors, relation with schools and universities, tournament management, etc.

National training center and regional training centers may have facilities of tennis courts with different surfaces, state of the art training facilities, tennis school and academy for different level of athletes, highly reputable coaches in the country, advanced training method and technology, accommodation for athletes, training/education/certification program for athletes/coaches/parents, formal education services by collaborate with schools/universities, and other services required by athletes to improve their performance. The facilities are mainly intended to facilitate top level junior and pro athletes in the country/region. National and regional tennis center may grant different levels of scholarship and award scheme for prospective regional and national talented juniors and selected pro athletes to train there as part of national tennis development program and to tour for competing in some national/international tournaments. Many current professional ATP/WTA athletes are products of the national training centers of their respective country.

Developing national and regional training centers is one alternative solution that can continuously support junior and pro athletes with resources and facilities which are difficult to acquire by themselves. It can support potential talents from all economics background to have elite level training and competing in high level. Junior and pro athletes can continuously improve their tennis performance and reach their full potential without constrained by access to valuable resources. It can help tennis to spread and reach wider audience all across the country, thus increase the pool of national tennis talent. Transition from national to international performance in both junior and pro level and transition from junior to pro level are among critical links in the overall value chain. National training center can support athletes in these transition period and avoid broken link in the value chain. National training center and regional training centers are serving as take-off platform before high performing national athlete can be dependent for flying into professional competition.

For every athlete in any level, transition from athlete life into non-athlete life is one thing that is going to happen. Athlete365 (2022) explore importance of preparing life post athlete career for athlete. In designing system for high performance athlete development, how to manage athletes' life in post of their athlete career is one issue that need to be taken into consideration.

CONCLUDING REMARKS

Local club is playing a significant role in creating a massive pool of talent, developing from grass roots into junior athlete, and further preparing transition of junior athlete into senior athlete. This paper identifies figures of grass roots, number of coaches, number of ranked junior, and pro tennis data in Indonesia and compares those data with other countries in different regions in the world. It can be concluded that, although lead in South East Asia due to having the biggest

population, the number of tennis players, ranked ITF junior, and ranked pro tennis athletes in Indonesia are small compared to other tennis performing countries.

This paper identifies the typical player pathway and value chain of local clubs in developing tennis players. There are some non-technical activities that are important in managing the tennis club to assure performance of the tennis club in business and in tennis. This paper defines the structure of the overall value chain of national tennis athlete development. Developing strong collaboration between all stakeholders, completing the structure of the value chain to avoid broken links, and considering the whole cycle of athletes' life are important for producing high performing national tennis athletes in a sustainable way.

Further research can be directed into deeper data analysis and model development from the proposed value chain structure for deeper understanding on how interaction between entities in the overall value chain can improve development of high performing national junior and pro tennis athletes.

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The screenshot shows the ITF eBooks app interface. At the top, there is a navigation bar with the word "Librería" and four icons: a lock, a list, a signal, and a gear. Below this is a blue header with the ITF eBooks logo and "International Tennis Federation®".

The main content area is divided into three sections:

- ITF eBooks App Closure Notice:** A white box with a yellow border contains a notice in Spanish. It states that the app will be closed on August 15, 2022, and that users must send their purchase invoices to Education@itftennis.com by November 15, 2022. It also includes an information icon and a download icon.
- ITF World #75 [Summer 2021]:** A book cover featuring a tennis player in a yellow top and blue skirt. The title is "Gold rush" and the subtitle is "Stars align and prepare for Olympic podium bid". The cover also lists "Gold Rush • Felix Auger-Aliassime • Jordanne Whaley • East and Central Africa". It includes an information icon and a "Gratis" button.
- ITF Global Tennis Report 2021:** A book cover featuring a tennis player in a blue outfit. The title is "ITF GLOBAL TENNIS REPORT 2021" and the subtitle is "A REPORT ON TENNIS PARTICIPATION AND PERFORMANCE WORLDWIDE". It includes an information icon and a "Gratis" button.

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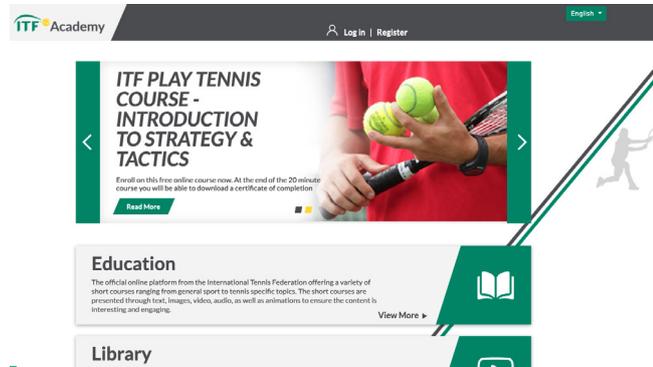


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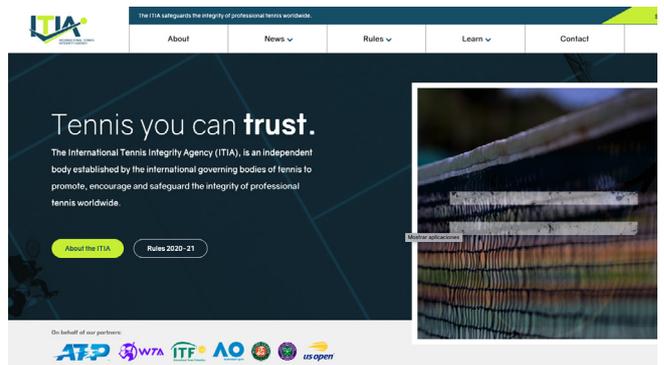
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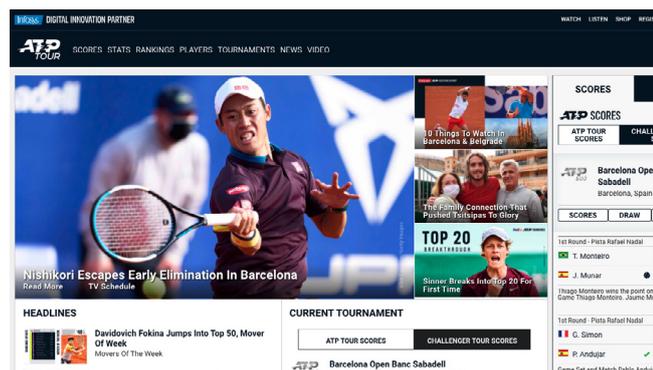
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