Final version: 09/06/2017.

Tennis SA presentation:

To the Parliamentary Portfolio Committee on Sport & Recreation.

Tennis South Africa

Our delegation

Gavin Crookes:
President

Riad Davids:
Vice-President

Zaida Beukes:
Board Member

Tony Loubser:
Board Member

Mpho Makhoba:
Development Manager

Richard Glover:
CEO

Overview of this presentation

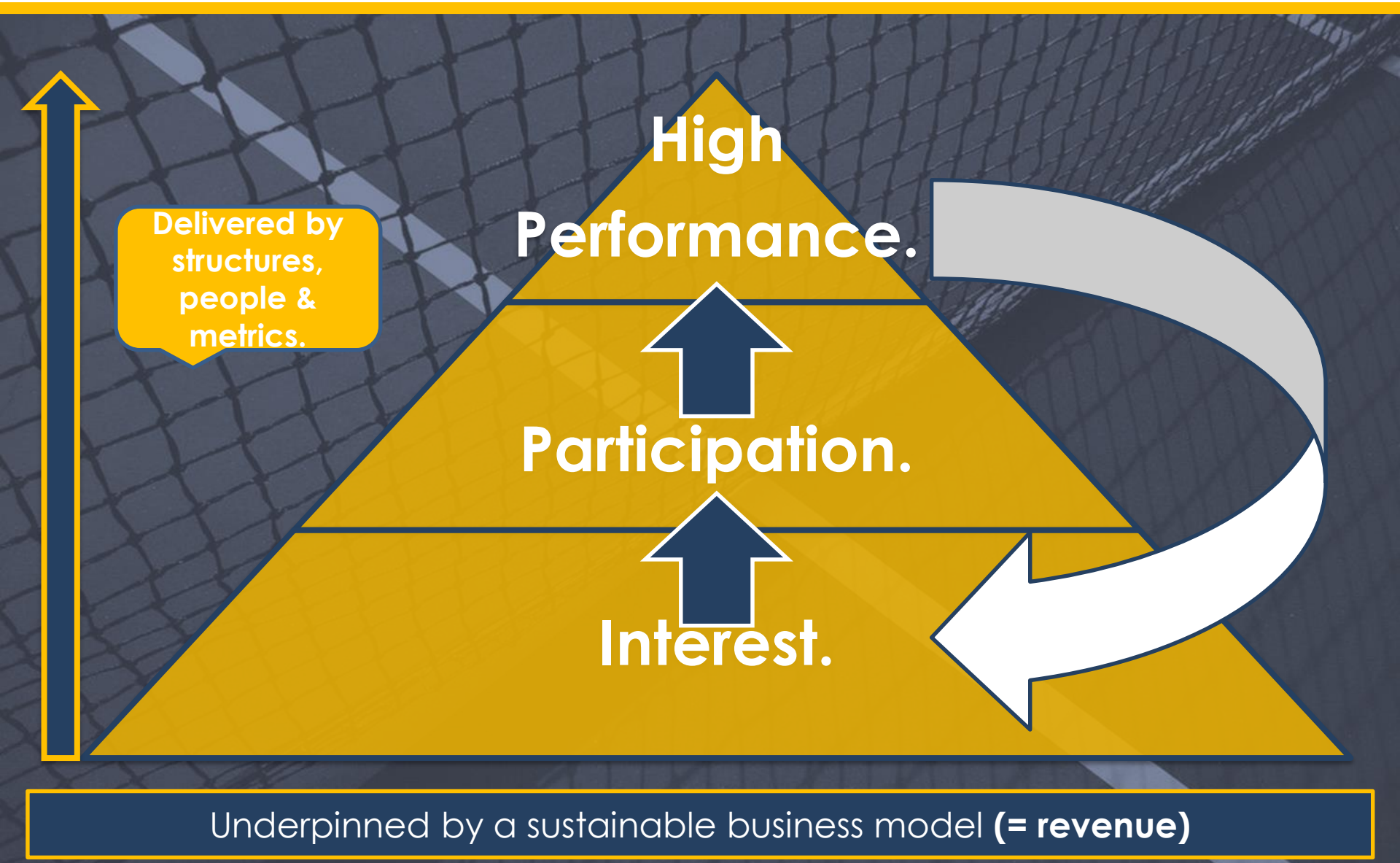
Key Discussion Points.

1. The current state of tennis in SA.
2. TSA: Governance Structures.
3. Financials & Business Model.
4. Transformation & Development.
5. Performance on the court.
6. Our new growth plan for tennis.

1. The current state of tennis in SA.

Tennis South Africa

How we view tennis in SA



Underpinned by a sustainable business model **(= revenue)**

Our current challenges

Revenue: We have a major **sustainability challenge**!

Interest

- No international events OR Top 20 singles players
- Limited awareness of tennis in SA

Participation

- Club tennis is under financial pressure
- The maintenance of facilities is a major issue
- Declining participation in rural areas

High Performance

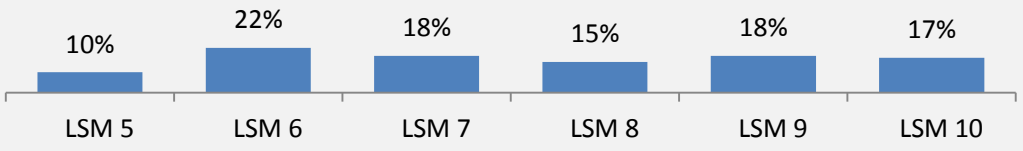
- Not producing Top 100 players
- We are struggling to produce high calibre female players
- Unregulated coaches

A perceived **lack of transformation** in the sport.

Tennis South Africa

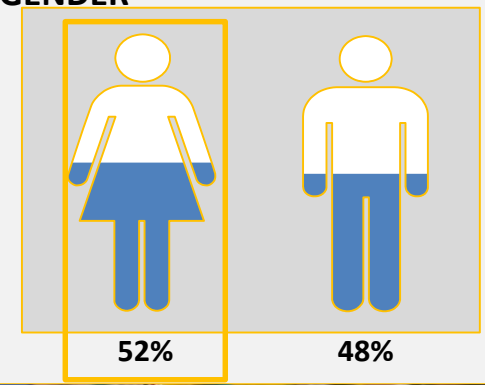
Tennis fans in SA: Aged: 16+

LSM

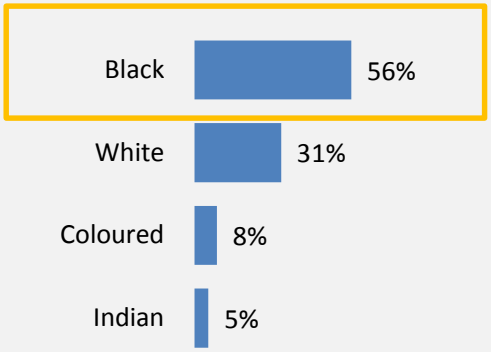


Rounding off may not allow summing to 100%

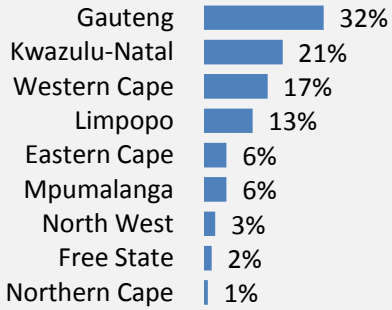
GENDER



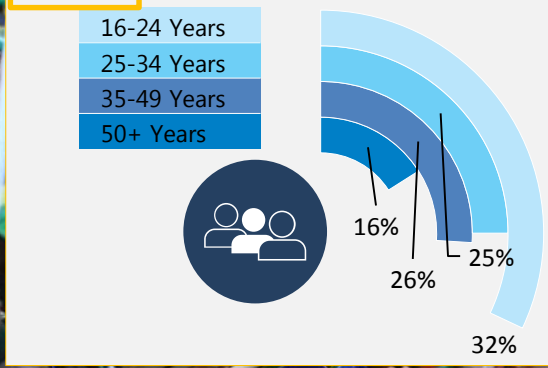
RACE



PROVINCE



AGE



Source: Nielsen Sports, 2016 (LSM 5-10)

SA tennis fans are….young and black!

Tennis fans in SA are most likely to be: Black Females, Aged: 16 – 24, from Gauteng.

Tennis South Africa

Tennis players in SA: Key data

There are close to **700,000** active tennis players in South Africa.

48% female

52% male

44% of active players in South Africa are under the age of 24.

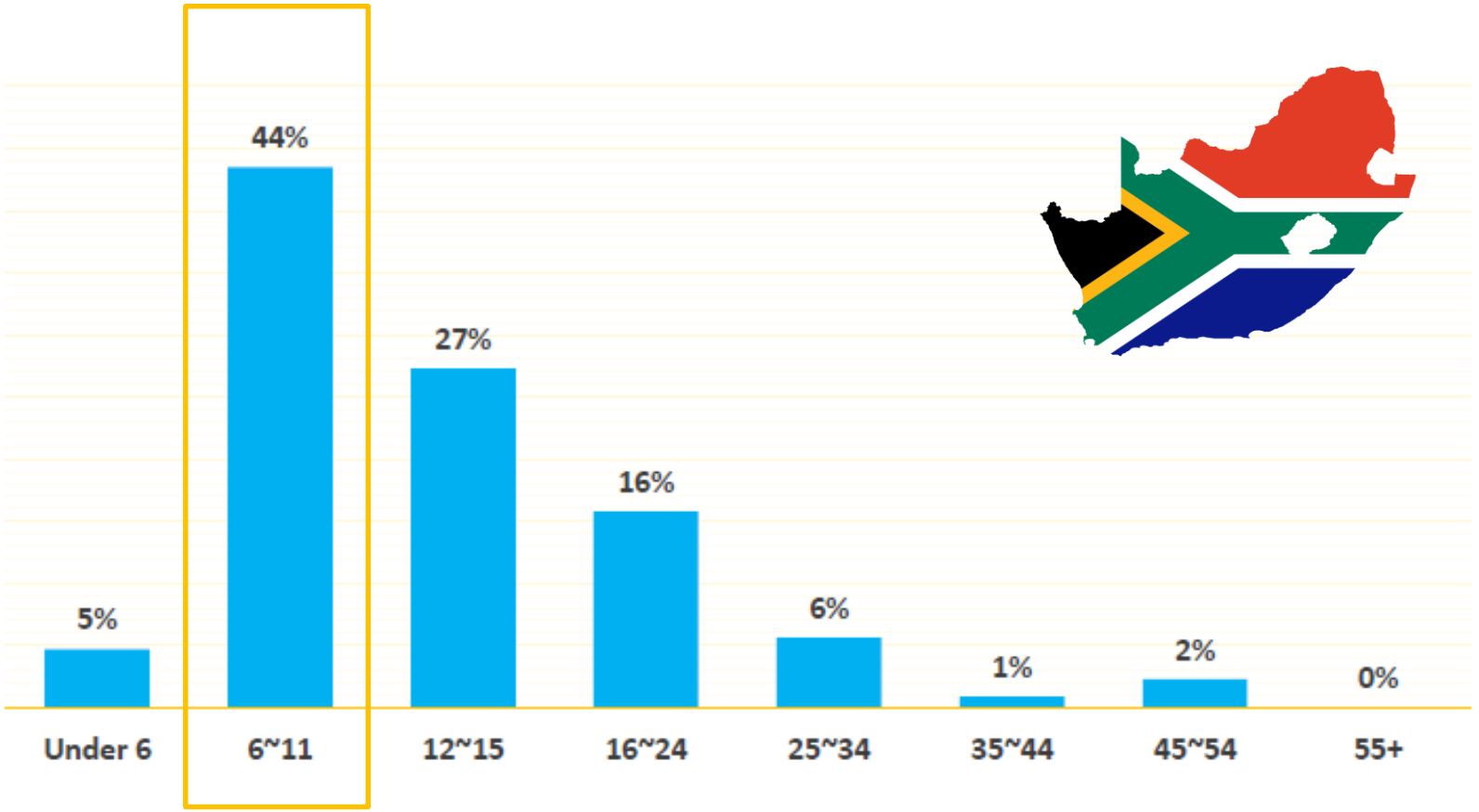
17% are under the age of 15 = **119 000**.

Source: ITF Study. 2016 Calendar Year. Sample: 3000 people.

Tennis players in SA: Age started

Tennis Participants | Age Started Playing

Within South Africa



Source: ITF Study. 2016 Calendar Year. Sample: 3000 people.

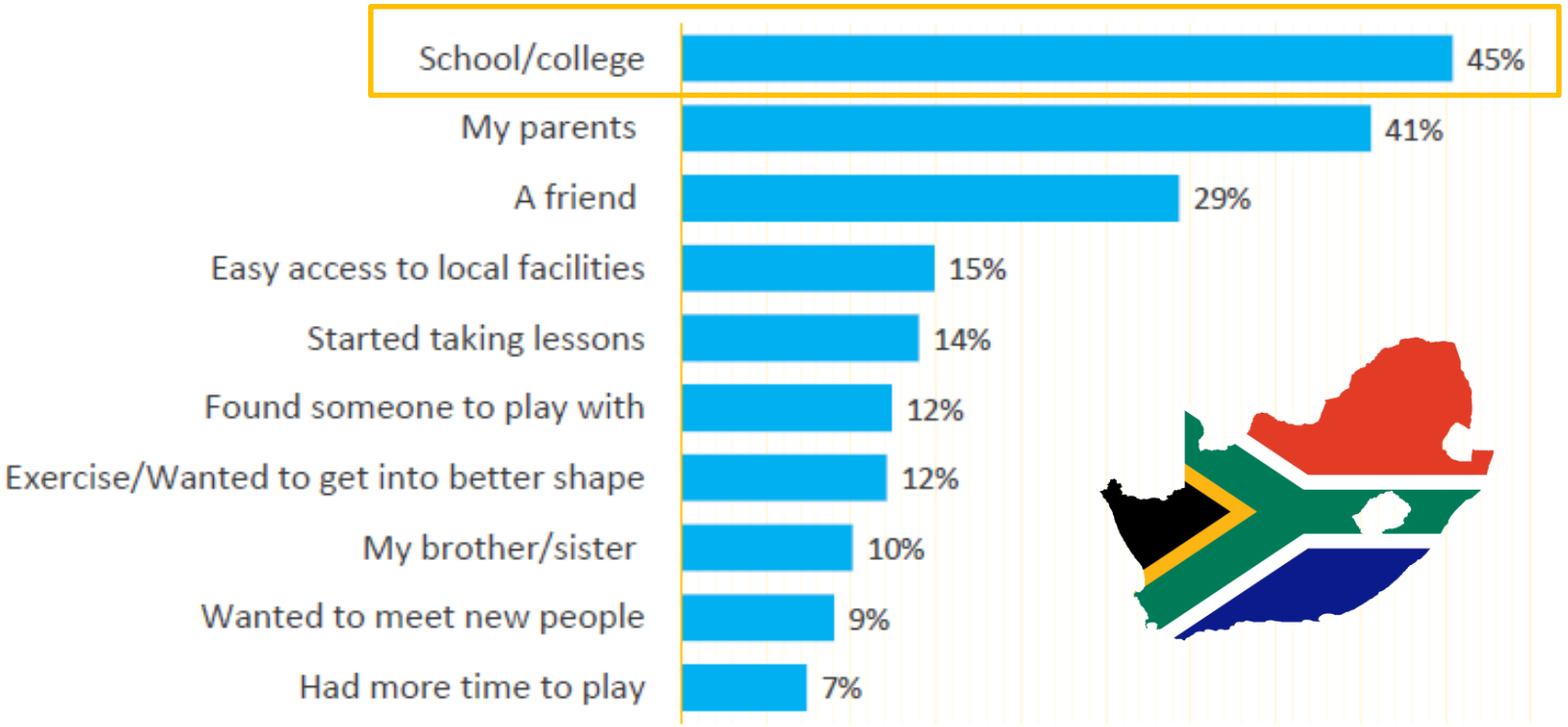
Tennis players in SA: Key data

Tennis Participation | Influences

Within South Africa

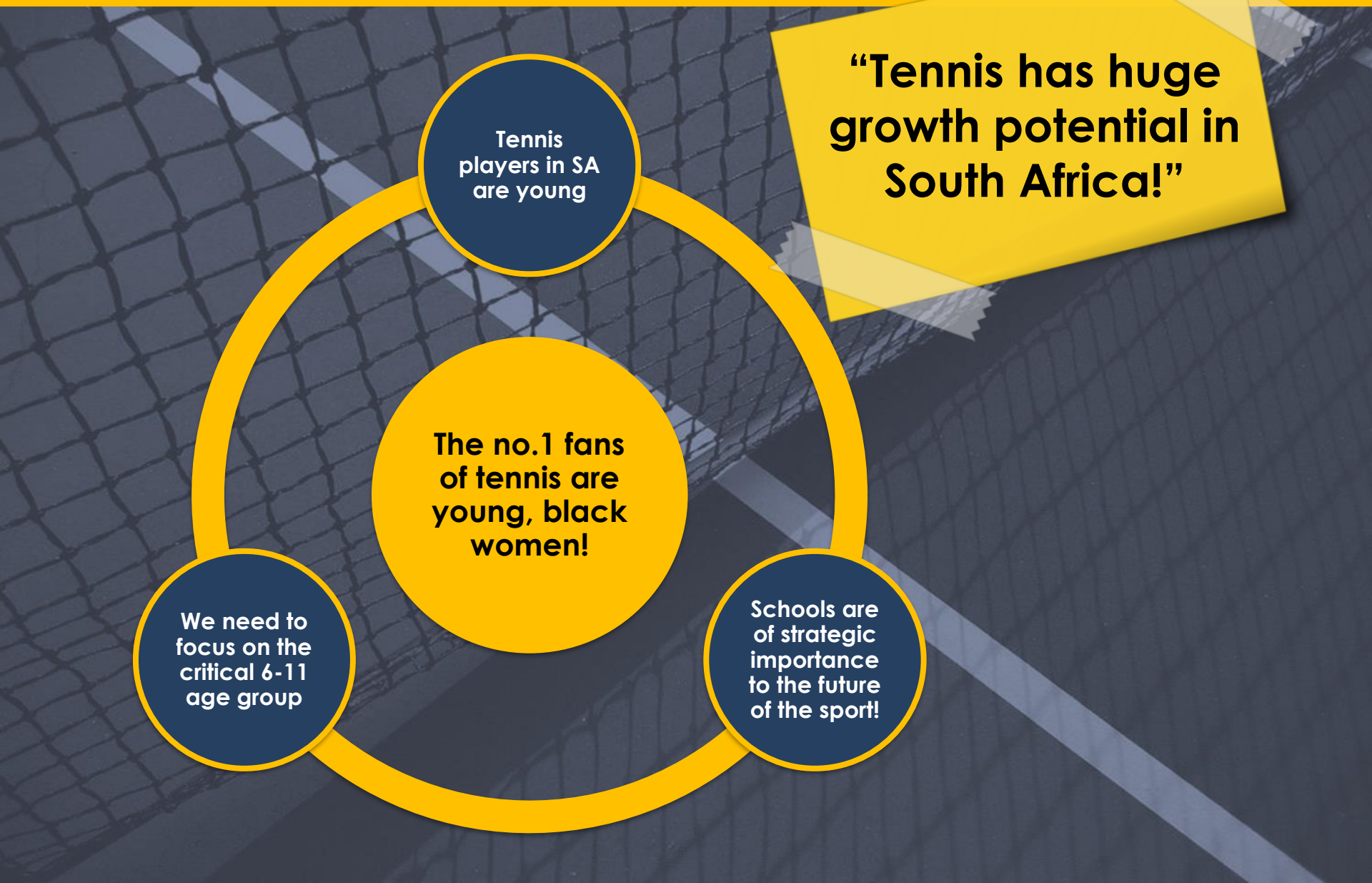
Who or what influenced you to take up tennis?

(Top 10 reasons)



Source: ITF Study. 2016 Calendar Year. Sample: 3000 people.

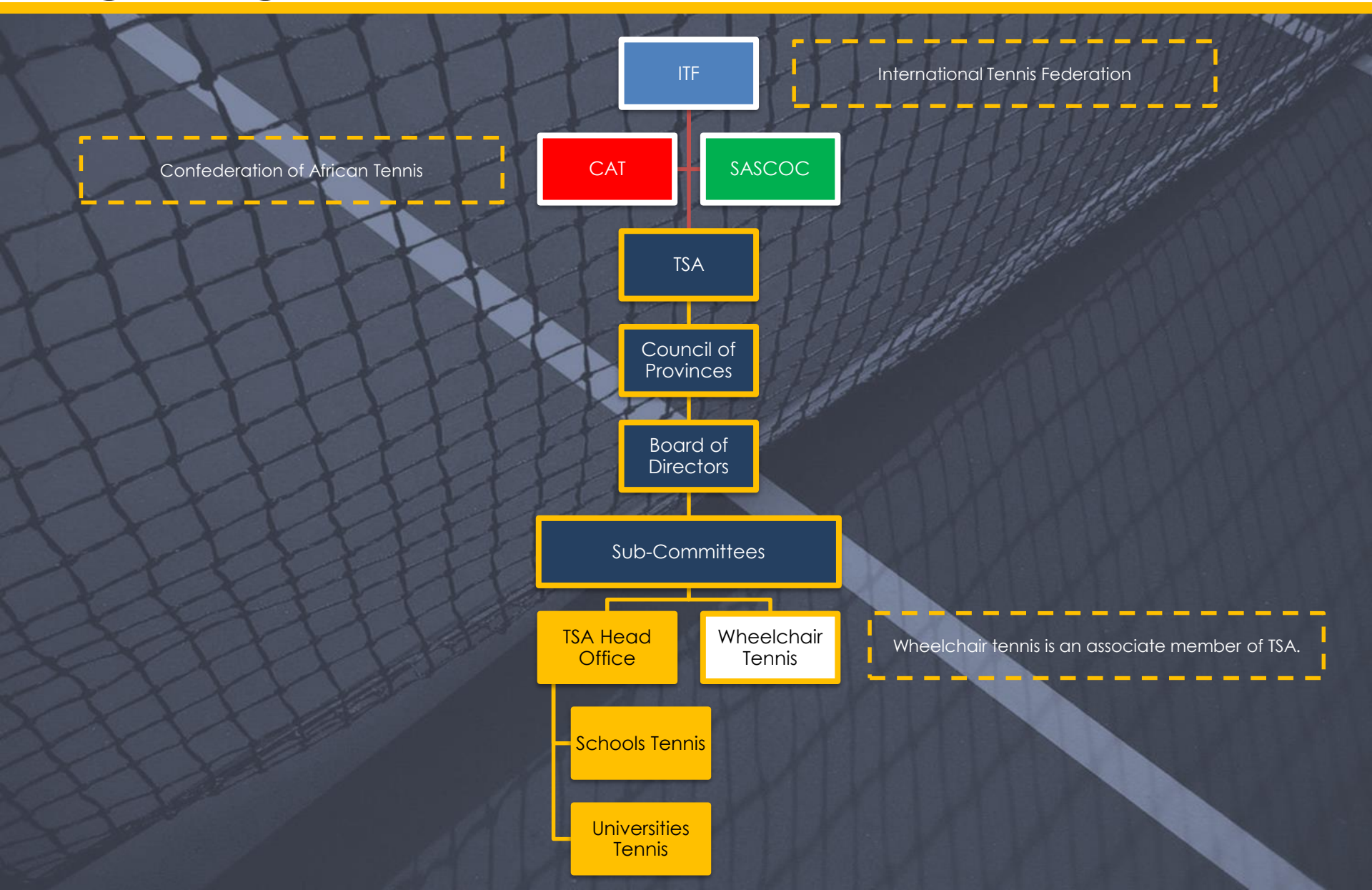
What the data tells us….



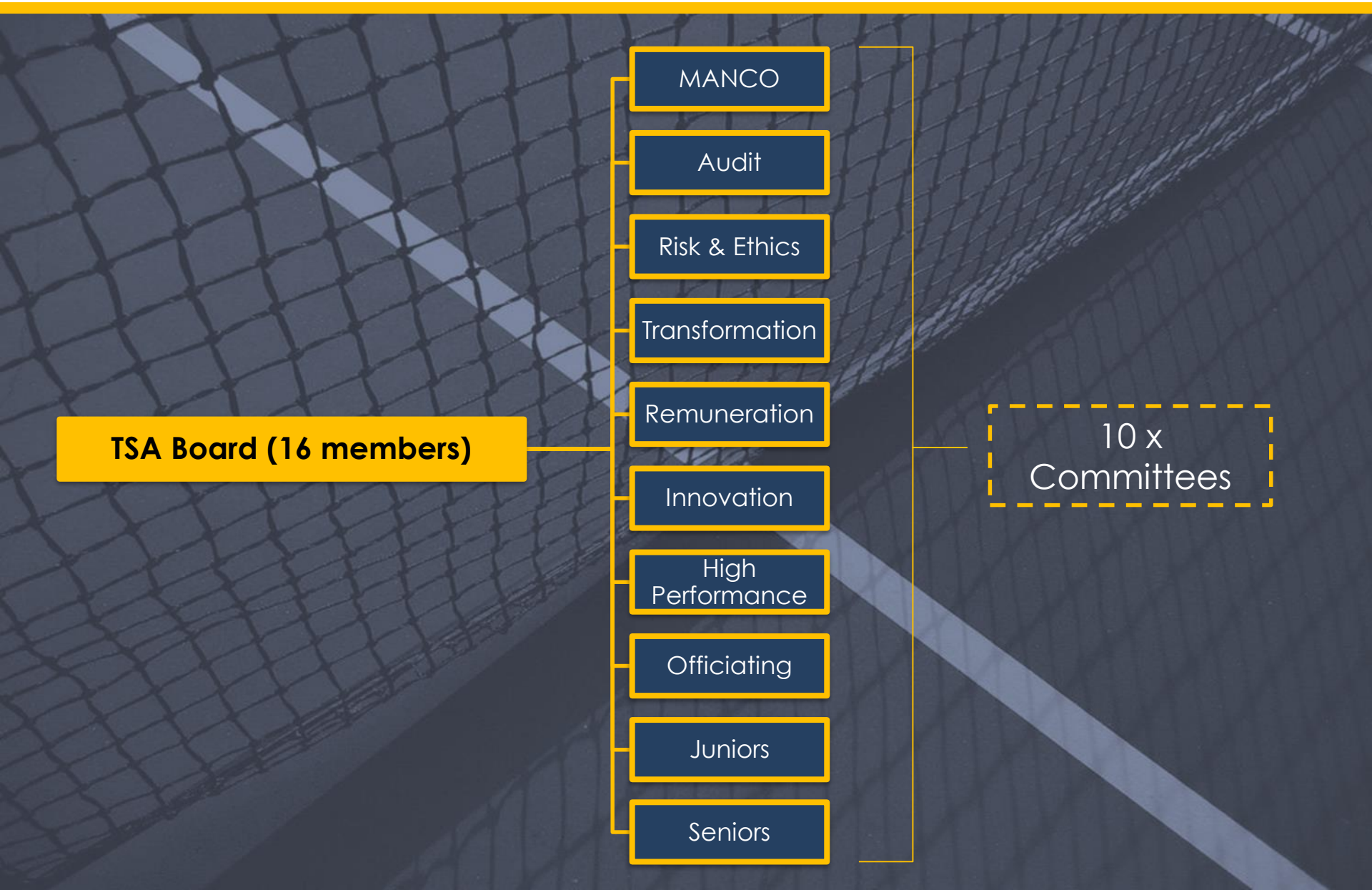
2. Governance Structures

Tennis South Africa

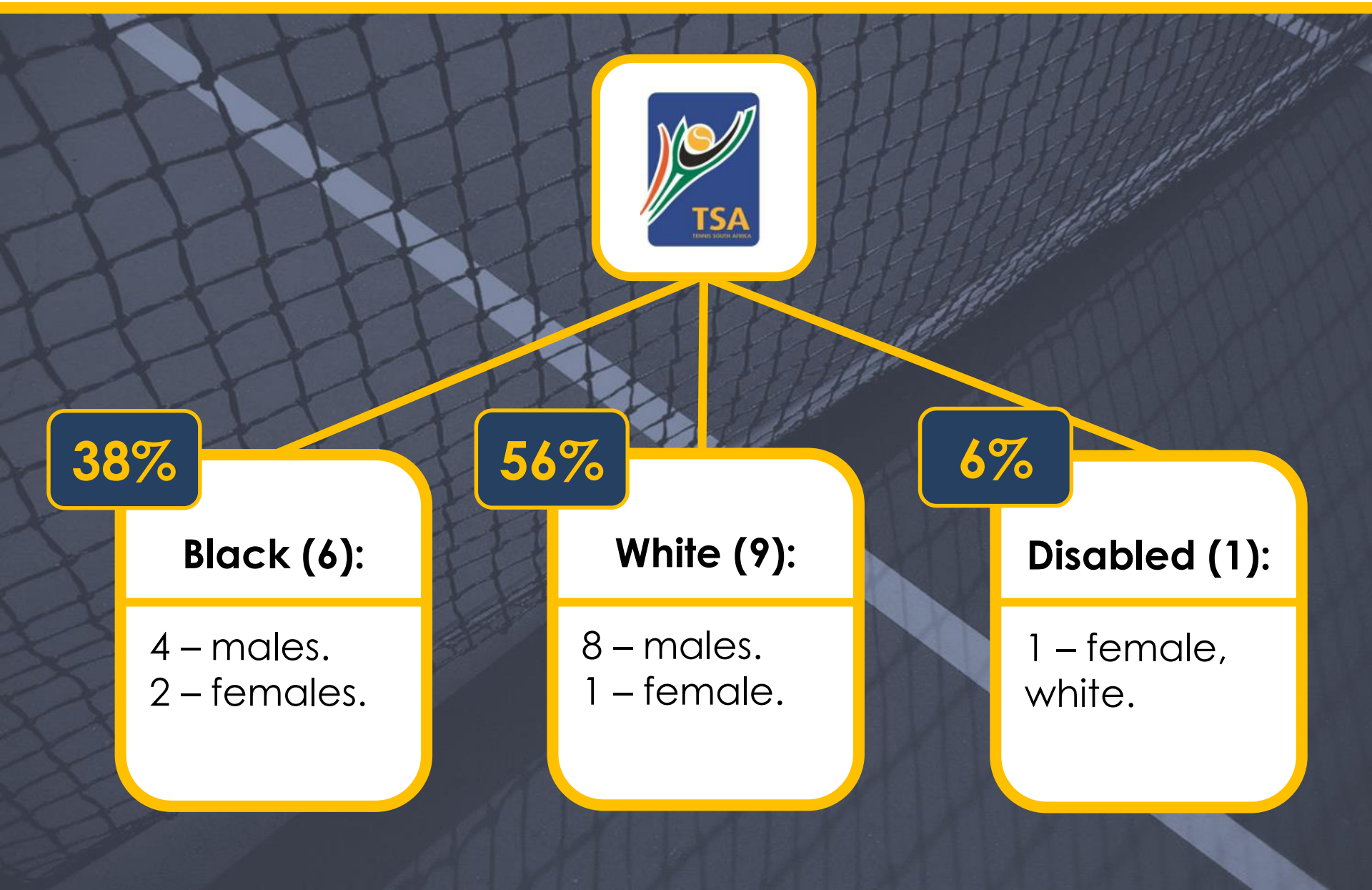
Organogram of tennis in SA



Governance structures



Board demographics: 16 Members



38%

Black (6):

4 – males.
2 – females.

56%

White (9):

8 – males.
1 – female.

6%

Disabled (1):

1 – female, white.

Staff demographics:

TSA Head Office (Pretoria)

Black:
Male – 6
Female – 2
8

White:
Male – 2
Female – 2
4

Wheelchair Tennis (Johannesburg)

Black:
Male – 4
4

White:
Female – 3
3

63% black.

37% female.

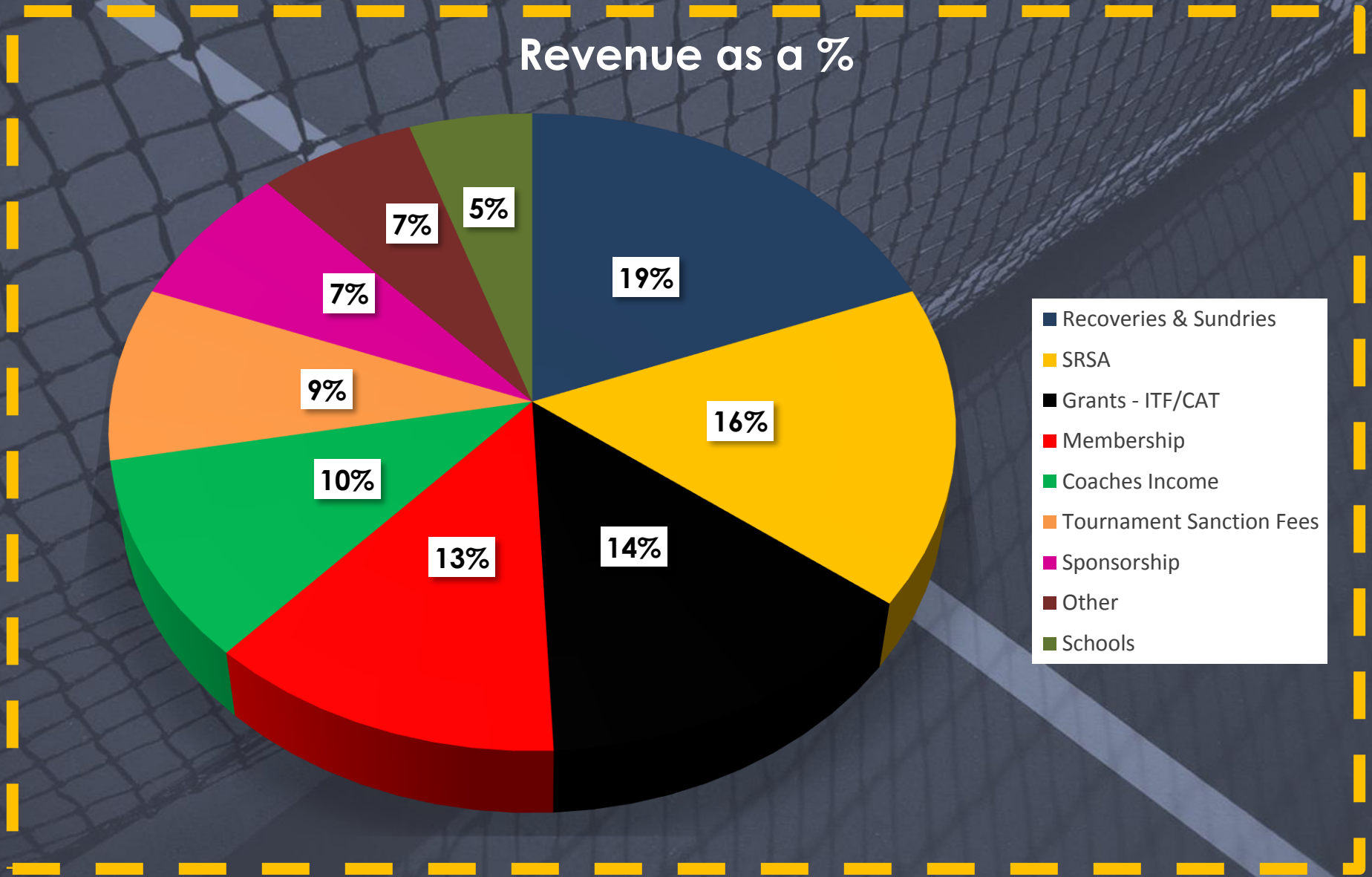
3. Financials & Business Model

TSA financial performance: last 3 years

	2016/17*	2015/16	2014/15
Total Income	R14 006 899	R13 093 882	R12 181 956
Total Expenses	R13 953 411	R15 079 063	R12 938 573
Surplus/Deficit	+R53 488	-R1 985 181	-R756 617

Note 1: The TSA financial year runs from the 1st April to the 31st March.
Note 2: TSA last received National Lottery Funding in 2014/15 (**Circa R2.5m**).
Note 3: *The 2016/17 financial statements – as per TSA Audit Committee meeting held on the 8th June 2017.

Key revenue areas – 2016/17 summary



SRSA funding: break-down (2016/17)

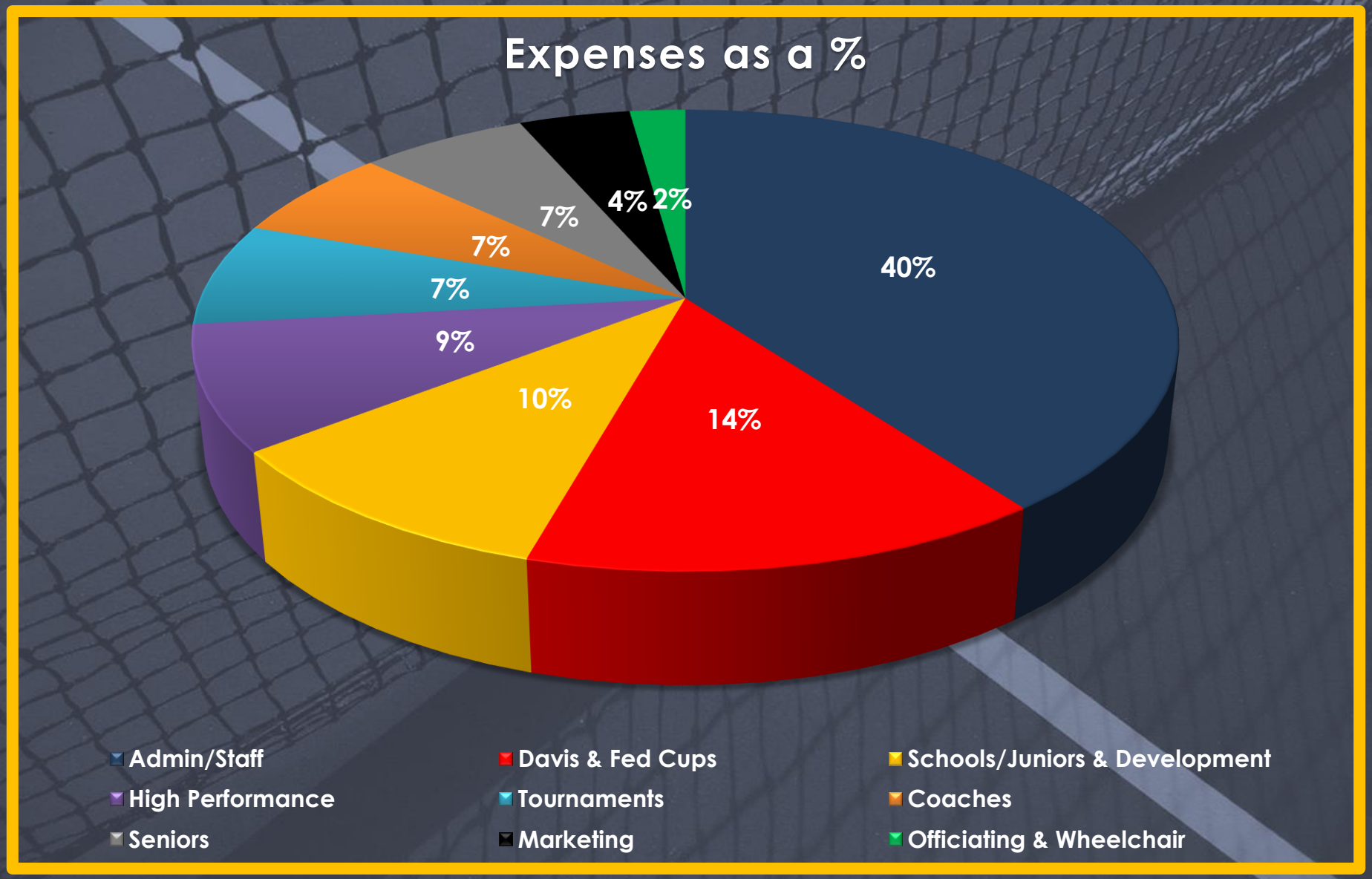
sport & recreation

Department:
Sport and Recreation South Africa
REPUBLIC OF SOUTH AFRICA

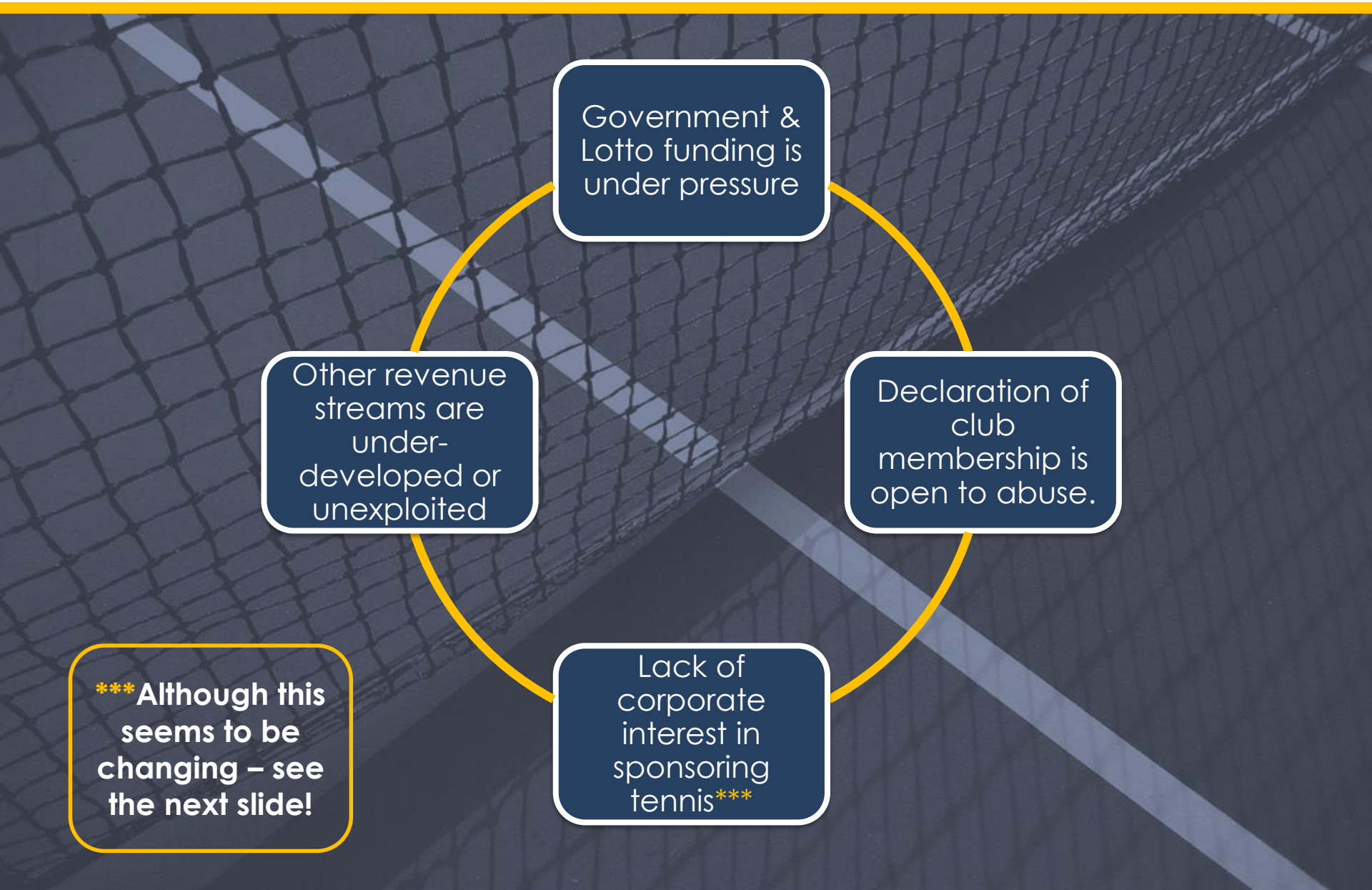
In the 2016/17 (TSA) Financial Year SRSA provided circa R2.2m in funding – broken down as follows:

Admin	• R200k.
Schools	• R800k.
High Performance	• R800k.
Wheelchair	• R200k.
Events	• R200k.

Key expenses – 2016/17 summary



Barriers to sustainability



Tennis South Africa

Sponsorship – recent progress!

Since the **start of 2017** we have secured **4 x commercial partners:**

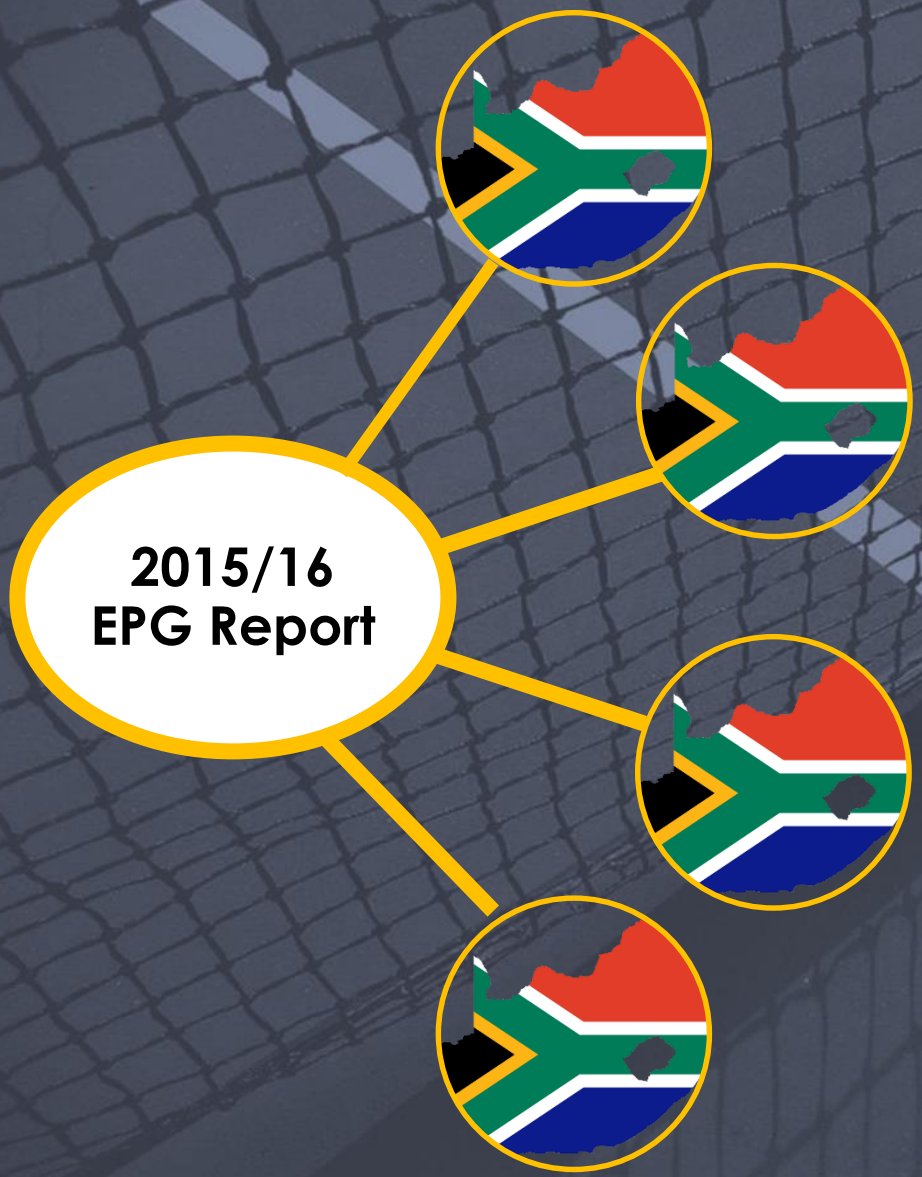
KIA	lotto	vodacom	Axnosis
Davis Cup Team.	Apparel.	Content & Streaming.	Davis Cup Event.

+

There are **2 x more potential partners** at an advanced stage of discussion.

4. Transformation & Development

EPG 2015/16: 4 x key weaknesses identified



1. No CEO.

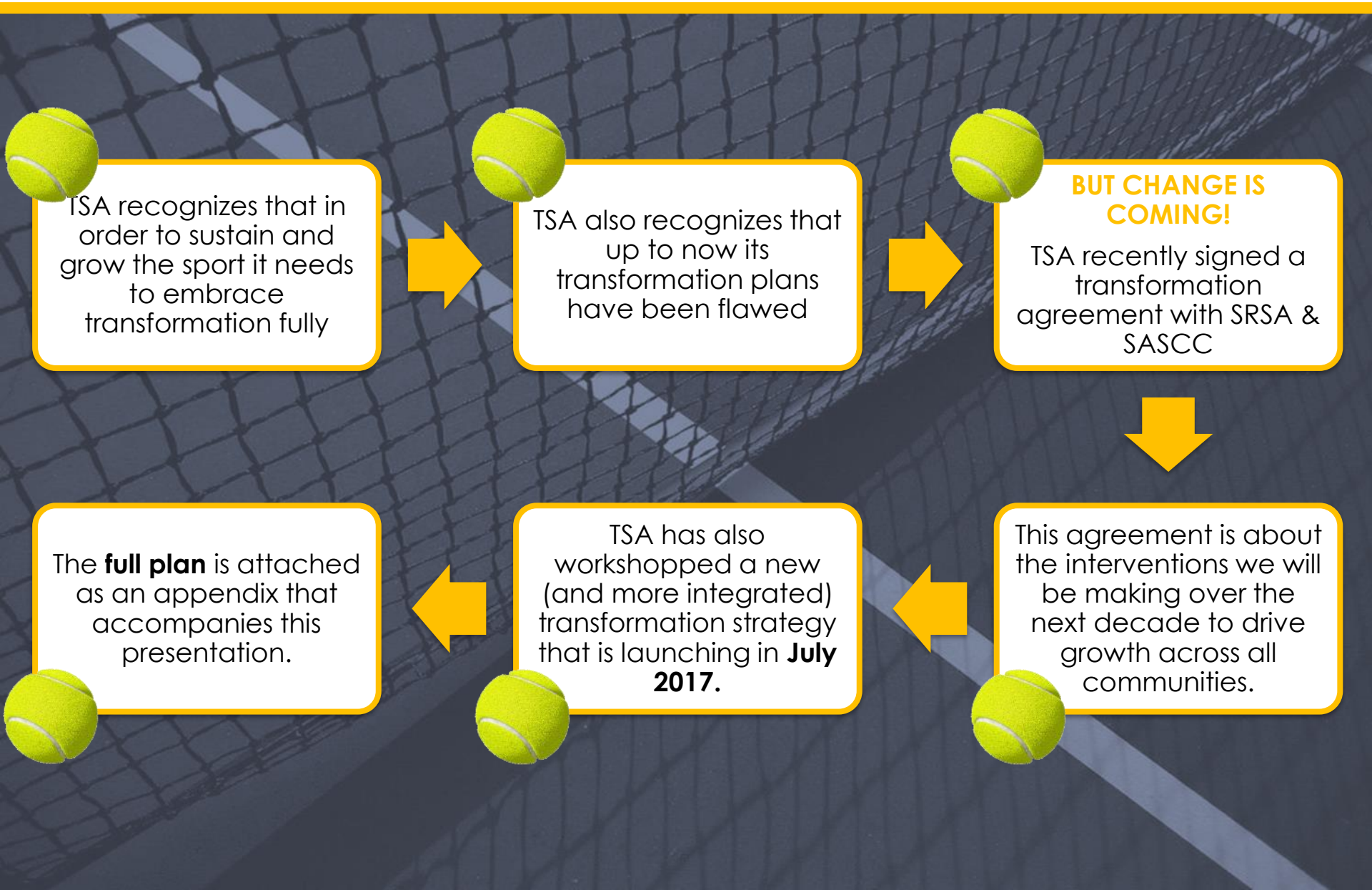
2. Lack of transformation at board committee level.

3. General participation demographics below transformation charter levels.

4. Critical need to make the sport more accessible – especially at schools.

Tennis South Africa

Transformation: A new plan for tennis in SA



TSA recognizes that in order to sustain and grow the sport it needs to embrace transformation fully

TSA also recognizes that up to now its transformation plans have been flawed

BUT CHANGE IS COMING!

TSA recently signed a transformation agreement with SRSA & SASCC

This agreement is about the interventions we will be making over the next decade to drive growth across all communities.

TSA has also workshopped a new (and more integrated) transformation strategy that is launching in **July 2017.**

The **full plan** is attached as an appendix that accompanies this presentation.

Our new strategy….key principles

Principles of the TSA Transformation Strategy

- TSA's transformation strategy will be multi-dimensional and focused on **changing demographic profiles** on and off the field of play
- It will ensure **equitable access, participation and resource availability** through extensive **community involvement**
- It will **develop skills and capability on and off the field**
- It will build and shape relationships with **future support and spectator base**, future leaders, and decision-makers on the basis of **broad-based community engagement**
- As an organization, TSA is committed to practicing **Employment Equity, Gender Equity, Preferential Procurement**, and the Promotion **of Disability Sport**
- The Strategy will be underpinned by **Good Governance**
- It will **uphold standards**, while at the same time removing barriers to access, thus creating a system that is accessible, demographically representative, sustainable, and competitive
- The Strategy will seek to co-operate with **government initiatives** and to align its portfolio of programmes/projects with that of national, provincial, and local government and sport structures

Our new strategy….focus areas

Key Transformation Focus Areas

Infrastructure and Participation Opportunities

Human Resource and Skills Development

Demographic Profile

Performance

Contribution to Government Priorities

Good Governance

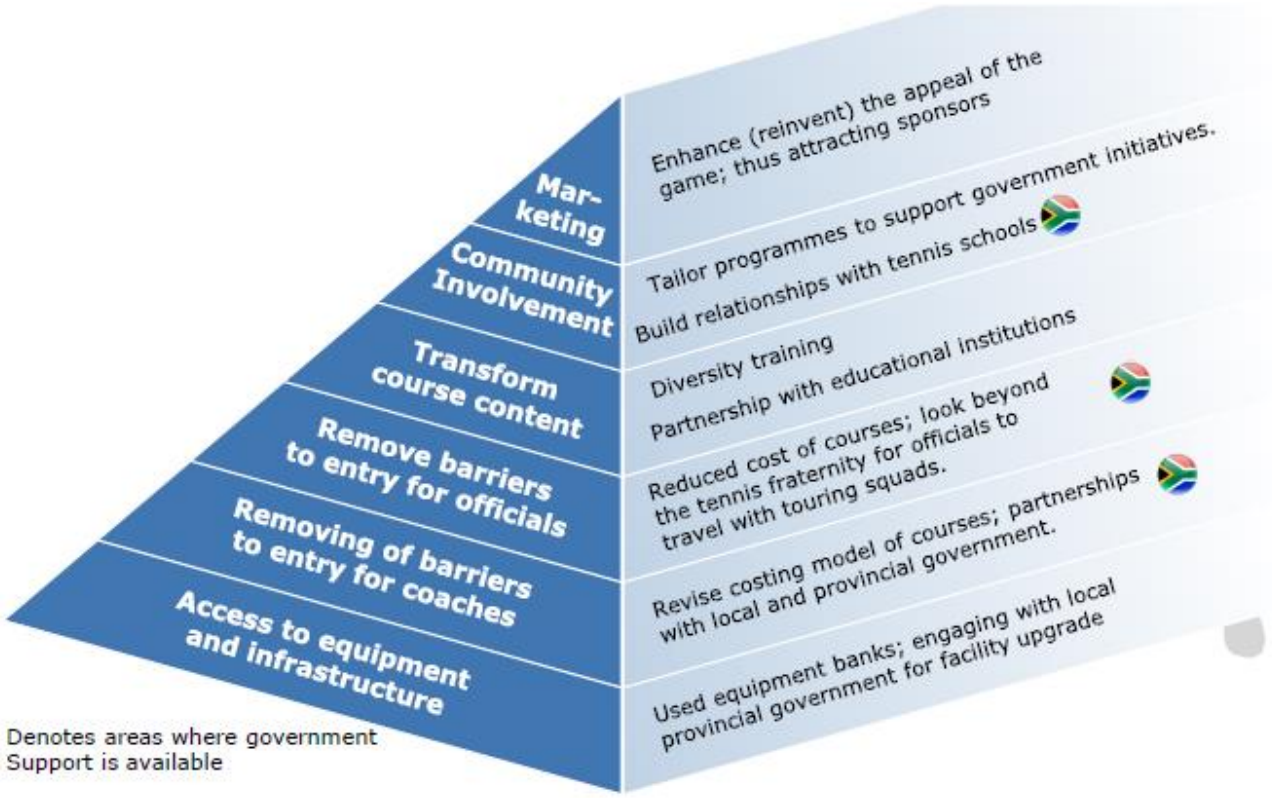
Our new strategy…the development pathway

Key Principles for the Development Pathway

- The most important requirement for the success of the Development Programme is **The Provision of Coaching** and the **Level of Coaching** provided
- The Programme needs to start around existing initiatives and expand based on the success of these initiatives and the support of government and the corporate sector
- The Programme needs to be driven and managed centrally by TSA

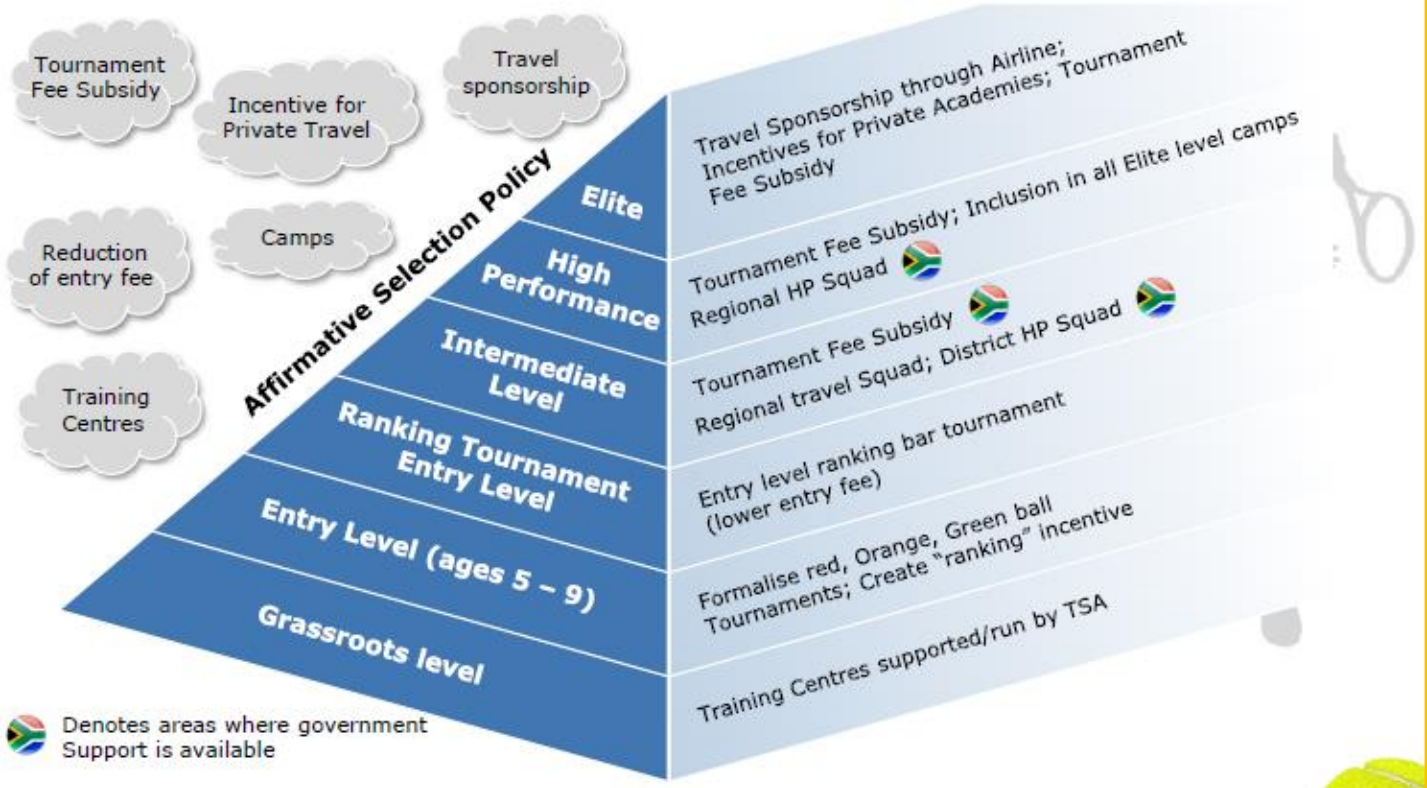
Our new strategy….<u>off the court</u>

Development Pathway
Off Court



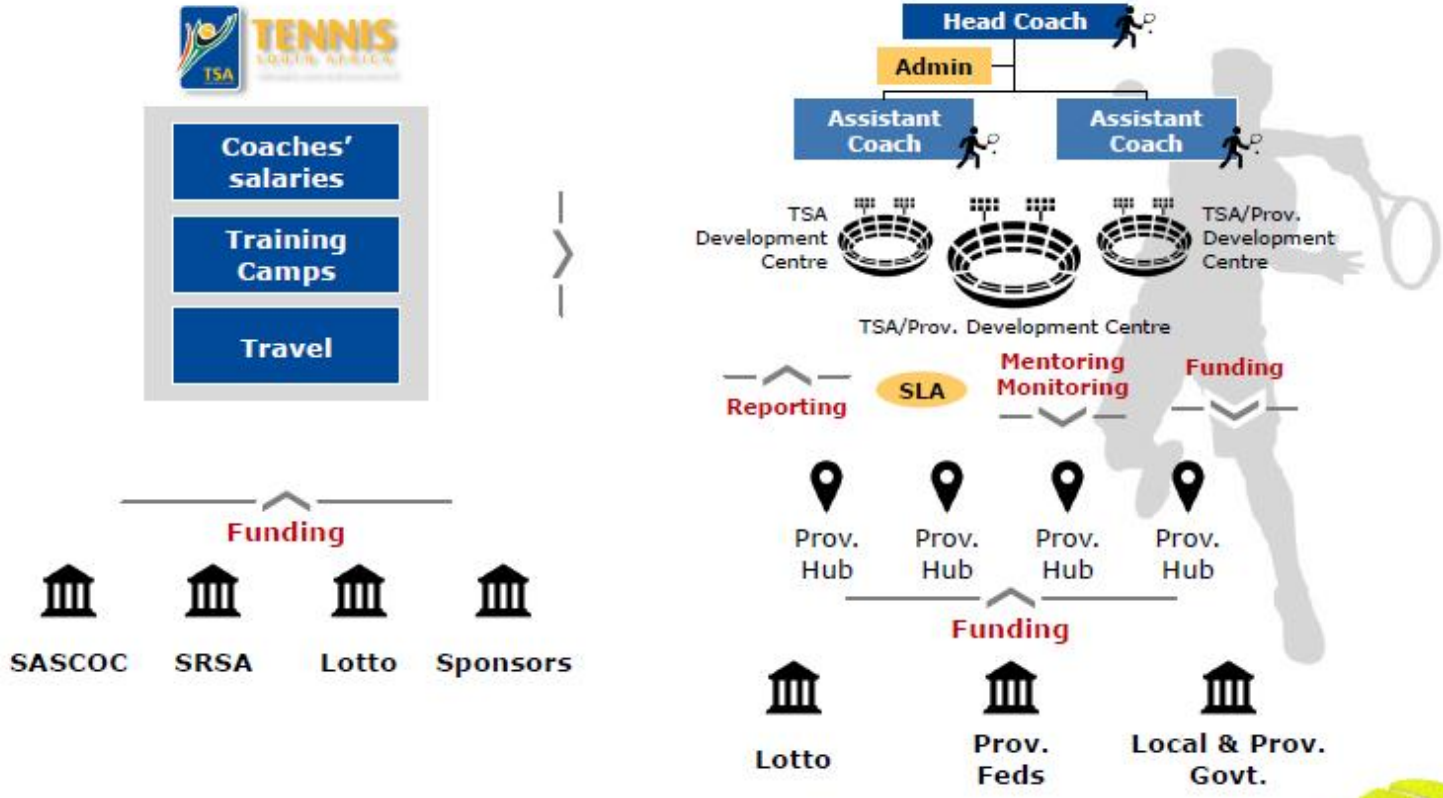
Our new strategy….<u>on the court</u>

Development Pathway
On Court



Our new strategy…3 x centres of excellence

Development Pathway
Tier 1



The green shoots of transformation

Our **U14 & U16 teams** (boys & girls) selected to play in the recent African Junior Champs, had **50:50** representation, including coaches.

96% of wheelchair tennis players in South Africa are black.

63% of tennis officials in South Africa are black and **25%** are women.

Schools tennis: A key transformation focus

In May, TSA held a **Schools Indaba** to reflect on all aspects of schools tennis. Some of the key outputs were:

1. A new focus on building stakeholder relationships.

- Especially with local government, SRSA and the Department of Basic Education.
- The increased importance of the SA Schools Champs (SRSA Event).

2. Increasing participation & creating a hype around the sport - at schools.

- A national school ranking system.
- Promoting and pushing red ball tennis (mini tennis).
- Introducing Beach Tennis.
- Experimenting with a central host venue for school league matches.
- Schools to play against clubs (especially in rural areas).

Tennis South Africa

Improving the state of women's tennis

TSA has recently kicked off a women's task force to make recommendations as to how to grow and improve the female side of the sport. The Task Force has three focus areas and is looking to answer some strategic questions:

1. Schools	• How do we get more girls playing at school? • How do we get more black girls playing?
2. Participation	• How do we keep more girls playing after school?
3. High Performance	• How do we produce more female high performance players? • How do retain our female high performance players?

TSA
TENNIS SOUTH AFRICA

5. Our Performance on the Court!

Tennis South Africa

SA at the 2017 French Open (Grand Slam)

Kevin Anderson: Reached the last 16 of the men's singles.

Raven Klaasen: Was seeded 8th in the doubles and 4th in the mixed doubles.

Bertus Kruger: Reached the last 32 of the boy's singles.

Davis and Fed Cups: 2017

South Africa currently finds itself in Euro/Africa Group 2. After comprehensive victories over Estonia & Slovenia in 2017, the SA team travels to Denmark in September for a **promotion play-off tie** against that country. The winner will play in Euro/Africa Group 1 in 2018 - the group below the prestigious World Group.

SA find itself in in Europe/Africa Group 3 in 2018 after **relegation** from Europe/Africa Group 2. TSA has recently launched a women's tennis task force to make recommendations to improve the state of the female side of the game. This is covered in more detail elsewhere in this doc.

The young tennis talent is there….

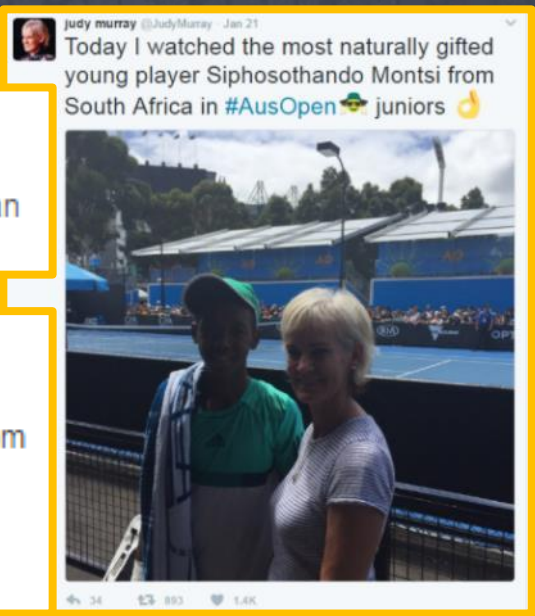
Lloyd Harris (age: 20)

Zoe Kruger (15)

The Montsi brothers (15 & 17)

SUNDAY TIMES - 14 years old Zoe Kruger's glory in Tunisia
www.timeslive.co.za/sundaytimes/sport/.../14-years-old-Zoe-Krugers-glory-in-Tunisia
Feb 19, 2017 - **Zoe Kruger** surprised even herself when she won the girls singles title at the African junior closed championships in Tunisia last weekend.

Financial boost for SA tennis young gun
Sport24 - 22 May 2017
Johannesburg - South African tennis star **Lloyd Harris** is one of 14 players from 12 countries who have been selected to receive the first ever ...



Tennis South Africa

Junior tennis is strong

TSA is ranked as the **number one tennis country in Africa** and currently has African Junior Singles Champions in the following age groups:

- **Girls U18**
- **Boys U16**
- **Boys U14**

Our 2017 Junior National Championships saw a **21%** increase in participation. It was the biggest field since 2011.

Source: TSA, 2017 Nationals. 715 players.

Wheelchair tennis is a shining light!

WT SA has players ranked in the top 15 in the world.

WT SA has the second most players on the world rankings.

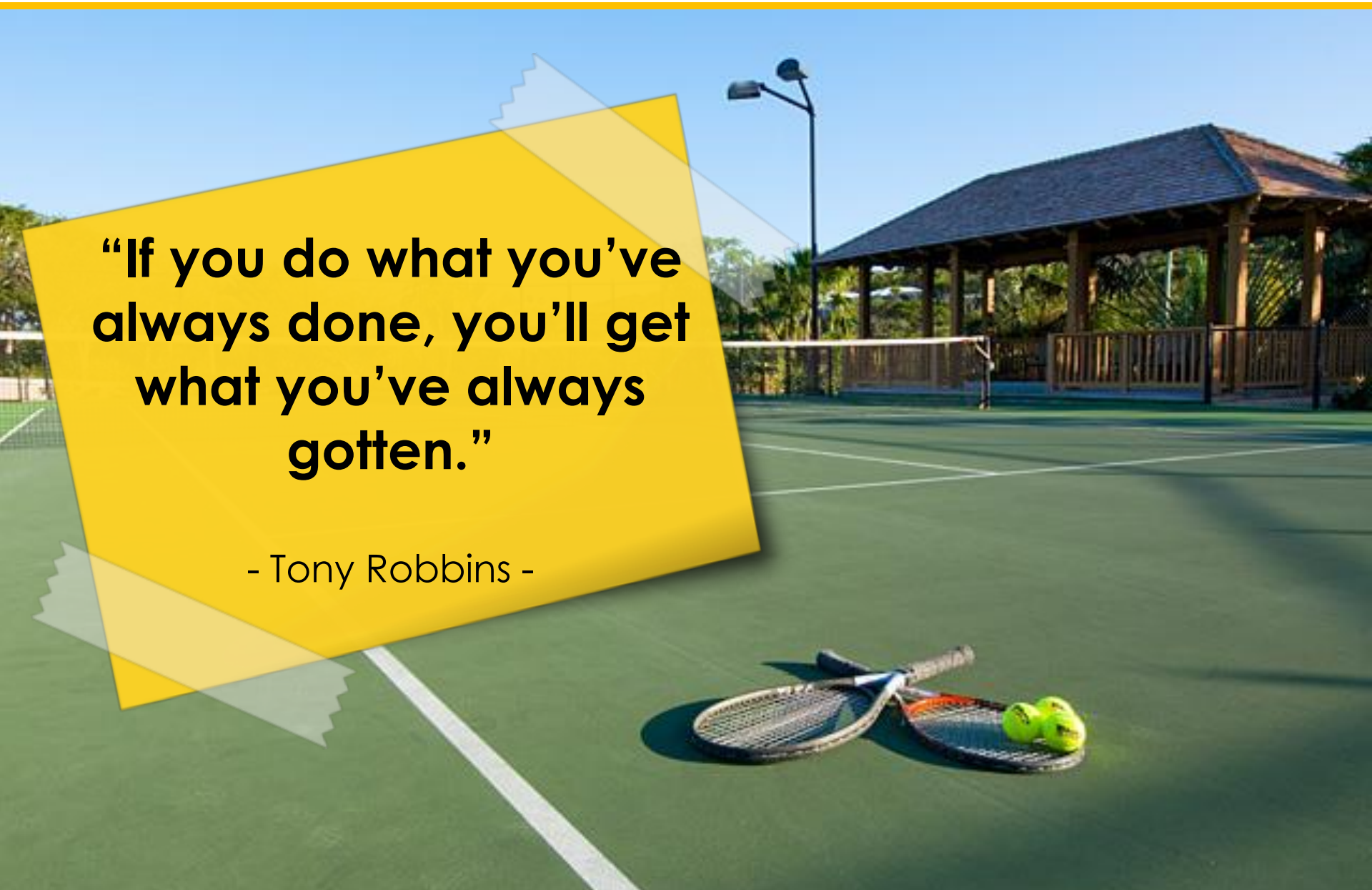
WT SA is one of only 6 countries to with players in all three divisions at the 2016 Paralympics.

WT SA are considered global leaders in tennis development.

6. Our new growth plan for tennis

Tennis South Africa

Revitalising the sport in SA…



Setting clear goals: By 2024

INTEREST:

- To be one of the top 5 most popular sports in SA - As measured by a credible sports research company.

PARTICIPATION:

- 50k paying members.

HP:

- 3 x players in each of the ATP & WTA Top 200 singles rankings.
- 4 x boys & 4 x girls in the ITF Top 100 rankings

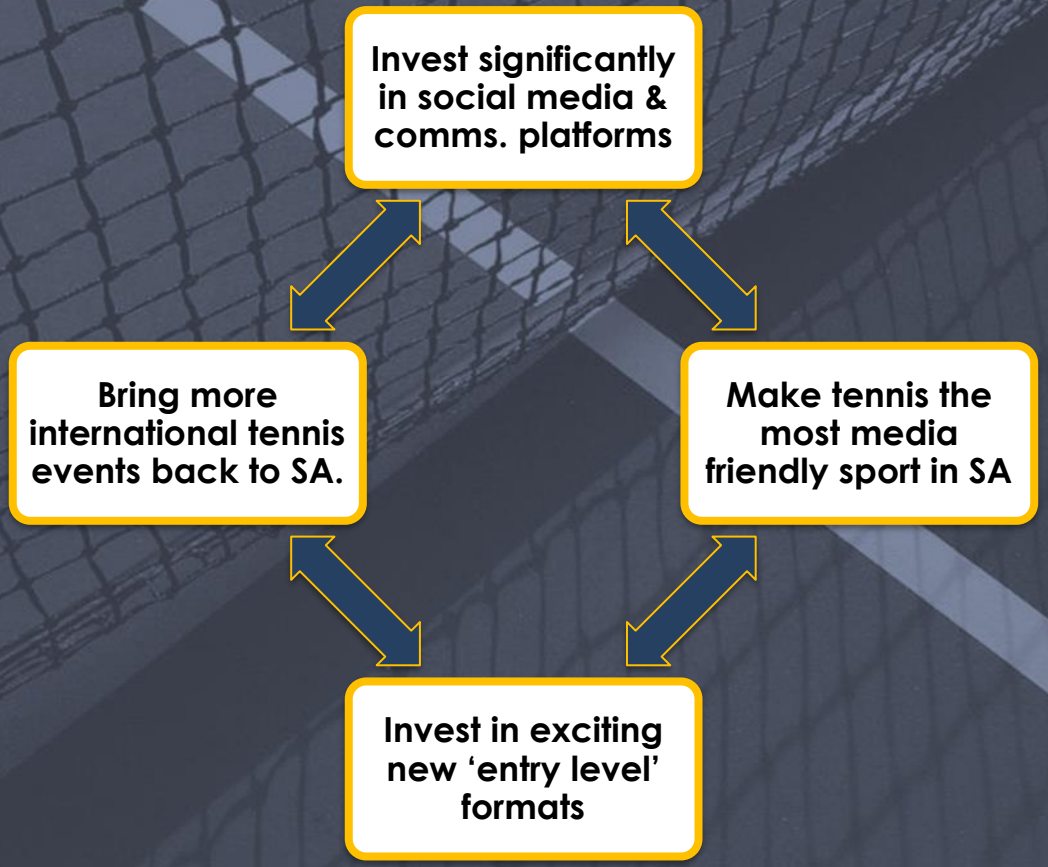
Sustainability:

- Cash reserves of at least R15m (at today's Rand value).

Focus Area 1: Interest

GOAL: To be one of the top 5 most popular sports in SA.

So how do we get there?



New format: Cardio tennis

Why?

- Suitable for players & non-players alike
- Friendly entry point into the sport
- Club engagement opportunity
- Especially speaks to 25-40 age group

Tennis South Africa

New format: Beach tennis

PLAY VIDEO

Click on the *play video* icon to watch a urban tennis demo video (you must be online to view.)

Can be played *anywhere*…not just on a beach.

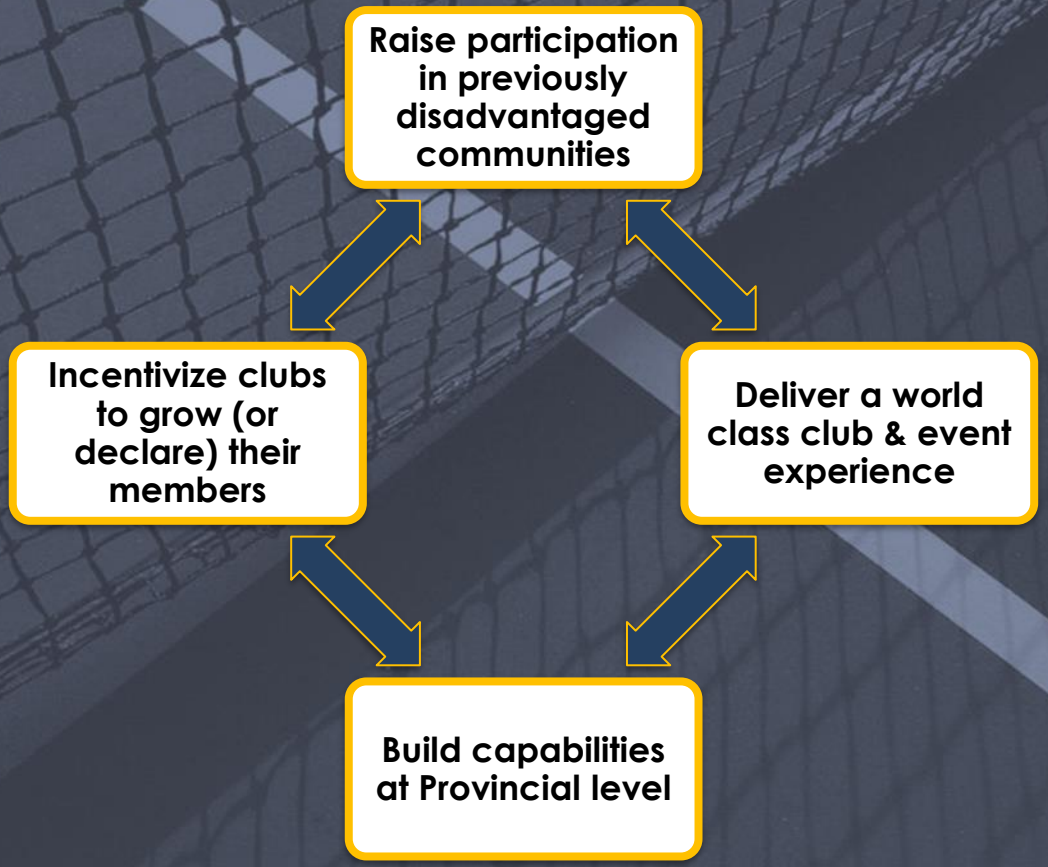
Accessible. Most people can pick up& play!

Schools & rural areas are a key focus.

Focus Area 2: Participation

GOAL: 50,000 members.

So how do we get there?



Tennis South Africa

Coming soon: National Club Champs

Team Tennis DOUBLES format
(2 men & 2 women per team).

- 14 x Regional events that culminates in a national final.
- Open age group.
- National final: 4 x pools – followed by knock-outs.

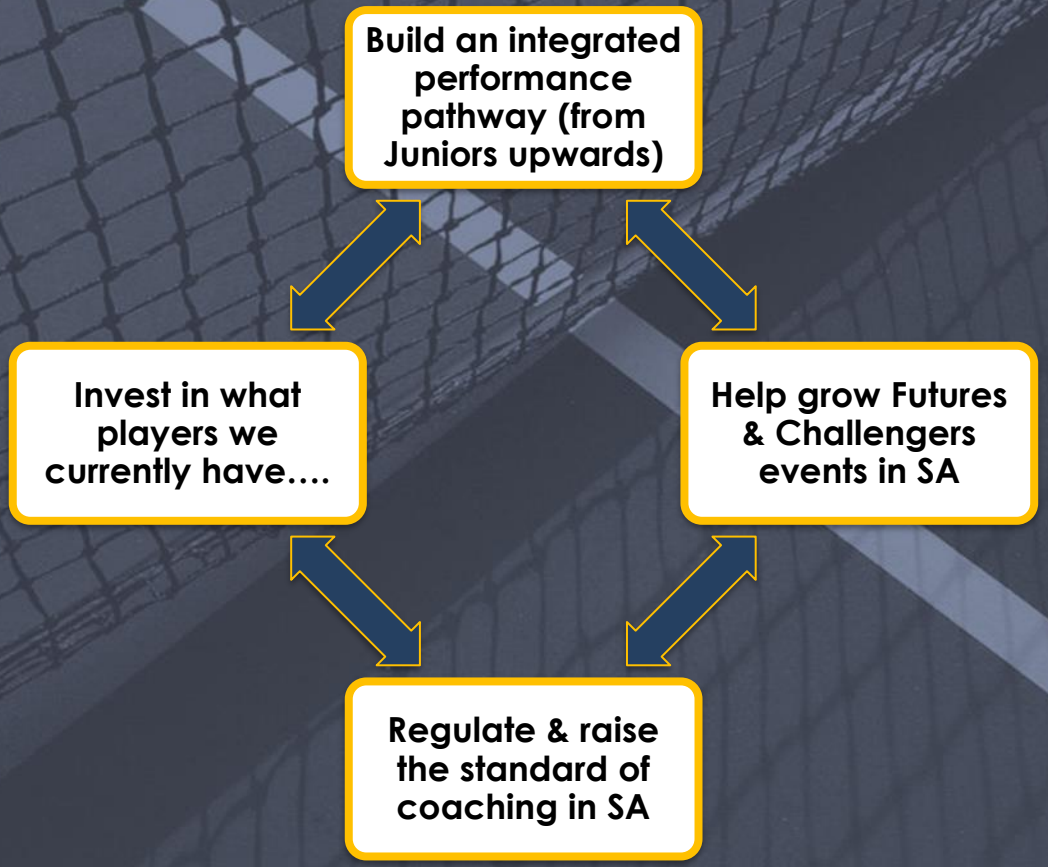
- Winners of 14 x Tennis Districts + 2 x development teams = 16 finalists.
- Men's, Women's & Mixed Doubles.
- Big prize money to winning club & players.

Focus area 3: High Performance

GOAL: 3 x players in each of the ATP & WTA Top 200 singles rankings.

GOAL: 4 x boys & 4 x girls in the ITF Top 100 singles rankings.

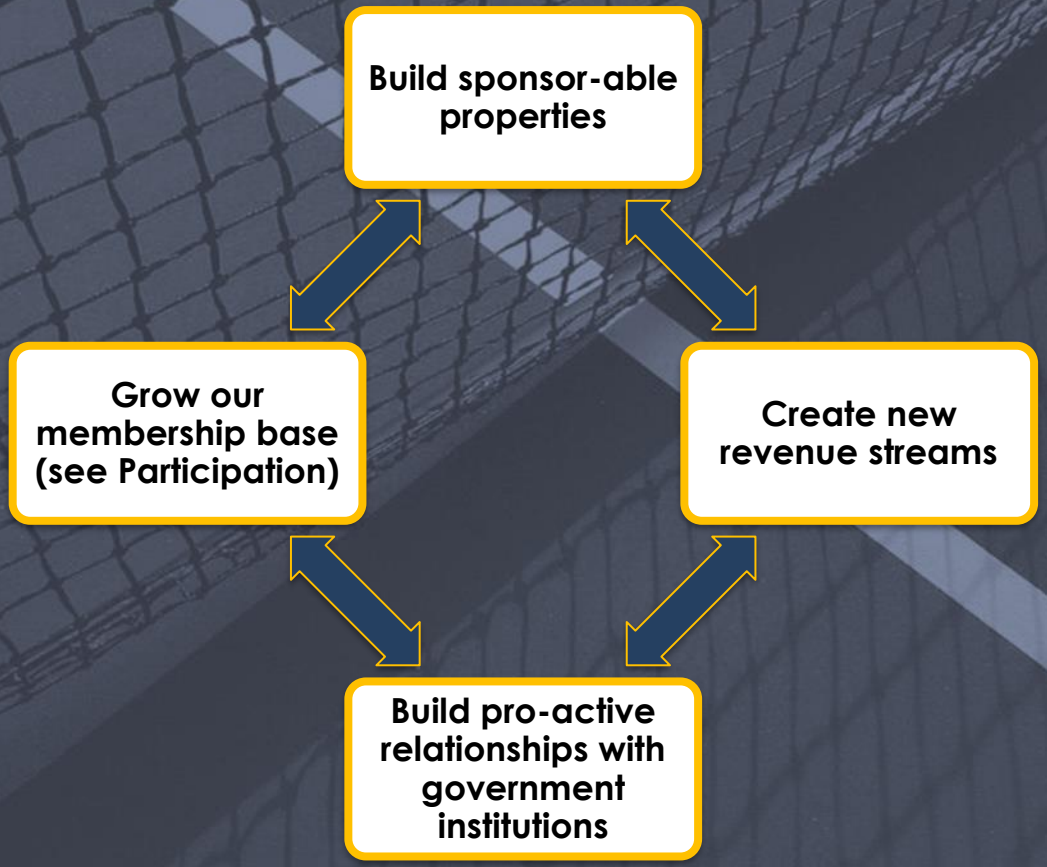
So how do we get there?



Focus area 4: Sustainability

GOAL: R15m in cash reserves.

So how do we get there?



Our Vision:

To see someone playing tennis, somewhere, every day.

Our NEW Culture:

Our NEW Long Term Goals (By 2024):

Interest: To be one of the top 5 most popular sports in SA.

Participation: 50k members.

High performance: 3 x players in each of the Top 200 singles rankings + 4 x players in each of the ITF Top 100 singles rankings.

Sustainable business model: Cash reserves of R15m (at today's rand value).

Our 5 KEY Focus Areas:

- Grow relationships with key stakeholders
- Organisational Transformation
- Build an integrated High Performance pathway
- Grow revenue through new formats & driving annual membership
- Proactively raise awareness of the sport in SA

Thank You.

Any Questions?