Thursday 10 January 2018

RE: ITF SENIORS STRATEGIC PLAN 2019-2021

Dear National Association,

We are very pleased to communicate the enclosed 2019-2021 Strategic Plan for ITF Seniors Tennis. The plan is focused around our recently communicated mission to make Seniors Tennis the leading sport in terms of player participation.

We are very confident that great potential exists to significantly develop and grow the ITF Seniors Circuit and involve many more Seniors Players (age 35+) around the world with the vast benefits that playing in appropriate, well organised and exciting competition provides.

Seniors Tennis is an area of great opportunity for growing tennis worldwide with a huge number of adults participating in sport and enjoying the health, fitness and mental benefits that the sport provides. Being able to provide a great competition experience to Seniors’ players and the ability to play the sport for many years is a true strength of our sport.

This plan is in place to provide all our key partners and stakeholders with an understanding of the ITF’s direction for Seniors Tennis in upcoming years.

The plan focuses on four key pillars which are:

1. Seniors Tennis Expansion - new tournaments and attracting new players
2. Improving Existing Circuit Tournaments – developing our established circuit
3. Revitalised Marketing, Communication and Promotion
4. Outstanding World Championships

The plan provides focus for the ITF and each part of the plan is targeted around the growth of tournaments and participants by providing a consistent, high quality player experience to better attract and retain players to the ITF Seniors circuit.
National Associations play a vital role in helping the ITF deliver this plan and ensuring that more high-quality tournaments take place for players to enjoy. Competition is crucial to the retention of players in our sport at all levels and we are confident that delivery of this plan can have a significant impact on tennis participation.

Further details of specific projects within the plan will be outlined during the 2019-2021 period as details evolve and we better understand and learn from our successes and challenges. We look forward to working with you on the delivery of this strategy in this period and growing the number of Seniors tournaments and Seniors participants in your nation.

Should you have any questions, or you wish to speak to a member of the team about developing Seniors Tennis in your nation, please contact Seniors@ITFTennis.com

Sincerely,

Matt Byford,
Seniors Tennis Manager,
International Tennis Federation
Strategic Development Plan 2019-2021

ITF Seniors Department, January 2019
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:

- Enjoying the Challenge
- Motivation to practice & improve skills
- Fun & Enjoyment
- Sense of pride & achievement
- Travel & Visit New Places
- Camaraderie & Friendships
- Health & Fitness
- Testing Yourself
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**

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

- **WC**: The World Team & Individual Championships. Only 1 per age group per year
- **New Elite Tier**: A new, elite tier that offer a greater number of points than existing Grade A tournaments relative to the World Championships. Between 1-3 per region.
- **Major ITF Circuit events**: Major ITF Seniors tournaments with a high percentage of players from outside the host nation. Likely to be existing Grade A's and higher G1's
- **Established international events**: Enhanced delivery standards. Tournaments have strong entry numbers and higher ranked players in comparison to tier below
- **Existing events, mostly domestic players**: ITF Seniors Tournaments that have been in place for multiple years with good, proven standards of delivery.
- **Entry Level ITF tournaments for players**: Focus on appropriate matches for players and suitable event, draw and scoring formats
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

- 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
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**
ITF Seniors Department

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