



INTERNATIONAL TENNIS FEDERATION
SENIORS TENNIS

Strategic Development Plan 2019-2021

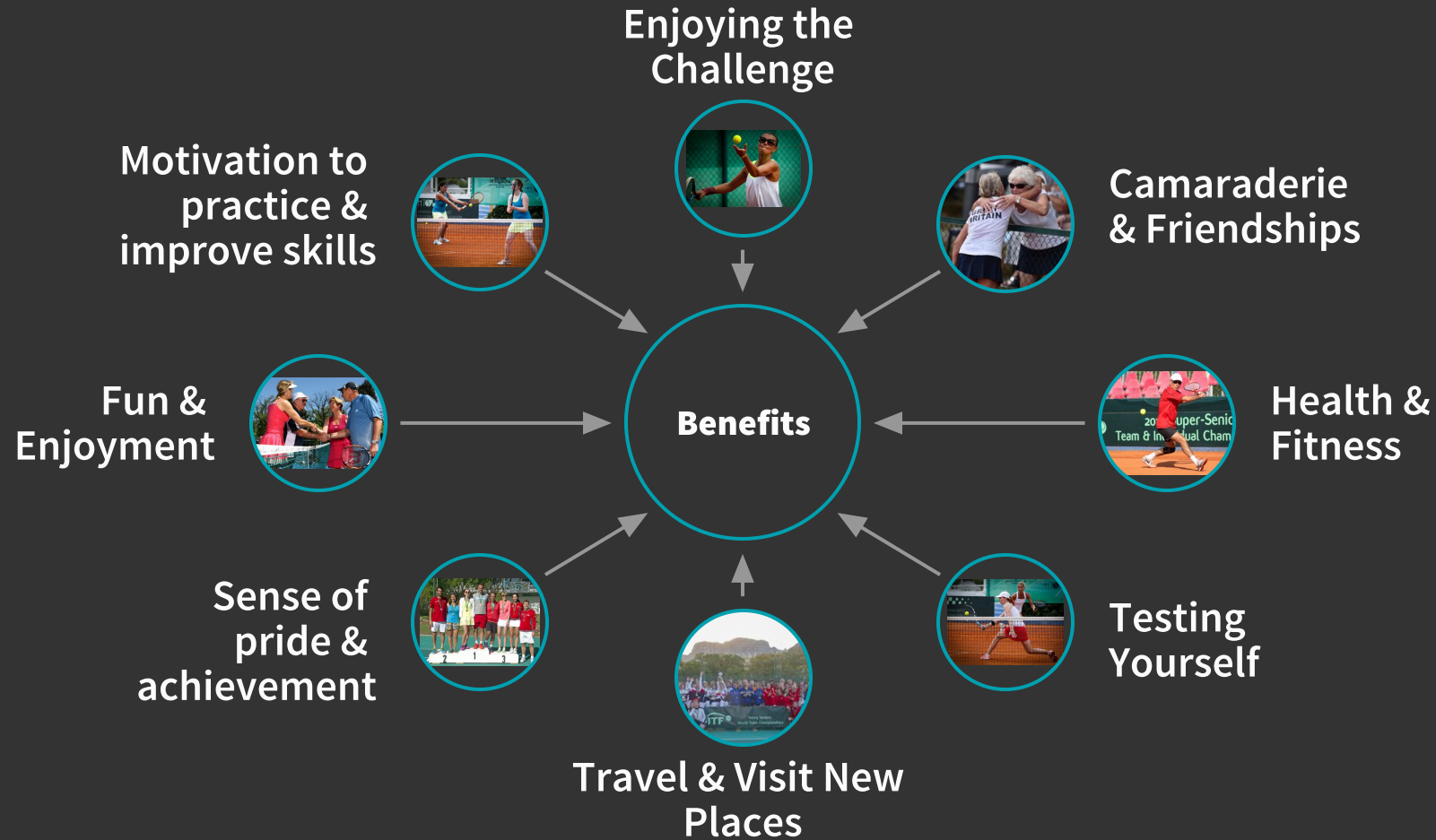
ITF Seniors Department, January 2019

A photograph of a tennis player on a clay court. The player is wearing a dark blue t-shirt, teal shorts, white wristbands, bright green socks, and black and green sneakers. They are holding a tennis racket in their right hand. A yellow tennis ball is on the ground near the player's feet. The background shows a chain-link fence and a green net.

The ITF's Mission is to make Seniors Tennis the leading sport in terms of player participation

Benefits of playing ITF Seniors Tennis, a lifelong Sport

ITF Seniors competition offers a number of benefits for participants which include:



Key Pillars of the Plan

Due to the global nature of the circuit, it is vital that we focus our available resources. The following are the four (4) key pillars of the ITF Seniors Strategic Plan for the 2019-2021 period:

1 Seniors Tennis Circuit Expansion

New Tournaments, Focus Nations, New Shortened Events. Team Event considerations. More open & inclusive

2 Improve Existing Circuit Tournaments

New IPIN system & financial model, improved Ranking Points, Tournament Structure Changes, Player Surveys, improvements to Rules & Regulations

3 Revitalised marketing & promotion

Player Communications, Branding, New ITF Seniors Website and new Tournament Organiser Resources

4 Outstanding World Championships

Exciting events and locations are are inspiring for players. Delivered with Excellence for the world's best players

Section 1

ITF Seniors Circuit Expansion

Expanding the ITF Seniors circuit to enrich the tennis experience of more people

Expansion of Seniors Tennis

As of 2018, a total of 26,000 players have an I-PIN and play ITF Seniors Tournaments
We wish to grow this significantly by the end of 2021 through the following ways:

1 Attract NEW Players

Open & Inclusive circuit, participation focused structure aimed at intermediate & advanced club players age 30+

2 Increase Supply of New Tournaments & Event Formats

Evening & Weekend Formats, Reduced Scoring Formats, Team Event considerations, Mixed Doubles expansion

3 Address Global Imbalance

Currently 75% of the ITF circuit is within Europe. Focus on key areas and reach key markets such as North America and Asia.

4 Increase Frequency of Existing Players

Increase the number of players competing in 3+ ITF Seniors tournaments a year
KPI's to be introduced and measured from 2019 focused on growth and retention

1. Attract New Players

Target segments for reaching new players

- **Younger Club & Park Players**

Where people aged 30+ play tennis. Revised formats

- **Female Players**

Currently 25% of all ITF Seniors players (6,500/26,000) are females
Team and Doubles event considerations to engage more females

- **Approach for 30-54 years**

Generally: Working Professionals, Children at home, little free time
Need: Short, innovative formats that offer good, appropriate competition. Digital communication. Value for money

- **Approach for 55 years +**

Generally: Grown up children out of the home, retired or close to approaching work retirement, more free social time in comparison
Need: Week long tournaments, focus on social aspects and promotion of health & fitness benefits





2. Improved Global Balance to Circuit

- Increase Volume of Events outside Europe

In 2017, 300 of 430 of all ITF Seniors tournaments were in Europe (70%)

Drive to increase tournaments in other regions in the 2019-2021 period

- Reach new markets

In 2017, 63 of 210 member nations hosted events

● Focus Nations & Regions for 2019-2021

A number of nations will be identified in late 2018 and early 2019 to focus time and resource available for the 2019-2021 period.

This is based on current tournament numbers, current playing population and player demand through insight gathered

● 1. North America

Significant opportunity, particularly in USA to grow ITF Seniors Tennis. North America will be a focus region in this period

● 2. Asia

Very few events across the region relative to the very high playing populations. Introduce many more tournaments, including an Asian Championships during this period

● 3. Oceania, Africa & Other Regions

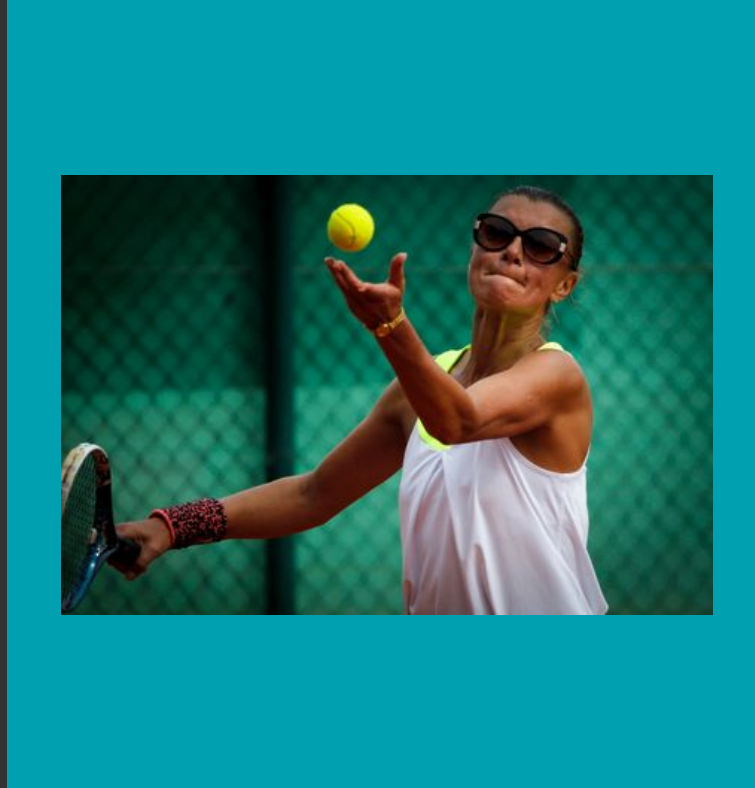
Select nations from other regions based on specific insights gathered. This may include some nations within Europe where it is understood that player demand is high versus the current tournament offer

3. New Events & Formats

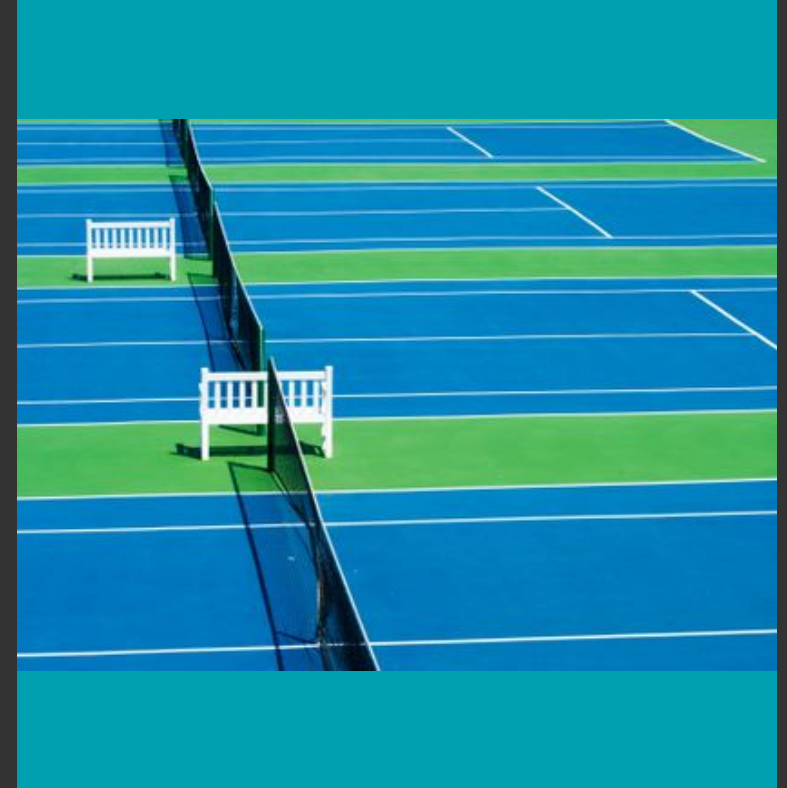
An explosion of new tournaments & events for Seniors Tennis players. Appealing to play & for venues to host



Fully explore demand for 30 & Over age group Events



Launch 1, 2 or 3 Day Tournaments - Evenings & Weekends



More flexible Draw & Scoring Formats to allow for shorter tournaments



4. Increase Frequency of Existing Players

- Currently, 75% of players compete in 2 tournaments or less each year
- Target 3+ ITF Seniors tournaments per player per year. At this point, year on year retention increases significantly
- Tackle this through:
 - More tournaments, closer to home
 - More relevant & appropriate matches
 - Improved tournament experience to aid retention
 - Reducing barriers to competition, e.g. calendar, length of tournament, unawareness of tournaments, costs
 - Shorter, more engaging and time-friendly formats
 - Enhanced communications to players to increase reach

Section 2

Improve Existing Circuit Tournaments

Key Projects to develop existing tournaments within ITF Seniors

Improving Existing Circuit Tournaments

The following areas will be developed during the 2019-2021 period to better support tournament organisers



- **Improved Tools & Resources for Tournament Directors & Referees**
Promotional tools, templates, branding resources, Referee advisory group, player communication tools, tournament software improvements, simple start-up guide for new tournaments and more
- **Online Support Tools for Players**
Clear information on how to get involved, Key Q&A's
- **Player Engagement & Communications**
A new I-PIN system for ITF Seniors players that is mobile friendly, plus improved engagement tools and CRM communication
- **Commercial & Branding**
Support tournament organisers with promotional resources
- **New ITF Seniors Website**
Improved presentation of the ITF Seniors Circuit online, particularly for World Championships and higher graded events

Seniors Tournament Structure - Revised for 2020

Refine the structure to develop a clearer, pyramid pathway for tournaments and players

Position in 2020 based on 2019 draw sizes, player strength and player feedback from 2019 tournaments



Grading & Tournament Structure from 2020



- **Revised Tournament Structure from 2020**

Launching in January 2020

- **Revised Tournament Grading process introduced from June 2019**

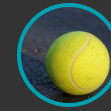
Delivery Requirements for each grade will be made available in June 2019 to accompany fully defined details of the 2020 grading process

- **Position on 2020 Structure will be based on:**

- Entry Numbers and Draw Sizes from previous year(s)
- Tournament Evaluation score which will be calculated by ITF based on entries & rankings of players who competed the previous year
- Overall Player Satisfaction results from new player feedback survey
- Delivery standards in place at the tournament based on 2019 Referee Report and 2019 Tournament Director Report
- National Pyramid and comparison of the factors with other tournaments in each nation and region

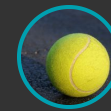
Re-Inventing I-PIN

Focus project for 2019



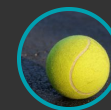
Greatly improved system functions and tools for ITF Seniors

More user friendly, mobile friendly, interactive and intuitive. New IPIN system for Seniors from mid-2019



New Financial Model

Review and implement changes (for 2020) to the IPIN membership fee and sanction fee structure for tournaments. Consideration of pay per tournament for IPIN and a percentage based sanction fee for tournaments based on entries



Player Communications

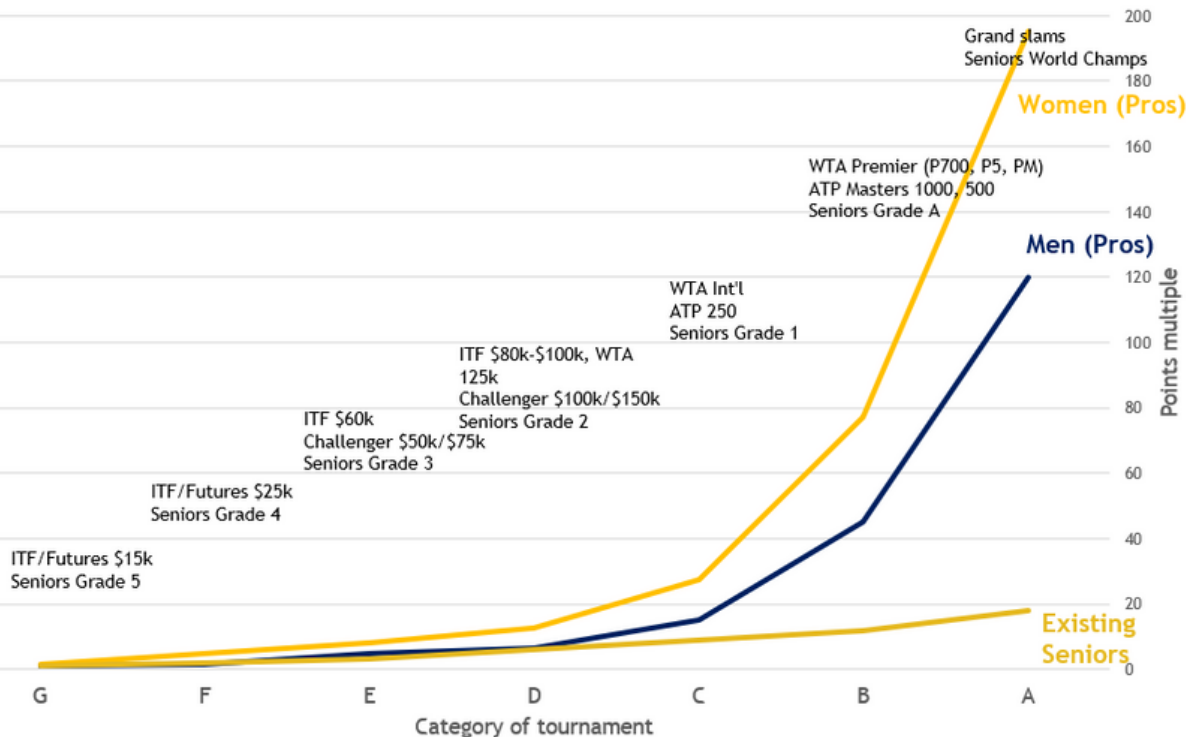
Enhanced messages to players through email CRM and other tools

Ranking Improvements

Changes from mid-2019 to improve rankings
Area to be reviewed throughout 2019-2021 period

Comparison: ITF Seniors vs. Professional Tennis

Ranking point allocation on Men's, Women's, and Junior Circuits by Category
(shown as multiples of "Category G" Semi Final singles points)



- **Best players are not top of the rankings on a consistent basis**
 - Issues raised from nations and players with inaccurate rankings causing frustration with draw outcomes
 - Flat curve with minor difference in number of points earned at lower graded versus higher graded events
 - Evidence of seeding issues at events of all levels
 - Dynamic within ITF Seniors that many players compete infrequently and challenges this presents for rankings
- **New Ranking Point Tables in 2019**
 - Scenario testing in late 2018
 - Player Advisory Panel and Committee support
 - Shadow rankings for 5 months from February - June 2019
 - Switchover in June/July 2019 to new points tables

Section 3

Revitalised Brand & Marketing

Brand & Marketing



Tackle perception that ITF Seniors is for the very best, elite players only



Review the brand of ITF Seniors to ensure it is relevant and attractive for all age groups



Emphasise the theme of tennis as 'Sport for life'



Highlight the enriching benefits that ITF Seniors Tennis provides players



Improved branding on all digital and print Marketing from 2019



Section 4

Outstanding World Championships



Outstanding World Championships



- **Contract Improvements**
Improved Bid Packs, Financial Package for Host Organisers, Host Requirements, Further professionalise process
- **Exceptional Event Planning & Delivery**
Improved information, tools & resources for organisers to enhance measured customer feedback from players & teams
- **Improved Stakeholder Communication**
Various partners including Host Cities, Local Tourism, National Associations, Player Advisory Panel, Players, Officials, Website
- **Host Organiser Support**
Thorough Site Visits & ITF Support, Financial support
- **New Initiatives & Changes**
Continual review formats and options to enhance the event

**ITF Seniors
Key Performance Indicators
(KPI's) 2019-2021**

Key Performance Indicators (KPI's) - 2019-2021

The following are the KPI's for ITF Seniors in the 2019-2021 period which we will measure ourselves by:



- **Total Number of ITF Seniors Tournaments p/year**
Splits for Number of Tournaments Per Region & Nation
- **Number of Players Registered on IPIN per year**
Additional statistic on the number of nations with registered players
- **Number of Active Players (1+ and 3+ tournaments)**
Splits for Male/Female and 35-49, 50-64 and 65+ age groups
3+ Tournaments is a key measure for player retention year on year
- **Number of Matches Per Player Per Year**
Measure for 1+ matches, 5+ matches and 10+ matches played per year
- **Total Number of Matches played in the ITF Seniors Circuit**
- **Overall Player Satisfaction at all Circuit events**
- **Overall Player Satisfaction at World Championships**



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