



STRATEGIC PLANS

ANNUAL OPERATIONAL PLANS AND TARGETS





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

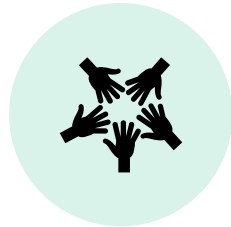


Healthcare
Provider

CORE VALUES OF HKCTA



Culture And Respect



Teamwork And
Collaboration



Communication



Objectivity
And Impartiality



Accountability

DIRECTIONAL OF TRAVEL - INDUSTRIALIZATION



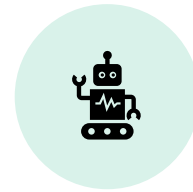
Governance /
Sustainability



International
Benchmark



International
Credibility



Technology
Upgrade



Commercialization



Professionalism

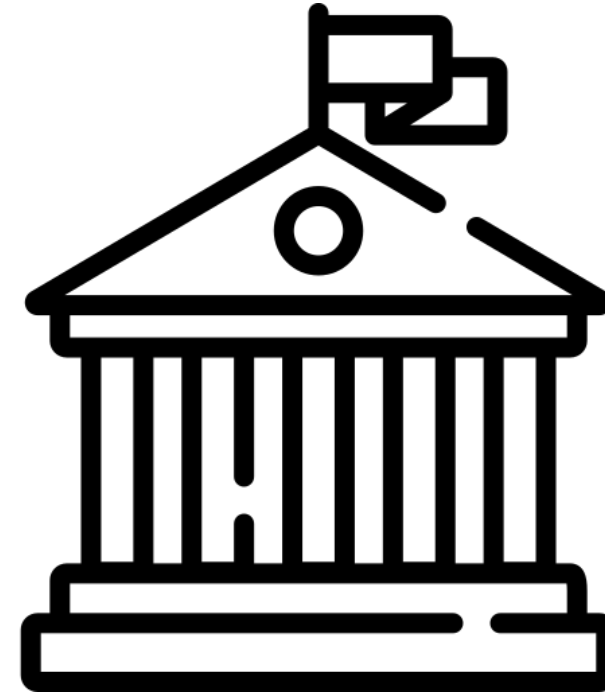


EXECUTIVE SUMMARY



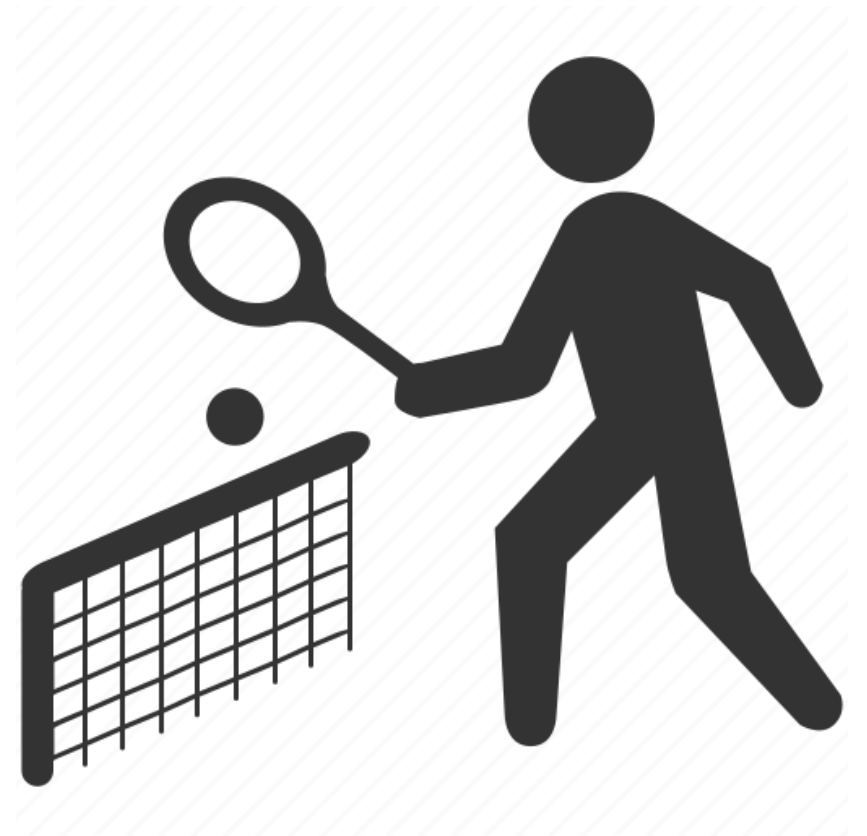
GOVERNANCE

- 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 IMPORTANCE OF GOVERNANCE



SETTING THE ENVIRONMENT



GOVERNANCE CONSTRUCT

Establishing a sustainable, stable and trusting environment

DEVELOPMENT / ACTIVATION

- Establishing a participation-and-education strategy

EVENT

- Establish institutional credibility and profile

GOVERNANCE UPDATE

GENERAL	SFOC GOVERNANCE REVIEW	NEXT STEPS AND THEMES
<ul style="list-style-type: none">▪ Work in progress▪ To build an ecosystem that facilitate connectivity of one team / organisation▪ SFOC findings and follow up▪ Code of Conduct and policy framework in 2024▪ Governance Committee to restart▪ Legal Committee and Audit Committee proposed	<ul style="list-style-type: none">▪ Officers tenure▪ Selection process▪ Integrity of officials / coaches▪ Funding impact in 2027	<ul style="list-style-type: none">▪ Formation of committees (31 Jan and approval by circulation)▪ Diversity a focal point in line with ITF guidance▪ Committee size (under 10)▪ Committee meeting (during office hour)▪ Committee meeting (under 90 mins preferably within an hour)▪ Council meeting (Saturday morning through to lunch)

Two new members to each committee



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

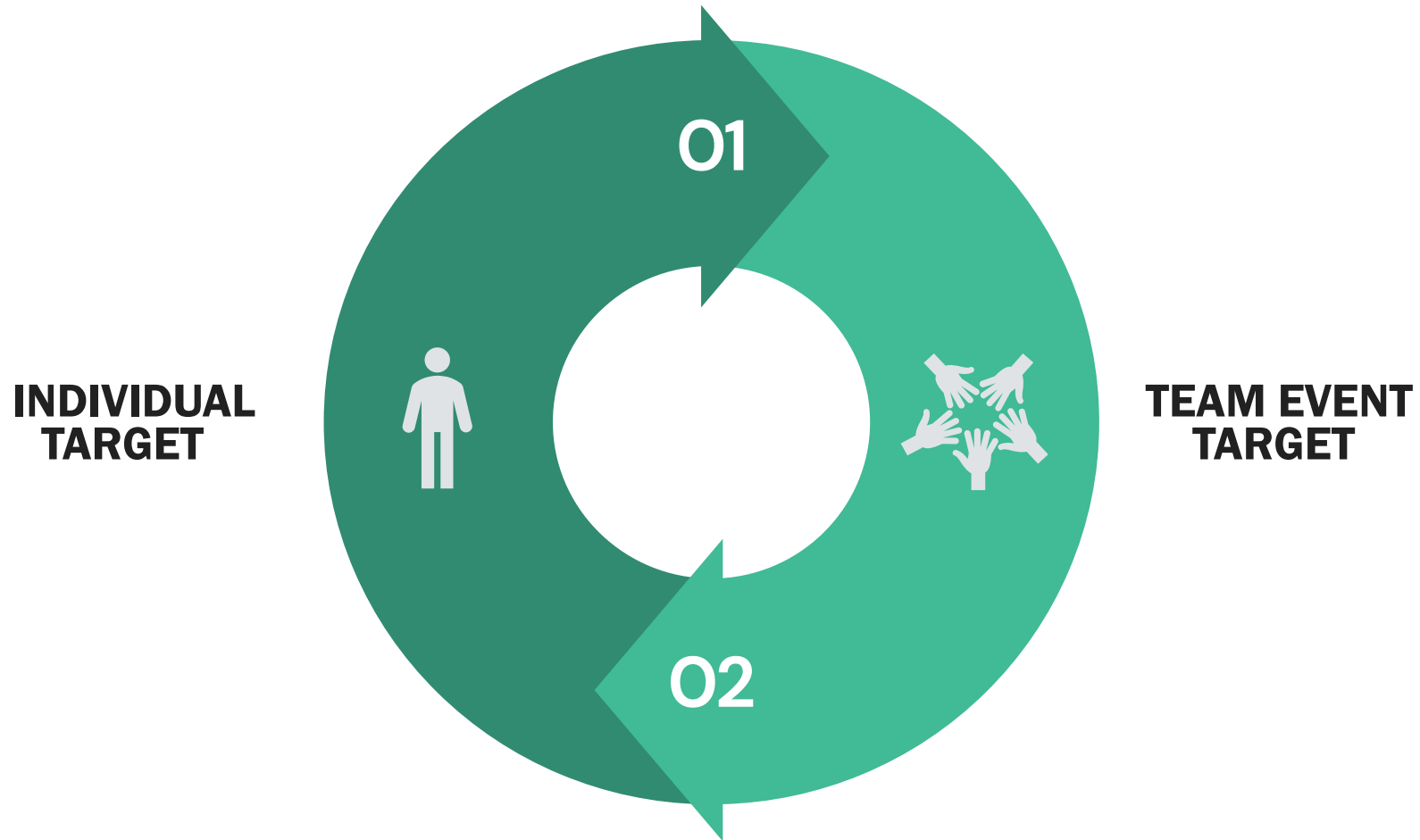


Specialised Roles



Age Group Leaders

WHAT IS THE TARGET?

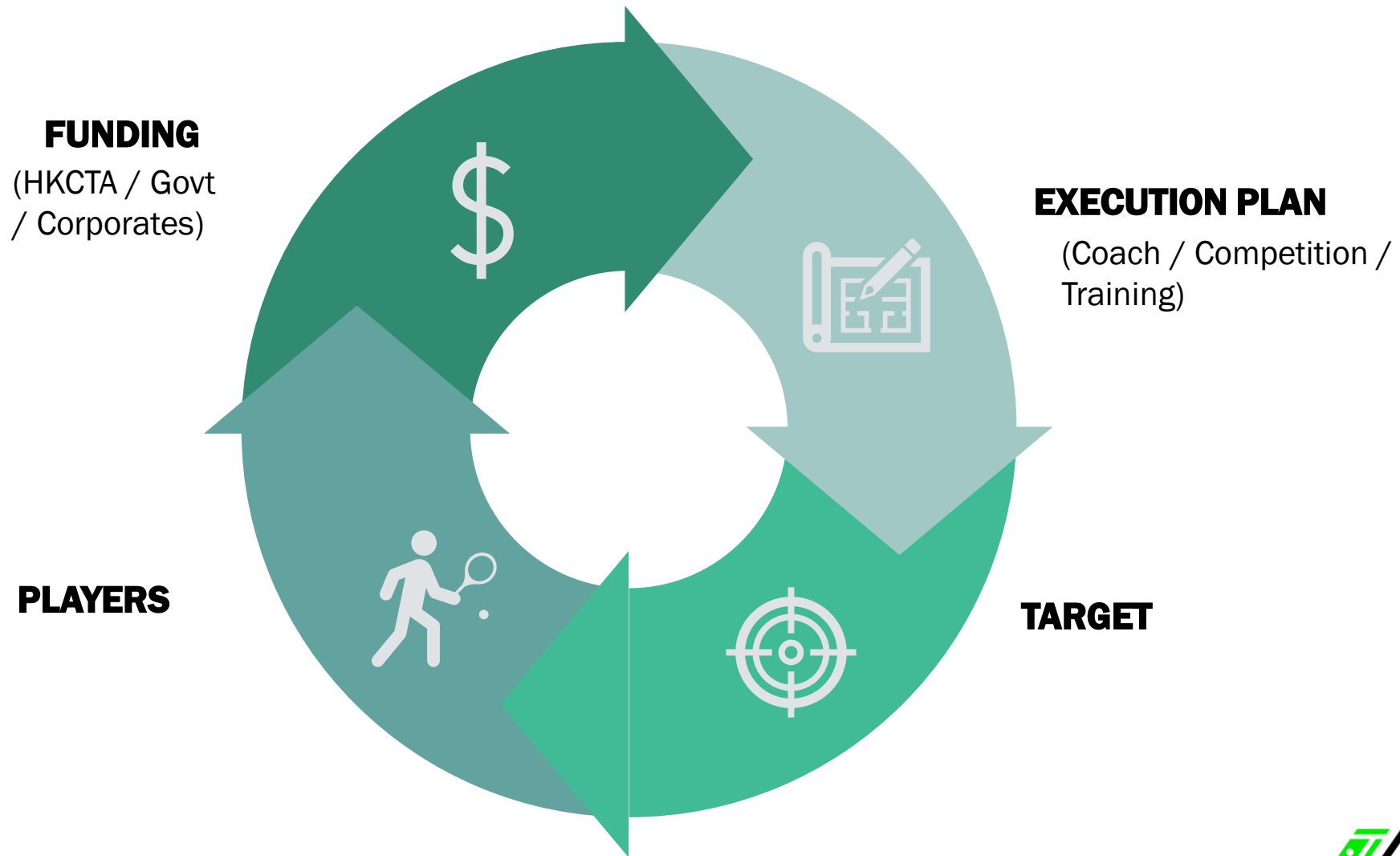


TARGET SETTING

- 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

