

Editorial

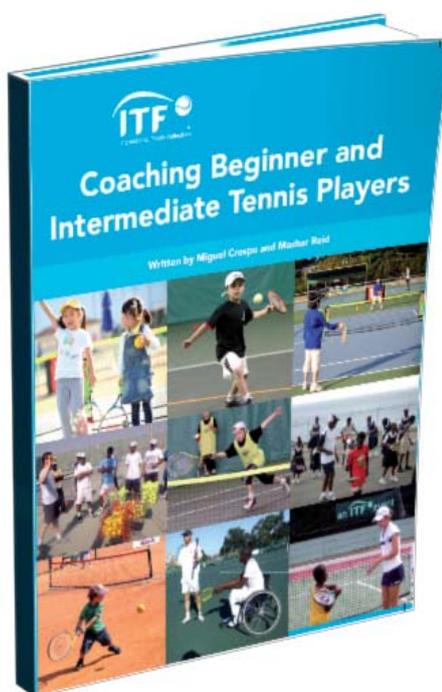
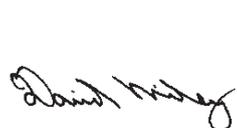
This issue of ITF Coaching & Sport Science Review is a monographic edition which is devoted to the "Business of Tennis". In preparing this issue we have collated articles from tennis experts and entrepreneurs who are at the forefront of tennis marketing and features best business practices used in tennis throughout the world. Articles include "Fundamentals of Tennis Sponsorship" from the ITF Commercial Department, "Marketing to the Generations of Today" by Travis Atkinson of Tennis Australia and "Running a Profitable Tennis Business" by Mark Tennant and Richard Marklow. All great articles to help a coach or association promote tennis, improve their business, and increase tennis participation.

The preparations continue for the forthcoming 16th ITF Worldwide Coaches Conference 2009 which will take place at the Velódromo Lluís Puig, Valencia, Spain from Friday 30th October to Tuesday 3rd November 2009. Albert Costa, Francis Roig and Eric Winogradsky are already confirmed as speakers. Registration is still open and places available, so for more information visit the official conference website www.itfcoachesconference.com where hotel details, speakers' biographies, a tentative programme and much more can be found.

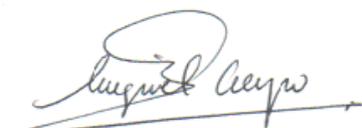
During the recent ITF Annual General Meeting in Madrid, the Development Department launched "Tennis 10's" which is the recommended competitive format for 10 & under tennis. This new initiative advises that all competition at this age group is played with either a slower red, orange or green ball on the appropriate sized court.

The ITF Coaching Department is pleased to announce the publication of its new book, the ITF Coaching Beginner and Intermediate Tennis Players Manual. Written by Miguel Crespo and Machar Reid, it is one of the few tennis resources that provide comprehensive information, both practical and scientific, on all elements of the game as related to coaching players of this level. The book will be available for sale in the autumn. For further information on this publication or any other ITF publication, please visit <https://store.itftennis.com/>

Finally, we hope that you continue to take advantage of this and other resources provided on the Coaching weblet (<http://www.itftennis.com/coaching/>) and that you enjoy this 48th issue of the ITF Coaching & Sport Science Review.

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The Importance of Market Research in Tennis

Olli Mäenpää, Jonathan Jobson and Carola Löffler (Tennis Europe)

ITF Coaching and Sport Science Review 2009; 16 (48): 2 - 4

ABSTRACT

This article summarizes the main findings of Tennis Europe's Next Generation survey with an emphasis on the commercial aspects of the player-coach relationship.

Key words: market research, survey, sponsorship, junior players.

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INTRODUCTION

For a few years now, Tennis Europe has been working with one of the world's leading sports research agencies, IFM Sports Marketing Surveys, in order to increase the available knowledge and information on the European tennis market. The work that has been done so far has taken several guises, but one particular survey – a study of the 'Next Generation' of European players - has provided a unique look into the world of sponsorship and commercial matters from the junior player's perspective.

As the largest regional association of the International Tennis Federation, managing and administering a roster of over 300 junior tournaments each year, the intention of Tennis Europe was to offer national federations, the equipment and clothing manufacturers, and the wider tennis industry, and specifically coaches a valuable insight into the world of the next generation of tennis stars. To this end, elite junior players were invited to participate in a survey, designed in collaboration with IFM Sports Marketing Surveys. This was conducted from late 2007 to spring 2008 and identifies a number of key areas, including tennis brand usage and perceptions, awareness of sponsorships of top tennis players, and the effect these factors had on their choices of brands. The survey also covered background information about the tennis players, such as their goals and training habits, and the role of the tennis coach in influencing their tennis careers.

The Big Question is "how can market research in tennis help you in your role, and how does your role affect the results of the research?"

The answer is manifold. Studies have shown that brand loyalty is formed at an early age. As a coach, you have a significant impact on the decisions that junior players make. This can include influencing their first decisions as a consumer of tennis equipment brands. If they are happy, or have a good experience with those products, in all probability, the brands they choose will be brands to which they remain loyal for many years. With particular regard to junior players, the coaches' role is often a formative one with advice on the most suitable racquets, strings, shoes and clothing as well as in technical matters on the court.

For you to be able to recognize, and act upon, this knowledge gives you greater power when working with manufacturers and players alike. The results of the survey can help coaches and players to find out more about the perceived roles of the varied entities involved in their development, as well as informing coaches, who are often the link between their players and the tennis brands in terms of sponsorship. Furthermore the roles of different stakeholders in the commercial, technical and overall development of junior elite tennis players are examined and analysed.

From the survey, it was possible to gather a thorough impression of the importance of sponsorship for junior players. The survey understands the lifestyles and pressures on these players and how they live their lives in general.

Some 790 interviews were obtained from a broad range of European countries. All respondents were players ranked within the top 300 of their respective countries (78% of them within their national top 50), and were aged between 15 and 18.

Throughout the report, findings are analysed by 'emerging nations' versus 'established nations', by national ranking position (top 50 vs. top 51 – 300) and also by gender.

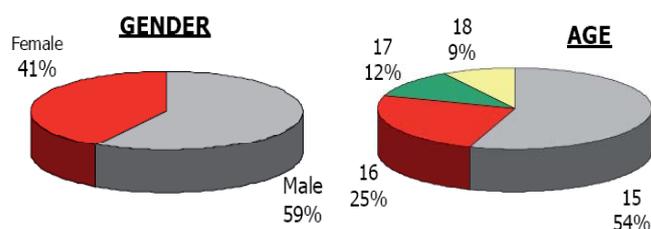


Figure 1. Gender and Age.

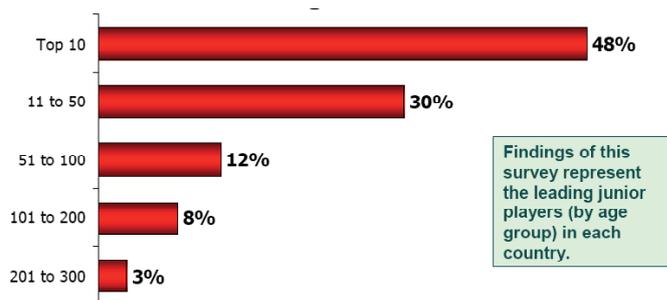


Figure 2. National Ranking

The complete report comprises more than 200 pages, however the following extracts focus on topics that are of special interest to coaches, and provide food for thought when dealing with players in general and specifically with the commercial aspects of the player-coach relationship.

Aims in tennis

Before looking at commercial matters, a fundamental question when engaging with talented junior players is that of their long term intentions: how long, and to what level, do they expect to play the game?

By far the most popular goal of elite European juniors is to become full-time tennis professionals. 60% intend to do so, whilst a further 16% plan to pursue a tennis scholarship. The greater ability and potential of junior tennis players currently ranked in their nations top 50, is leading them more to plan a fulltime tennis playing career after the age of 18 than those with national rankings below 50. Most others plan to maintain a vocational involvement in tennis in the capacity of coach, part-time or amateur player.

This finding clearly validates the aim of discovering more about the habits of these players. For equipment manufacturers at least, these will be the heavy consumers of their products for many years to come.

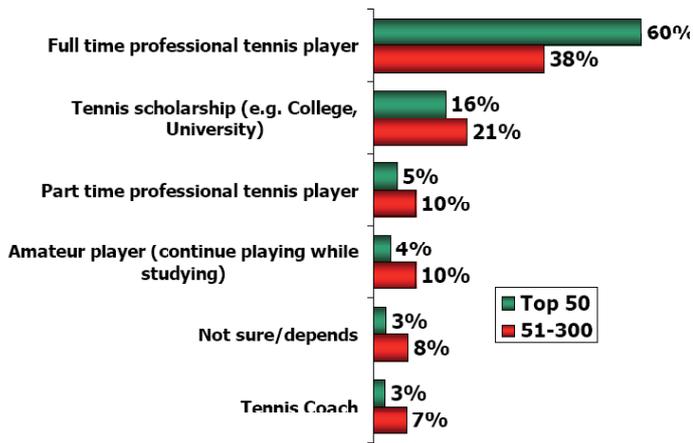


Figure 3. Future role in tennis post 18.

Coaching

The study moves on to analyse the vital area of training. The findings help to understand the varied relationships that players have with their coaches, an arrangement that may be family, professional or commercial.

Elite juniors look to a range of sources for coaching and training help and advice. The family, so important in encouraging the initial participation in tennis continues to play an important role in their development within the sport. Family members are far more likely to have a coaching role in emerging countries, with over a third of coaches being a relative. This figure drops to just 13% in established countries.

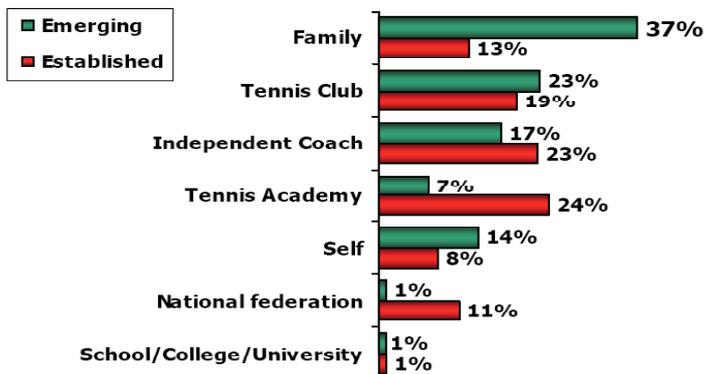


Figure 4. Who is mainly responsible for your training and coaching?

Tennis clubs and independent coaches are also significant, with some elite players receiving coaching from tennis academies (This is more likely for higher ranked players and those from established countries). Those ranked 51-300 in their country are most likely to be without any formal coaching and training help. There is little difference in help and support for training and coaching between male and female junior elite players.

Sponsorship in general

The next part of the survey looks at the perception of sponsorship in tennis.

Just over half of elite juniors have a racquet sponsor, whilst only a quarter have clothing or shoe sponsors. Such racquet sponsorships for junior players typically take the form of heavy discounts on racquets purchased, meaning that the next generation of top tennis players – and their coaches – is a huge target group for tennis manufacturers. Elite juniors claim to be very aware of sports brands used by top professional players (Nadal, Federer, Sharapova, etc.), especially their favourite players.

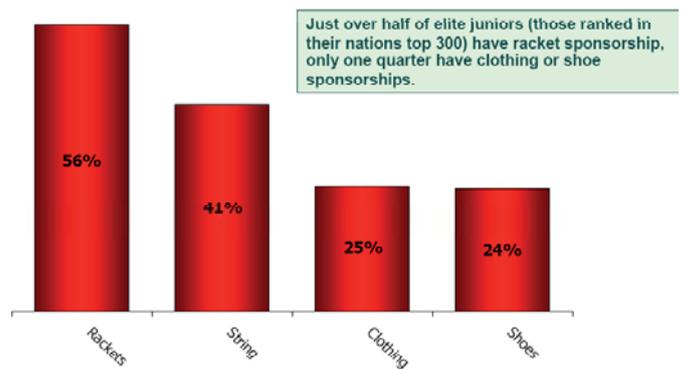


Figure 5. Players receiving sponsorship.

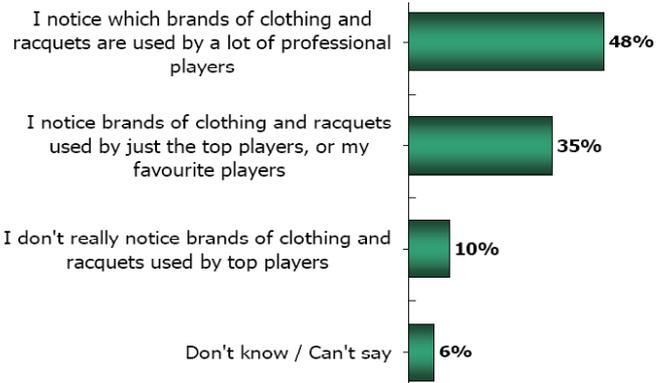


Figure 6. Opinion of player sponsorship.

Encouragingly, nine-in-ten take notice of these sponsorships and there is a high level of recognition for sponsors of clothing and racquets used by current top players. Over a quarter of players claim to be influenced to 'a high degree' by the sponsorship of their favourite player, whilst an additional 44% agree that this is an influential factor.

Overall, three quarters of elite juniors rely on their parents and coaches for help in dealing with sponsorship and management issues. This is especially the case for those ranked in the top 50. Once again, this underlines the important role played by parents and coaches in the early stages of a player's career.

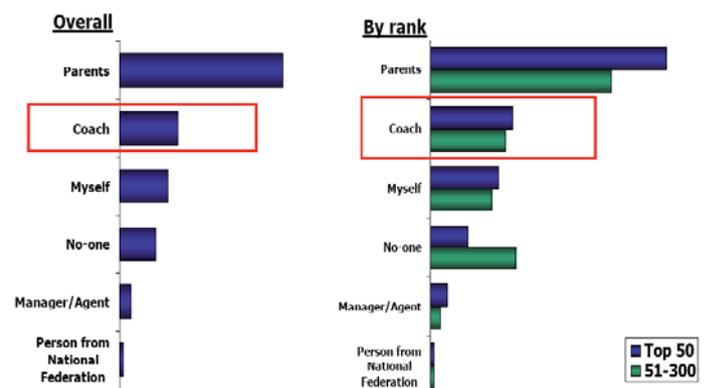


Figure 7. Who Deals with Sponsorship / Management Issues?

Racquets

The importance of the coach is once again illustrated when we look at the vital area of racquet purchasing. Almost half of all players, male and female, make their decision based on a recommendation from their coach.

The primary answer, that they use the racquet 'most suited to' their game, is also evidence, as it is invariably the coach who gives feedback on such matters.

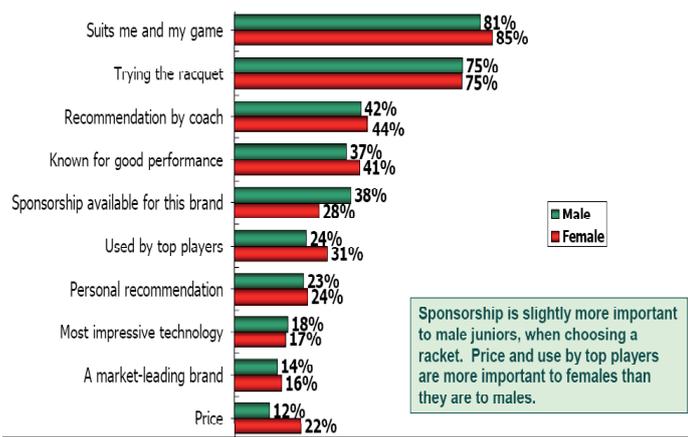


Figure 8. Racquet purchasing considerations by gender.

A combination of these two factors, plus the fact that 75% of players like to try the racquet before purchasing, means that it is not surprising that racquet manufacturers are increasingly targeting coaches, as key influencers to promote, sell and influence their players' choices.

Interestingly, an additional third of elite juniors also claim to choose rackets based on available sponsorships, especially male juniors.

Summary

From the brief examples given above, it is clear that the role of a coach is not confined to merely to the teaching of tennis; rather that coaches are increasingly expected to take on the role of consultant and advisor with regards to equipment and sponsorship matters. At a time when much attention is focused on attracting and retaining players to the sport, the findings of the Next Generation survey have been a tool for all entities involved with the junior player – parents, national federations, manufacturers and, as we have seen, coaches – to better understand and cater for the needs and aspirations of their players, increasing the likelihood of an enjoyable time in the sport and facilitating a future career in tennis.

If you would like to find out more about this survey, please contact Carola Löffler, carolal@tenniseurope.org, the reports are available for purchase.

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Marketing to the Generations of Today

Travis Atkinson (Coach Development Manager, Tennis Australia)

ITF Coaching and Sport Science Review 2009; 16 (48): 5 - 6

ABSTRACT

This article identifies some key characteristics related to people (or generations of people) born pre and post 1980. It highlights some aspects to consider when marketing tennis to these generations who may or may not play tennis. Similarly, the same principles are relevant for tennis federations looking to attract people to coach training courses.

Key words: Marketing tennis, generation gaps, generation Y, consumer behaviour, tennis products.

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INTRODUCTION

Marketing is all around us and forms part of our day to day lives. In any business a sound marketing program provides "a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others." (1)

As an example, we may wake up to a Sony radio alarm, shave with organic products, enjoy a brand of cereal that happened to be on sale at the supermarket, visit the gym before work, have sushi for lunch and shop on-line for a partners birthday present; then to end the day play a twilight tennis tournament at a local club. Why a Sony alarm? Why purchase cereal when it's on sale? Why go to the gym before work and later shop on-line? These activities are products and feature a range of variables all contained in a marketing program. One of the key aspects within a marketing program is the attention paid, and subsequent interventions directed at customer needs that result in the exchange process of paying money for a product or service. This exchange is driven by consumer behaviour principles.

The Black box

Consumer behaviour principles are best depicted using black box theory. The below illustration (2) shows stimuli as inputs, which can be created, manipulated and directed at a consumer who will then process the stimuli in a black box with the desired outcome in favour of purchasing a tennis product we offer.

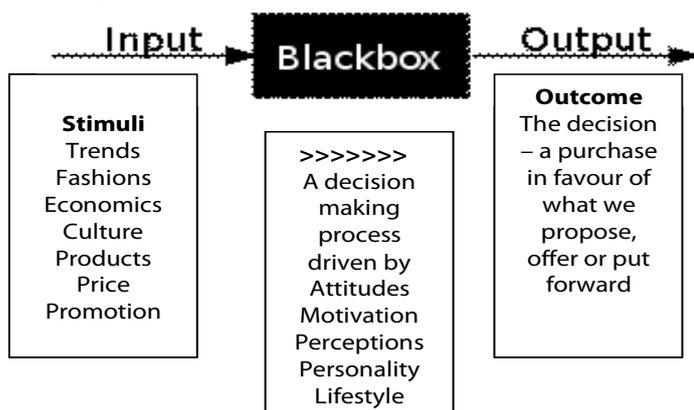


Figure 1. Blackbox

Generations

As our environments change it is important to re-evaluate how we market tennis to consumers and cater for variation between different generations. A generation is defined as "the average interval of time between the birth of parents and the birth of their offspring" (3) and it is these intervals that re-set crucial elements in marketing programs. Essentially people and environments are constantly changing. Technology is invented and then harnessed with new trends forming and new preferences proliferating society. The generational differences

force businesses to re-consider how they influence consumer behaviour.

The need to respond to change has never been more relevant. Sport exists in the leisure industry which is marked by a plethora of choice. Tennis is our offering and people can choose to play tennis or not. Likewise a career chooser (or career mover) may have visions of becoming a tennis coach. Regardless of whether you are a coach aiming for more customers or a national tennis federation offering coaching as a career pathway, it is essential to appeal to the generationally changed consumer or be prepared to face the bigger challenge of having no business at all.

Based on this how does generational change affect what we develop and offer consumers? The following table identifies some key aspects to consider when looking at generational differences. It identifies characteristics of people born pre 1980 (in this case baby boomers and generation X) versus people born post 1980 (commonly known as generation Y or perhaps Z).

Table 1. Generation Comparison

CHARACTERISTIC	Birth year pre 1980 (Baby boomers and Generation X)	Birth year 1980 onwards (Generation Y or Z)
GENERAL		
Age	Is a number	Is a mindset
Communication	More about telling Face to face and phone dominant Connected	More about selling, listening and asking Text and email dominant Social but disconnected
Education	Teaching via fact transfer often with an information recall outcome Balance of both educated and uneducated - school and university dominate	Education results from learning environments featuring participation, problem solving and contribution to an outcome Educated via a range of options - school, university, international training, institutional training and short courses
Technology	Digital immigrants and adaptives (4) Mobiles and pc's used for work purposes	Digital natives Mobiles, pc's, smart phones, video games, internet, ipods, twitter, facebook used in day to day life with an increased focus on social returns from technology
Leisure time	More of it	Less to allocate to more options
Driven by...	Tasks	Values
Approach to work-life	Work harder Sequential stages (5) Work hard for rewards Work is about money and increasing a salary The - work/holiday/work - cycle is followed	Work smarter Intertwined roles, phases and careers marked by social connection, fun, care for the environment, personal health, variety and flexibility Rewards have been granted by previous generation - feel deserving of the best Not salary driven The work/life cycle is intertwined with clouded boundaries

Disposable income	Less options – simple products Spent on luxury	More guarded about spending on more options Spend on necessities with a more luxurious view of what necessities are
Financial	Bank / life balance	Life balance
Information	Is sent via slow mediums and could be outdated at time of arrival Printed handouts, letters and documents relying on reading skills	Is sought via fast mediums – information is old news days later Information can be circulated at rapid speed, often not word of mouth, more like viral emails or videos
The “environment”	Concerned but may not act	Concerned to act
Key influencers ⁶	Practitioners	Peers
Choice	Is about products and services	Is about products, services, experiences and life options
COACHING SPECIFIC		
Play tennis for...	Enjoyment, motivation to play is based on exercise	Interaction as a driver with lifestyle benefit appeal
Coach focus	Process leading to an outcome	Outcome with short term milestones via a defined and clearly stated series of objectives
Goal setting	Short, med and long term goals	Use short term goals to build to long term outcomes all developed with dual ownership
Belief	Believes a coach will formulate the right path Telling what to do	Question pathways and directions Is inquisitive - why do I have to do this?
Training focus ⁶	More practical and rational	More emotional
Attention span	Attention can be maintained	Get bored easily, must be stimulated and engaged early
Preferred learning mode	Auditory/Visual	Visual/Kinaesthetic

While there will always be exceptions and some people will show cross generational characteristics it is important to consider the variables in play.

FOUR KEYS TO MARKETING TENNIS TO NEWER GENERATIONS

Use technology

- Use a variety of technology options and be prepared to do this at any time in any place (remotely).
- Promote your products using phone, viral email, SMS, podcasts, web links, you tube, vimeo, twitter, facebook.
- Aim to engage consumers by using short and sharp video mediums, eg: 2-3 minute videos will get a commitment.
- Challenge consumers and assess their competence using technology, eg: Dartfish.
- Communicate with consumers using technology seeking feedback via the same technology, eg: a global SMS message noting “don’t reply to this message” is not ideal.

Create a community

- Design sessions that involve group work, collaboration and

cooperation, eg: next coaching task is developing consistency - in teams come up with the best way “not to miss”.

- Set challenges where students feel (kinaesthetics) and perform an action. Avoid long explanations – let them learn by doing.
- Let students problem solve with others and develop an activity themselves, eg: ask a student at coaching to design his/her own activity and then, as the coach, change/improve it. This ownership empowers the student. If they’re way off track re-align them. Federations can do exactly the same in coach training courses – facilitate milestones to achieve an outcome.
- Cross sell products that might appeal to a particular generation, eg: the social doubles competition conducted on a Tuesday night may be promoted via SMS, team ladders posted on the web, video doubles tips sent to all teams and lifestyle benefits depicted in viral emails. These same social competitors might prefer a natural energy drink over a sports drink or alcohol.

Communicate for learning - don’t tell me to “learn to communicate”

- Give students challenges/problems and discuss how to solve them rather than seek a final response/answer.
- Use two way 50/50 discussions – less telling.
- Dedicate time to communication and messaging rather than making it matter of fact.
- Respond quickly to communication.
- Don’t assume face to face is always a good form of communication.

Stimulate me!

- Allow consumers to access a variety of products in a number of different ways – book a court via pro shop face to face or via technology (SMS or on-line).
- Maximise on-task behaviour – “Achieving on-task behaviour not only means that students are active and participating in the given activity, it also includes having them meaningfully involved in the learning process.” (7)
- Show genuine interest in the consumer’s view, approach and feedback. Let students (lessons or coaching course participants) self review.
- Appeal to emotions – highlight success, describe improvement, what was achieved, discuss hitting milestones, offer relevant rewards.
- Design coaching activities with lots of micro progressions.
- Ask for reflection on performance where peers may vote on a best player or most improved (on-line voting system).

CONCLUSION

One of the most important things in marketing to different generations is to stray from how we were taught and marketed to. Instead, consider the changed consumer and create learning environments owned by them, facilitate professional experiences and use cutting edge technology to engage and retain consumers.

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Running a Profitable Tennis Business

Mark Tennant and Richard Marklow (inspire2coach)

ITF Coaching and Sport Science Review 2009; 16 (48): 7 - 9

ABSTRACT

In order to grow the game worldwide, tennis coaching and the management of tennis programmes needs to be regarded as a serious and professional business. This means that coaches have to work and think in a professional manner to grow a successful and profitable business. In order to run such successful businesses, a business mind is not essential, provided that a number of simple rules are followed. This article aims to provide simple ideas which are guaranteed to help grow your tennis business.

Key words: Business, Tennis Management.

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PLAN THE PROGRAMME

It is easier to work out the finances of the tennis programme if it is planned in advance. Typically this might mean that the programme is shown in a leaflet showing the type, cost and standard of sessions available to different ages and standards of players. This is a simple but effective way of marketing the club programme, which is likely to result in greater sales from members and the local community. Depending on the size of the programme, it may be advisable to create separate leaflets for the junior and adult programmes

Advice:

- Showcase your whole programme in one go
- Encourages greater sales if potential clients can see what is offered, thus increasing income
- Reduced administration – 1 leaflet rather than separate leaflets for each activity

Learn how to work effectively with groups of players

More players can be included in a programme if activities are offered to groups of players. This might include group coaching, competition and group activities such as Cardio Tennis. Working with groups creates greater earning potential for you, whilst keeping the cost down for the players, and is a more efficient use of court space and time.

Advice:

- Greater earning potential from groups (6 players paying \$8 per hour is more lucrative than 1 paying \$40!)
- Fun and convivial atmosphere created amongst group members
- More fun for the coach
- More players included in the programme
- More efficient use of court space themselves ethically.

How to calculate break even

Calculating the figure known as break even is critical to a profitable business. This involves calculating all costs associated with a class, which in turn helps to identify how much should be charged, and the number of players required to cover the costs or make a profit. Calculating break even can either help you to know how many people you need in order to make a profit, or to calculate how much you should charge to make a profit if you know how many people will be attending.

Calculating break even – example for 6 week group coaching with maximum 12 people

Costs:

2 courts @ \$5 per hour = \$10

Coach fees per hour = \$30

Balls (\$50 divided by 6 weeks) = \$8.33

Total: \$48.33 per week x 6 weeks = \$289.98

Income: (Assuming 75% take-up)

100% = \$289.98 / 12 = \$28.99 per person

75% = \$289.98 / \$35 = 8.2

Course fee = \$35 per person

Break even = 9 people

Don't forget that you may have to pay tax on any profits!

Grow your reputation to grow your income

Always remember that people choose to come to you for their tennis, so they should be treated as customers. Successful coaches make much of their income (and therefore profit) from regular customers. Retaining existing players is up to 10 times cheaper than attracting new players, and much easier. Grow your reputation by being customer focussed - your clients are buying you!

Advice:

- Return emails and calls and have a diary
- Get to know your customers and offer them the opportunity to play more.

Minimise costs

One of the most basic rules in business is to manage costs to maximise profits. There are many ways in which costs can be kept to a minimum without compromising quality or the range of services offered.

Advice:

- Find local sponsors to offset costs. Sponsors are unlikely to give cash, but they may be willing to pay for printing for your marketing, or to provide balls or prizes for a tournament, in return for placing their logo on your club leaflet or website
- Buy in bulk and shop around. Better deals on items such as balls can be secured if you buy in bulk, and very often by shopping around on the internet
- Watch your break even. Perform a simple costing exercise on every activity that you run, and you will soon identify which are your most lucrative activities

Develop a database

Modern technology means that keeping in touch with customers is easier and cheaper than ever before. By designing simple application forms for people to complete, important information such as names, email addresses, cell phone numbers and description of playing standard can be entered into a simple database.

Advice:

- Advertise more efficiently by target marketing. Select players from your database, and advertise activities and courses specially geared towards their standard or characteristics (for example for an Under 10's tournament or a new adult course)
- Advertising can be done quickly and very cheaply by email or SMS marketing
- Offer what customers want, giving them promotions and special offers
- Record birthdays and send your clients an e-birthday card. They will really appreciate it!

By following these simple steps, your business will become more customer focussed, and more profitable.

Fundamentals of Tennis Sponsorship

ITF Commercial Department

ITF Coaching and Sport Science Review 2009; 16 (48): 8 - 10

ABSTRACT

One of the primary functions of the ITF is to work with its nearly 200 member nations for the betterment of our sport worldwide. Activities, even small projects, require funding, and we are all aware of how challenging it is to locate and maintain sponsorship. While appropriate for all nations, this article is particularly designed to be useful for nations and coaches that have had limited resources in acquiring sponsorship for their programmes. This article offers practical suggestions for how to plan sponsorship strategy for National Associations.

Key words: Sponsorship, Marketing, National Associations.

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WHAT IS SPONSORSHIP? AND WHY DO COMPANIES SPONSOR?

Sponsorship is the association of a company or product with an individual, organisation or event, which is the result of the investment of money, services or goods in return for exposure.

Sports bodies like the ITF and National Associations seek sponsorship to increase their financial resources so that they can improve the standard of their players or an event like Davis Cup and Fed Cup, improve administration and promotion of tennis, or to pay for other activities.

There are a number of different reasons for a company to sponsor tennis, depending on the type of company and the nature of the exposure it is seeking.

- **Sales, Publicity and Consumer Awareness:** Most companies primarily want to drive sales or to get their products and services to be better known. Sponsorship may be regarded as an extension of the conventional advertising and marketing activities of a company. Nowadays companies want more than for example event or team title rights, tickets and on-court signage only. There are many other areas that can be focused on, for example the opportunity to have players and coaches involved during corporate hospitality and clinics.
- **Public Relations and Community Involvement:** Successful businesses like to be regarded as caring members of the community who are willing to "put something back". An example of the above is NEC's commitment to the wheelchair tennis Tour and end of years' Masters Final.
- **Corporate Image:** Many companies try to project a good image of themselves both to their consumers and to their employees. Tennis, which represents speed, strength and skill, gives a fit, youthful and dynamic image with which they would like to be associated.
- **Consumer Loyalty:** Sponsorship provides opportunities to build loyalty with their customers who enjoy or are exposed to an activity and associate it with the sponsor. People who already buy a certain product and like tennis will tend to keep buying that product if the company also sponsors tennis. Companies can combine their event sponsorship with the opportunity to give away tickets to their loyal consumers for local or international tennis events.
- **Client Hospitality:** Sponsored events are popular for entertaining clients, business associates, the media or other people whom the company wishes to spend some quality time with in an entertaining sports environment.
- **Educational Sponsorship:** Companies sponsor school or student events to make a favourable impression on students (and their parents and teachers) who they hope will develop a lifelong affinity with the company or its products. The ITF School Tennis Initiative is a programme that can be offered to companies to sponsor.

How does Sponsorship Work?

Sponsors buy, for a specified period of time, rights which are owned by the organisation to be sponsored. For example, the use of the designation "Official Sponsor of the Davis Cup" is a right which the

International Tennis Federations owns. It can grant the use of the designation for one or more years to a sponsor in exchange for an agreed fee. The sponsor can then use the name and logo in its advertising, on its product packaging or in other ways.

Anything which might meet the needs of a sponsor can be defined as a right. Rights can be associated with the association itself, its' teams, with its' events such as the national championships or with other activities such as a youth development programme. It is vital that the association register and otherwise legally protect its' name, marks and symbols, as this establishes its ownership of various rights.

Normally, a "package" made up of a number of rights is created. The more a sponsor pays, the more rights are included in the package. There could be two or three levels of sponsorship - each with a clear name (Official Sponsor, Official Supplier, Development Partner etc.) and its' own package of rights. This protects the sponsors who are making the biggest investment.

In principle, the package for each level should be the same for all sponsors on that level as variance could jeopardise the relationships between the sponsors and cause difficulties.

Some of the rights which can be included in an association's sponsorship package are:

- "Official Sponsor and/or Partner" designation - e.g. "Official Sponsor and/or Partner of XYZ Tennis" or "Official Sponsor and/or Partner of the XYZ Tennis Team".



- Use of the association's official logo or other symbols.
- Identification on association letterhead and official publications - e.g. placing the sponsor's name or logo on these materials.
- Identification at official association press conferences.
- Sponsor advertisements in association publications.
- The title of a programme - e.g. "The Smith Company/XYZ Tennis Association Junior Development Programme".

Rights associated with events, such as advertising boards in the stadium, adverts in the event programme, etc., can be included as a part of the association's sponsorship package or as part of a package for the events themselves. Rights and rights packages can be sold to sponsors in different product categories e.g. there could be an "Official Hotel".

It is important to remember, however, that sponsors want maximum exposure and therefore want to avoid sharing rights with any other company. Sponsors will demand "exclusivity", i.e. they will not buy rights if one of their competitors in the product category is also allowed to. Even if other sponsors are from different categories the more there are of them, the less each will be willing to pay. Therefore, it is probably best to aim for a small number of sponsors who will meet the association's needs.

*NOTE: Always ensure you are offering rights which conform to ITF Sponsorship and Television Regulations.

HOW TO FIND A SPONSOR?

You cannot expect to get sponsorship from a company just by asking them. Whilst there are a large number of companies using sports sponsorship as a part of their marketing or public relations strategies, there are an even larger number of individuals and organisations competing to obtain the available support. Planning, a professional approach and perseverance are required.

The principles below provide a guide for approaching potential sponsors:

- Plan Ahead - Most companies commit budgets a year or more in advance. You must allow time for you to do your homework and 12 months for the company to prepare itself.
- Know Your Potential Sponsors - Research a list of potential sponsors. What are their products, how do they market them, what are their target markets, what sort of publicity do they normally go for? Seek out companies whose products or image can be associated with tennis or your association. Do not forget companies which are not already involved in sponsorship. On the other hand look out for companies that are already involved in tennis on a global basis but have offices in your country.



- Identify Your Targets - Decide on your target companies and find out who makes the sponsorship decisions. In most cases it will be the marketing, sales, sponsorship or public relations manager, but in smaller companies it may be the owner. Contact the decision maker directly and ask if they would mind receiving a written proposal.

- Make Your Proposal - Written proposals should be sent with a personalised letter of introduction. The letter will be the first thing read and it is a key to success. First impressions are important and if you get off on the wrong foot your proposal may not even be read. (Proposals with duplicated or form letters normally go straight to the waste bin!)

Even if you have done your homework and made all the preparations,

your proposal may still be turned down. Be realistic, there is a lot of competition for sponsorship. If you have a good product and persevere you will be successful.

Preparing a Sponsorship Proposal

The objective of a sponsorship proposal is to secure a meeting where the details of a deal can be discussed. Therefore, a proposal should be brief, to the point and clear. Omit irrelevant information - a long proposal is less likely to be read.

A sponsorship proposal should contain the following elements:

- Opening - Start by presenting an opportunity to the company - make your statements positive. Outline how the company would benefit through the sponsorship. This is the most important part of the proposal - it shows the company why the project is worthwhile. Do not forget the date, who the proposal is from and for whom it is intended.
- Request - Make it clear what you want. Do not underestimate the amount of money and support you are seeking, but at the same time be realistic. Ask for their ideas and request a meeting. Remember: don't be shy, ask for what you want!
- Background - Give details and appropriate statistics that could be useful - the number of players and clubs, a breakdown of players by age group, occupation and location. Profiles of national team stars or short reports on major competitions may also be useful. Include all relevant information, but be as succinct as possible.
- Benefits - Spell out clearly what you do for the company, the rights you have to offer. Give your ideas on publicity, opportunities for product sales, possibly TV and other media coverage etc. Show how being associated with your association's events or tennis could help enhance their image.

THE SPONSORSHIP CONTRACT

Detailed contracts may not always seem to be necessary but 'sponsorship is business'. It is in everybody's interest to protect themselves through a contract in case something goes wrong. A sponsorship contract should include:

- The title to be used for the team, competition or activity.
- Competitions or events included in the agreement.
- Relevant dates of events.
- Financial terms, including dates of payment and VAT (or equivalent) liabilities.
- Rights and benefits of the sponsor.
- Banners, kit and other promotional material (e.g. how many, how big, who produces, when and who pays).
- Options for the sponsor to advertise or display goods at events.
- Insurance - what obligations does the association have to insure the sponsor against cancellation of an event, damage or injury?
- Termination clauses - ensure that there is a termination clause in the event of problems with the organisation of an event, or by the sponsor failing to keep its side of the bargain.

It is important to advise the sponsor to set aside money for their own promotion of the sponsorship. It is essential that the sponsor is also active in achieving the intended result of the sponsorship. Normally, companies budget at least the same amount as the sponsorship. Without this investment the sponsor will be unhappy with the sponsorship and will not renew the contract.

WORKING WITH SPONSORSHIP CONSULTANTS AND / OR PROMOTERS

In most cases sponsorship consultants and / or promoters are either interested in finding sponsors on behalf of an association or an event to service (for a fee) once they have been found. If they do find a sponsor they will expect a commission which could be up to 30% of the value of

the sponsorship. Alternatively, the sponsorship company will purchase the commercial rights to an association or event and resell the rights themselves.

When working with a sponsorship consultant it is important to have a contract which sets out the obligations of each party and the financial arrangements. If you require any advice when preparing contracts please contact the ITF.

Experience in events such as Davis Cup has shown that "tie-by-tie" or "event-by-event" contracts can work very well. The danger of multi-year contract is that the Association can lose control over its properties.

In some cases, companies will approach a sponsorship consultant and ask them to find the ideal sport or event for their needs. Therefore it is good to have contact with sponsorship consultants to ensure that they are aware of the value and opportunities in tennis.

National Associations have to make sure the rules and regulations of the competitions are respected in the agreement between host nation and the promoter/consultant

SERVICING THE SPONSOR

Once a sponsorship contract is signed every effort must be made to ensure that all obligations are met and that the sponsor is kept happy. Your job is to show the sponsor that you are working hard to promote the company's name, enhance its image and improve the sales of its product. Depending on the number of partners, normally a person or team is assigned exclusively to this task. Some ideas which may be helpful in keeping sponsors happy:

- Arrange an official launch and major sponsorship announcement involving the Chief Executive or Managing Director of the sponsor. Invite your top players and/or coaches and other celebrities to attend.
- Become well acquainted with the company personnel involved with the sponsorship. Nothing succeeds like good personal relations. Ask their advice and when appropriate involve them in planning. Send 'thank you' notes and personal letters advising them of interesting activities or developments in the association and the sport. Make them look good in their organisation.
- Send the sponsor copies of all annual reports, newsletters and other publications.
- Make sure the sponsor has tickets and invitations to all the association's activities -- not just those in the contract.
- Make sure that all press releases and reports mention the sponsor(s) by name. Do not use a photo in an association publication or send one to the media unless the sponsor's logo is visible.
- Offer top players, coaches and other team members for the sponsor's promotional activities.
- Offer top players, coaches and other team members for autograph and photo opportunities for the families of the sponsor's personnel.
- Send the sponsor copies of all press clippings and promotional materials and make sure to highlight any mention of the sponsor. Keep two attractive scrap books of these materials - one to present to the sponsor at the end of the contract and one to show potential sponsors in the future.
- Ask the top people in the sponsoring company to present prizes at events.
- Try to help the sponsor evaluate the result of their sponsorship. If possible subscribe to a market survey which measures the number of people who connect a sport or event with the sponsor. If sponsors can see the figures improving during the sponsorship period they will be happy.

WHAT ARE TELEVISION RIGHTS?

In most jurisdictions, broadcast rights to an event are based upon

control of access to the venue where the event is being played and control of any broadcast material produced.

The Event Owner/Organiser owns the television rights (with some exceptions as detailed in the relevant rules and regulations).

The International Tennis Federation owns all media rights with respect to its' competitions, however, the ITF grants non-World Group Davis Cup National Associations permission to exploit certain domestic rights, such as the right to exploit television rights to broadcaster/s within their territory. ITF retains control of all rights relating to Fed Cup.

If you have any questions relating to the ownership of media rights to ITF Events, please don't hesitate to contact the ITF Television Department

HOW TO EXPLOIT TELEVISION RIGHTS AND FIND A BROADCASTER

Outline your objectives:

To exploit television rights the first thing you must do is be clear of your objectives i.e. what is important to you when choosing a broadcast partner?

Full live coverage is the most obvious objective when approaching television stations, however, income is also an influencing factor. It is important that all tennis events are made available to the general public, via television and radio, as this will help to increase interest in the game. Television coverage is also very important to domestic, international and potential sponsors.

Research your market - You must research all stations within the territory you are trying to sell to in order to ascertain which are able to best meet your objectives. Different types of broadcaster exist;

- Terrestrial/Free to Air - television channels that can be received by the majority of a nations population, with a standard television and aerial
- Cable/Satellite - television channels that can only be received by people who have satellite dishes or cable decoders set up
- Special Interest TV Stations - television channels such as specialised sports networks
- Pay TV - television channels which people have to pay to receive



A terrestrial/free to air broadcaster will certainly offer you better coverage than a cable/satellite broadcaster due to the number of homes that free to air broadcasters reach. However a cable/satellite broadcaster may be able to pay a higher license fee, and usually will have more broadcast time available due to ownership of more channels, so should be considered if terrestrial broadcasters in your territory aren't able to broadcast an event.

Approach your chosen broadcasters - After researching all stations within the territory it is time to approach the broadcasters you believe will be able to meet your objectives. Find out who is responsible for both acquisition of programming and the production of live events, as each will be as important to you as the other when selling rights and securing a host broadcaster.

Once they have shown initial interest in your product request a meeting in which you can introduce yourself, your company and your event.

Preparing a Television Rights Proposal

If a broadcaster has shown interest in broadcasting your event, a proposal should be drafted. In this detail your objectives:

- The exact rights that you are offering (e.g. exclusive live terrestrial television rights only).
- Your requirements - financial, commercial and technical (e.g. license fee if applicable, sponsor restrictions, full international feed with basic score graphics to be made available to the ITF for each tie and a full set of broadcast quality match recordings "clean" of any commercial endorsements).



There are three situations that you may find yourself in:

1. Broadcaster pays license fee and acts as Host Broadcaster.
2. Broadcaster does not pay license fee, but does agree to act as Host Broadcaster.
3. Broadcaster acts as Host Broadcaster but in return for a contribution towards its cost.

Rights Fee - You may be able to obtain a rights fee - if this is the case, many factors must be considered in doing this:

- Take into consideration per capita income of your country's inhabitants.
- The number of television households in your territory.
- Whether the broadcaster has any way of financing the acquisition of rights (i.e. commercial broadcasters are permitted sponsorship).
- How well the players in your country are doing.
- How popular your sport is at the time of your proposal.
- In some territories the political situation at the time of negotiation may be an important factor.

Make the offer - Present your proposal outlining the benefits to the broadcaster and your/ITF requirements (as detailed in the appropriate operations manual). Make the broadcaster aware that you are open to discussing the proposal to avoid them feeling the purchase is unobtainable at any stage. Ensure that any questions asked are answered thoroughly and honestly.

Negotiate - sometimes the television station will not accept your first proposal. It is important that you are able to be flexible with the broadcaster, without conceding any of your main objectives.

Technical Information - It is important that the broadcaster is given detailed information of technical requirements during the tie. A host broadcaster manual outlining everything necessary to produce a successful broadcast should be attached to the Agreement that you sign with them (the Davis Cup host broadcaster manual can be easily adapted to incorporate requirements for other events). Take the time to ensure that the broadcaster is totally aware of all commercial restrictions that you are placing on them (i.e. programme sponsorship and on-screen identification restrictions).

Conclude - As soon as you have reached an agreement with a television broadcaster, you must formalise this agreement in the form of a legally binding contract. Included in this will be the rights that you are granting and you must ensure that all obligations on the part of the broadcaster are written into the contract. If you require any guidance on this matter, the ITF TV Department can provide sample contracts and are always available and willing to help you!

The Lead Up

Ensure that you maintain contact with the host broadcaster in the lead up to the tie, advising them of any changes or new developments and assisting with any additional requests on their behalf.

You must attend site visits with representatives of the broadcaster and, before your tickets go on sale, you must ensure that start times are acceptable to the broadcaster and that areas are reserved for all technical equipment (cameras, commentary boxes, OB trucks etc).

Ensure that senior representatives from the television company are invited to the event, as this will make selling the event much easier next time round!

During The Event

Ensure that the broadcaster has everything they need to produce a successful television production - i.e. power and lighting etc.

Following the Event

Check that there were no problems and that the broadcaster was happy with the service they received from you. PLEASE REMEMBER THAT THIS IS THE TIME TO DISCUSS FUTURE EVENTS.

Ask the television station to provide you with as much information on the broadcast as is possible - audience figures, ratings etc. Make this as easy as possible for them by providing a broadcaster form to be completed (this can be obtained from the ITF TV Department. Completion of this form should also be included in the contract as a requirement.

In Summary

- Research your market carefully.
- Be sure of your objectives.
- Establish and maintain good working relationships with all broadcasters in your territory.
- If in doubt, call the ITF TV Department - we are always available to help you!

The Business of Tennis: Promoting Tennis Programmes

Janita Van Wyk (University of Pretoria) and Karl Davies (ITF Development Officer)

ITF Coaching and Sport Science Review 2009; 16 (48): 12

ABSTRACT

The business of tennis involves understanding certain components of business. With an understanding of these business concepts they can be adapted to the game of tennis. The main objective for tennis clubs and federations is the overall promotion of tennis. For the tennis club it is a business incentive and for the federation to get more people playing tennis. Theoretical principles covered are AIDA and the 4 P's of marketing mix.

Key words: clubs, federation, promotion, business, marketing mix.

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INTRODUCTION

When looking at tennis from a business perspective, the aim of any entity operating in the tennis industry should be to survive, grow and profit. This remains constant for all programmes offered by tennis clubs and federations, regardless of the level of players it caters for. In for-profit enterprises this especially rings true, but a non-profit enterprise will not continue to exist if it does not grow with the needs of the industry and consumers, and at the very least, manages to break even on their costs. All this can be done through effective planning, organising, leading and controlling of the enterprise by a knowledgeable manager.

This brings us to the promotion of the programmes. Promotion is the process of firstly making existing consumers, but especially non-consumers, aware of the programmes on offer from your tennis club/federation. In doing this the marketer or manager needs to apply the **AIDA** principle: **A**ttend attention, create **I**nterest, create a **D**esire to become involved, and **A**ction by the consumer, in other words becoming involved in the programme. However, it needs to be realised that the promotion of a product/service/programme is the final element of the marketing mix (4Ps), and that in order to promote a programme effectively, a few other elements need to be considered first.

The Marketing Mix

The marketing mix (**4Ps**) consists of the: **P**roduct, **P**rice, **P**lace and **P**romotion, and they are developed and determined in that order. The first aspect to consider is the segment of the market you want to focus on, thus identify your target market and target group. This is very important because, as will be seen in the practical application in subsequent sections, the approach a club would have to promote programmes to beginners, intermediate or advanced players differs, and in turn this again differs from the approach federations would follow to promote to all three these levels of players. This means the programmes offered have to cater to the specific needs and wants of that specific type of consumer or client (target group).

As a manager in the sport industry you need to remember that the income an individual departs from in order to become involved in your sport programme is called his/her disposable income. That is the money left over after all necessities (food, clothing, home, etc.) has been paid for. Therefore particularly in an economic climate such as is currently experienced globally, this disposable income is fairly small and very valuable to that individual. The task of the tennis manager therefore to offer what the client needs and wants, ensure that the client is willing to exchange his valuable disposable income for something he/she perceives will add value to his/her life. The first P thus focuses on the creation of a tennis programme that will satisfy the needs of the tennis client.

Once the suitable programme has been developed, again the target group's characteristics and needs have to be taken into account when determining the price to be charged and the place to offer, or method

of distributing the programme. Finally, the promotional method to be used will have to fit the programme, its price and the place or channel/method of distribution. So the question arises, what does all this mean?

A tennis club offering programmes specifically designed and developed to satisfy the needs of junior beginner tennis players in a middle to high income bracket community, will set a price which is not the lowest for similar programmes in the industry, and that will ensure the club will make a profit. The programmes will be offered where these clients are because they are most likely willing and capable of paying a price premium for the comfort of having it brought to them (for instance at the child's school). Junior beginner tennis players will need to be told why they should play tennis, and considering these are kids, one of the most effective promotional tools would be to use a well-known and successful tennis player to tell them how much fun tennis is, and what it can bring to their lives. However, remember the parents still pay for the coaching lessons, therefore your promotion also needs to ensure them that their child will acquire the needed sporting and life skills such as ball skills, hand-eye-coordination skills, discipline, motivation and at the same time they will have the opportunity to socialise with other children in a healthy and safe environment.

It is very important to recognise that for a manager to successfully promote any programme and to create the desire within the client to become involved in the programme, he/she needs to indicate the benefits of such involvement as the incentive to act upon the desire. Additional communication tools such as pamphlets, brochures and newspaper advertisements could also be considered. Although television, radio and internet advertisements are very effective communication or promotional tools, they might not be the most suitable for this specific target group.

On the other hand, the approach used above will not be equally successful when a tennis federation aims to attract advanced or elite tennis players. The focus here, to guarantee that the player become involved with your programme, would be placed on the top class facilities, coaching and/or additional services your federation and programme can offer, compared to any alternative options he/she might have. You will attract them with the possibility of superior exposure together with the insurance that the advancement of their career as a professional tennis player is your priority.

CONCLUSION

When taking the theoretical principles provided here into account, and when looking at your tennis club or federation from a business perspective, your attention is required in the identification of the gap

Business of Tennis: Practical Application

Karl Davies (ITF Development Officer) and Janita Van Wyk (University of Pretoria)

ITF Coaching and Sport Science Review 2009; 16 (48): 13-14

ABSTRACT

Promotion of tennis from a business point of view involves taking the proper principles of business into consideration and then implementing into a practical situation. Club and federation are involved in the promotion of tennis business. Practical examples are given that will help both entities in the promotion of tennis.

Key words: Clubs, federations, promotion, practical examples.

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INTRODUCTION

The theoretical side of the business of tennis has been explained in detail in the first part of this article, we think it would only be fitting that we give some practical examples. The focus has been on two entities namely clubs and federations. Therefore we will focus our feedback in these two sections. Please don't forget the planning, leading, organizing and controlling involved in each example to ensure the success in each project. We would presume that through the information provided you have started and completed the planning process and are now looking at the implementation process.

CLUB

Each club would like to increase their member numbers in all levels of players. The more tennis players they have the more money they can make. Therefore we would like to sub divide this section into three parts namely beginner, intermediate, and advanced players.

Beginner

Please keep in mind that beginner tennis players can be of all ages. Each person has their own reasons/motivations for playing/starting tennis. If you are looking at increasing your junior numbers the best place to start are the schools. That is where one can market and promote a large amount of prospective client in one go. If the school has their own tennis courts it would make sense to position one of your club coaches at the school. This would make it more convenient for your program to flourish and then the parents would only have to pick up their child after tennis practice, they can stay on after school finishes. When trying to identify the schools to approach it would be recommended to choose schools that have close proximity to your club. This would better facilitate the transportation of the children from the school to the club. If the club has access to a mini-bus one could consider providing this service to ensure the children's attendance at tennis sessions. However, please make sure you have the approval of the parents (signed indemnity forms) and adequate insurance in case of an accident. The best way to promote the club is to first make contact with the headmaster/sports coordinator of the school. Organize a meeting where you are able to give background on your club and your intentions. Ask the headmaster's permission to conduct a small speech at one of their assemblies. Ideally the tennis director and your best player should conduct the assembly speech talking not only about the club but also the benefits of playing tennis. Pamphlets giving all concise information about the club and programs available should be given to all students of the school on their way out of the assembly hall. In addition to the assembly speech a tennis promotion can be conducted during one of the school breaks. Even if the school does not have tennis courts this promotion can be done on any flat surface. Another option is that most schools have regular newsletters or even websites that a club can advertise/promote their coaching program/club.

With the current promotion of the Play and Stay Campaign a club has the technical tools to target beginner/starter adults. This could also be done through the schools newsletter/website as all parents of each school receive this form of correspondence. Local businesses can also

be approached promoting the health aspects of playing tennis and the access to equipment that can facilitate an easier approach to learning tennis i.e. Play tennis concept. It would also be recommended to put if available posters or promotional material at notice boards at shopping malls, grocery shops, and churches, or any areas where a lot of adults congregate.

Another option is to look into hiring a shop at your local shopping mall. This can work two fold in terms of promoting your club and all your programs. But also you can use it as a baby sitting option where for a fee the children can play tennis (using red ball and red racket) while the parents do shopping in the mall.

Intermediate players

For intermediate players the same techniques can be used as beginners. However, with intermediate players one could use additional means of promoting at all formats of competitions. All schools tournaments, national/provincial sanctioned tournaments, and leagues. Naturally all intermediate players would assume take part in some form of competition. The best way to promote your club is to host any form of competition. Therefore the prospective client has a good insight into the club. In order to make this easier for the prospective client it would make sense to have a bulletin board visible at the club for the players to gather more information. To create better awareness of the club at the same time of hosting the competition, entries to the tournament could only be done through the club's website. Therefore the each participant if interested can gain more information about the club and the programs being offered.

Advanced players

From a business point of view working with advanced players is not that profitable as most of them would like discount in return for promoting the club they practice at. As mentioned before by giving deals to your best players in turn they can help you promote the club at the schools and in local competitions. With advanced players the best way to maximize the exposure is make sure they have the club signage on their clothing when playing competitions outside the club. One could also make an incentive scheme that the more players they make come to the club further discounts can be given to the player for training or sponsorship to play higher graded tournaments.

FEDERATION

Like in the example of the club we will divide our feedback according to the level of players. It should be said that the federation should act as a non-profit organization. However, by working as a business this would add a lot of professionalism to the federation and generate more funds to improve current program or start new ones.

Beginners players

It is in the best interest of the federation to have a participation program that looks at getting more children involved in the game of tennis. Through the establishment of the proper structures this can be achieved. There are two possible ways the federation can profit

from conducting a participation program. The first way is through increasing the numbers of children playing tennis the federation could charge a licence/membership fee. This membership fee is a source of income for the federation that will enable them to expand the program, or be channelled in different directions. In return the players could get discounts at tennis sporting shops, free subscriptions to federation newsletter, and also be allowed to play federation sanctioned tournaments. The other way is by creating a database of all players which for certain companies (for example Banks) could be valuable information/exposure. By being a sponsor of the program the company in return would get exposure and availability to a data base to advertise/promote their product.

Intermediate/Advanced players

We have combined intermediate and advanced players for the federation business promotion part as they are very similar. Ideally this part of development of players should be sanctioned out to clubs and academies. If the federation wanted to get involved then it should be more on the high performance side and also if the federation has their own tennis facility. Should a federation have its own facility and want to generate income to cover the maintenance and provide resources to conduct federation projects this could be done through offering a coaching program and through membership system of the federation. As mentioned before through a membership license scheme the federation can obtain funds. Through paying a certain fee the federation can offer a service in return like discounts at tennis stores, playing federation sanctioned tournament etc. The coaching program can be marketed in the same way as what was mentioned for the club program. The program and aims are very similar.

Coaches' education

It would make sense that each Federation would have a coaches' education program, to ensure the development and quality of tennis coaches in their country. Much the same as with the player licence scheme the federation can generate funds through a coaches' membership system. In return for paying a certain fee each coach in return could benefit from getting sanctioned to be a tennis coach, discounts with tennis manufactures, receiving updates of events through newsletters, and coaches education material. Additional monies can also be obtained through holding courses both certification, and non certification courses.



CONCLUSION

In conclusion we hope you find this information valuable and able to increase your tennis business. As mentioned before it is imperative that you do the planning first. This will help in the implementation and success of your tennis marketing/promotion schemes.

Starting and Developing an Academy - Marketing Considerations

Benny Lin (Director of the Hong Kong International Tennis Academy)

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ABSTRACT

This article describes the obstacles and typical decisions that a coach may have to make when starting an academy. It is based on the development of Hong Kong International Tennis Academy (HKITA), and the breakdown of the stages in which this academy and those like it typically go through as the number of players and programs increase and expand.

Key words: Academy, Business, Program Development, Marketing.

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INTRODUCTION

Hong Kong International Tennis Academy (HKITA) was established in 2007 after many years of successful practice by former ATP Touring Professionals and Head Coaches of National Associations and National Teams. Currently the HKITA consists of 3 training centers, 8 different programs, 160 kids and a coaching team of 6 full time coaches and 4 part time coaches.

CASE STUDY

The academy started at a facility which did not have well established junior programs and at a public facility. In Hong Kong it would be lucky to get 3 courts at one time for a program. It is difficult to get courts in Hong Kong due to the shortage of land supply; this exact problem could be a problem in any urban area of the world.

At the start, staff could consist of only one or two coaches working at multiple clubs. For the HKITA one coach was working at the club with elite players, while one coach was working at a public facility with younger players. It may not be easy adjusting from having a full time coach position or going from a full time job to being a coach at a public facility where everything can be slow to start and very demanding both physically and mentally. It can be a tough time but adapting fast will aid you to execute the plan and program that is desired.

In the beginning the academy started with 4 children under one coach and 5 children under an associate coach. In 6 months we built up the academy from 9 children to over 40 children. From 40 children expanding meant that you may need to direct multiple training centers with up to 8 various programs targeting different needs, levels and ages.

METHODS

Below are the stages in which the academy went through and the tasks which were required to aid increasing participation and program development during that stage. For each stage a target time and approximate number of coaches needed is shown for reaching the following level of participation

1. Getting Started (From 4 to 40 players)

Target- 4 months. Manageable with 1-2 Full time Coaches



Choose an attractive name for your academy.

Some coaches like to use their own name to open their academy. Unless you were in the top 100 in the world and everyone knows you, it could be preferable to use a name that represents a city, state or country. I could name my academy Benny Lin International Tennis Academy, but I feel naming it Hong Kong International Tennis Academy will make our academy sounds more prestigious and more marketable.

Perform a SWOT analysis of your academy.

What are your strengths, weaknesses, opportunity and threats?

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong and experienced coaching team • Strong networking circle in tennis industry and colleges in the US • Imported tennis experts from power house tennis countries • Systematic training and tournament programs • Pool of ranked players • Friendly staff, good service • Good locations 	<ul style="list-style-type: none"> • Lack of tennis courts • No dormitory • Lack of good local coaches • Lack of promotion and marketing through media • Lack of tournaments in Hong Kong and at the academy • No academy on-site education system • No sports science support
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Many children play tennis in Hong Kong • No other well established tennis academy in Hong Kong • Poor coaching quality in Hong Kong • Tennis is growing rapidly in Asia • Sponsorship from multi national sporting/ management companies • Growing economy in Asia • China's untouched market • Franchise to other locations • Business expansions (Managing events, players, clubs, etc) • Many toddlers aged 2 - 6 looking for sports activity 	<ul style="list-style-type: none"> • Not being able to get enough courts • Lack of progression and results from the players • Stagnate due to lack of facility, financial resources and / or man power • Unmotivated coaches • Conflicts between clubs and the academy management • Politics and bureaucracy

Figure 1. SWOT Analysis

Obviously your SWOT will not be completely the same, but Figure 1 should give an example of what is required for each field and will allow you make an initial plan for an academy (Figure 2).

INITIAL FIRST STEPS
<ul style="list-style-type: none"> • Find two suitable locations; one in New Territories and one in Kowloon • Find third location on Hong Kong island if business is growing • Design intensive programs for junior development • Recruit Hong Kong's top players and new talents • Recruit experienced coaches from power house tennis countries • Foster relationship with HK Tennis Association, the ITF and Tennis Clubs • Build an impressive website • Order some creative equipment • Create contacts foster relationship with College coaches and make a visit to their schools

Figure 2. Initial Steps

Have an attractive website.

This is a must. A website which will capture potential clients' interest and reflect the image of the academy will give a great first impression. Be very strict about the image and reputation of the academy and have this reflected in the design of the website. Have informative yet practical and useful information, tips and news in an appealing and attractive layout. When people open a sub standard website, they will most likely be hesitant to continue browsing, resulting in loss of clients.

Find a suitable facility.

In Hong Kong it's very difficult to find a venue. If there is a venue, the court availability is very limited and restricted to just 2 – 4 courts at the most. When choosing a venue, make sure the location is good. Even if you had a good program, if your venue is difficult to reach or too far away, it would be extremely difficult to sustain clients and get new clients.

Another important aspect is the percentage that you have to give to the club. You need to have a preliminary budget and prediction of profit & loss. See if after deducting all the commission, staff salary, balls, etc., you can still make a living and whether it is worth your effort. Many coaches have to turn down coaching contracts because some of the clubs asked for too demanding commission.



“Hire competent, qualified coaches with heart and passion in teaching tennis and educating children.”

Recruit and visit schools.

Visit a few schools to talk to their principals to help those schools start a tennis program. Moreover, you can suggest a presentation or free trial on site or at your facility. From the schools you can recruit more children to your academy and various programs.

EXPANDING (FROM 40 TO 100)

Target- 6 Months (10 months Total). Manageable with 3-4 Full time Coaches

Create multiple programs.

In order to expand, we needed to run different kinds of programs to cater for the variety of players. At HKITA we started with just 3 groups – Elite, Junior Elite A, and Junior Elite B all divide by level of play. Before creating a new program check the market if there is a demand for it. One of the HKITA coaches' was recruited from Japan because the academy in Hong Kong was very closely located to a large Japanese community. When he was recruited he didn't have any students, but currently because of the language specificity he is coaching over 60 players per month. Some of the current programs include Monster Tennis (Ages 3-6), Future Stars (Ages 8-10), Junior Elite, Elite, Development, Adult Clinics, Summer Camp and Overseas Tours (China, USA, Europe, Thailand). All of these programs target different groups of people with different needs and levels of play.



Create Newsletters and Updates.

This is very important to sustain business and get new clients. HKITA send out a newsletter once a month to all our clients and remember to always update the website. Update it with reports from your overseas tours, pictures or just news of your players, academy, etc. Beside the newsletter hand out Player's Progression Report Card every quarter and plan a yearly schedule even if tentative.

Pay attention to your staff management.

Empower coaches who are hired. They are hired for their experience, knowledge, creativity and their urge to make a difference in a child's life. Make sure every coach knows their tasks and own program, which they are responsible and accountable for. When a coach receives a contract offer, some academies give him/ her the academy Core Values for their careful reading and consideration. The core values highlight what is expected and what the academy believes is the best way to operate and run effectively. Coaches and staff first have to understand Core Values before they can start running a program as this attempts to create a clearer understanding as to what is expected of them and of every other staff member.

Administration.

You may be the best coach in the world, but if you want to start a tennis academy or expand, you have to do your administrative work. If you

cannot or don't have time, hire someone to do it for you. You can also ask a parent to help you out. Items like newsletters, websites and emails need to be updated and taken care of. Administrative work is vital and could make your academy more professional and prestigious.

Create a tournament calendar.

Tournament participation is an important part of players' development and therefore for any tennis academy. Create a tournament schedule at the beginning of the season. Suggest to your players tournaments in which they have to participate as well as goals to achieve in each tournament. Your players then will have something to look forward to and goals to achieve which will increase their motivation and commitment to training.

Have your players join Leagues.

Coaches may not have any spare time to captain a league team, but what could be done is to ask parents to help out. The response is nearly always great as there are many parents who would like to volunteer. By joining a league, not only your players get to play and compete, they would feel they are part of the team more than before and in turn grow closer to the academy.

Invest in a conditioning coach.

We as tennis coaches usually are not as knowledgeable as those specialist coaches. By hiring a conditioning coach your academy would look more professional. Of course when you start your academy you would rather hire a tennis coach, but if things are getting better and if financially capable, you should invest in these specialist coaches as they diversify your program and create stronger healthier players.

DEVELOPMENT (150+ CHILDREN)

Target – 18 months (2 Years 4 months total) Manageable with 4-6 Full time coaches

Create Overseas Tours for your players.

Overseas tennis tours are usually not very difficult to organize, however it takes planning and preparation. Overseas tours are a perfect tool to add sparkle to your overall program. The HKITA have a set of tennis tours that we do every year, including our US Summer Tour, Taiwan Christmas Break Tour and Thailand Easter Break Tour. We also cater to ITF level players and take them to ITF tournaments as well as to College Showcase. During the tour, you should send daily report with pictures to the parents of the kids you brought with you. You can also send a report to everyone in your academy if it is an important tour that you want everyone to learn about.



Market your academy using former and current players.

Always make sure that you monitor the progression of former and current players. For example you happen to have one former player

who went to College in the US and just won Rookie of the Year. Make sure to put that in the monthly newsletter or make local newspapers or magazine aware about it. One of the most effective ways to get recognition is through the results achieved by your former or current players. Children want to be part of an academy that produces good players.

American Colleges Preparatory Program

This program is an excellent program to keep older teenagers playing tennis and to keep them motivated. Every year top players drop out of tennis because of their heavy school workloads. The majority of the parents know that their son/daughter will not make it to the professional level. By having a College Preparatory program an academy can open up a whole new chapter of tennis and for your players' future using tennis as a pathway to academics. If an academy has a good player he may get a tennis scholarship into America Colleges or help them gain attendance to prestigious schools such as Harvard, Yale, Cornell, Brown, Dartmouth, and Amherst that without tennis may be very expensive or simply unattainable.



Additional player support

Once an academy is at the stage where you have a regular income and a regular participation of 150 plus children, the program can start to offer more extensive programs. This is a large step and further support should be applied only if there is a demand and is appropriate for your players. Further support which is part of your regular programs can include Psychological, Performance Analysis, Physio and sports injury clinic, even schooling and education. Use all these extras to market your academy as they are unique selling points.

Scholarships and Funding to attract talent.

It is important to have good players in your academy because they will attract more children so it is common sense that we have to take care of them. Discount is just a discount that you can offer to everyone, but scholarship is a grant that you get if you meet certain criteria.

CONCLUSION

The information provided should give a blueprint for starting and marketing an academy from the first child. It is very important however to use this case study along with academy visits to discover what other current academies provide and what you find appealing. Academies vary in size, price, location and climate, facilities, residential or schooling; so many variables that should be taken into account when setting your long term academy plan. All academies have their advantages and disadvantages but many of the steps mentioned will have taken place with most International Academies that have developed from nothing and now pull large numbers of children from all over the world.

Managing Tennis Business in Times of Crisis: How to Sail the Storm Without Perishing in the Attempt

Francisco Ávila and David Sanz (RFET, Spain)

ITF Coaching and Sport Science Review 2009; 16 (48): 18 - 19

ABSTRACT

This article discusses different ways of controlling the situation that many tennis clubs and sport related businesses are undergoing due to the global crisis which, to a greater or lesser degree, is impacting on all levels of society. We will describe some actions, which intend to improve the economic and financial situation of tennis clubs.

Key Words: management, crisis, economy, finance, and tennis club.

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INTRODUCTION

We are now facing the most important global crisis since the 70's. Expansión, the Spanish newspaper, stated in February 2009: "Financial default is galloping on the back of economic deterioration and on the ups and downs of the residential market. A combination of factors that has slowed down credit and increased default on payment. ...but the worst is still to come with the expectancy of a default rate in 2009 that will, at best double".

Those of us who are involved in physical and sport activities in the service area, tennis in particular, are wondering: Are we in the middle of a huge storm in which we can do nothing? Is there a chance for us to manoeuvre? Can crisis pose an opportunity?

We will now describe some fundamentals broken down into two dimensions:

1. - Our club's economic position.

2. - Our club's financial position.

There are two ways of interpreting a crisis; as an unpredictable and cyclical endemic evil of developed countries; or as a stage on which companies must deploy their creativity and wit in order to optimize their efficiency and effectiveness. As Einstein put it, "it is insanity to do the same thing, the same way over and over again and expect different results". We have to act now; otherwise, "unless we weather the storm, it will most probably sweep us away".

But before we act, it is important to make a strict and realistic analysis of our organization in general and our products in particular in relation to the different market trends. It is necessary to make a deep analysis of our company and our executive management, avoiding a superficial analysis that leads to wrong decisions. (See Figure 1).

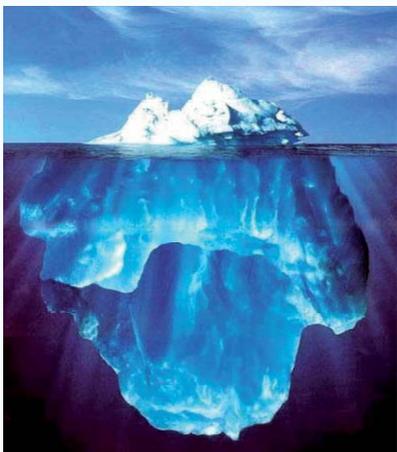


Figure 1. Reconstruction of an iceberg's real size

STEPS TO IMPROVE THE ECONOMIC POSITION OF OUR TENNIS BUSINESS

a) Boost productivity

Personnel represent over 60% of the total costs in most of the sport clubs. We must optimize the productivity of every single employee. Reports show that Spain is second to last in productivity and labour competitiveness among the European Union countries. It is the country with the longest working hours and the lowest performance per hour in EU-15.

We must, therefore, develop procedures to determine the number of people and to define their functions for the different services. We must reorganize schedules, offer simultaneous collective activities for the children and their parents leaving the evening for individual or small group lessons and the morning for elderly people, companies, etc.

b) Reduce supply costs

A good negotiation with your suppliers will reduce supply costs by approximately 15% (Mills, 1998). It is then very important to consider the economic benefits of short-term payment avoiding long term financing. When costs and the annual interest rate to be paid for long term financing are added, costs soar. You have to consider both general suppliers (restoration, general facility maintenance) and specific suppliers (balls, strings, racquets, and alternative equipment). Many companies have very competitive prices and we can always resort to competitors to get better prices.

c) Towards a break even point

In order to break even we must convert all possible fixed costs to variable costs, so as to improve our economic position. A break-even point will increase the benefits and safety of the operation. Although it is not very common, many services could be outsourced to third parties that can manage the sport activities (eg. tennis schools) as well as other services (eg. restoration, maintenance, cleaning) (see Figure 2 below).

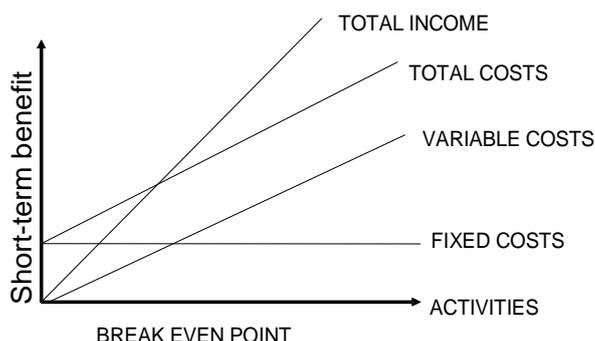


Figure 2. Towards a break even point.

The appropriate formula could be:

$$\text{Break even sales} = \text{fixed costs} / 1 - (\text{Variable costs} / \text{sales}).$$

d) Analyzing the efficiency of each service group

We must analyze profitability per product group in order to know how many of them are not profitable. Generally, a tennis club has different products, like group and individual lessons or lessons per level or age (mini-tennis, advanced, competition, adults etc) and we should know the demand and the number of players per court and per teacher. So, we can apply costs (direct, indirect and general costs) to each service group. The simplest thing to do is to start analyzing the cost per activity unit. It is of utmost importance to know the service very well and to calculate specific costs (courts, lightning, and maintenance) and general costs (changing rooms, cleaning) as well as equipment and human resources.

After analyzing the efficiency of the operation and detecting major sources of income, we must identify the profit margin of each service group (efficiency) in order to determine whether some services have to be reduced, changed, increased or eliminated to avoid keeping them unnecessarily. Mini tennis lessons are usually the most profitable service due to the student/court and student/teacher ratio.

When the service price per unit minus variable costs is positive the operation can in principle continue, if it is negative it should in principle be discontinued.

e) Be careful with extraordinary commercial operations

Whilst income from extraordinary operations such as special events, competitions, clinics or some forms of financial investment add value to the fiscal year results they are not a feature of the operation and therefore should not be the centre of our activity.

Improving the financial position of our tennis business

In order to analyze the financial situation of our club we must continuously control six general financial parameters, which are grouped in three categories (Table 1):

Table 1. Financial parameters, formula and reasonable safety ratio.

1. Short term parameters	Formula	Reasonable safety ratio
General cash	Cash assets / cash liabilities	1, 2-1, 3 or, 5 and 2 (Oriol, 2008) To settle payments for one year.
Immediate cash	(Cash assets – store and stock) / cash liabilities.	0.75 to settle monthly payments.
Treasury	(Cash assets – store and stock – commercial credit) / cash liabilities	Should not be over 0.15% and should tend to zero.
2. General parameter		
Credit worthiness	Total assets/ Total liabilities	Greater than the unit but smaller than the market value
3. Financial position risk control parameter		
General debt	External resources / own resources	2.5 but can reach 7 and 8 points
Cancellation of the debt	Operation cash flow / debt cash flow	1.3 to 1.5

Currently, immediate cash is the key control parameter for sport clubs that have to pay off short-term debts. It is mandatory to make an appropriate financial plan for the club and translate most of the short term debt to long term debt in order to optimize our operational cash flow and maximise the safety ratio of the general cash, temporarily relaxing our organization's financial stress

CONCLUSIONS

In the current economic situation, businessmen, managers, executives and other market stakeholders must be sensible enough to avoid running into excessive debt despite the the current low cost of money. The danger lies in thinking that market growth will automatically help credit worthiness due to the continuous growth of our assets. This has brought about mistrust in lending. As a result the real estate market has contracted, debt repayment has plummeted causing loan default and a dramatic change in the macro economic environment.

Today, although there is still a great demand for tennis school vacancies, at least in Spain, (probably as a consequence of Nadal and the Spanish Davis Cup success), the economic crisis is conditioning decision-making. Francisco de Quevedo, our distinguished writer once said: "A strong spirit is necessary to keep moderation when we are doing well". We expect this situation will serve as a learning experience. Now, the only thing we can do is work hard and well. Good luck!

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Some Reflections on Tennis Promotion

Diego García (Argentine Tennis Association)

ITF Coaching and Sport Science Review 2009; 16 (48): 20 - 21

ABSTRACT

Considering the fact that in the last years there has been a greater desire to attract a great number of people to the tennis courts all over the world. There are many things to take into account when trying to meet the objective of designing programmes to retain new tennis players. This article intends to provide tools for coaches to help them become real tennis promoters both in their clubs and their associations.

Key words: Promotion, quality, retention, education.

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INTRODUCTION

This is the formula:

QUALITY PROMOTIONAL ACTIVITIES + HIGHLY MOTIVATED AND INVOLVED TENNIS PLAYERS = RETENTION

It is impossible to consider promotion without considering education. It is necessary to learn how to perform quality promotional activities. It is necessary to consider education and promotion at the same time.

When we say education, we mean that those involved in carrying out these promotional activities must know what they are supposed to do and the role they are playing. To do so, they must be trained by a tutor who knows every single component of the promotional activity.

We know it is possible to train teachers to teach their lessons, but: who are the ones who take the classes? Are there enough students? Are there any students at the club? Are there many tennis players in the country?

And then?... it is necessary to devise tennis promotion programmes with people who are trained on quality promotional activities.

What do we do tennis promotional activities for? Obviously, to get more people to play tennis!

WHAT IS PROMOTION?

Promotion, as we understand it, is "a set of communication actions" in the framework of a general marketing policy (e.g. General Programme for Tennis National Promotion) mainly targeting to boost sales (increase the number of participants, e.g. of a tennis school, a country, a region) in the short or mid term".

Two characteristics can be inferred from this definition:

- A tennis promotion action must develop within a whole institutional sport policy. It is not supposed to be a sporadic or improvised activity.
- But, promotion is useful in the short term.

The mass consumer is driven by simple motivations, pleasure, novelty, mimicry, etc. and that is exactly what promotions offer, so it is important to be very clear about the statement to really persuade people to buy our product: TENNIS.

What are the characteristics of a promotion action?

- A tennis promotion action is a "tangible" incentive within the product - tennis.
- If we speak of promotion to bring people to tennis, those who have tried our product must be satisfied. Let's do our best!
- A tennis promotion action must be advertised. Advertising gives the product an "intangible" benefit (for instance, psychological). Promotion gives the product a "tangible" benefit. We can say that advertising informs and motivates to help promotion. On the other hand, promotion fosters immediate participation, it is a short term action.

- Advertising can be expensive in the short term but profitable in the long run. Promotion provides surprising results in the short term, but can become dangerous in the long term.

ADVERTISING THE PROMOTION

It is also crucial to advertise the promotion to inform about our promotional policy. At any rate, the promotion must be announced in the three fields of regular marketing policies: internal advertising, information advertising and advertising for the consumer:

Example: if we organize a mini-tennis meeting with other schools:

- Internal advertising: Even the door keeper and everybody involved must be informed about the event.
- Information advertising: The teachers of the clubs must receive information in due time.
- Advertising for the consumer: Our students as well as the other teachers' students must receive the information of such event.

WHAT ARE THE OBJECTIVES OF PROMOTION?

Most of the people who were asked consider that the objective / target of a promotion is: to bring the product (tennis) closer to the consumer (future participant) or the other way about, as well as a short term increase of demand.



If we start thinking like a company:

- Get more cash in the short term (money now!)
- Hinder competition (do it first and creatively)
- Motivate the sales team (my teachers might earn more)
- Get greater productivity and profitability

Market:

- Introduce a new product (e.g. mixed classes).

- Accelerate consuming habits (e.g. the second class 50% off).
- Increase our brand market share (e.g. organize a tennis clinic next to the hockey class).
- Suggest new uses of the product (e.g. for health, to get new friends).
- Impact the consumers and recover those who are not playing, reassure those who are not sure, etc.

Distribution:

- Extend our distribution (e.g. open new venues of the academy).
- Increase coverage (e.g. a better database with more information).
- Improve brand image for middlemen, distributors, etc., (e.g. win /win actions).
- Improve sales point exhibition (e.g. use the front court for classes so as to show the tennis school work).

SOME BASIC PRINCIPLES FOR PROMOTION

With some research and some common sense we can say that some principles are important for a quality promotion action.

1. Promotion must operate in a time frame.

Our promotion action has so much drive and so much communication temperature that we risk burning ourselves and losing its strength.

2. Our actions must differ from our competitors' (other sports).

Originality and creativity in the application of promotion actions are key factors.

3. Planning must be simple and clear.

If the promotion action is complicated, the consumer will reject it.

4. Coordination with advertising.

Our promotion action must be coordinated with advertising which paves the road and summons the people; neither too long before nor too close to the date.

5. Promotion must concretely address the population we want to capture.

Segmentation is one of the keys to promotion which will help us to meet our target. Before launching a promotion we must know everything about our consumer.

6. Launch immediately after planning.

Use the surprise produced by the promotion and do not lose internal strength

7. Be honest with the participants.

Give what we promised in the ad, otherwise it will be a backlash against us.

8. The promotion action must be as attractive and honest as possible.

Use all your creativity, there are many competitors out there and we want people to choose us.

9. Optimize promotion with post promotion actions.

Promotion action is like a flare: "a very strong light that soon goes off". Make good use of this sparkling moment for the product, optimizing promotion with other marketing elements and techniques.

10. A tennis promotion action must reinforce tennis image in general

A promotion action, even though it may help to sell tennis instantly, is not really "profitable" if it does not optimize the whole tennis image.

DIFFERENT TENNIS PROMOTION ACTIONS

The right education, -a first step- , together with an understanding of the concept of promotion, provide the following:

- Promotion actions focusing on starting to play tennis. (e.g. : school tennis).

- Promotion actions focusing on motivating tennis players (e.g.: promotional tournaments).

- Promotion actions focusing on motivating players and starting to play tennis. (e.g.: Play+Stay; Tennis x 2, Tennis x \$1, etc.).

When you think of tennis promotion and retention it is necessary to consider some of the actors involved:

1- The players: People and children in particular like to be alike. So when thinking about promotion it is necessary to consider that the ultimate objective of a sport committed country is to have better players, they are the accelerators of all these ideas.

2- The media: There is plenty of information in the media about the success of the players and the actions of institutions. There is still more room for tennis in the media... this happens because players win and coaches do. People get enthusiastic and choose to play tennis.

3- The companies: The companies capitalize on tennis positive image in the country or club. A sport equipment store exhibits posters of other sports in the windows but chooses tennis as their image.

4- The National Association: A promotion action must be part of a global strategy that uses the NA as a protection umbrella to strengthen promotion and development.

5- The clubs: The clubs must have a tennis school and a tournament based development programme designed by the heads and teachers and they must strive to have more tennis courts gaining ground before other sports.

6- The teachers: Tennis development in the country depends on the active participation of tennis teachers.

7- The students: They love tennis and share this passion with those who do not play tennis and invite them to play.

8- The population: Most of the people in any country who do not play tennis, of course, would like to do so. Some played when they were young. They must have a great opinion about tennis!

It is necessary to generate tennis. Let's bring more people to play tennis. Let's make tennis a sport for life. Let's put tennis into the people's heads. Let's place our sport in a top position for the number of players. Let's dream about having the best tennis school WITH MORE AND BETTER TENNIS!!!

New ITF Publication - ITF COACHING BEGINNER AND INTERMEDIATE TENNIS PLAYERS MANUAL

The ITF COACHING BEGINNER AND INTERMEDIATE TENNIS PLAYERS MANUAL is one of the few tennis resources that provides comprehensive information, both practical and scientific, on all elements of the game as related to coaching players of these playing levels. This is one of the resources that forms part of the ITF Coaches Education Programme, which is currently being used in over 80 of the ITF's member nations. Complete with practical examples and theoretical information, this ITF publication reflects the ITF's ongoing role in making available the most up-to date tennis-specific training information to players and coaches worldwide.

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"The ITF Coaching Beginner and Intermediate Tennis Players resource has taken up to date science and research and adapted it closely to what coaches want and really need to know. This is a must read for any coach working with young players."

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"The ITF Coaching Beginner and Intermediate Tennis Players Manual is an excellent resource for any tennis coach who aspires to develop players from the grass roots and beyond."

Hans-Peter Born, Bundestrainer, German Tennis Federation.

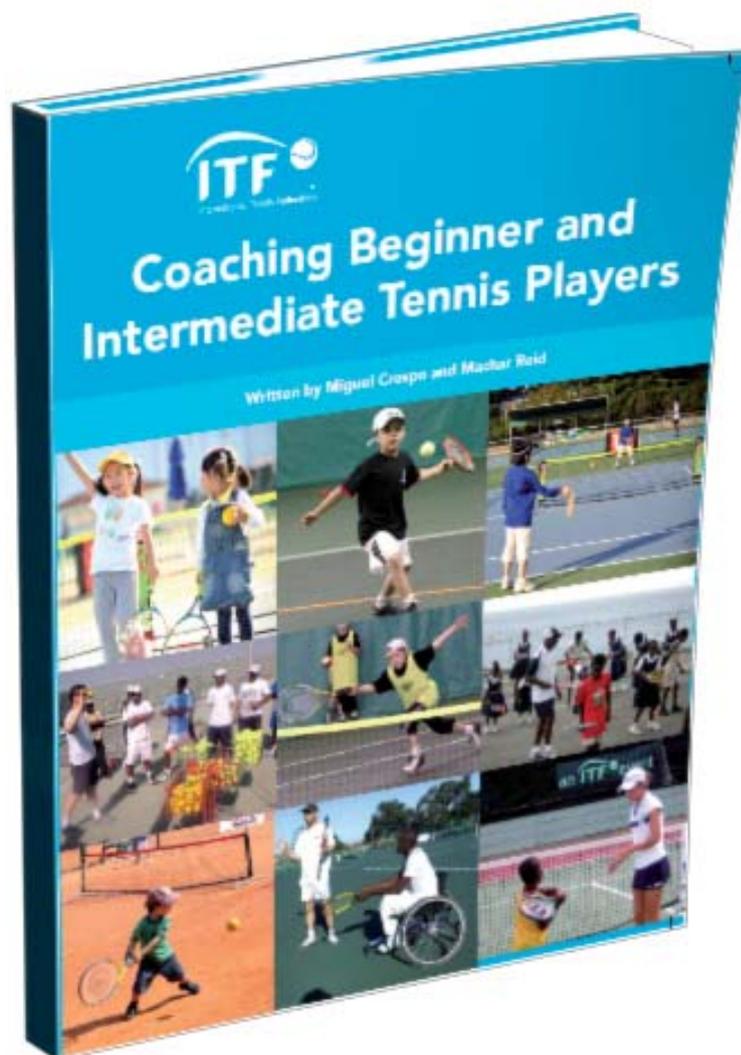
"Understanding how to coach at a beginner and intermediate level enables such players to develop properly and learn from their coach the correct progressions and skills needed."

Frank van Fraayenhoven, Director of Coaches Education, Royal Netherlands Lawn Tennis Association (KNLTB).

"This manual is an amazing, well rounded resource that is allowing our coaches to push and accelerate their coaching skills and abilities."

Cesar Kist, Development Tennis Director, Confederação Brasileira de Tênis.

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FORMAT

Articles should be word-processed preferably using Microsoft Word, but other Microsoft compatible formats are accepted. The length of the article should be no more than 1,500 words, with a maximum of

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STYLE AND LANGUAGES OF SUBMISSION

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