



USTA/PNW Strategic Plan

Mission: *To promote and develop the growth of tennis.*

Hedgehog Concept: *To recruit non-tennis playing individuals to play in our recreational programs and then feed these new players into competitive USTA programs and our partnering facilities.*

Directional Goal #1

We will seek partnerships to expand tennis playing opportunities.

- Schools
- Park and Recreation Departments
- Non-traditional spaces
- Joint Ventures
- Fundraising and sponsorships to provide individual scholarships and to support infrastructure improvements
- Technical Facility Assistance

Directional Goal #2

We will drive participation and engagement through consumer driven targeted marketing.

- Demographic and psychographic targeting and insight
- Consumer-based positioning
- Digital and social media marketing
- Technology and Platforms
- Engagement engines

Directional Goal #3

We will provide play opportunities for new and returning players.

- Kids Clubs
- Play Days
- Tennis Afterschool Zone™
- Family-Friendly Tennis™
- Serve, Rally, Play™
- Summer Camps

Directional Goal #4

We will focus our competitive play opportunities.

- USTA Adult Leagues
- USTA Junior Competition

Core Values

Embrace Inclusion to Drive Innovation and Engagement

Foster Collaboration

Future Focused

Strive for Excellence