

APTA Strategic Plan

APTA Mission: To govern the sport, to grow participation among all levels and types of players and across all regions and to improve all aspects of the game.

Ultimate Goal of APTA: Grow the game; support and promote more people playing, watching, teaching and engaging in the sport of platform tennis.

In order to grow the game, the APTA should generate revenue from increased league membership, individual fundraising and corporate sponsorship. The APTA needs to focus on the “impact” of the growth, not just the growth itself.

Major Strategic Initiatives APTA:

1. Build more paddle courts with an emphasis on public access.
2. Bring every league and casual player into the APTA and grow overall league play.
3. Enlarge and improve social media and communications to better engage all current players and raise awareness within non-paddle playing public.
4. Continue to evolve the top-level tournament model to meet the needs of top-level players and increase interest in the game.
5. Raise money through corporate sponsorships and individual fundraising to fund the professionalization of the organization and support initiatives to grow the game.

Long-term goal #1: Build more courts with an emphasis on public access.

- Requires money.
- Requires “know how/standards” that the APTA should share with target areas.
- Requires improvements in court technology that will make courts easier on the body and cheaper and faster to build.
- Requires investment and participation in relevant conferences such as the Club Managers Association, Racquet & Paddle Sports, and Public Parks.

Long-term goal #2: Bring every league and casual player into the APTA and grow league play.

- Provide value to league players with Paddlescores league management system and PTI rating system.
 - Paddlescores and PTI will unify the sport onto one platform with a national rating system.
- Invest in and make the National Team Championships a meaningful event for all APTA leagues and players.
- Requires interest from parents, juniors, high school and college players.
- Convert former junior/college tennis players and golfers that are looking for something to do in the winter.

Long-term goal #3: Enlarge and improve social media and communications to better engage all current players and raise awareness within non-paddle playing public.

- Enhance and improve APTA Website, HOW, Facebook Page, YouTube Channel, Instagram and Live-Stream.
- Develop a strategy to communicate with non-paddle players.
 - Attend racquet sports, golf and club manager conferences.
 - Increase media coverage via Tennis Channel, ESPN Top 10s, NY Times article, WSJ Lifestyle section
 - Increase mainstream media around GP and Nationals

Long-term goal #4: Continue to evolve top-level tournament model to meet the needs of top-level players and generate interest in the game.

- Efficiently promote top-level tournament play in order to generate broader interest in the game.
 - Should the APTA support Pro Flight Paddle and if so in what ways?
- Continue to experiment with APTA sponsored National Ranking Tournaments
 - Explore draw sizes, formats and sponsored prize money

Long-term goal #5: Raise money through corporate sponsorships and individual fundraising to fund the professionalization of the organization and support initiatives to grow the game.

- Sponsorship: Leverage platform tennis demographics to attract a title sponsor and more official sponsors.
 - Leverage unified league management system and increased membership to secure larger and longer-term corporate sponsorships.

- Leverage the APTA's current and enhanced content and distribution capabilities to attract sponsorships.
- Leverage the APTA membership connections to secure sponsorship opportunities.
- Fundraising: Access the large number on wealthy APTA members to raise money to support the APTA and its focused and finite capital campaign.
 - Build a capital campaign that is compelling for donors focused on funding public access and or building courts that are easier on the body and/or less expensive to build.
 - Offer various ways for supporters to make contributions
 - One time
 - Annual Giving
 - Campaign Giving
 - Endowment Giving/Bequeaths

How does the APTA plan to accomplish these goals over the next 3 to 5 years?

1. Continue to professionalize the APTA as an organization, which will require increasing professional staffing. Hire a capable, qualified and dedicated Chief Executive Officer to oversee all aspects of the organization with the vision to lead the APTA and ability to execute the Board's directives, as we grow and change.
2. Grow membership and revenue through league membership and provide the resources and opportunities to support the League Players in the sport.
3. Continue to evolve the top level tournament play to generate interest and grow the game
4. Determine ways to monetize and best utilize social media.
5. Determine ways to monetize APTA membership, Nationals, Grand Prix tournaments and Team Nationals-increase Sponsorship.
6. Increase fundraising efforts by focusing on the impact of growth, not just growth itself.
7. Provide opportunities for tournament players of all levels.
8. Reach out and bring the game to those who have not had the opportunity to play and improve it for those who already play.

- 1. Hire a Chief Executive Officer to oversee all aspects of the organization with the vision to lead the APTA and ability to execute the Board's directives, as we grow and change.**
 - Engage a search firm to find candidates.
 - Determine how the position will be financed with 5 year financial projections.
 - Refine job description and responsibilities relative to current staff.

- 2. Grow membership and revenue through league membership and provide the resources and opportunities to support the League Players in the sport.**
 1. Bring more leagues into the APTA.
 2. Continue to develop/roll out Paddlescores.
 3. Continue to develop/roll out PTI.
 4. Grow National Team Championships.
 5. Develop College and High School and Junior Leagues.

- 3. Continue to evolve the top-level tournament play to generate interest and grow the game. Develop a model to engage the Elite Players in the sport.**
 - Develop tournament format that meets the needs of the top players without alienating or diminishing enjoyment for lower level players.
 - Consider offering enticements, such as entry feeds, expenses, appearance fees or prize money to top players (messaging needs to be clear if money comes from APTA that no league dues will be used for prize money) or do we require GP tournaments to offer prize money independently from the APTA.
 - Find sponsor money to support tournaments; how much of APTA sponsorship money should go to support broader APTA initiatives?

- 4. Determine ways to monetize and best utilize social media.**
 - Explore live-streaming options including “live stream lite”, distribution, monetization and delivery.
 - Upgrade the website, consider establishing a pay wall for live-streaming and use league management system to deliver

APTA content and secure both national and local sponsorships.

- APTA merchandise store on-line.
- Further enhance quality and delivery of professional content through multiple channels.
- Reach new markets and partner with paddle related social media outlets like PaddleHacks, Platform Files, players' Instagram.
- Maintain and enhance social media presence.
- Invest to make sure Platform Tennis Magazine continues to be flagship offering (should it be?)

5. Determine ways to monetize APTA membership, Nationals, Grand Prix tournaments and Team Nationals – increase Sponsorship Dollars

- Sponsorship goals? What are they and how should they be accomplished?

6. Increase fundraising efforts by focusing on the impact of growth, not just growth itself.

- What is the “shiny object” that will inspire people to give?
- Launch capital campaign to achieve finite fundraising goal.

7. Provide opportunities for tournament players of all levels.

- Continue to grow tournaments at the B and C levels including a National Championship.
- Use PTI rating system to develop competitive tournaments at every level.
- Conduct junior tournaments culminating in a National Championship.
- Increase Masters Tournaments participation HOW?
- Standardize the experience for players, directors and fans.

8. Reach out and bring the game to those who have not had the opportunity to play and improve it for those who already play.

- Communicate what platform tennis is to a broader audience all over the country
 - Attend appropriate industry conferences, including Club Managers Association Conference, CMAA

- How else do we get the message out to non-players?
- Support new court construction and communicate with court builders.
- Provide Grants and Loans for public access facilities.
- Put on focused Clinics and Exhibitions that further APTA mission.
- Develop courts that are easier on the body.
- Make courts easier and cheaper to build.
- Improve standardized testing for paddles and balls.
- Work with PPTA to encourage certification of pros.