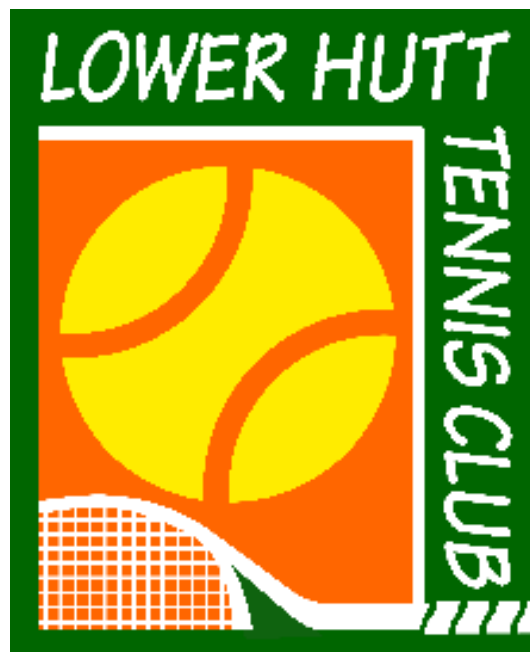


# Lower Hutt Tennis Club Marketing Plan

## 2008 - 2010



# Lower Hutt Tennis Club Marketing Plan

## Executive Summary

### 1.0 Executive Summary

The Lower Hutt Tennis Club and tennis in New Zealand is entering into a new exciting phase. Tennis New Zealand has produced a strategy which outlines an assertive and positive vision which the tennis communities are keen to support by adopting goals that directly impact on the tennis clubs.

One particular Goal which Lower Hutt Tennis Club will be adopting is marketing. This goal is important because it will ensure all members who interact with tennis in New Zealand have a positive experience and the profile and brand of tennis in New Zealand is strong and identifiable.

Tennis has the advantage of universal appeal as a relatively low cost sport that is accessible to males and females of all ages. Tennis also has a strong international brand. The sport can be better represented in the media. However, as with many New Zealand sports this is largely for competition outside the country. The challenge is to develop the local brand that appeals to and engages a broad band of people. Enthusing New Zealanders to **"have a go"**, be it to play, coach, officiate, administer, volunteer or even watch will require success and co-ordination of consistent messages by the national and regional bodies of the sport of tennis. A strong brand associated with consistent messages will assist in the development of the Lower Hutt Tennis Club business model.

Tennis in New Zealand must leverage off the increased profile created by Grand Slam tournaments, international tournaments held in New Zealand and events of their own including ITF world tournaments. These events coupled with New Zealand's high performing players have a huge profile in the media and result in a heightened public awareness for tennis. The increased profile of tennis at these key times must be leveraged to promote tennis as a 'passion brand'. The principles of passion branding will form the foundations of this Lower Hutt Tennis Club Marketing plan.

A communication plan will contribute to the marketing goals of Lower Hutt Tennis Club. This will be reviewed annually, in light of the media coverage achieved, and the analysis of that coverage. A cornerstone of the communications plan will be the intent to turn all club tennis players and administrators into active advocates for Tennis New Zealand.

# Lower Hutt Tennis Club Marketing Plan

## 2.0 Situation Analysis

The need for tennis involvement is validated and magnified by information that attributes long-term value and enjoyment to participants in all age groups. Numerous studies document the direct value of people participating in the sport of tennis. These studies indicate a direct correlation demonstrating that involvement in tennis results in reducing health risks associated with weight, smoking, alcohol or cardiac associated diseases. Research indicates the economic, social and personal value of "investing" in the increased activity of children and adults in a positive and constructive manner avoids the social and health system costs that may later result. To meet this need, tennis offers an experience that serves as a personal choice for participants throughout their lives. These important benefits continue to validate the tennis brand as strong and identifiable.

## 2.1 Market Needs

The initial reasons why people want to play tennis remain constant. Competition is one of them however tennis tournaments are severely limited in terms of location and event formats because interclub events run predominately throughout the season. Social competition is a big draw card because it allows for basic tennis players to be competitive at a standard that meets their satisfaction. Driven by economics, most notably with the reducing lack of volunteers and sport funding, many tennis events are not surviving the increasing economic pressure that is affecting their community systems.

Lower Hutt Tennis Club seeks to serve all interested children and adults regardless of what physical ability they offer. There are absolutely no expectations regarding skill or experience, only the desire to participate. Lower Hutt Tennis Club's goal is orchestrated to make this experience as accessible and affordable as possible to this type of audience. The recognition that Top Dog ranking tournaments can be used as ranking events staged at one club for players in the local community is becoming a popular market need especially for juniors and elite players.

## 2.2 The Market

Tennis in New Zealand provides valuable individual, team and social experiences for children and adults of all ages. Tennis is being offered to younger children under 5 years of age because it can assist them in eye and ball co-ordination and many other physical and mental related abilities associated with earlier learning and development. With the increasing ageing population of adult's, tennis offers adults the opportunity to participate in a variety of tennis experiences throughout their lifetime. These experiences provide a source of recreation and simultaneously improve athletic skills, health and fitness as they offer social experiences in teamwork, volunteer work and leadership. Increased self wellbeing is just one of the many intangible benefits this sport offers.

# Lower Hutt Tennis Club Marketing Plan

## Market Analysis

<b>Lower Hutt Tennis Club</b>	Year	2008	2009	2010	2012
<b>Potential Growth</b>	Growth	#	#	#	#
<b>Age group 3 to 10</b>	30%	84	99	110	180
<b>Age group 11 to 19</b>	20%	104	100	120	200
<b>Age group 20 to 35</b>	10%	80	40	50	110
<b>Age group 36 to 59</b>	15%	106	110	120	150
<b>Age group 60 +</b>	25%	14	15	20	60
<b>Total</b>	%	360	364	420	700

### 2.2.1 Market Demographics

Market Geographic's – New Zealand's age structure will differ among regions, for instance, by 2026, nine of the youngest territorial authorities will be in the North Island and six of the ten oldest territorial authorities will be in the South Island. The overall pattern of structural changes across regions suggests a youthful dominance in northern and metropolitan areas. (Lower Hutt Tennis Club will benefit from this prediction.) The factors for this include opportunities for education and employment and a large pacific population. Whereas there is a retirement trend that sees the migration of older people to "retirement zones" for a warmer climate, cheaper housing and a quieter lifestyle. e.g. Northland, Bay of Plenty, Gisborne, Hawkes Bay, Taranaki and Manawatu-Wanganui. (Source 2001 Census)

Market Demographics - New Zealand's population is changing and this will impact on the age-structure of tennis. Between 2004 and 2051, New Zealand's population is expected to increase by nearly one million people, going beyond the five million mark by 2041. The largest growth period will occur between 2011 and 2037, when the baby-boomers (born 1946-1966) move into the 65+ age group adding at least 100,000 to this age group every five years. By 2012, fifty percent of New Zealanders will be older than 42 years of age. Those aged 65 and over will increase in number from an estimated 38,000 in 2001 to 102,000 in 2021.

Market Psychographics - One of the most typical profiles of adults interested in playing tennis can be described by the following:

- They work full-time in a traditional "8 to 5" schedule.
- They have more than one child living at home who they encourage to play tennis.
- They are relatively active but feel they have limited leisure time.
- They value the physical and social experience that tennis could provide more than actual skill-development or the competitive aspects of the experience.
- They, or a member of their extended family, have played tennis.

# Lower Hutt Tennis Club Marketing Plan

## Potential Market by Gender and Location

<b>Hutt City 2006</b>	<b>MALES</b>	<b>FEMALES</b>	<b>TOTALS</b>
Boulcott	2,556	2,421	4,977
Epuni West	3,051	2,940	5,990
Epuni East	3,021	2,934	5,955
Waterloo West	909	924	1,833
<b>Waterloo East</b>	4,149	4,131	<b>8,280</b>
Waiwhetu North	1,377	1,413	2,790
Waiwhetu South	2,208	2,178	4,386
Gracefield	57	72	129
Moera	1,620	1,665	3,285
Woburn North	1,302	1,311	2,613
Woburn South	453	417	870
<b>Hutt Central</b>	3,618	3,609	<b>7,227</b>
Melling	537	534	1,071

Market Behaviors – Tennis continues to enjoy a positive perception within the community. Studies report solid support of the sport and an awareness of the problems inherent in a program that involves thousands of adult volunteers. Higher population is Waterloo East and Hutt Central where markets could be targeted.

Research reports that most communities in New Zealand has some awareness of tennis as a low impact sport which can be played throughout the year indoors and out for all age groups. Most people report they know a person who has participated in tennis and the individual awareness levels are highest among adults in the 40-60 age range. There is however less understanding about the physical benefits of tennis and more recently it is perceived that some summer sports may be detrimental to health because of greater awareness of cancer caused by sun damage especially among the youth.

## Market Demographics

### Market Demographics

	Dominant age group	Family Involvement	Social Involvement	Competitive Involvement	Volunteer Involvement
<b>Age group 3 to 19</b>	50%	30%	10%	60%	5%
<b>Age group 20 to 34</b>	10%	45%	10%	25%	15%
<b>Age group 35 to 60</b>	25%	20%	30%	10%	50%
<b>Age group 60 +</b>	15%	5%	50%	5%	30%

# Lower Hutt Tennis Club Marketing Plan

## 2.2.2 Market Trends

The significant market trends are as follows:

- Diminishing financial support and volunteer help for tennis clubs to facilitate activities for members.
- Reducing demands from tennis members to increase number of tennis events.
- Heightened awareness of the positive correlation with involvement in tennis as a healthy pass time.
- Increasing interest from Multi Sport organisations to include tennis events in their activities.
- Non club tennis bodies increasing mid week night club league events to suit the adult workforce competitive demands.

## 2.2.3 Market Growth

Tennis membership has experienced a reduction in membership growth over the past four years. This is indicative of the increasing population needs of the market we serve. Based on increased population projections and an ageing population, we expect to experience a reverse of this trend in the future with increased membership growth, between 5% and 10% annually over the next five years. The most dramatic growth is expected in the 60 plus age group which will have an equal mix of gender, with relatively static participation expected in other age groups. These trends are monitored, and to the degree possible, used to help predict future local and national event demands.

## 2.3 Lower Hutt Tennis Club as an affiliated club

Lower Hutt Tennis Club is an affiliated club of Tennis New Zealand and is a tax-exempt, not-for-profit organization dedicated to encouraging tennis participation across all age groups. The vision that New Zealand is a tennis nation is acknowledged by the club and the purpose of the club is to assist in unifying, leading and strengthening tennis in the Central region. A long-term goal of the club is to align its operations with Tennis New Zealand and Central Region's strategic goals which will ensure the tennis infrastructure is effectively operating as one tennis community. As a result of this alignment the tennis club members will see the benefits of a more professional service from the club including increased choice of events and club facilities that meet the demands of a growing membership base.

### 2.3.1 Guiding principles

Lower Hutt Tennis Club guiding principles are:

- Foster support for the game of tennis in the community
- Respect and role model sportsmanship and fair play
- Encourage equity and access for all tennis members while also recognizing competitive spirit and applauding individual talent.
- Embrace a policy of inclusiveness, unitedness, transparency and cooperation for all our stakeholders.

## **Lower Hutt Tennis Club Marketing Plan**

- Enable the continuous improvement of tennis talent in New Zealand with a view to increase success in the international arena.
- Adopt a professional approach to the way we manage the business of tennis.
- Ensure all we do is for the good of tennis in New Zealand.
- Ensure opportunity to participate, regardless of skill level.
- Enable good "value for money" participation opportunities in which members feel they have options to be involved whatever their personal circumstances and lifestyle is.
- Offer an exciting regional or national representation outlet for elite senior players.
- Grow a broad variety of experiences that fosters friendships and volunteers within the tennis community.

Lower Hutt Tennis Club is dedicated to supporting the tennis community providing volunteers for administration, coaching, umpiring, and mentoring and facility maintenance. Voluntary contribution to the tennis community needs to be recognized in a way that will encourage others to contribute their time and lighten the load so the experience is spread across all age groups. The principles which the club see that they can provide most support is to foster support for the game in the community and ensure all we do is for the good of tennis in New Zealand.

### **2.3.2 Service Offering**

The "tennis experience" is designed to offer the following to each member:

- Recreation through participation in organized play.
- The opportunity to experience tennis as a low impact sport.
- A means to improve tennis skills.
- A means to contribute personal skills as a volunteer.
- A source of fun and enjoyment to enrich their lives.
- An opportunity to enhance their health and fitness.

Potential members must realise the above benefits. They will then be able to experience why tennis is so popular with so many people and as a result through word of mouth share the positives with their friends and family.

### **2.3.3 Positioning**

Tennis offers a unique experience for children and adults that want to have an enjoyable energetic and social experience. Any member can participate in tennis club, regional and national events through out the year. Their participation is not always dependent upon their experience, skill level, or athletic ability. Anyone can play. The breadth, depth and overall quality of the tennis experience we offer cannot be matched within our market. We work with Tennis New Zealand, Regional centers and other tennis clubs to create a variety of tennis event experiences that meets the individual, family, working or retirement life of the club members. Tennis exists to create a cherished experience for every individual.

# Lower Hutt Tennis Club Marketing Plan

## 2.3.4 SWOT Summary

The following outlines the most significant strengths and weaknesses internal to Lower Hutt Tennis Club, and the opportunities and threats that exist in our environment. Our objective is to leverage our strengths to take advantage of the opportunities our market presents, develop those areas that are weaknesses, and devise contingency plans to address threats if those should become a reality.

### 2.3.4.1 Strengths

The following outlines key strengths of the Lower Hutt Tennis Club:

**Tennis Reputation** – Tennis is considered to be the choice for children and adults looking for a healthy exercise regime and related social experiences. There is now many generations of families that participate in Lower Hutt Tennis Clubs tennis programs who pass on through work of mouth the strengths of the club.

**Capital Requirements** – The club has been able to sustain and manage a reasonable amount of financial resources. This has contributed to the clubs approach to continue to use this resource for their operating and facility improvement plans. The future depends on these resources in addition to revenues from members and traditional fundraising events.

**Membership Base** - We have developed a stable and loyal membership base with most junior members remaining with the club and rejoining as parents of new juniors or adults returning to the community and rejoining with their spouse. There is a high percentage of members who have been with the club for over 10 years.

**The Internet** - Our website, [www.lowerhutttennisclub.com](http://www.lowerhutttennisclub.com) has been a significant technological solution for the club in the area of communication and information delivery. The website has demonstrated the ability to provide more extensive and current information at reduced costs. It has reduced the need for printed materials, voice mail equipment, and secretarial communication duties. Although the web **software (design)** requires updating it constantly better serves the club members by providing instant on line information.

### 2.3.4.2 Weaknesses

**Facilities** – The location of and maintenance of Lower Hutt Tennis clubs facilities pose two issues. The location is not ideal in that it is a hard club to find and there is no room for expansion. The maintenance of an old clubhouse and ongoing improvements to courts and rusting fences will continue to rise and the volunteer base that is relied on to maintain them continues to decline. The eventual realization of an outsourcing cost will need to be considered and although this is not ideal the club may not have the benefit of choice which could influence future increase of membership fees.

# Lower Hutt Tennis Club Marketing Plan

**Training and Education for volunteers and Officials** - Individuals often have their first experience as being a volunteer with no training and support from other members. This presents the need to adequately train these individuals to enable them to better understand sport management philosophy, their responsibilities, the business of tennis in New Zealand and where they fit in. This more positive proactive learning experience for volunteers and officials will increase awareness of responsibilities as they are aligned to strategic goals.

The tennis volunteers may experience tremendous pressure due to workloads, dealing with members, and addressing the issues of events and annual reporting. These factors, combined with concerns regarding lack of sport management knowledge, have resulted in undesirable turnover in important volunteer positions every year.

## 2.3.4.3 Opportunities

Tennis competes for player members, volunteer resources and funding in communities with a high number of not-for-profit organizations per capita. Numerous sport organizations target personal and corporate dollars to augment other revenue sources. Based on this challenge, New Zealand Tennis and its clubs must continue to demonstrate that tennis successfully offers a low impact, low cost sport experience to potential members, with short and long-term benefits, in a manner that effectively meets community needs. The following summarizes potential opportunities:

**Geographic Serving Area Opportunities** – The Lower Hutt tennis community has been very complacent about marketing tennis in the past and as a result the number of registered players is dwindling in some of the smaller clubs e.g. Petone (26) and Eponi (24). The Glen Iris tennis club which is in Lower Hutt Tennis club's marketable area is to loose their land and approximately (155) members will not have any club facilities in 2010. There is a future opportunity for Lower Hutt Tennis Club to take over the administration of these three clubs (only Petone courts would be viable) so their members have better options to play tennis at a variety of venues. Petone currently have 4 astro courts which could be used for coaching or senior club activities.

**Tennis Interest** - Tennis continues to be one of the highest participated sports in New Zealand. With some participation trade-offs depending on increasing and diverse sport and leisure activities impacting on family choices, this continued interest in tennis is the most predominant reason for age related potential growth.

**Event Expansion & Management** - Event expansion requires consideration and evaluation. There needs to be more variety and over shorter periods keeping the entry costs minimal. Less interclub and more weekend club events is ideal preferably December, April to September. Management of the events needs to be electronically managed through the web so members can enter and pay for their events to suit their family lifestyle or social calendar well in advance. TNZ encourage all clubs running events to use Tournament Management System (TMS) as it encompasses event entries and payment, event draws, event results and progress, event media communication. It interfaces with Top Dog to post all of the player results into Top Dog to adjust the rankings automatically.

# Lower Hutt Tennis Club Marketing Plan

**The "Elite/Nationally Ranked" players** - Providing competitive environments for tennis players with higher skill levels who seek to play continuously in a national and intentional competitive arena is an opportunity. The threat of not offering this option is that these elite players will seek other clubs or regions that provide the competition they need with little consideration of any impacts on the club they leave.

Lower Hutt Tennis Club offers vast opportunities at a junior level to be involved in a high standard of regional interclub at an early age however it is just as important to ensure these elite juniors are given opportunities to attend national camps and exposure to junior ITF level events as their skills permit. Currently parents of the elite youth manage their children's tennis career, and some cases with some frustration. The club needs to ensure there is a three way partnership dealing with elite tennis players of the player, the parents, the coach and the club.

**The changing tennis administration environment** – Tennis New Zealand are managing the centralisation of tennis associations into six regions. This is an opportunity for Lower Hutt Tennis club to consider the redrafting the constitution to align with TNZ and Central region so the services offered by these governing bodies can be realised by the club. The modernisation of the tennis community and its administration is important for the survival of tennis and the clubs in the future.

## 2.3.4.4 Threats

The major challenges Lower Hutt Tennis Club currently face include the following:

**Capital Requirements** – Lower Hutt Tennis club membership is reducing which is forcing a rethinking in income related sources including sponsorship. This increased management of financial resources is requires specific volunteer skills. Additional funds are needed to maintain the quality of the events because of rising costs from facility and other event resources e.g. tennis balls. There is no current Fundraising strategy available to assist clubs in a change of practices. The future may depend on amalgamation of small tennis clubs and their resources including finance, fundraising and volunteer resources to strengthen clubs in the region as a matter of survival.

**Division of Tennis clubs in the community** – Currently Tennis clubs in the Hutt Valley and the Central Region are very competitive for new members, volunteers and funding. All of these resources are quickly diminishing. The clubs all work in isolation with the only exception being that some coaches deliver their services across the clubs and have a better perspective about how the clubs are operating. There are many small clubs in close proximity of each other and each club have there own standard of services and club facilities.

There is merit in thinking that the clubs with better and bigger facilities and professional operators are in a better position to hold events for their community because they can deliver events that will attract skill and retain players more so than the smaller clubs. Lower Hutt Tennis Club should look at inviting other clubs to join in with the club activities including night and Business leagues, Top Dog ranking tournaments, mid week and weekend social tennis events. This will in turn boost our event numbers, encourage members to belong to both clubs, small financial gain, promotes other club activities and coaching at the club, allows our members to play against different players.

# Lower Hutt Tennis Club Marketing Plan

**Reduced coaching market** - The increasing financial impact on families and schools as a result of the state of the economy is threatening an increased market for tennis coaching services. The coaching market in our community has not been fully tapped and it's main target is predominantly schools situated near the club. The importance of tennis in schools for the club is so the clubs can guarantee at least 100 new junior members each season. The threat of a reduced market for coaching will have dire effects for the club's membership and funding base. It is important that the coaches increase their activities in schools using the funding gained from the club. This program must not lapse but instead be seen to increase from one season to another.

## 2.4 Competition

A number of other sport groups indirectly offer children sport competition experiences. Tennis must be aware of their competitors and what and when they offer by way of competitions, subscriptions and seasonal timings. Some other sport groups do, however, offer specific attributes some families find attractive. This is particularly true for those who seek a more convenient option for their children by way of cost, delivery of the sport, enjoyment of the experience and location of the event. Tennis needs to measure its events more often with surveys for feedback to ensure children and adults are having a good experience so they are retained in the sport and do not feel it necessary to experience any other sport their peers may suggest are better.

Direct competition from tennis clubs in the community and the region do not pose a threat mainly because Lower Hutt Tennis Club offers substantially better facilities and services for the subscription it asks than most other clubs. However in saying that the clubs that are closest to the club who are directly in competition for juniors are:

- Glen Iris – 3 courts, 155 members
- Epuni – Petone courts, 24 members
- Petone – 3 courts, 35 members

### 2.4.1 Indirect Competition

In a broad sense, Tennis competes with all other sports and extracurricular programs catering for older age groups. Ageing of New Zealand's population will see other sport and activity groups including education programs and local arts programs compete for increased membership, attendance and funding sources.

Senior Tennis Clubs are predicting an increase in popularity of tennis and an overall increase of the percentage of adults who participate in tennis events in comparison to other sports. It is a possibility in the future that trends could favor this thinking and tennis could provide more convenience and flexibility to suit a longer working lifestyle. Tennis senior clubs will continue to compete with other tennis clubs however it appears there are indications that amalgamations of senior clubs and community clubs in small areas are offering a variety of options for members of all ages to represent both clubs, region, national and international levels.

# Lower Hutt Tennis Club Marketing Plan

Indirect competitors to playing tennis include:

Juniors:

- Cricket
- Touch
- Swimming
- Athletics

Seniors:

- Second jobs
- Gym
- Business House Tennis
- Golf
- Senior Tennis Clubs

Tennis event participation possesses a reducing percentage of the total market share. This is based on the estimated number of participants compared to participation levels entering in current tennis events today. This share percentage drops in the age group 30 to 45 due to various family and work commitments but may not be entirely lost to tennis as there is still a family involvement through the children joining a club.

### 3.0 Marketing Strategy

Lower Hutt Tennis club strives to be the premier provider of tennis for children and adults in the Central Hutt area. The club strives to simultaneously serve the needs of all registered members in a manner that is positive for the players and enhances revenue streams for the club with minimal additional costs.

The marketing strategy attempts to successfully communicate the unique value the club offers to potential tennis players. This strategy redirects the focus from the "cost" issue to the benefits that players experience from joining, learning the skills and participating at the club in events. The marketing strategy will continue to identify the needs of the market and communicate with this audience in the most effective and positive manner possible.

Recent survey efforts by the Club from its members are an attempt to understand how the club can maintain the interest in tennis in the club and the community and gain commitment and loyalty from its members to continue to play tennis over a long period of time. This challenge is increasing. As costs continue to increase in a number of areas, the demands and expectations of the players do as well. Lower Hutt Tennis Club is addressing improvements to its business planning and governance so it better aligns with the new Central Region model and can piggy back off their professional marketing initiatives.

The growth strategy is based on continued attention to enhance volunteer efficiency through professional operations of Tennis business in conjunction with identifying opportunities in the community to increase membership through failing clubs. Encouragement of improvements in key areas, such as the clubhouse facilities and tennis court lighting, present ominous challenges for all aspects of future tennis administrators.

# Lower Hutt Tennis Club Marketing Plan

## 3.1 Value Proposition

Tennis participation does much more than simply provides access to healthy exercise for children and adults; it provides the significant benefits that are associated with family involvement which encourages everyone to play tennis. These benefits include reducing the likelihood of children becoming involved in illicit behavior or becoming overweight through lack of exercise. Research indicates the economic, social and personal value of "investing" in healthy pastimes involving all family members of children in a positive and constructive manner to avoid the social and penal system costs that may later result. To meet this need, tennis offers a low cost and low impact sport that serves as a personal "role model" for both young and old participants throughout their lives. These important benefits continue to validate the tennis concept in both the young and the old.

## 3.2 Critical Issues

Our strengths are impressive. Our weaknesses are identified and have potential solutions. Lower Hutt Tennis Club could be described as in a "speculative" situation. We are presented with numerous opportunities and also have threats that present a level of risk. However, we have a chance to experience large returns on our efforts if we can capture the largest children and adult player market share and are not negatively impacted by the alternative sport options in our market. We are well positioned in the market through our continuous Regional tennis interclub performance. We have the ability to continue to offer value in our club events however we need to take advantage of our economies of scale and recognize where member growth may be in the future and why.

The critical issues include the following:

- Continuing to offer events that are perceived to be competitive, socially invigorating, and affordable compared to other alternative events.
- Attract new members and retain existing members during their membership years based on continuously good experiences and good communication.
- Be perceived by other tennis families as a valuable volunteer resource that complements the tennis community through best practice administration practices and growing elite player's capabilities for international competition.

## 3.3 Financial Objectives

1. Raise a minimum of finance through non-participation fees from sources including donations, contributions, special events, gifts-in-kind, and grants.
2. Increase corporate donations and contributions to exceed 20% of the total revenues.
3. Accomplish our program goals within the allocated annual budget.

# Lower Hutt Tennis Club Marketing Plan

## 3.4 Marketing Objectives

The objective is to provide an unforgettable experience to all affiliated tennis club members in a positive and proactive manner. A positive, enjoyable and competitive experience is the sought-after result of the Tennis club's experience. A proactive manner will ensure tennis players are eligible to participate without extra effort and cost. The experience will not be forgotten because as a result players have an opportunity to improve their tennis skills and test it out in club activities competing against a higher standard than their own.

1. Provide a positive experience to club members by increasing membership numbers through the current year from 360 to 460. (100 each year)
2. Accomplish our financial goals within the allocated annual budget by increasing membership.
3. Expand club events by introducing new Top Dog event formats and promoting them in the club calendar that gives club players opportunities to compete against similar or better standards of players throughout the year.
4. Tennis in schools programs are planned, promoted and implemented by the club coach with assistance from grants sought from the club.
5. Promote the clubs elite junior and senior players to ensure they are financially assisted to perform not only for the club, but regionally and nationally.
6. Provide a "tennis skill assessment" for new players so their development can be mapped and followed to reach higher skill levels over minimal amount of time.

## 3.5 Target Market Strategy

The target market for Lower Hutt Tennis Club continues to be the younger ages up to 12 year of age who have basic interest in increasing their skills and becoming more competitive over time as they enter more events. The other target market to consider is the senior tennis experience because of the ageing population and potential new members coming back into the game over 50 looking for leisure and socially charged activities to fill their time. Families and couples would rank after these groups based on a need to pursue a low cost healthy interest as a couple or a family group where they may participate among themselves at a time that suits their lifestyle.

## 3.6 Messaging

The core message of Lower Hutt Tennis Club is one of value: The club sees the value of low impact physical activity, friendships, low cost and competitiveness through member participation in club events. The club fine-tunes its message depending on the target market while keeping the core message intact.

### 3.6.1 Branding

The Lower Hutt Tennis Club brand communicates our complete commitment to tennis in our community to all tennis players' young and old. The new Tennis New Zealand brand that was introduced to show the regional structure embodies the wider values that we believe tennis participation instills in everyone who

## Lower Hutt Tennis Club Marketing Plan

wants to **“have a go”** and also communicates to sponsors our commitment to support those national and regional values in the community.

The Lower Hutt Tennis clubs own brand is included on communication output, banners at all of our tennis events and on interclub uniforms. This branding is used to remind players and supporters at the venues that the events are supported and in some cases funded by Lower Hutt Tennis Club and that it is the predominant source of tennis activities in the Central region.

### Target Market Messaging

### Target Market Messaging

#### Market Segments

#### Messaging

<b>3- 7 Age group</b>	Tennis introduces skills for hand eye and ball excellence
<b>8 – 12 Age group</b>	Tennis contributes to achieving mental and physical goal setting
<b>13 – 19 Age group</b>	Tennis encourages outside activities with your mates in the sun
<b>20 – 34 Age group</b>	Tennis can relieve the tensions of work in just one hour.
<b>35 – 45 Age group</b>	Tennis offers a healthy vitamin B option for the whole family.
<b>46 – 55 Age group</b>	Tennis is a low impact activity and full of fun for everyone
<b>56 – 65 Age group</b>	Tennis offers you new friendships and physical challenges
<b>66 – 75 Age group</b>	Tennis only costs you the time not the money
<b>76 – and upwards</b>	Tennis is a lifetime passion

### 3.7 Market Strategy Objectives

Lower Hutt Tennis Club focus on achieving success in these marketing areas as reflected in the 2008 – 2010 Operations Plan:

NZT Strategic Initiatives Marketing	LHTC Business Plan objectives Performance Measures
Improve existing services provided to members and develop new offerings that add value to them and the sport.	<b><i>Complete a club annual calendar listing events and new initiatives introduced that meet member’s satisfaction.</i></b>
Devise branding and marketing strategies to secure organizational credibility And financial support.	Use the new visual identity logo, created and used by Tennis New Zealand and Regional Centres and incorporate into LHTC promotion.
Develop a communications strategy for stakeholders	Create a communications plan using Tennis NZ template by the 30 August 2009 and review

## Lower Hutt Tennis Club Marketing Plan

	annually.
Create a website and data base platform from which all members operate.	<b><i>Replace LHTC website with Zeus web software so same national look and feel is followed to show support for TNZ technology choices.</i></b>
Introduce targeted promotions that offer tangible benefits to engage broad groups of people.	Complete a opening season promotion plan which targets the community with support from Central region to attract new members.
Seek results of credible market research conducted to assist in the creation of a strong brand for Tennis New Zealand. This research should include current non-consumers who don't currently affiliate but play tennis in some capacity	Be aware of results that may assist the club in identifying new initiatives for membership drives.
Be aware of Tennis NZ communications plan with respect to the media coverage achieved and analysis of that coverage.	Club to use TNZ communication plan as a guide for media promotion.
Carry out a benchmark membership survey in 2007 to measure overall satisfaction'.	Survey members satisfaction every 3 years to establish a benchmark and feed results to Tennis NZ.
Improve the publicity levels and overall profile of tennis at all levels.	Seek assistance from Central region to profile and promote the club at all playing levels.

### **STRATEGY #1 Event planning Calendar**

Complete a club annual calendar listing events and new initiatives introduced that meet member's satisfaction.

Tactic #1-A: Create Calendar and use as a business process

- Annual Events
- Monthly Events
- Weekly Events

Tactic #1-B: Promote Calendar

- Internal Club Promotion
- Internal Specific Membership promotion
- External Community Promotion
- External Regional Promotion
- External National Promotion

# Lower Hutt Tennis Club Marketing Plan

## **STRATEGY #2 Implement new Website software**

Replace LHTC website with Zeus web software so same look and feel is followed to show support for TNZ technology choices.

Tactic #2-A: Specify and build

- Design Specification and costing
- Build and test maintenance functions

Tactic #2-B: Load and Launch

- Training and loading of data
- Launch and promotion

## **4.0 Marketing Mix**

While Lower Hutt Tennis Club is a non-profit organization, we must continue to devote a portion of our budget to promotion to continue to ensure the growth of participation in the tennis events that are offered. A strong increasing number of participation ensures that the club can increase events for every age group and member type so that a good and varied standard of competition can be offered. Strong participation also means that the club can offer events to all skill levels across a broad spectrum of event formats, ensuring that anyone who wants to participate can enter and compete at their level.

The Lower Hutt Tennis Club marketing mix consists of a pricing strategy that fosters participation while adequately funding operations costs and a promotion strategy that ensures continued participation in regional and national events.

### **4.1 Pricing**

Lower Hutt Tennis Club strives to minimize costs for all members to ensure that everyone who wants to participate in tennis events has an opportunity to do so for free. Non members will pay a small entry cost to cover balls and court usage.

### **4.2 Promotion**

Lower Hutt Tennis Club's promotion strategy is a three-pronged approach of advertising, public relations and direct marketing.

Because the club has a limited marketing budget it will take a more grass-roots approach and leverage PR and volunteers to assist with marketing to our target audiences.

# Lower Hutt Tennis Club Marketing Plan

## 4.2.1 Advertising

Lower Hutt Tennis Club does not have a large advertising budget and will not be advertising in the TV or radio media. Instead it will focus on more highly-targeted local newspaper or pamphlets in schools to reach junior members where they are most, at their school.

The club will print flyers and brochures to be hand delivered to schools in and around the club and will also ensure web links are established within all tennis and sport bodies so any information can be provided electronically to the homes of potential and existing members.

In addition, Lower Hutt Tennis Club will look at create partnerships with other supporting sport organisations to advertise the clubs' tennis's website so the game of tennis is exposed to those who might want to try a new sport experience or to remind those who once played they can return to a once loved sport and pickup where they left off.

Additional brand awareness and advertising will come in the form of printing the club brand logos on interclub team uniforms and promoting successful teams or individuals to sports media with a story about the team and their achievements.

Finally, the club will run limited news items on the Central Region and Tennis New Zealand website and any other interested website throughout the season as a marketing campaign to attract new members.

## Advertising Milestones

Advertising	Start Date	End Date	Budget	Responsible
Hutt News	August	March	\$500.00	Promotion Officer
Dominion Evening Post	August	August	\$100.00	
Hutt Intermediate School	August	January	\$100.00	
<b>Total Advertising Budget</b>			<b>\$600.00</b>	

## 4.2.2 Public Relations

Leveraging local public relations resources is key to Lower Hutt Tennis Club's promotion strategy. The club will alert local newspapers to club events and send information about elite club players who have gained regional and or national recognition through participating well in events in the hopes of generating local coverage and player profiles.

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In addition, press releases will be issued announcing club players selected for individual and or team international championships and any exceptional achievements that may attract other media interest e.g. Radio

### PR Milestones

PR	Event Date	Prom Date	Budget
Club Open Day Date	28 & 29 Aug	18 & 25 Aug	\$500.
Notification of AGM	27 July	10 July	\$50.
New membership Adverts	Oct, & Feb	Oct & Feb	\$250.
Club Champs Date	March	Feb	\$50.

### Total PR Budget

### 4.2.3 Direct Marketing

To attract new members to join the Lower Hutt Tennis Club it is important that the club coach takes the Grasshopper program into schools in the club community to generate interest in tennis and eventual membership. To reach these schools, the club should use a direct marketing strategy of contacting a set number of schools and Early Childcare organisations early in the season through email or surface mail sending them information about the program and arranging with them when the coaches can visit the school for coaching sessions.

### Direct Marketing Milestones (To be completed by Junior Committee)

#### Grasshoppers Junior Membership Intake -

Direct Marketing	Start Date	Next Date	Budget	Responsible
Hutt Valley High School				
Hutt Intermediate School				
Chilton St James				
Eastern Hutt School				
Epuni Primary School				
Sacred Heart College				
St Bernards College				
St Orams College				
St Peter & Paul School				
<b>Waterloo School</b>				
Hutt City Kindergartens				
Hutt Play centre Association				
Barnardos New Zealand				

### Total Direct Marketing Budget

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## 4.3 Web Plan

The Lower Hutt Tennis Club website is already an information hub and focus needs to put onto this technology to expand its capability so members can interact with it for a variety of services to reduce the logistics required to register members into the club and for entering club events during the season.

While the investment to upgrade the site will be significant from a time perspective, it will pay off by further reducing paper and manual effort of the secretary's overall administrative time and expense through reduced postage and telephone costs.

### 4.3.1 Website Goals

The Lower Hutt Tennis Club website has three goals:

1. To serve as an information hub for club members and potential members in the club community. The site will be used to communicate event dates and contacts, event results and news items from events, representative rankings and selections, club contacts and committee meeting information, policies and plans, links and other local items of interest. In addition, site users will be able to register as a member and enter events, they may find a partner for an event and sign up for volunteer help or training if they are interested.
2. To reduce club administrative costs by enabling member web site registration and automatically issuing an invoice for payment. Create flexible payment options including electronic Bill Payment through their bank and issuing of a receipt.
3. The Lower Hutt Tennis Club will advertise and allow members to enter events through its web site using the Tournament Management System which will feed all result directly through to Top Dog ranking system. The members may also register for a partner on the website to encourage entry. By collecting this information electronically, the club will reduce the amount of double-data-entry and facilitate the process of managing a large number of entries which can be transparent to all members and administration groups.
4. The new website will run a software program called "find a partner" so members can enter events knowing who their partner is and to save administrators the effort of doing this task.

### 4.3.2 Website Marketing Strategy

Lower Hutt Tennis Club will communicate the launching of the new web site to the members through the newsletter and in all printed material and on the automated phone system at the Tennis Club.

### 4.3.3 Development Requirements

The Lower Hutt Tennis Club web site will follow the Tennis NZ Zeus design and will be developed with a similar look and feel that is required for the unique needs of a tennis organization. The development cost will be reduced because of an

# Lower Hutt Tennis Club Marketing Plan

arrangement with Tennis NZ and the web builder to encourage other tennis organisations to develop a similar designed web site. A Functional Specification will be drafted to assist in the functional design requirements of the site.

Web development will be in three phases that correspond with the website goals:

1. Basic communication platform. This phase of web development will build the informational portion of the web site that will allow for easy posting of event information and results. Site links and club contact information will also be in this phase.
2. Registration platform. This second phase will develop the event database and registration process using TMS and Top Dog software that will allow members to enter events online and allow for the event coordinators to access those entry applications and process them. The club selectors will have access to Top Dog to maintain rankings for event seeding and interclub positions according to their skill level and results.
3. Club Membership platform. This third phase will develop a registration and payment process where member information is collected and stored on a centralized database for access by the club administrators. All existing members' information will be added to allow transparency of member details and enable this data to be used for future planning and reporting to progress the club.
4. Find partner software. The fourth phase which be securing software and using club member access numbers to view event entries to locate a partner. The players seeking partners will need to enter some information about their skill level and Top Dog rating.

## Website Milestones

### Milestones

<b>Web Development</b>	<b>Start Date</b>	<b>End Date</b>	<b>Budget</b>	<b>Responsibility</b>
<b>Site Specifications</b>	TBC	TBC		
<b>Phase 1 Development</b>	TBC	TBC		
<b>Phase 2 Development</b>	TBC	TBC		
<b>Phase 3 Development</b>	TBC	TBC		
<b>Phase 4 Development</b>	TBC	TBC		
<b>Total Web Development Budget</b>				

## 4.4 Implementation Schedule

The following chart and table identify the key marketing events and initiatives. Dates and budgets are specified, and the Management Committee is informed of the plan. We will track plan-vs.-actual results for each of these initiatives and evaluate them at our monthly committee meetings. If necessary, the initiatives will be revised if we discover they are not accomplishing the intended goal.

# Lower Hutt Tennis Club Marketing Plan

## Milestones

### Milestones

<u>Advertising</u>	<u>Start Date</u>	<u>End Date</u>	<u>Budget</u>	<u>Responsible</u>
<b>Brochure Design</b>				
<b>Newspaper Ad Design</b>				
<b>Printing Brochures</b>				
<b>Newspaper Ad – August</b>				
<b>Newspaper Ad – November</b>				
<b>Newspaper Ad – February</b>				

**Total Advertising Budget** \$

<u>PR</u>	<u>Start Date</u>	<u>End Date</u>	<u>Budget</u>	<u>Responsible</u>
<b>Launch of new Club Lighting</b>	Jan 09			
<b>Spring Season Open Day</b>	Aug 08			
<b>Summer Season Open Day</b>	Nov 08			
<b>Autumn Season Open Day</b>	Feb 08			
<b>Direct Marketing in Schools</b>	Sep 08			
<b>Family Members Promotion</b>	Dec 08			

**Baby Boomers Promotion**  
**Total Direct Marketing Budget**

**Web Development**  
**Site Specifications**  
**Phase 1 Development**  
**Phase 2 Development**  
**Phase 3 Development**  
**Total Web Development Budget**

**Total Other Budget** \$

**Totals** \$

# Lower Hutt Tennis Club Marketing Plan

## 4.5 Funding Plan

Funding is critical to Lower Hutt Tennis Clubs' future initiatives success. The club will focus on appropriate sponsors, local fundraising with members businesses, and Trust grants.

The club aims to raise ??% of funding from sponsors, ??% from grants, and ??% from members businesses in the community.

### 4.5.1 Funding Strategy

Fundraising and grant writing will be handled by the club Treasurer who will target the following:

- Corporate sponsors – Gold, Silver and Bronze options. Pamphlets will be sent out to local businesses to offer them Club events or Regional team naming rights that would see their corporate name displayed on all communication media, court facilities, clubhouse notice boards, web site and uniform advertising.
- Trust grants are normally applied for anything from purchasing uniforms and club equipment to cash sponsorship for more specific use within the Tennis Clubs elite players or teams.
- Fundraising from members communities and involving local businesses will be coordinated by club sub committees, but will rely heavily on volunteers to run the fundraising events. Fundraising events could include raffles, garage sales, bake sales and car washes.
- Solicit Donations from members in addition to basic membership fees. Offer of a reduced Life time Membership payment based on 10 year subscription when member turns 60 years of age of \$1,500.00 (saving \$700.00). Encouraging life members to leave a donation as part of their Last will and Testament is also a way of attracting funds and in return an appropriate event grade trophy could be chosen in appreciation of the inherited amount.

### 4.5.2 Funding Process

The Treasurer will communicate all corporate funding and grant writing progress once a month to review status, possible funding in the pipeline, and status of grant applications. Some direction and support will be requested from Central Region.

Potential funding sources will be identified using local business directories and members business connections. We will contact them directly to seek sponsorship and will present to them the branding opportunities as well as the benefits that Lower Hutt Tennis Club provides to the community. Follow up calls will be scheduled 1 week and again 1 month after the initial meetings.

Internally, we will request information on successful fund raising events held in the community by the sub committees. These events can occur at the beginning of the tennis season and in respect of raising funds for specific elite individual or team traveling overseas, this must be arranged by the coach or manager at least six months before the leaving date.

# Lower Hutt Tennis Club Marketing Plan

## 5.0 Financials

Lower Hutt Tennis Club is committed to balancing its operating budget and operating on a solid financial foundation. These efforts are based on a mixture of fundraising, charitable gifting, tournament profits, and subscription fees. Just as revenues are tracked, internal expenses are closely monitored. The goal of the club is to continue to provide a quality service to its members and encourage participation in tennis events locally, regionally, nationally and internationally depending on the potential of the players. This is a tremendous challenge, due to the unpredictable costs and uncertainties that the club faces from one season to another.

Lower Hutt Tennis Club are intentionally emphasizing the need to amalgamate the administration operations of small clubs in its area (e.g. Petone, Glen Iris, Epuni) to grow tennis in the Lower Hutt City community. This will enable increased direct marketing coverage in areas where the small clubs do not approach. This theory will ensure the small clubs, whose members may still use their club courts, benefit with new members, event options at a variety of court locations, less administration duties because it is shared, and the realization that the club can be maintained and be profitable.

Lower Hutt Tennis Club has an independent auditor's report conducted annually that includes financial statements and additional information. The following information is based on the prior two Independent Auditor's Reports. The following summarizes key facts regarding the financial status of the club and its results from last year:

- Revenues last year totaled \$64,500.
  - A total of 65% of those revenues are from Participation Fees, Donations and Contributions, Special Events, and Gifts-in-Kind.
  - - Supervision Grants account for a combined 34%.
- Expenses for last year were \$60,760 under revenues.
  - "People-related" expenditures represent 47% of expenditures.
  - Non-program operations account for 9% of the total expenditures.

## 5.1 Break-even Analysis

Our break-even analysis is based on the ongoing overhead costs we incur to keep the operation of Lower Hutt Tennis Club going. Fixed costs including facility maintenance, coaching costs, and marketing costs are an estimated \$21,600. This number level is due to our dependence on volunteers to run our events. Our assumptions on the average unit revenue are based on membership retention and a growing number of new members each year. The result of this analysis offers general insight regarding the number of members we must continue to attract and a growing dependency on Trust funds to bridge maintenance expense gaps each year.

# Lower Hutt Tennis Club Marketing Plan

## 5.2 Funding Forecast

Revenue for this calendar year will not be based on previous years efforts which was reasonably low key, but instead based on a 10% increase across all membership groups. This prediction is dependant on achieving the projected level of registered members as a result of increased marketing through out the year. The forecasted revenue ranges from a dramatic low of \$1,700 at the beginning of the season in September as the club is gearing up for registering new and existing members for the upcoming season, to a high of \$44,900 at the end of the season in May.

**Sponsorship Drive** - The sponsor drive effort depends on the commitment of key volunteers to raise funds through corporate and individual contributors throughout the community. This includes leveraging the resources of corporate sponsors and initiating a Fund initiative where businesses have some product relationship for tennis members of the community. Sponsors are offered recognition in numerous ways for the valuable role they play in providing funds.

**Raffle Books** – The club could consider selling small books of tickets as a fund raising exercise because most of the recipients would be interested in wining tennis related products donated from a tennis brand e.g. Head. Other organisations have sold similar books every year to the same groups of people for a \$10.00 fee gaining annual revenue with very little effort. The support of members, who can sell the tickets at their work or by sending a ticket out with the registration form as an option to buy at the same time they pay their fees, may also provide an effective promotional medium for marketing Head products early in the season.

**Grants** – The club continues to identify new avenues for grants on a national and local basis that complement the financial goals of the club. Grant sources have included the following sources:

- Pelorus Trust \$5,000
- Pub Charity \$7,500
- Hutt Mana Energy Trust \$3,000
- NZ Community Trust \$10,000

The interest by sports clubs in using Trusts for allocation of specific funding is expanding and this will impact the club in the future with less successful applications in the future. Some of the Trusts will establish relationships with key sports and their desire to provide significant financial support to low profile sports like tennis may prove to be difficult. The long-term objective is to provide financial stability to support the club's major initiatives so there is less dependence on membership fees.

### 5.2.1 Funding by Participant Fees

The following summarizes the projected revenue from Membership fees on a yearly basis using current membership numbers and potential membership numbers if the proposed 10% increase of members was realised. Note the difference in revenue when potential membership is bought into the equation.

# Lower Hutt Tennis Club Marketing Plan

## Funding Breakdown by Membership groups

### Funding by: Membership

	2008	2009	2010	2011	2012
<b>Juniors</b>		\$17,500.	18,000.	18,500	19,000
<b>Seniors</b>		14,000.	15,000.	16,000	17,000.
<b>Families</b>					
<b>Couples</b>					
<b>Over 65</b>					
<b>Students</b>					
<b>Midweek</b>					
<b>Parent</b>					
<b>Total</b>					
<b>Average</b>					

### 5.2.2 Funding by Fundraising Events

Fundraising events could become a critical component to our revenue base, particularly in relation to raffle efforts.

### 5.2.3 Funding by Sponsorship donations

Sponsorship donations from private and corporate sources are currently one of the most unstable and unpredictable sources of income. Our objective is to look at ways to increase corporate contributions. Gifts-in-kind offset event costs, such as when prizes are donated, and goods are also supplied for the various events held.

## 5.3 Expense Forecast

Our expense budget is based on maximizing the return from our marketing and promotion efforts. We must closely monitor this return to determine what is generating the most revenue based on the actual dollar investment. Another resource we consider is the number of potentially paid volunteer hours required, based on a "ceiling" of hours, that we have access to each year from our volunteer base.

### 5.3.1 Expense by Events

Event expenses are contained due to volunteer hours. It is clear that the club is a volunteer-driven organization. The work of volunteers is an integral part of tennis in New Zealand. For example, last year's events required minimal volunteers

# Lower Hutt Tennis Club Marketing Plan

The number of volunteers will continue to decrease if membership and events decrease and if perceptions are anticipated to be negative. Lower Hutt Tennis Club could not survive without this invaluable and committed resource. Annual recognition awards are designed to acknowledge the irreplaceable roles these volunteers play.

## 5.3.2 Expense by Administrative

Administrative expenses are based on secretarial and treasurer duties which is a set annual expense approved at the AGM each year. The annual honorarium does not cover all of the expenses these two roles must cover which increases the risk of less commitment to do the work or constant turnover of qualified volunteers.

## 6.0 Controls

The purpose of the Lower Hutt Tennis Club marketing plan is to serve as a guide to the Management Committee and the coaching staff to continue to improve the club and its ability to serve the tennis members in the club. We must take action to accomplish our goals. Failing to implement even one of the initiatives could be devastating to our success and future growth.

## 6.1 Implementation

Lower Hutt Tennis Clubs have monthly Management Meetings to review current activities, funding position, membership issues and status of events.

For the club, it's critical that there is a consistent focus on implementation in order to maintain strong momentum and maintain strong relationships with funding sources. The following Funding Source table shows the value of our average corporate funding sources which is testament to the need for focus on implementation of funding milestones.

## 6.2 Keys to Success

- Increase membership by 10% every year.
- Leverage the growth offered by increasing interest in club events.
- Improve club tennis facilities to support future growth and offer greater services during club events.
- Develop the sponsorship donor base and corporate contributions that add to the financial resources of the membership fees.
- Develop a new web site which reduces administration and finance duties.

## 6.3 Contingency Planning

The following lists, in order of probability beginning with the highest potential for change that will impact this marketing plan, the future of Lower Hutt Tennis Club:

- Major shift in thinking as to the future of tennis in the Hutt Valley and as it exists in the Central Region and Tennis New Zealand family.

## **Lower Hutt Tennis Club Marketing Plan**

- A rapid decline in tennis membership which significantly reduces our ability to operate with less financial capital.
- Dramatic reduction of volunteers that causes severe administration or financial stress on the club.

### **6.4 Market Research**

Lower Hutt Tennis Club will continue to monitor membership levels and club event entries to determine how to refocus promotion activities if necessary. From a funding perspective, the club will monitor grant availability and apply for new grants as they become available with assistance from Central region and Tennis New Zealand.

### **6.5 Marketing Objectives**

Lower Hutt Tennis Club must appoint a volunteer to manage marketing using this document so objectives are planned each year, implemented and reported on including sponsorship, grants and fundraising activities. This will provide a focus on strengthening the clubs revenue intake so there is less pressure being placed on membership fees.

Marketing and promotion is an important area and the management committee is responsible for promoting tennis in the community so Tennis New Zealand may meet its strategic goals especially marketing which will “Ensure all those interacting with tennis in New Zealand have a positive experience and the profile and brand of tennis in New Zealand is strong and identifiable.”