
HKCTA AGM 2024

FIRST 12 MONTHS

27 DECEMBER 2024

AGENDA



Environment and Missions

First 12 months - 2024 Top Achievements

HKCTA Governance Structure

Activation: Challenges

Activation: Way Forward

International Events: Way Forward

Pickleball Update

Financial Update

Frequently Asked Questions?



ENVIRONMENT AND MISSIONS



OUR GOAL

**O
N
E** | **TEAM
FRATERNITY
VISION**

SECULAR OBSERVATIONS



COMMUNITY ENGAGEMENT

Entry barrier / retention risks / fragmentation / lack of participation



ELITE DEVELOPMENT

Lack of pathway / lack of results / dropping out of elite sport



MEGA EVENT

International profile and credibility

TENNIS TRANSFORMATION STRATEGY



Activation

Develop a National Participation and Education Strategy



International Profile

Establishing HKG as a Serious Tennis Event Destination

ROLE OF A FEDERATION

A DECENTRALISED MODEL



Regulator vs
Facilitator



Content
Provider



Thought
Leader



Healthcare
Provider

CORE VALUES OF HKCTA



Culture And Respect



Teamwork And
Collaboration



Communication



Objectivity
And Impartiality



Accountability

DIRECTIONAL OF TRAVEL - INDUSTRIALIZATION



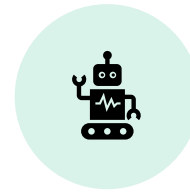
Governance /
Sustainability



International
Benchmark



International
Credibility



Technology
Upgrade



Commercialization



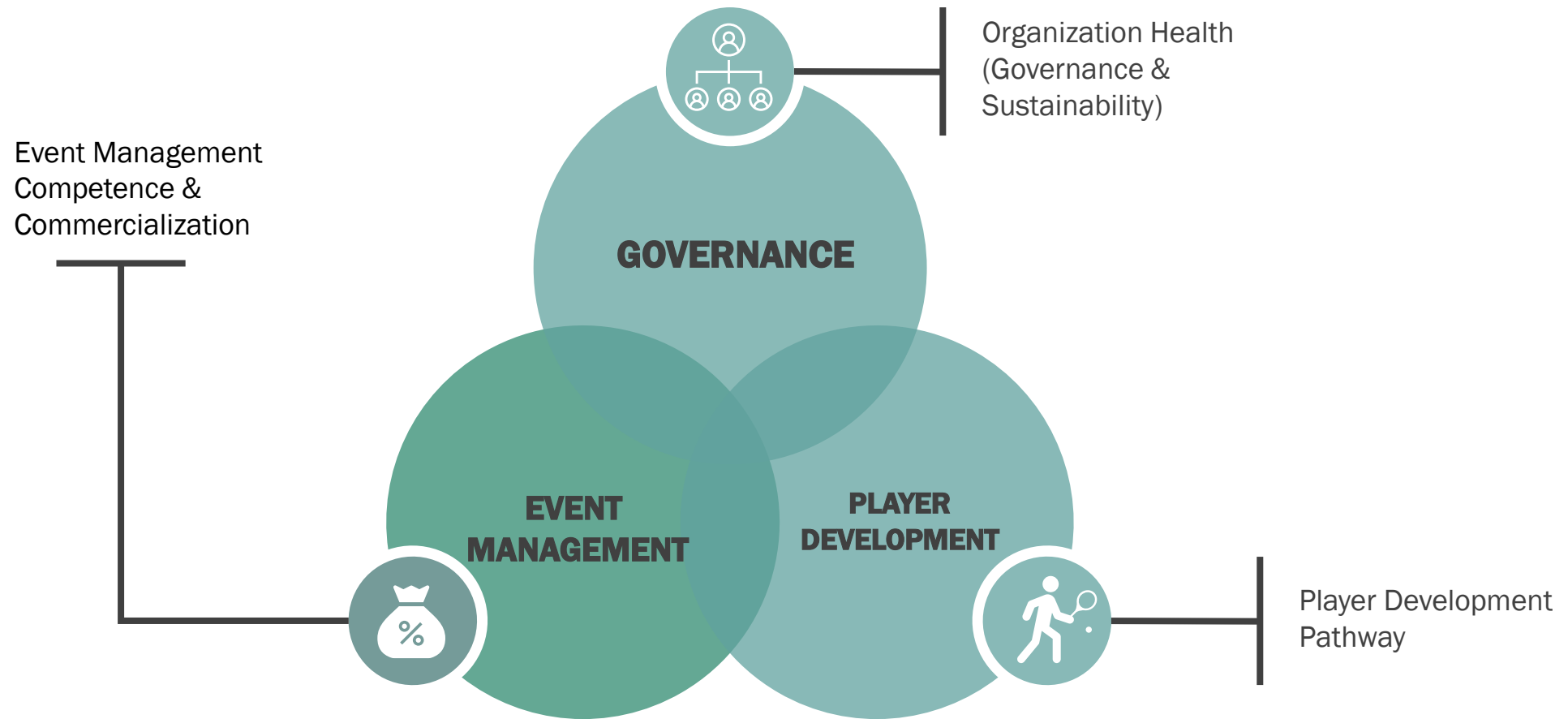
Professionalism



2024 TOP ACHIEVEMENTS



INDUSTRIALISATION FOCAL POINTS



2024 HIGHLIGHTS

Event / Profile	Results
<ul style="list-style-type: none">▪ Tennis Campus actualises cross pollination▪ ITF AGM & ATF AGM▪ Hong Kong Tennis Season launched▪ Hong Kong Team Concept Launched▪ Engaging External Agencies▪ ATP returns after 21 years hiatus▪ WTA winning awards▪ Pickleball Growth▪ Zhang Ling names TYOP▪ ITF & SF&OC Representation	<ul style="list-style-type: none">▪ Boys qualify for Davis Cup Juniors Finals▪ Chong sweeps W35 Hong Kong singles and doubles▪ Billie Jean King Cup Group I promotion▪ First WTA Tour Final for Chong▪ Coleman Wong breaking new grounds

SUSTAINABILITY



Mission & Value



Communication



Engagement



Governance Review



Organisational Health Review



Policy environment



Setting the tone re culture

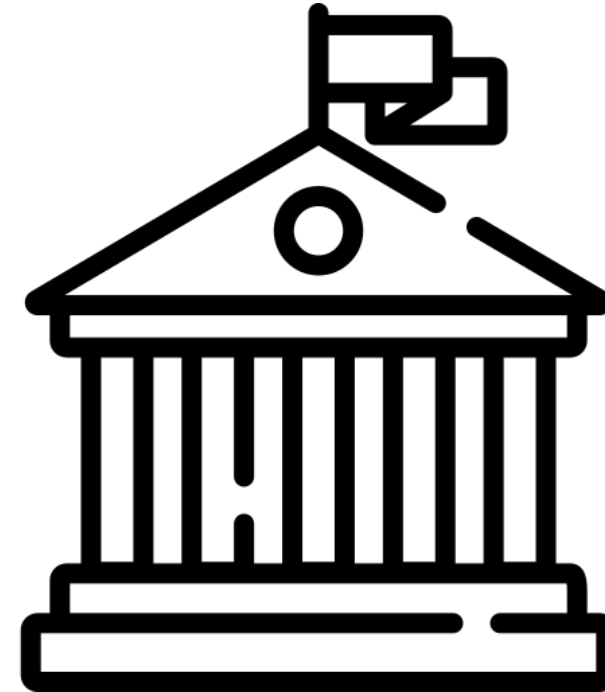


EXECUTIVE SUMMARY



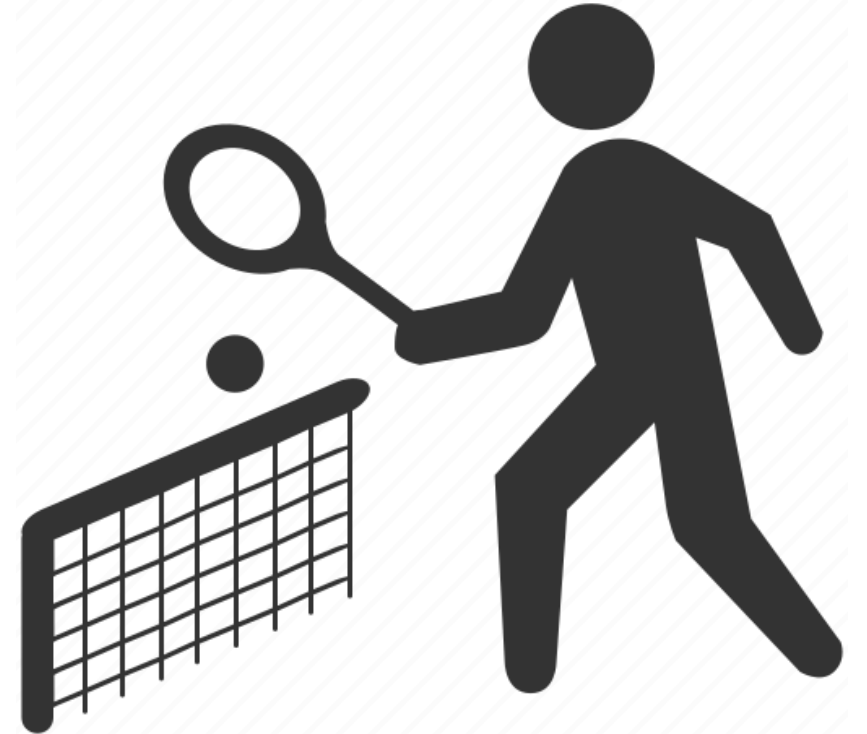
GOVERNANCE

- Appointment of COO/General Counsel to oversee all business management functions (Calvin Lai)
- Engagement of HR Consultant for Organization Health Review
- Reset Governance / Committee Construct
- Refined Selection Policy for Team, WC and Seedings
- Updated Code of Conduct to apply to All
- Updated Complaint Handling Procedures
- Formation of Audit Committee
- Adherence to SF&OC's feedback on Governance
- Implemented 10 different operational policies to enhance operating structure
- Enhance the Finance function and Human Resources function with the appointment of senior managers



PLAYERS DEVELOPMENT

- International Experts Engagements (Rendy Lu / Carlos Rodriguez / Ann Quinn / Janko Tipsarevic / Federico Ricci)
- Institutionalize full-time coaches to ensure full commitment and minimize conflict of interest
- MOU with 5 tennis academies to build overseas training base (Greater China and Europe and Thailand)
- Revised HKTCA junior ranking system
- Reset of NTS Team and Coaching Structure
- Separation of Performance and Development Departments
- Creation of a Performance Fitness Program, and recruited renowned fitness trainer - Romain Deffet
- Communication: Parents Liaison Group, Parents Survey and Improved Communication
- Alignment with International Events
- KTSP Training Center and Go Park Training Center
- Work in Progress – Leadership Recruitment and HKSI Transition



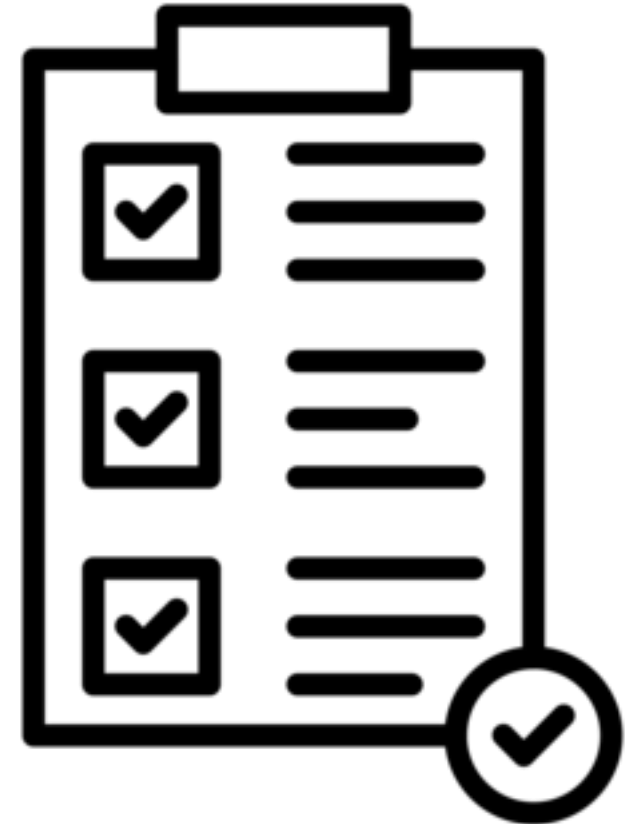
INTERNATIONAL EVENTS & MANAGEMENT

- Appointment of Director of International Events (Peter Johnston)
- Appointment of WTA 250 HKTO Tournament Director (Li Na)
- Creation of Hong Kong Tennis Series
- Position HKTS as Center Piece of Hong Kong M Mark Events
- Corporatization Theme – Enhanced
- Cultural Connectivity - Enhanced
- Probably one of the best WTA 125 / WTA 250 on tour if not the Best
- Position HKTS as “Must Play” Events for International Players
- Building International Credibility / Brand
- Work in Progress – More events expected
- Victoria Park infrastructure upgrade feasibility study



OTHER COMPLETED TASKS

- Set Mission statement of HKCTA
- Set Mission statement and Goal Setting for NTS Program
- Long term appointment of Hong Kong Team captains to have year-round focus on Team Events Strategy
- Hosting ITF AGM / ATF AGM in Hong Kong
- Hosting WTA Coaches Conference & Coaches Inclusion Conference
- Junior Davis Cup qualified for World Final to finish 13th
- Promotion of BJK Cup to Group 1
- Coleman Wong ranking achieving new heights (130)
- New Local Events: Bring in new junior team events including the ATF U12 Inter-Continental Cup and Nissin Greater China National Team Challenge Cup
- Creation of a HK Team Concept
- Incorporation of Pickleball under HKCTA with IF and AF and SF&OC Recognition
- Office renovation
- Rebranding of HKCTA Logos
- Work in progress: Website rebuild





HKCTA **BRANDING**



HKCTA LOGOs



HONG KONG, CHINA TENNIS ASSOCIATION 中國香港網球總會



TEAM HONG KONG CHINA 中國香港網球隊



HONG KONG, CHINA TENNIS ASSOCIATION FOUNDATION 中國香港網球總會基金



HKCTA GOVERNANCE STRUCTURE

2024



FIVE LEGAL ENTITIES OF HKCTA



HKTA Foundation
Limited

Foundation: s88



The Hong Kong, China
Tennis Association
Limited

Federation



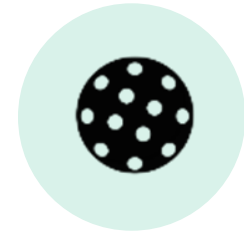
Hong Kong Tennis
Open Event
Management Limited

Event



Hong Kong Tennis
Open Women Event
Management Limited

Event

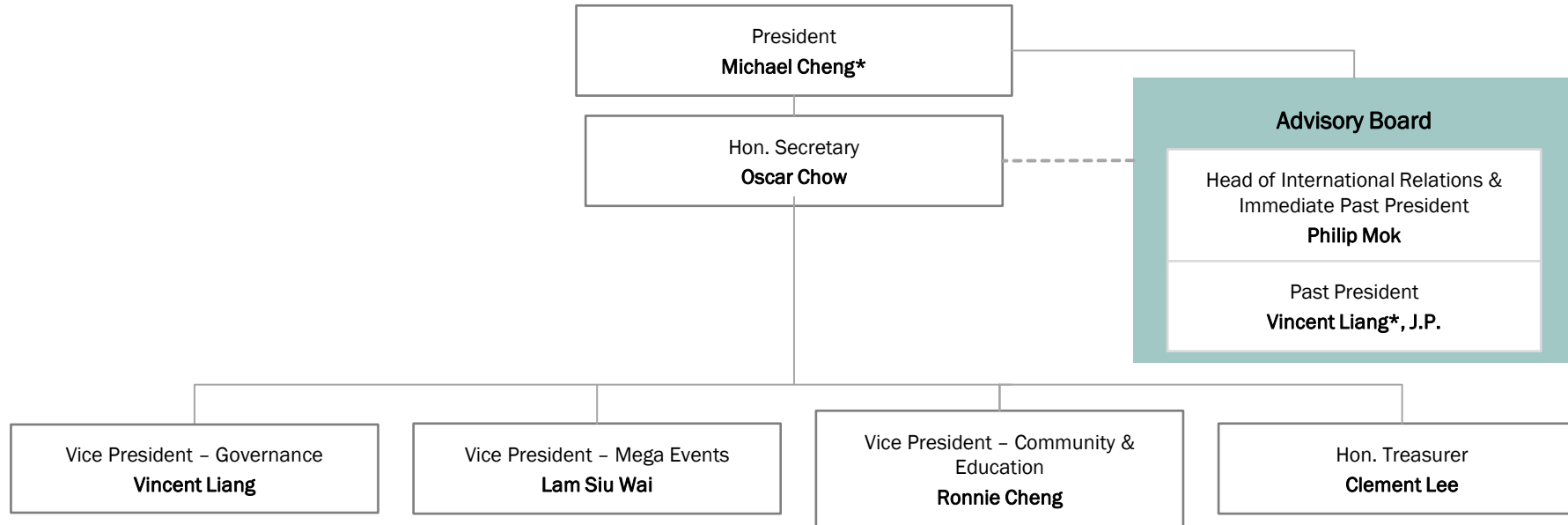


HKCTA Pickleball
Association Limited

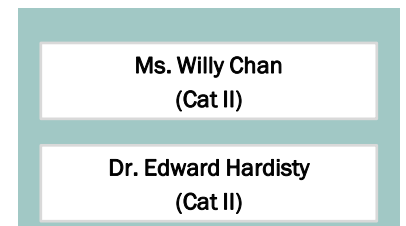
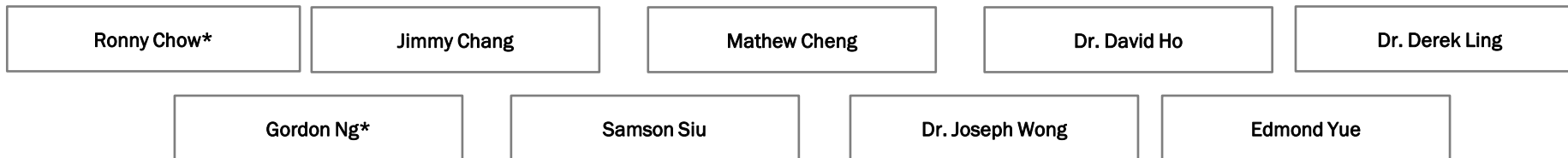
Pickleball

OFFICERS OF THE ASSOCIATION & COUNCIL : 2024

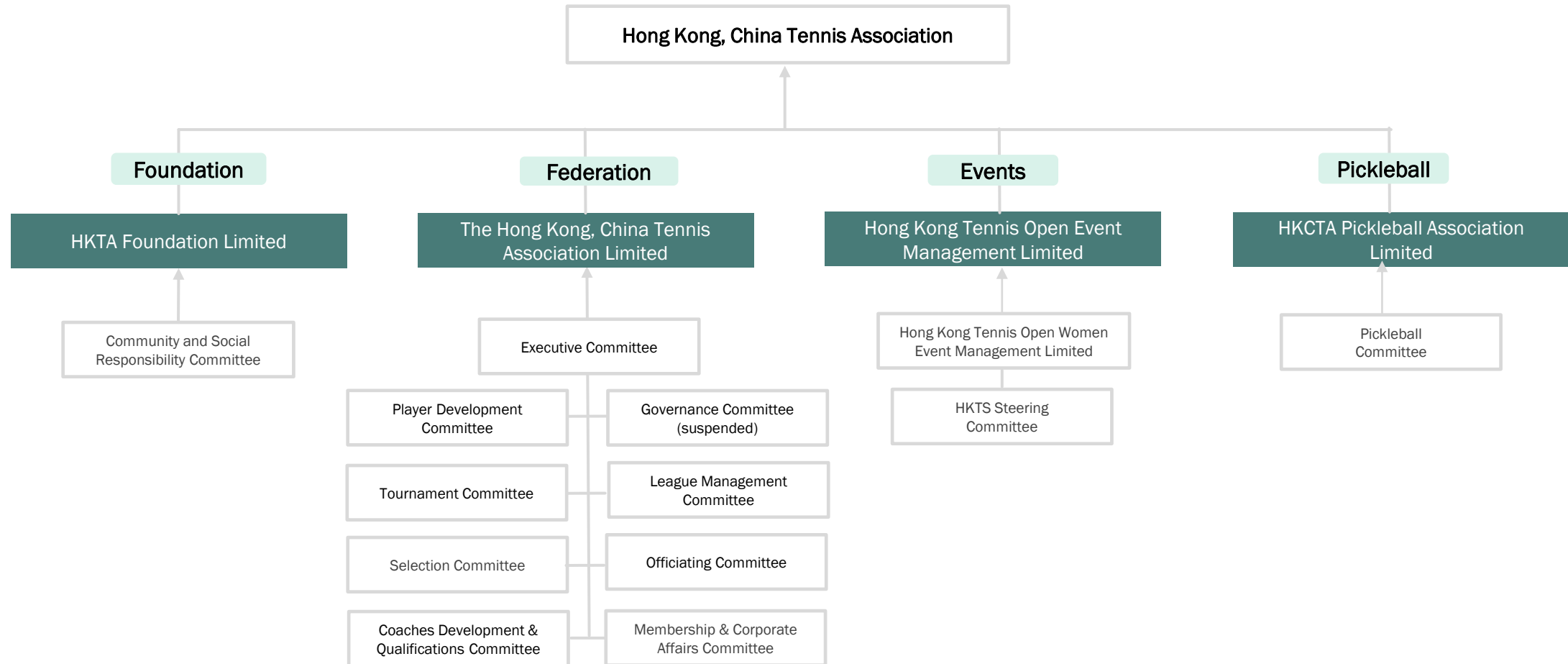
Officers of the Association



Councillors



HKCTA COMMITTEES STRUCTURE



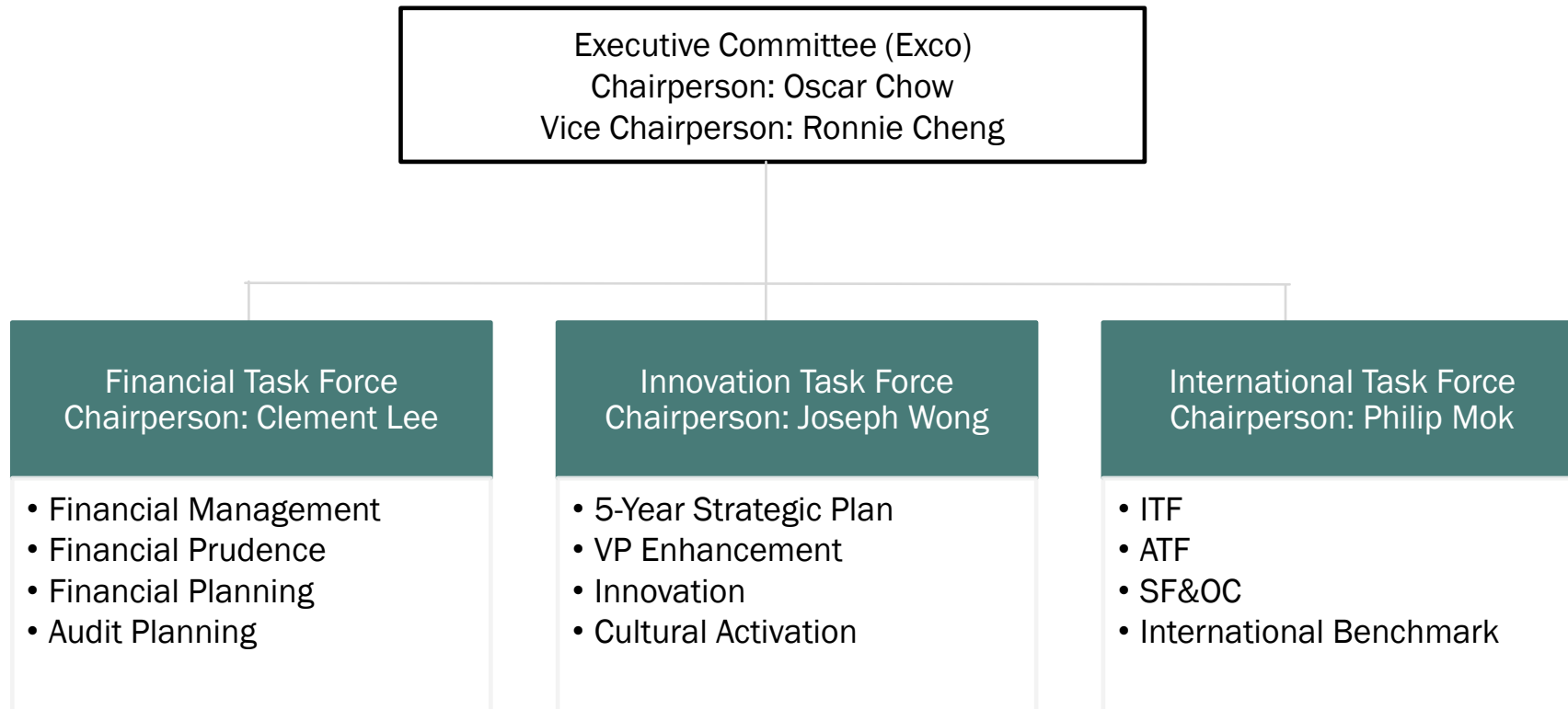
2024 HKCTA SUB-COMMITTEE

Committee	Chairperson	Vice-Chairperson	HKCTA Responsible Person
Exco	Oscar Chow	Ronnie Cheng	Chris Lai/ Calvin Lai
CSR	Ronnie Cheng	Ronny Chow	Sau Kam Tse
CDQC	Willy Chan	Jimmy Chang	Sau Kam Tse
LMC	Lam, Siu Wai	Ben Chang	Allison Leung
MCA	Samson Siu	Cindi Hui	Anthony Tran
Officiating	Dr Ed Hardisty	Vincent Liang	Charles Lau
PDC	Michael Cheng	Dr Derek Ling	Healthy Chan
TC	Clement Lee	Philip Mok	Allison Leung
Selection	Jimmy Chang	Ronny Chow	Healthy Chan
Pickleball	Lam Siu Wai	Venise Chan	Allison Leung/ Calvin Lai
HKTS Steering	Oscar Chow	Ronny Chow (ATD) / Lam Siu Wai	Peter Johnston/ Kelvin Lam

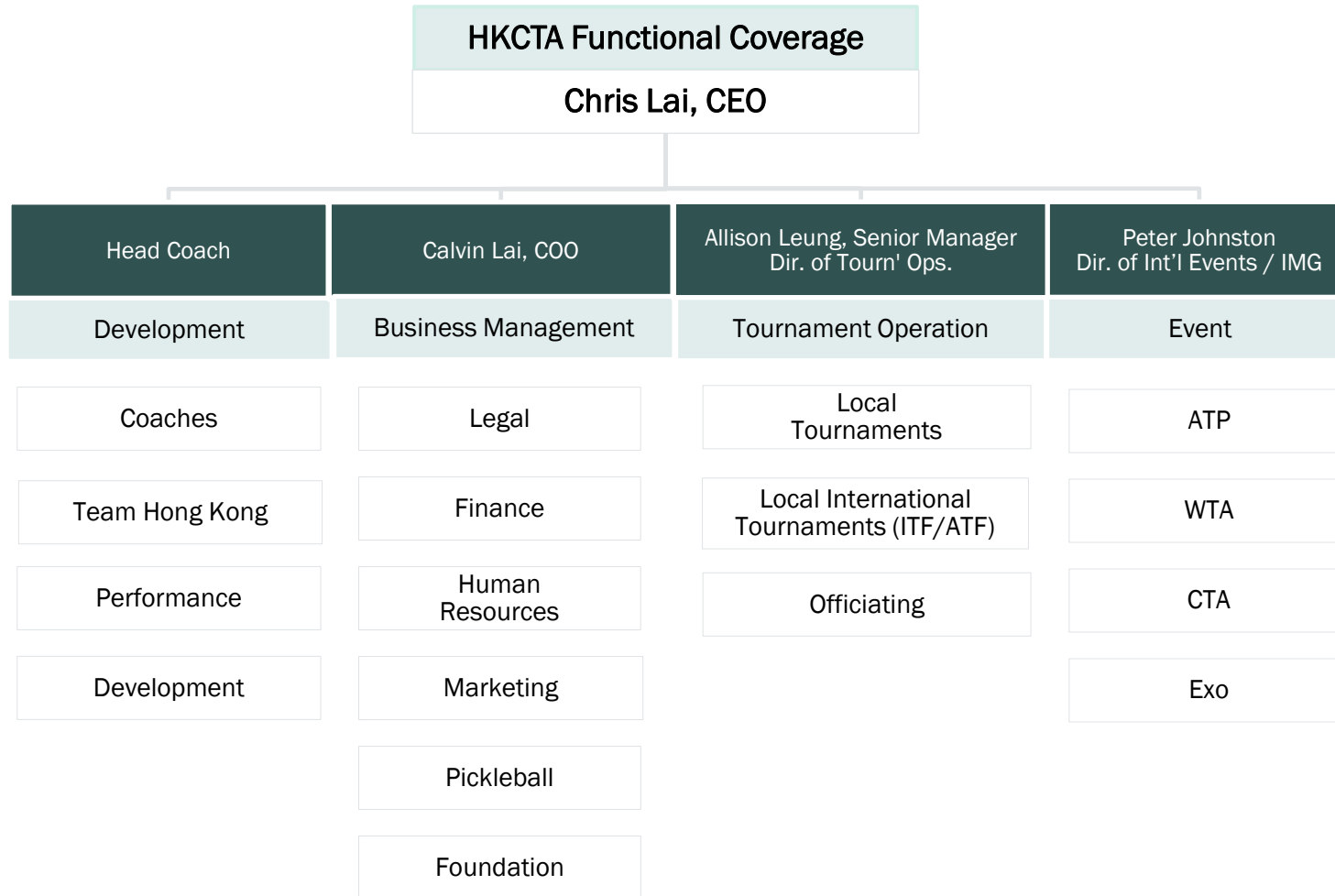


Focal Points: Diversity vs Accountability vs Efficiency

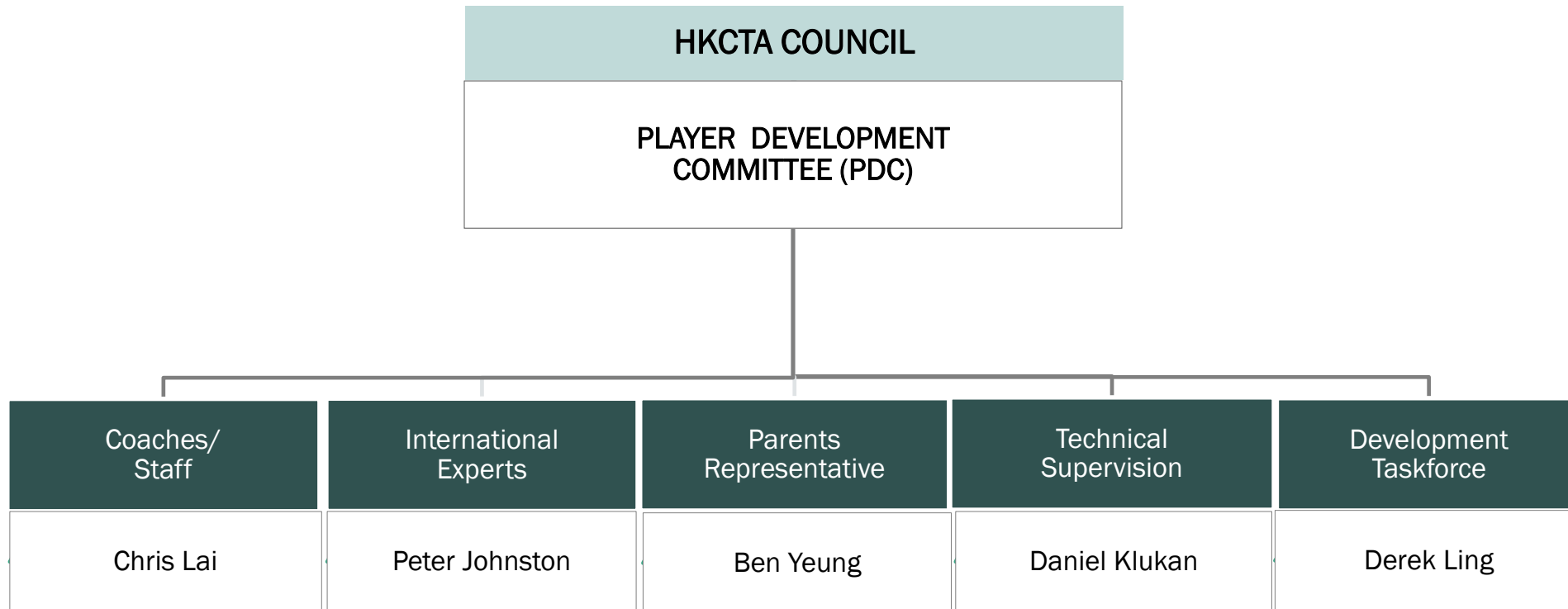
EXECUTIVE COMMITTEE



HKCTA FUNCTIONAL COVERAGE



PDC RELAUNCH

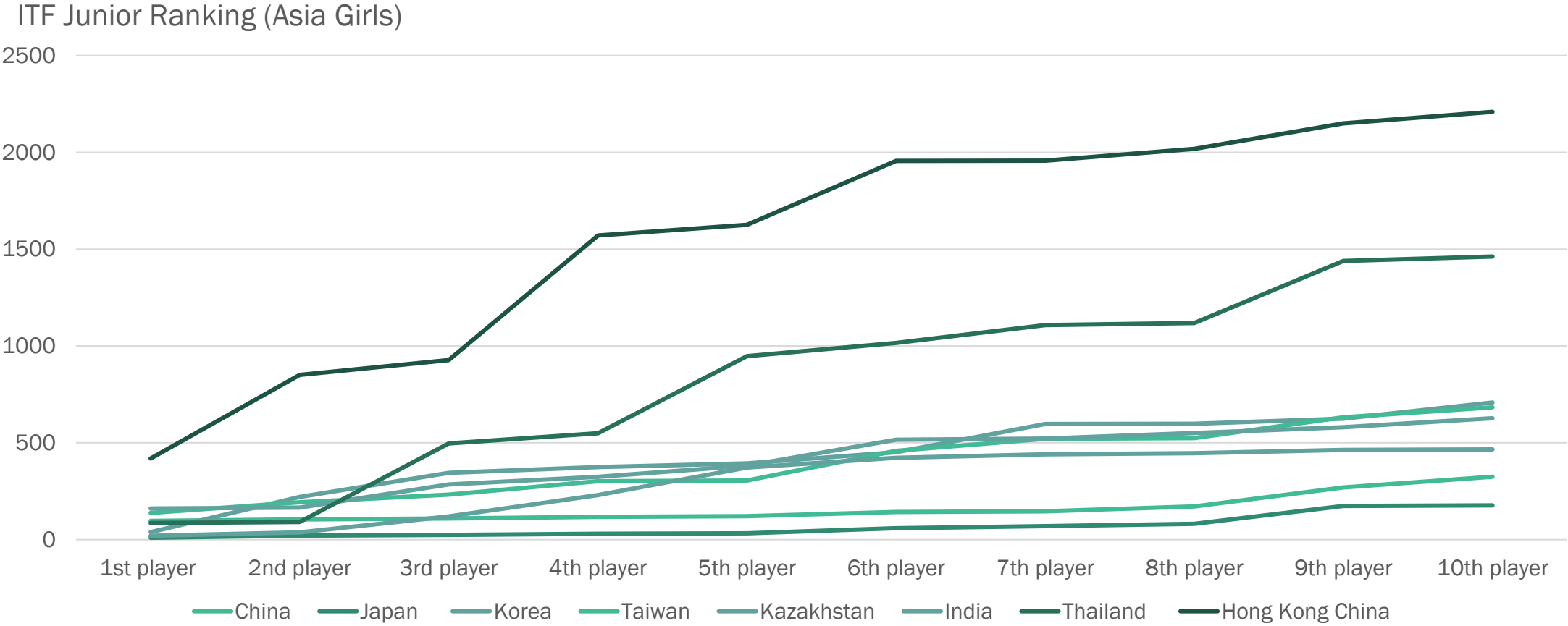




ACTIVATION: CHALLENGES

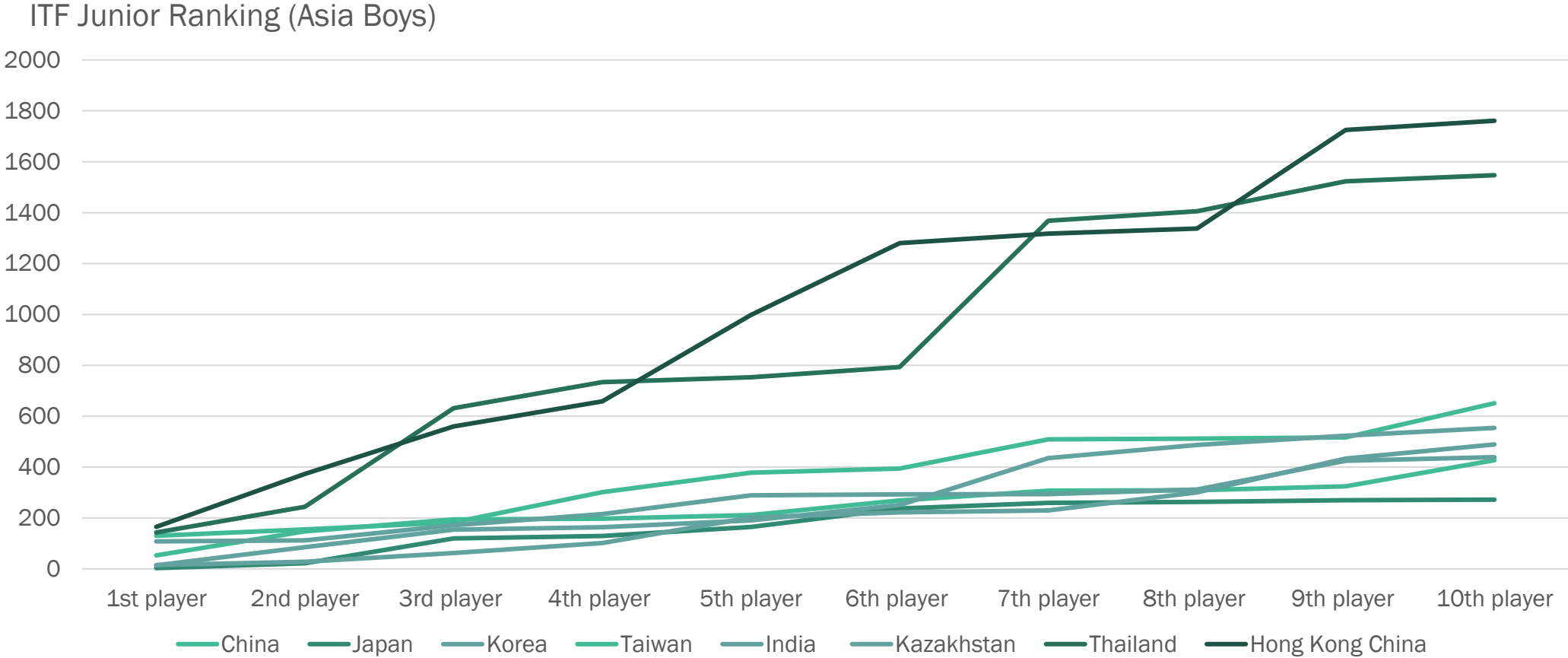


NATIONAL TOP 10 ITF JUNIOR RANK PLAYER COMPARISON WITHIN ASIA (GIRLS)



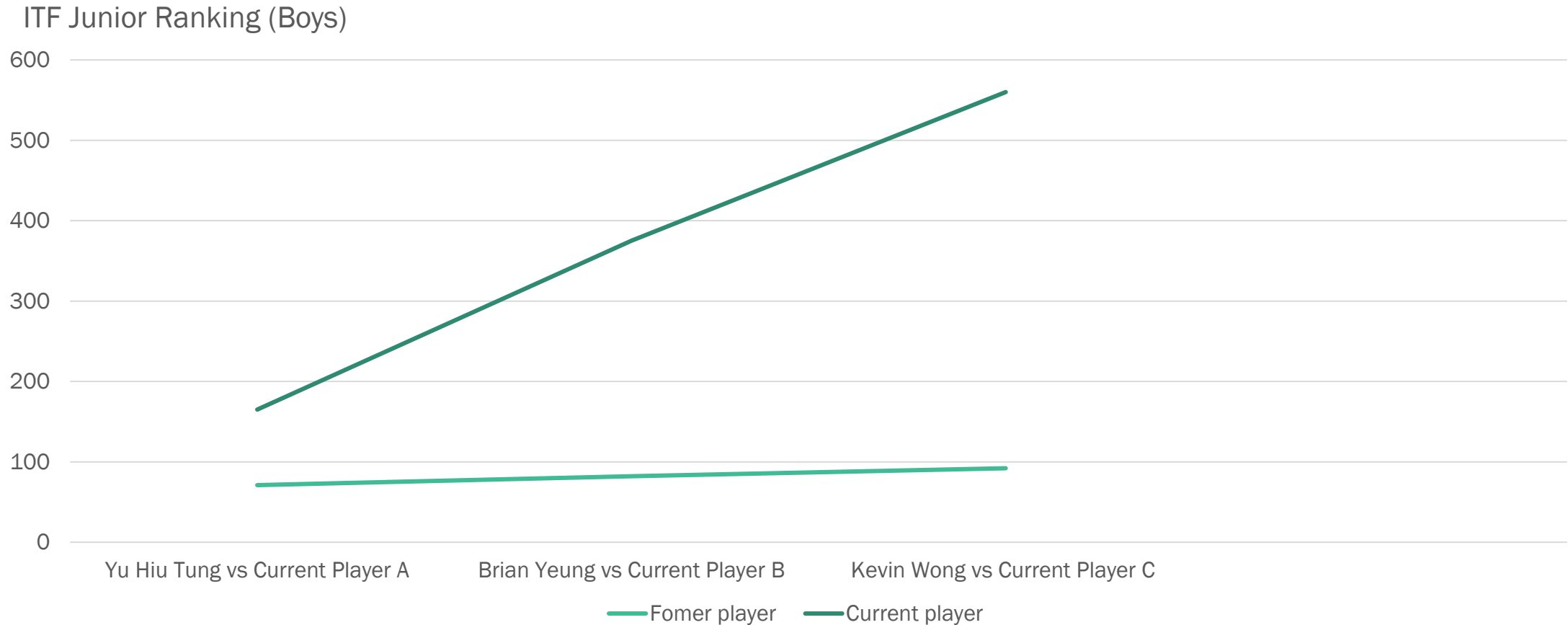
Data as at 1 August 2024

NATIONAL TOP 10 ITF JUNIOR RANK PLAYER COMPARISON WITHIN ASIA (BOYS)

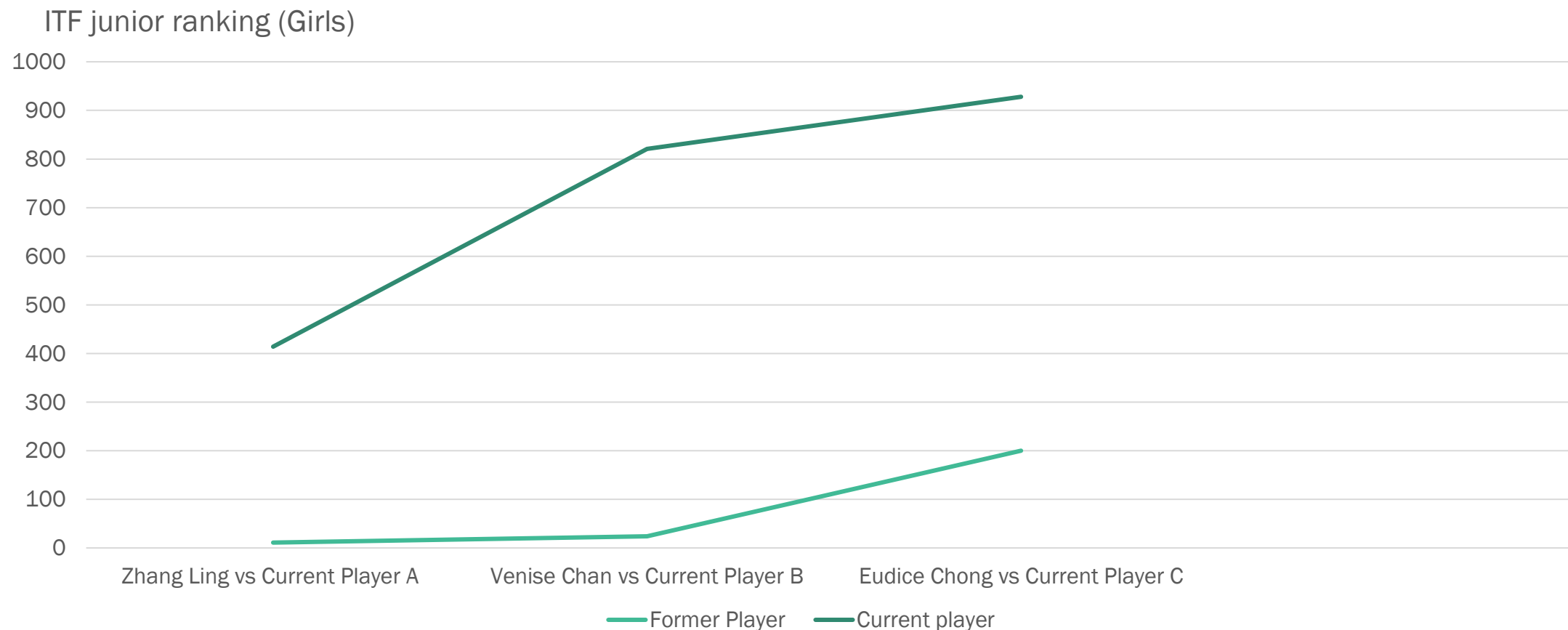


Data as at 1 August 2024

CURRENT TOP 3 ITF JUNIOR RANK PLAYERS VS FORMER TOP PLAYERS ITF JUNIOR RANK (BOYS)



CURRENT TOP 3 ITF JUNIOR RANK PLAYERS VS FORMER TOP PLAYERS ITF JUNIOR RANK (GIRLS)



PDC RISK FACTORS



Private Lessons



Academic Focus



Unity & Teamwork



Program Structure



Trust The System
(Culture & Glitches)

COMMON QUESTIONS



Head Coach Search



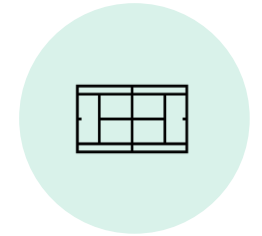
Classroom Allocation
and Curriculum



Alignment of Goals



Weather Disruption



Courts Usage



HKCTA as an educational platform

SECULAR VISION



Rules



Structure



Enforcement



Communication



ACTIVATION: **WAY FORWARD**



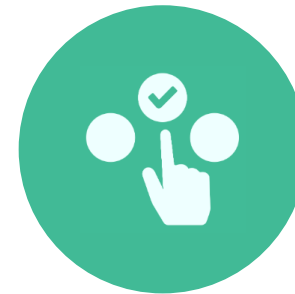
ALIGNMENT OF 3 COMMITTEES CENTRAL TO DEVELOPMENT



Tournament Committee



Player Development
Committee
(Incl Sub-committees)



Selection Committee

TACTICAL FOCUS TEAM HKG AT EVERY LEVEL



Tactical Match Play:
80-100 Matches



Fittest Program



Serve And Return Of
Serve



Discipline & Attitude:
Culture Of Respect



Overseas
Training Base

COACHING TEAM: ORGANISATIONAL ROLES



Performance Coach



Development Coach



Specialised Roles



Age Group Leaders

HONG KONG NATIONAL TEAM CAPTAINS



Yu, Hiu Tung
•Senior Men
•Davis Cup
•Asian Games
•All China Games



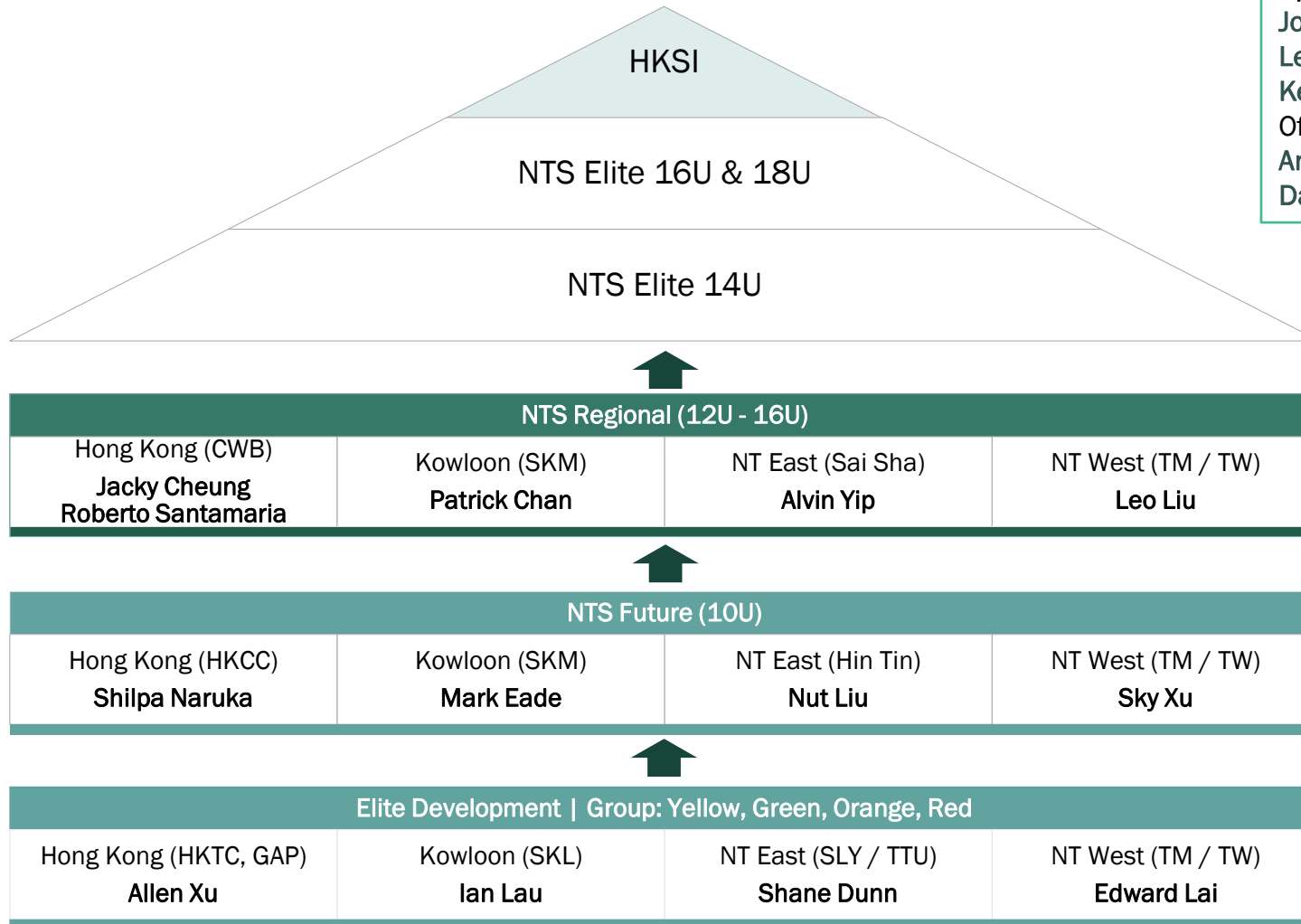
Zhang Ling
•Senior Women
•Billie Jean King Cup
•Asian Games
•All China Games



Jose Blasi
•Junior Teams
•All International Junior Competition

NTS / ED PROGRAM: CLASSROOM ALLOCATIONS

Fitness Department
(Romain & Denis)
oversees all levels



Specific Role:

Jose Blasi (Junior Team Captain)
Leo Liu (Great China Development)
Keith Lo (Stat & Analytics; and Educational Officer - HK)
Andy Lau (Educational Officer - US)
Daniel Klukan (Technical Consultant)

Ahmed El Menshawy (Leaders of NTSR)
Alvin Yip (Deputy leaders of NTSR)

Mark Eade & Allen Xu
(Co-Leaders of Development)

PERFORMANCE & DEVELOPMENT MANAGEMENT COVERAGE

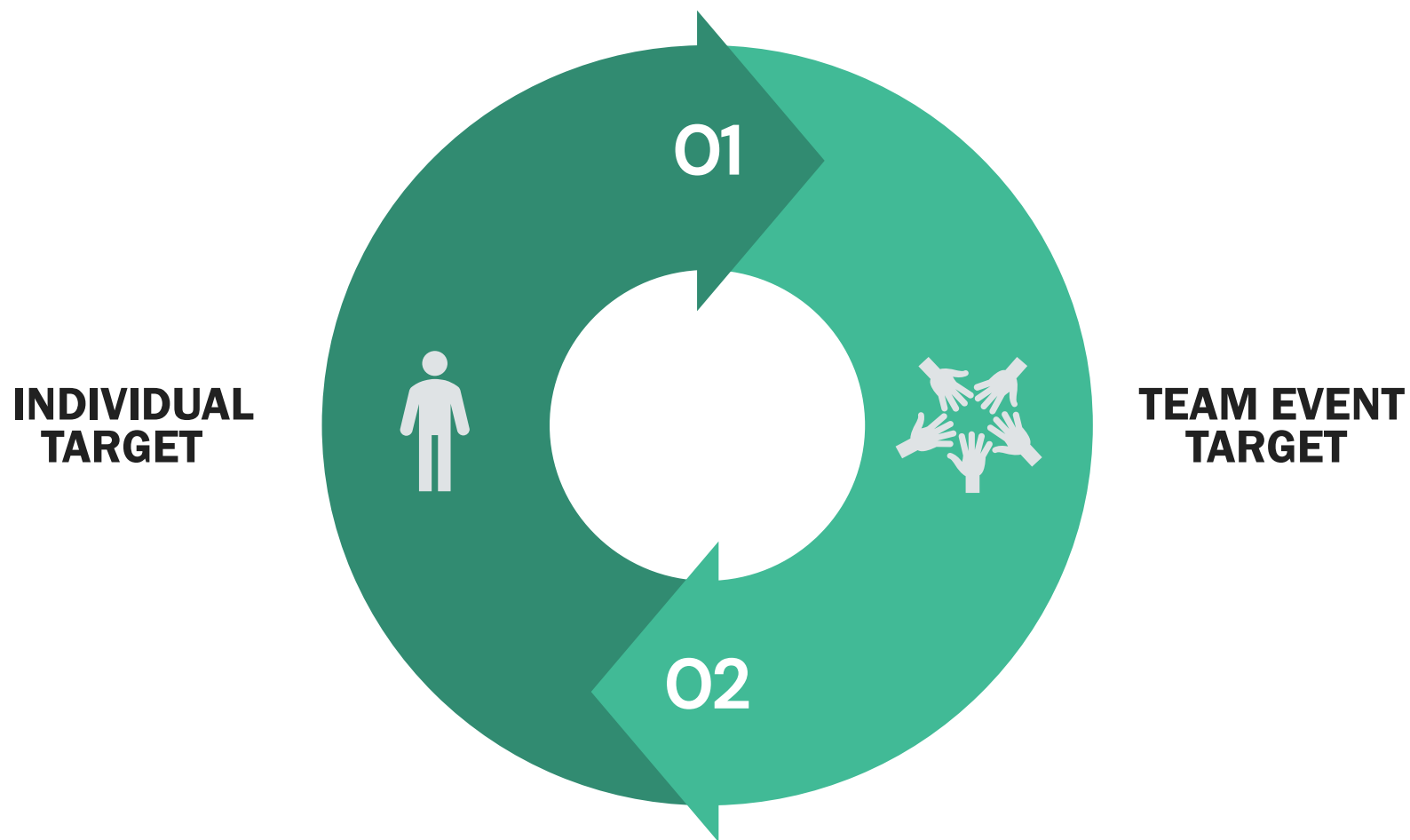
SPECIALIZED COVERAGE

Research and Analytics	Greater China Development	Higher Education Consultants	Fitness Development
Keith Lo	Leo Liu	Keith Lo/ Andy Lau	Denis de Mingo/ Romain Deffet

AGE GROUP LEADERS

U10 and Elite Development	NTS Regional	U14	U16	National Junior Team Captain
Mark Eade/ Allen Xu	Ahmed El Menshawy/ Alvin Yip	Ray Lam	Andy Lau	Jose Blasi

WHAT IS THE TARGET?

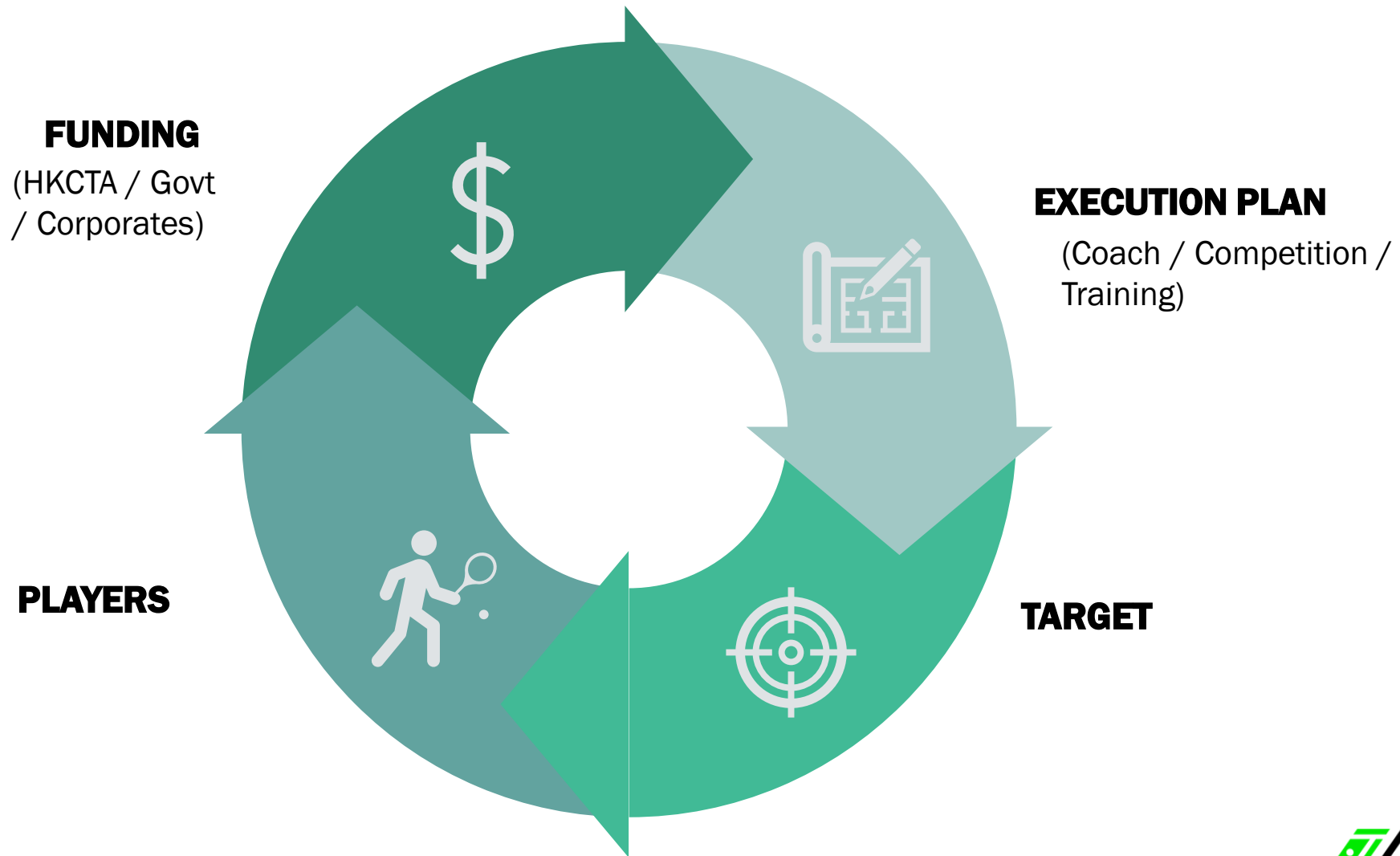


TARGET SETTING

- 1**
SHORT TERM
Tier A in 2027
- 2**
MEDIUM TERM
Benchmark against the best results in the last 10 years
- 3**
LONG TERM
Consistent pipeline to produce better results (than last 10 years)



HOW TO ACHIEVE THE TARGET?



WHAT IS OUR RESPONSIBILITY?

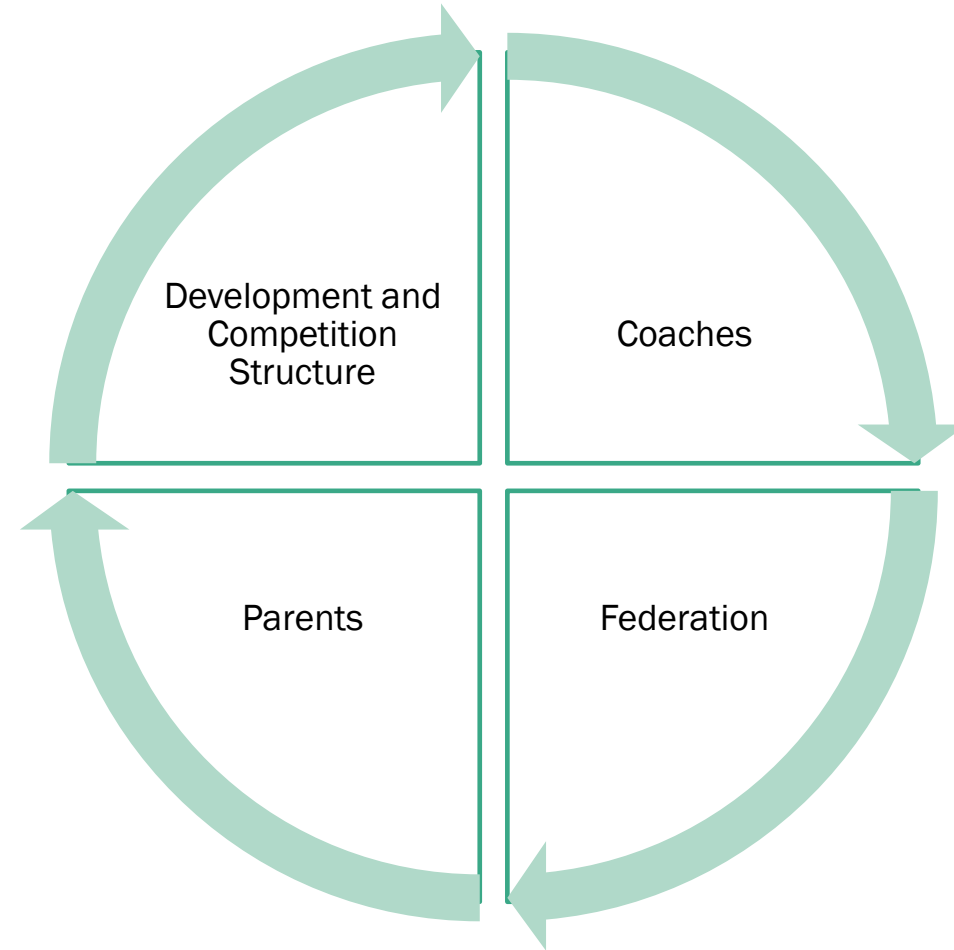
01 | **COMPETITION PLAN**

02 | **TECHNICAL
DEVELOPMENT PLAN**

03 | **COACHING PLAN**



SUPPORT STRUCTURE OF A PLAYER

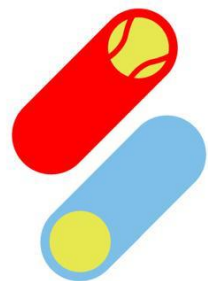




INTERNATIONAL EVENTS: **WAY FORWARD**



THE BIRTH OF HONG KONG TENNIS SEASON



HONG KONG TENNIS SEASON

HONG KONG TENNIS SERIES: CALENDAR



- **A New Addition**
- 30 Sep to 6 Oct 2024



- **Returning**
- 26 Oct to 3 Nov 2024



- **Another Cornerstone Event**
- 29 Dec 2024 to 5 Jan 2025

CYCLICAL OUTLOOK

TENNIS AS A CONTRIBUTOR TO MEGA EVENT ECONOMY



Tennis is a Global Sport Tour and a Global Brand

Regulated Sport

One of the Top M Mark Events with a 10+ years Proven Track Record

Respected Events on the ATP and WTA Tour

Building a Novel Brand on the Tennis Calendar

3rd City in Asia to host ATP and WTA events in the same City

Series of Tennis Events to Showcase Hong Kong as a World City

BUILDING BLOCKS TO CREATE EVENT DESTINATION



Sustained
Strategy



Asia World City /
Culture Of
Hospitality



Government Policy
/ Support



Tourism
Branch Support



Established
Tradition



International
Credibility

RISK FACTORS TO BUILDING MEGA EVENT ECONOMY

- Sustained and Coherent Strategy
- Alignment of Policy Focus and Support
- Policy Definition of Mega Events
- Conviction to Fund
- Infrastructure Upgrade Required (not Reg Compliant)
- Teamwork: Orderly Execution across Government Departments

Be Strategic and Be Exclusive and Be Novel

1982



**Victoria Park
Tennis Stadium
was built.**

ASPIRATION: TENNIS CAPITAL OF THE GREATER BAY



ATP

Hong Kong / Shenzhen



WTA

Hong Kong / Guangzhou



CTA

Hong Kong / Macau



ITF/ Davis Cup

Hong Kong/ Zhuhai

DISTINCTION BETWEEN A GOOD EVENT VS BUILDING AN EVENT DESTINATION



QUESTIONS & ANSWERS





PICKLEBALL UPDATE



PICKLEBALL STRATEGY

1

Pickleball central to HKCTA mission

2

Pickleball and Tennis are complimentary

3

Recognised as one of the fastest growing urban sports

4

Part and parcel of HKCTA participation and education strategy



OFFICIAL RECOGNITIONS / ACCREDITATIONS

01

International Federation



GLOBAL PICKLEBALL
FEDERATION

02

Asia Federation



ASIAN PICKLEBALL ASSOCIATION

03

China Federation (CTA)



04

SF&OC



NEW PICKLEBALL BRANDING



2024 PICKLEBALL HIGHLIGHTS

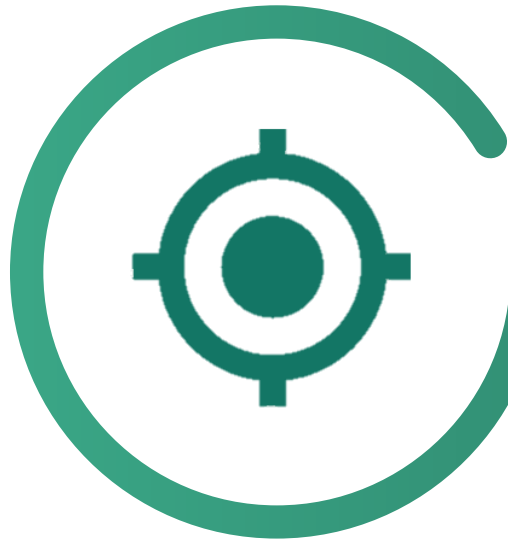
Activations	Instructor Courses	Competition
<ul style="list-style-type: none">Po Leung Kuk Pickleball Workshop (April)WTA 250 Pickleball Activation (Oct / Nov)FWE Hong Kong 2024 Activation (Nov)ATP 250 Pickleball Activation (Dec)Fitness & Wellness Expo	<ul style="list-style-type: none">PPR Level 1 Instructor Course (June)PPR Level 1 2nd Course (Nov)	<ul style="list-style-type: none">Hong Kong Open Pickleball Championship (Sept)HKCTA Invitational Inter-Club Championships 2024 (Nov)

2025 PICKLEBALL PLAN

Communication & Community Outreach	2025 Contents & Targets
<ul style="list-style-type: none">▪ Tennis / Pickleball Clubs▪ External Agencies▪ Schools	<ul style="list-style-type: none">▪ Existing activations and competitions and training courses to continue▪ 20 qualified officials from HKG▪ One mega event with IF / AF sanctions▪ Inter-club League to launch▪ At least 2 international tournaments▪ Launch of a charitable activation program▪ Thought leadership on educational contents

PICKLEBALL ASPIRATIONS

Pickleball Hub of GBA



Raising the Game in HKG



Orderly Growth in HKG

QUESTIONS & ANSWERS



FREQUENTLY ASKED QUESTIONS

TOPIC 1: IMPORTANCE SF&OC GOVERNANCE REVIEW

STRATEGIC FOCUS

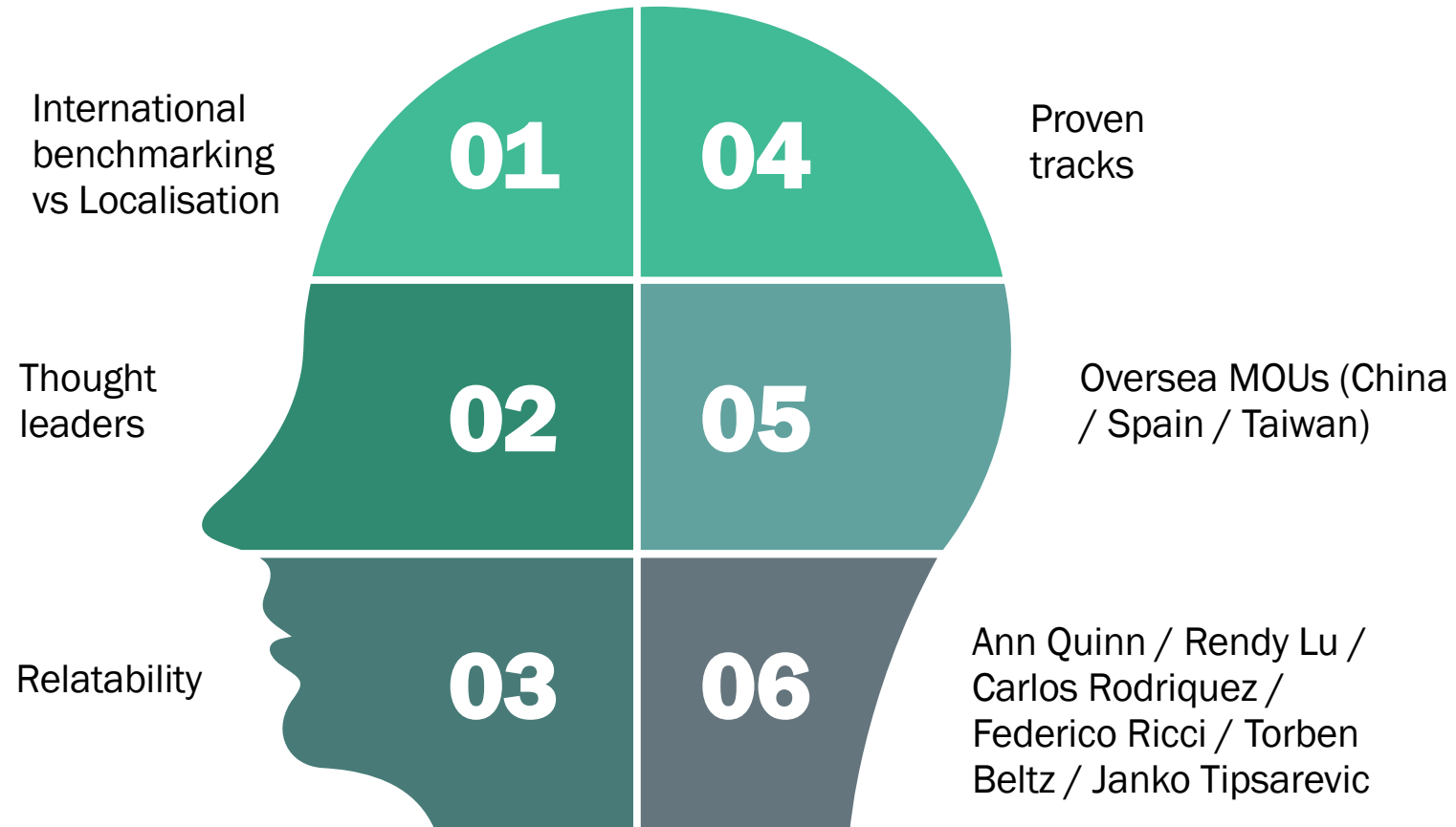
- Activation & events building are long term projects
- Governance and sustainability central to long term planning to create an environment of trust
- Part and parcel of industrialisation
- Clear and credible governance system
- 2027 compliance
- HKCTA 2024 Kick start

TACTICAL FOCUS

- Composition and turnover of the governing team
- Procedures and records on important decisions
- Review and handling of conflicts of interest
- Transparency of system
- Integrity management
- Selection of athletes
- Management of coaches and umpires
- Administration of membership



TOPIC 2: BRINGING IN INTERNATIONAL EXPERTS / WORKSHOPS



TOPIC 3: PLAYERS / PARENTS EDUCATION

- Aspiration of HKCTA to operate as an education / thought leadership platform
- Personal growth and development of Players
- Parents is a key component of the players' support structure
- Enforcement of Code of Conduct
- Alignment of HKCTA mission
- Cultural shift to building a trusting environment



Ethics



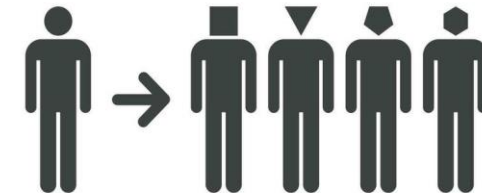
Attitude



Collaboration: Teamwork / Doubles



Contribution and Accountability



Winning as a team vs individual results

TOPIC 4: FUTURE OF ELITE DEVELOPMENT IN TIER B

Goal setting

1



5

Decentralised system
vs Teamwork

Approach to be flexibly inflexible

2



6

Results driven environment

2025 Focus on HKSI transition
and SSS funding application

3



7

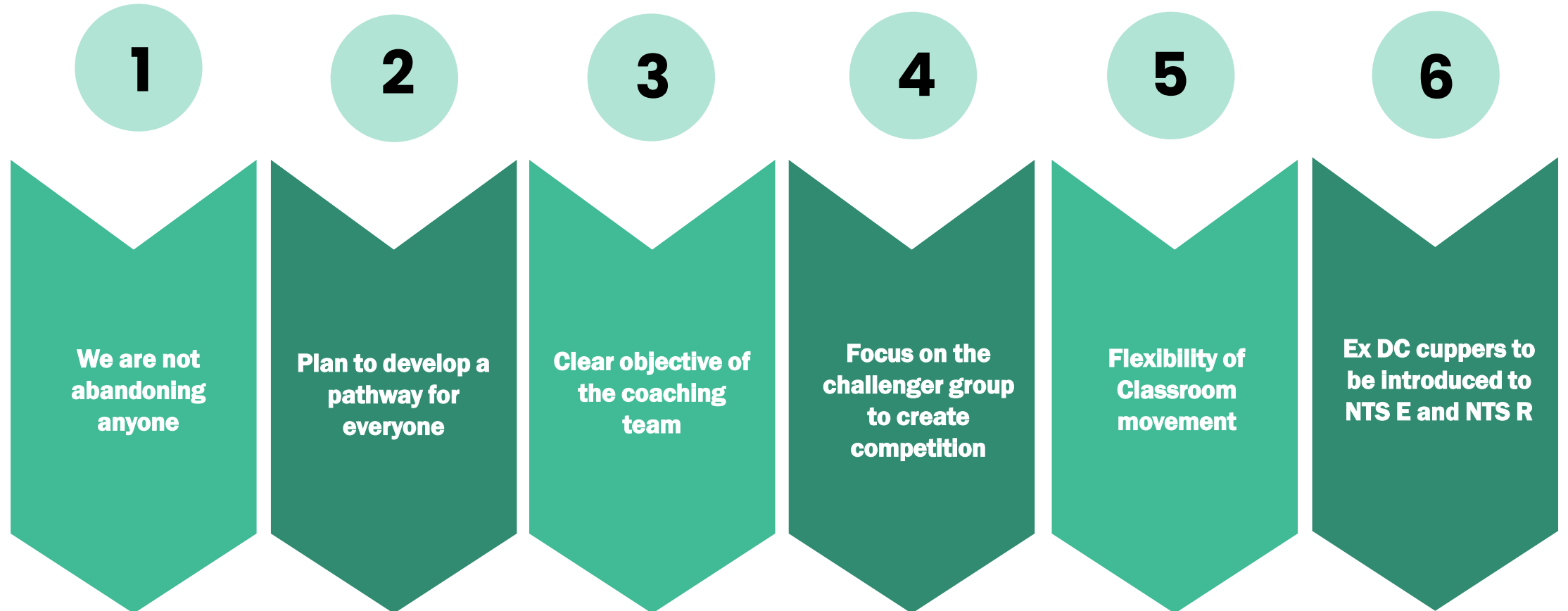
Contribution to HKCTA and
wider tennis community

Performance based
accountability system
- HKCTA contract

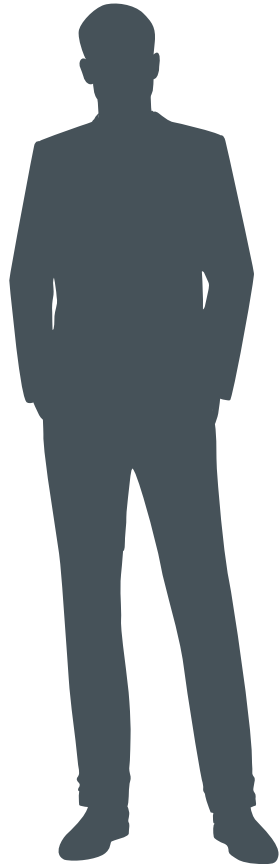
4



TOPIC 5: OPTIC OF MERITOCRACY - CARING THE TOP AND ABANDONING THE REST



TOPIC 6: TIMING OF HIRING OF HEAD COACH



1. Dependent on HKSI transition / landing

2. Structural consideration (performance vs development vs structural administrator)

3. Attributes (international appeal, NSA experience, leadership)

4. Learning from past experience and success stories

5. Separation of Performance and Development departments

6. Interim management construct

TOPIC 7: COMPETITION PLAN – LEARNING TO COMPETE



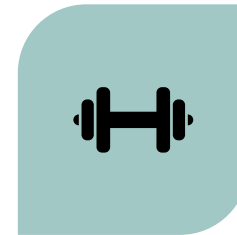
Tournament Calendar
revamp - focus on efficiency



Ranking System revamp -
no arbitrage



Local compulsory
competition participation



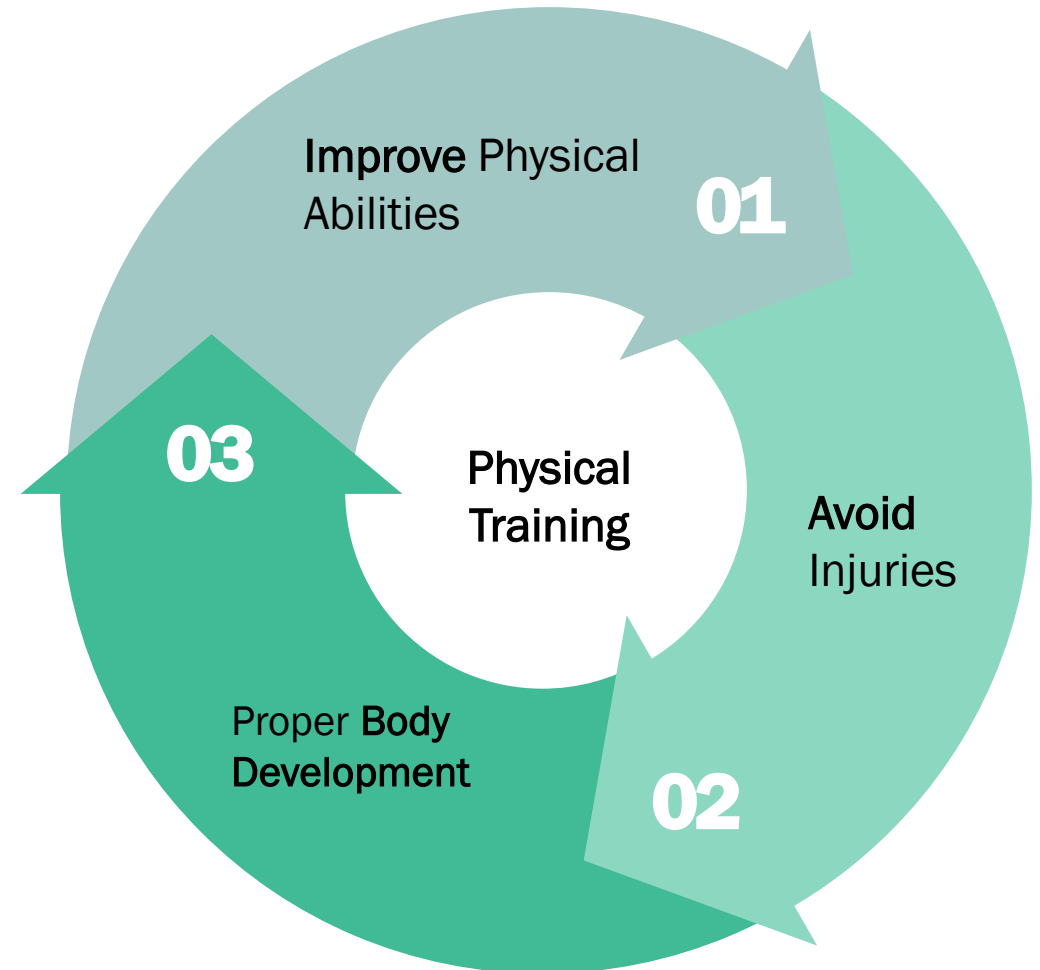
Principle to train in HK
during term time and
compete abroad (preferred)
on school holiday



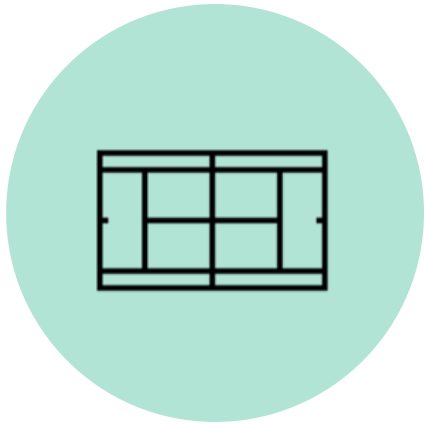
ATF to set up HK as regional
training hub

TOPIC 8: LACK OF AWARENESS / UNDERSTANDING OF FITNESS PROGRAM

- This is a priority
- Change in culture needed
- Fitness program account for more than 50% of the program if we are to improve on actual playing results
- Physical training to help players play better tennis
- Physical fitness and match fitness



TOPIC 9: AVAILABILITY OF TENNIS COURTS VS UTILISATION



Shortage of courts and frustration noted



HKCTA team looking at program optimization in short and medium term



Searching for new courts & collaboration with private sector – utilisation and efficiency

TOPIC 10: WHAT ARE THE COMMON PITFALLS?



- Consistency of Curriculum / Drills
- Optic of Meritocracy and Centralisation
- Flexibility of Classroom Movement
- Quality / Commitment of Part Time Coaches
- Tournament system / Ranking system - efficiency and arbitrage
- Availability of Tennis Courts
- Classroom Distribution / Allocation
- Players Report Card - how to track performance and who is the responsible coach and fitness coach
- Private lessons
- Low participation of Fitness Program
- Head coach hiring
- Tier A to Tier B transition

QUESTIONS & ANSWERS

