

OPENING UP TENNIS

EVALUATION REPORT

AUGUST 2017

*inside***EDGE**
sport and leisure planning



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ABOUT THIS DOCUMENT

The Opening Up Tennis Pilot Program evaluation has been prepared by *insideEDGE* Sport and Leisure Planning for Tennis Victoria and Sport and Recreation Victoria. This document delivers an independent review of the Opening Up Tennis Pilot Program, across 26 Victorian tennis clubs with the support of the Victorian Government.

A full review and analysis of usage data, financial return and consultation and participation outcomes has been conducted to measure program performance over the initial 20 month trial period. From this analysis a range of issues and constraints were identified, from which specific directions were developed to guide future system improvements.

Executive summary

In 2015 the Victorian Government provided \$250,000 to Tennis Victoria to implement the Opening Up Tennis Pilot Program. The intent of the program was to increase physical activity levels and participation opportunities by making tennis facilities more accessible to the community.

To evaluate the performance of the Opening Up Tennis Pilot Program, and to identify improvement and enhancement opportunities to guide the next phase of the program, Tennis Victoria commissioned a review of the program which forms the basis of this Report.

The Opening Up Tennis Pilot Program set out to deliver thirteen tennis venues with an online court booking system connected to access gates and lighting infrastructure, referred to as the Book a Court (BaC) system. BaC provides clubs and venue operators with a booking and payment platform that allows club members, non-members and casual users access to tennis courts at community venues, without the need for volunteer administration.

In addition to encouraging greater access to tennis facilities and easing the burden on volunteers having to coordinate casual court hire, the Opening Up Tennis Program provides growth and revenue opportunities for tennis clubs using modern technology that is meeting consumer expectations.

Due to cost savings and financial contributions made by clubs in the initial phase of the pilot program, BaC was introduced at a further 13 venues during the pilot period (July 2015 to May 2017), taking the total number of installations to 26.

The BaC system has experienced 23,270 bookings (excludes regular club and coach bookings) since the first installation with extremely positive reviews to date. 70% of users said that the BaC system encouraged them to play tennis more regularly. Whilst 94% of clubs report an increase in court usage since the system installation and 71% of LGAs with the BaC system believed that it increased community access to tennis venues across their municipality.

The Opening Up Tennis Pilot Program has revolutionised access to community tennis venues and continues to increase participation opportunities for the sport with an ongoing system rollout across the country. The investment by the Victorian Government and the success of the pilot program has provided the impetus for the technology to now be recognised as a national priority for the sport, with a number of LGAs intending municipal wide installations, supported by grant programs.

The ongoing development and implementation of BaC, through a national rollout provides a sustainable solution for increasing participation and community access, and delivers on the sports vision of 'more people playing tennis more often for life'.



From left: Peter Matessi - President, Princes Hill Tennis Club; Matthew Kennedy - CEO, Tennis Victoria; Todd Woodbridge, Tennis Australia; and John Eren - Hon Minister for Sport

Program performance

Tennis Victoria's Opening Up Tennis Program (OUT) provided an opportunity for a collaborative approach to increasing access and participation in tennis. To evaluate the success of the program a detailed analysis was undertaken.

The analysis (this report) provides a review of actual usage data and assesses the type, frequency and demographic influences on court bookings. The evaluation process identified that the pilot program was extremely successful and has delivered on four key program objectives:

- Providing an affordable and accessible option for tennis participation
- Providing growth and revenue opportunities for tennis clubs
- Easing the burden on club volunteers and administrators
- Using modern technology to meet consumer expectations.

Despite some early teething issues with system booking software and site hardware connection, overall the pilot program was extremely well received by clubs, users and local government. Engagement with these key stakeholders was undertaken as part of the review, via the distribution of targeted surveys. The aim of the surveys was to seek feedback from stakeholders on their overall experiences and satisfaction levels with the BaC system.

Key highlights from the survey responses are provided below:

- 94% of clubs experienced increased court usage
- 93% of users stated that they would recommend the system to other court users
- 71% of Local Government respondents stated that they would consider installing the system at other venues
- 70% of respondents stated that the BaC system has encouraged them to play tennis more regularly.

During the pilot program the BaC system provided opportunities for new participants to engage in tennis. This resulted in increased venue usage and revenue opportunities for clubs that simply would not have been possible previously. The program delivered participation opportunities beyond the traditional tennis club membership base, and penetrated the casual market through the delivery of an instant, user friendly, online booking system.

The adjacent information provides a series of quotes from clubs, users and local government (LGA) currently utilising the BaC system, demonstrating a hugely successful pilot program.

"Tennis is a great way to keep fit and healthy and make new friends. Opening Up Tennis means players can have a hit day and night, but not at the expense of our hard-working volunteers," – Hon. Minister for Sport John Eren

What users think of the BaC system

"It's great. I can book ahead or book on the day and check availability. The pin system to enter the court makes it so much more accessible than chasing up a club administrator. I really love it."

"The system is brilliant for the casual user who doesn't want to commit to a club membership"

What clubs are saying about the BaC system

"Casual hire revenue has been fantastic. We see people at our Club using our courts that we have never seen before" – Aspendale Tennis Club.

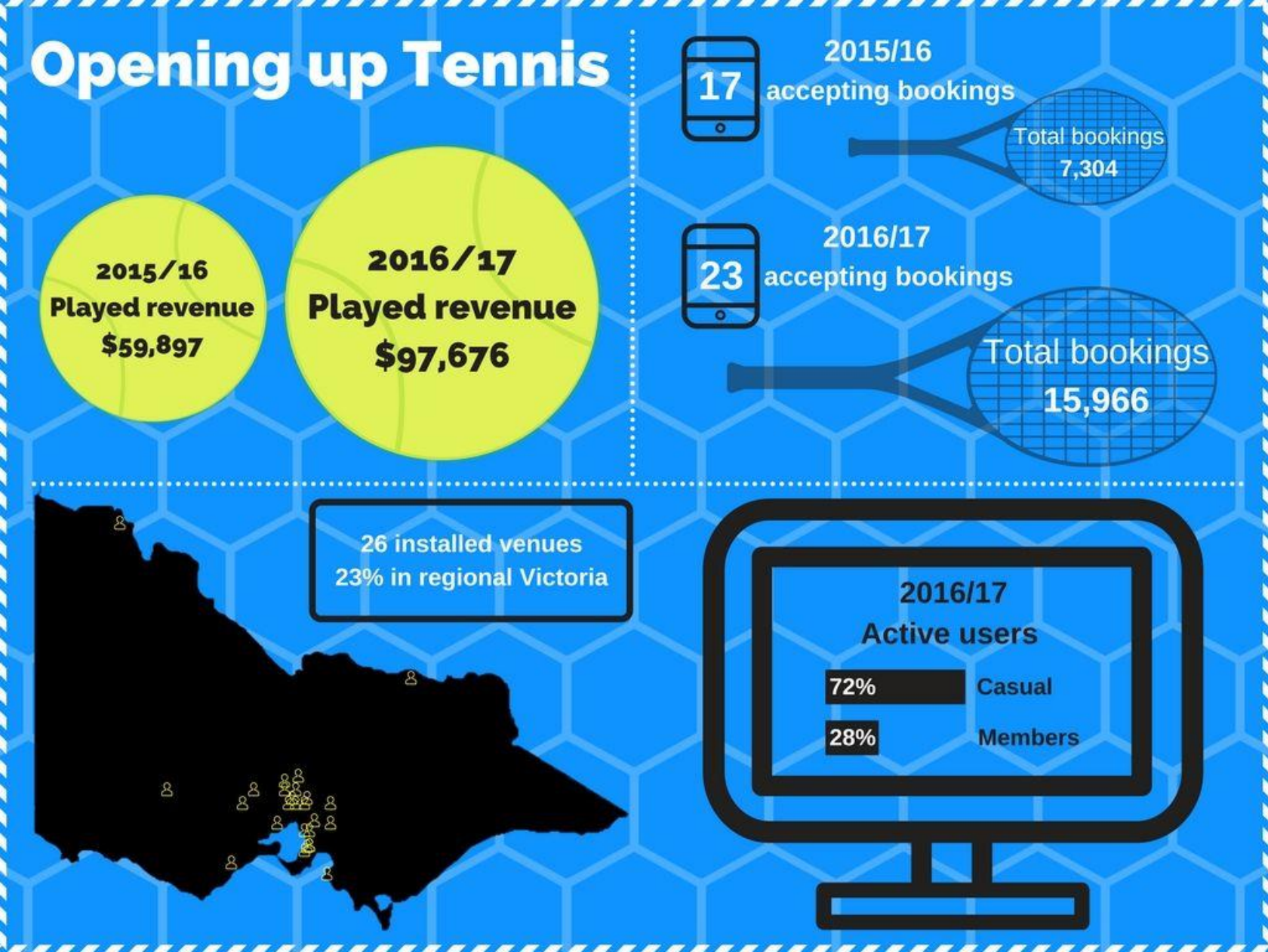
"We have been pleased and are proud to have been part of what has been a successful trial" – Karingal Drive Tennis Club.

What facility owners (LGAs) are saying about the BaC system

"An excellent concept that really does Open Up Tennis" – Kingston City Council

"The concept and accessibility is outstanding" – City of Wyndham

Performance summary (to 31st May 2017)



The adjacent image provides a snapshot of system outputs for the 20 month OUT pilot program (1st October 2015 - 31st May 2017). These figures are not inclusive of competition and programming bookings (e.g. Coaching, ANZ Tennis Hot Shots and Fitbit Cardio Tennis).

The table signifies the reach of the pilot program on participants accessing the BaC system for casual / social play and highlights the ability of the system to capture the non-member casual user market.

Future directions

The review of the OUT Pilot Program, along with an analysis of the performance of the BaC system, identified future directions to guide the next phase of implementation. Future directions are grouped into the following four areas:

BOOKING SOFTWARE

- Ensure bookings can be made up to 10 minutes after the proposed booking time to facilitate and support increased court usage.
- Create flexibility for ongoing / permanent club / user bookings by enabling one or all of the bookings to be edited.
- Increase the online profile of registered users. Store past and upcoming bookings on each user profile with the option to change /edit any upcoming bookings.
- Design and develop a BaC smartphone application for ease of use through mobile devices.

SITE SELECTION AND SUPPORT

- Ensure BaC venues include lighting provision to increase off season (winter) and evening (peak) usage.
- Work with Tennis Australia and other Member Association's to measure and compare the performance of BaC venues, and use this data to implement strategies that enhance user experience.
- Conduct annual BaC facility audits that involve:
 - Appropriate checks to ensure the hardware is operational and in good working order
 - Courts and associated equipment are safe and in good condition
 - Promotional / marketing signage are displayed clearly
 - Ensure supporting amenities (e.g. toilets) are available
- Educate and work with BaC clubs and venue operators on how to utilise the system usage data for future strategic planning and facility development projects.
- Tennis Victoria to conduct quarterly website inspections of each club / venue booking system to ensure it is operating effectively

SYSTEM AND VENUE PROCESSES

- Prioritise the merging of BaC tennis data with MyTennis data to deliver a centralised and more functional database.
- Formalise a wet weather refund/credit policy for clubs and venue operators to ensure consistency across BaC venues. Provide a link to this policy on the bookings page.
- Continuously evolve the BaC system venue selection checklist to ensure key site requirements are up-to-date and the standard of courts offered are of high quality.

MARKETING AND PROMOTION

- Develop an interactive map of BaC venues on the Tennis Victoria website, with direct links to club websites. An opportunity for a postcode search 'nearest venue' should also be explored.
- Provide BaC venues with promotional website commentary to assist in court hire advertising and ensure consistency across marketing platforms.
- Provide durable promotional and instructional signage at BaC venues.
- Utilise information gathered through key performance measures to help segment and target future marketing of the BaC system and its use and benefits.
- Strengthen partnerships and share information with local government to highlight the performance and ongoing success of BaC, and ensure all funding opportunities are realised.

Delivering on the above directions will assist in improving fundamental system components, assist clubs / venue operators in how to utilise the data provided to their advantage and streamline further program expansion.

SECTION 1

PROJECT

BACKGROUND



Project Background and pilot venues

Book a Court (BaC) is an integrated site infrastructure and online software booking system. The online software provides an instant booking portal connecting venue gate and lighting hardware for site access.

The BaC system is supported by electronic gate and lighting hardware that is linked to an online court booking program. The estimated cost of installing the BaC system is \$10,000 (or \$13,000 with lighting provision). Tennis Australia now offers affiliated clubs system installation funding support through the National Court Rebate Scheme.

Benefits of the system include:

- Providing improved facility access to non club members
- Reduced administration for volunteer committees
- Ability to engage the casual / social / unstructured tennis participants
- Opportunity for clubs to generate additional revenue that can be reinvested into tennis infrastructure.

The BaC system also aligns with key participation objectives of both Tennis Australia and Tennis Victoria (further detail provided on the following page) through the delivery of:

- Increased access to tennis venues across Australia
- Removing barriers to tennis participation
- More people playing tennis, more often
- Supporting local tennis club sustainability
- Encouraging clubs to offer flexible options for participation.

The adjacent table lists each tennis venue across Victoria currently operating the BaC system as part of the OUT initiative, their local government area and the associated venue court provision.

OPENING UP TENNIS VICTORIAN PILOT VENUES 2015-2017				
	Club	LGA	No. of courts	Surface type
1.	Anglesea Tennis Club	Surf Coast Shire Council	8	synthetic grass
2.	Ararat City Tennis Club	Ararat Rural City Council	8	synthetic grass
3.	Aspendale Tennis Club	Kingston City Council	6	2 acrylic / 4 synthetic grass
4.	Bruce Park Tennis Club	Frankston City Council	7	3 synthetic grass / 4 red porous
5.	Buninyong & District Association	Ballarat City Council	8	acrylic
6.	Carlton Gardens Tennis Club	Melbourne City Council	4	synthetic grass
7.	Chelsea Heights Tennis Club	Kingston City Council	6	red porous
8.	Eildon Park Tennis Club	Knox City Council	9	synthetic grass
9.	Green Gully Tennis Club	Brimbank City Council	8	4 synthetic grass / 2 red porous / 2 acrylic
10.	Karingal Drive Tennis Club	Banyule City Council	6	synthetic grass
11.	Kensington Community Centre	Melbourne City Council	3	Acrylic
12.	Keysborough Tennis Club	Dandenong City Council	8	6 synthetic grass / 2 red porous
13.	Kilmore Tennis Club	Mitchell Shire Council	10	4 synthetic grass / 6 acrylic
14.	Long Beach Tennis Club	Frankston City Council	6	red porous
15.	Melton South Tennis Club	Melton City Council	6	Acrylic
16.	Mildura Lawn Tennis Club	Mildura Rural City Council	12	4 acrylic / 4 synthetic grass / 4 natural grass
17.	Montrose Tennis Club	Yarra Ranges	7	red porous
18.	North Park Tennis Club	Melbourne City Council	3	synthetic grass
19.	Overport Park Tennis Club	Frankston City Council	14	11 red porous / 3 acrylic
20.	Parkdale Tennis Club	Kingston City Council	9	6 red porous / 3 synthetic grass
21.	Princes Hill Tennis Club	Melbourne City Council	4	2 acrylic / 2 red porous
22.	Royal Park Tennis Club	Melbourne City Council	14	red porous
23.	Saltwater Tennis Centre	Wyndham City Council	8	acrylic
24.	West Lalor Tennis Club	Whittlesea Council	4	2 synthetic grass / 2 red porous
25.	Wodonga Tennis Centre	Wodonga City Council	22	10 acrylic / 8 synthetic grass / 4 natural grass
26.	Yamala Park Tennis Club	Frankston City Council	4	2 red porous / 2 synthetic grass

Project objectives and Tennis alignment

Traditionally tennis venues have not provided easy access for the casual community member. The sport requires high fencing to ensure balls are kept within the playing area, however the perception of these 'gated venues' is something the governing bodies have been endeavouring to address for decades.

With funding support from the Victorian Government, the OUT pilot program was established to address the barriers to participation for non club member tennis players. The BaC system was initially to be delivered to 13 Victorian tennis clubs, however cost savings in the initial budget and additional financial contributions from the selected pilot venues allowed an additional 13 venues to implement the system, increasing the total number of OUT pilot venues to 26.

The investment by the Victorian Government and success of the OUT pilot program has provided the impetus for the technology to now be recognised as a national priority for the sport, opening up further investment by Tennis Australia, clubs and councils across Australia.

Tennis Victoria's overarching strategic vision is to increase participation in the sport, and the BaC system is one of two key components in delivering this outcome.

BaC delivers key components of Tennis Victoria's Four Strategic Pillars to ensure increased participation opportunities for all members of the community:

1. **Opportunities to Play** – Opening up the network of community tennis venues
2. **Places to Play** – Increasing tennis court accessibility
3. **Support** – Minimising volunteer and club workload
4. **Partnerships** – Supporting club, user, government and sporting body collaboration.

As the fifth most participated in sport in Australia (AusPlay 2016), sustaining current participants, enticing new players and competing with other sports requires ongoing investment into strategies and initiatives. The BaC system keeps tennis ahead of the game on a local, national and international stage.



SECTION 2
CONSULTATION
AND EVALUATION



Consultation and engagement

To obtain a greater understanding of the OUT Pilot Program and identify potential system improvements, three targeted stakeholder groups were consulted:

- Tennis Clubs – who have the BaC system installed
- Tennis Players – who have used the BaC system
- Local Government - who own facilities with the BaC system installed.

Separate online surveys were distributed to these groups and were designed to collect feedback on their experiences in using the system, and to inform future directions and potential improvements.

The Tennis Club Survey was completed by 23 of the 26 clubs with the system currently installed and focused on system use, changes in membership or participation, and the value of the system for future use. Key highlights from the Club Survey are provided on the following page.

The Tennis Player Survey received a total of 260 responses from participants who had accessed the system. The Player Survey focused on system access and ease of use, functionality and any limitations or challenges with the existing platform. Analysis of the Player Survey is provided on the following pages.

The final survey targeted Local Government Areas (LGAs) who have the system installed at their venues (16 of the 17 LGAs responded to the survey). The survey sought feedback on each LGAs experience and involvement in the installation process from a venue owners perspective, future expansion and development opportunities and any community responses to the system. A summary of LGA Survey responses is provided in the following pages.



Tennis club feedback

A targeted survey designed to capture clubs experiences and recommendations for future improvements was distributed to those clubs with a BaC installation.

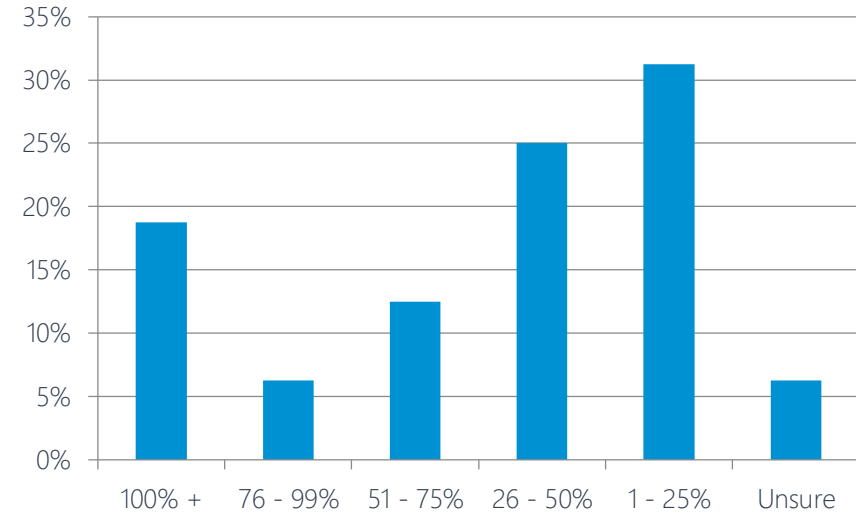
The following key trends were obtained from the survey analysis:

- 23 / 26 OUT pilot tennis clubs completed the survey.
- 78% of clubs rated the BaC system installation process as positive.
- 94% of clubs have experienced an increase in court usage since the BaC system installation.
- 55% of clubs believe they have obtained new members as a direct result of the BaC system.
- 73% believe their BaC installation has provided value for investment.
- 86% of clubs would recommend the system to other clubs.

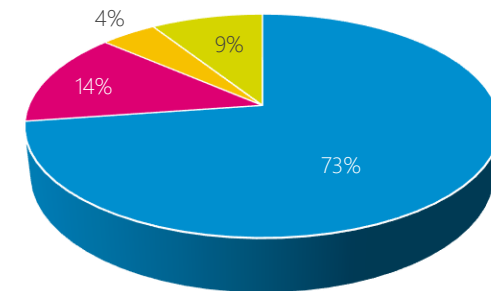
Key improvements / recommendations outlined by clubs included:

- Increasing maximum booking time from 60 to 90 minutes.
- A step-by-step guide on how to use the system.
- Website design and promotional collateral.
- Guidance on court hire pricing structures.
- Ongoing promotional support from Tennis Victoria.

WHAT LEVEL OF INCREASED USE DO YOU BELIEVE YOUR CLUB EXPERIENCED SINCE THE INSTALLATION OF THE BOOK A COURT SYSTEM?



WOULD YOU SAY THE BOOK A COURT SYSTEM HAS PROVIDED VALUE FOR INVESTMENT?



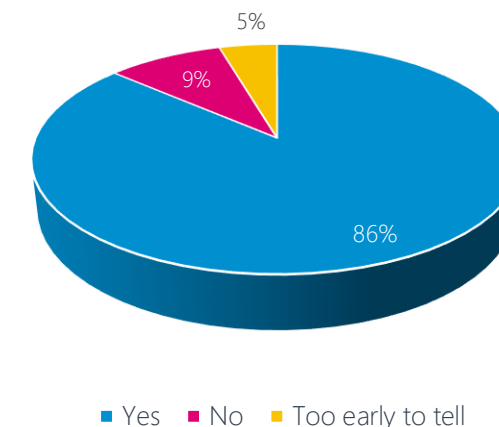
■ Yes ■ No ■ Unsure ■ Too early to tell

Tennis club commentary

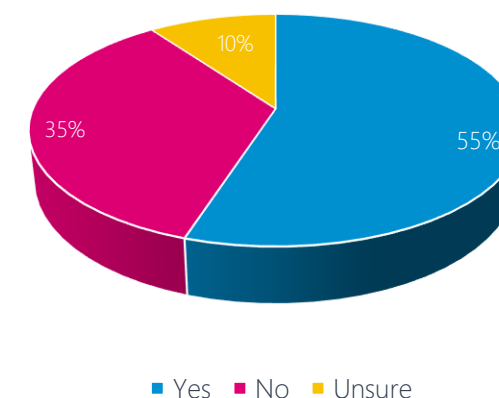
Key commentary provided by clubs on the BaC system included:

- “The system has made it very easy for court hire visitors to book and access the Club without having us involved. It has created more revenue for the club as well as generating more members” - *Yamala Park Tennis Club*.
- “We have been pleased and are proud to have been part of what has been a successful trial and when combined with our proximity access card system has enabled us to demonstrate to our Members and visiting tennis players the way forward for community tennis.” - *Karingal Drive Tennis Club*.
- “The system has streamlined access to the courts through the keypad, and opened up night tennis without manual committee intervention. Being an online system, it positions well for younger users, who frequently utilise online technology for most things.” - *Keysborough Tennis Club*.
- “**The Book a Court system has been an extremely valuable investment.** The installation of the system has facilitated the following improvements:
 - Significant increase in court hire (\$0 to \$1,500+ in the first 12 months)
 - Improved community access has assisted us in obtaining \$100k funding from the City of Whittlesea for LED lighting on courts that were not previously lit
 - Membership increase of over 122%
 - The system has assisted us in gaining additional Council funding of \$50k for pavilion works to ensure participants have access to the toilet amenities.” - *West Lalor Tennis Club*
- “Casual hire revenue has been fantastic. We see people at our Club using our courts that we have never seen before. When I speak to the casual court hirers they are impressed with the system and how easy it is to book and pay.” - *Aspendale Tennis Club*.
- “Both members and non-members have adapted to the system. It has worked well and been positive for the club from a revenue perspective. Support for the system has been excellent.” - *Carlton Gardens Tennis Club*.

WOULD YOU RECOMMEND THE BOOK A COURT SYSTEM TO OTHER CLUBS?



DO YOU BELIEVE YOU CLUB HAS OBTAINED ANY NEW MEMBERS AS A DIRECT RESULT OF THE BOOK A COURT SYSTEM?



Chelsea Heights Tennis Club - Case Study 1

The Chelsea Heights Tennis Club was formed in 1934 and has prosperously transitioned through 83 years of changes to the way tennis is played and delivered. The strength of the Club is evident in its ability to survive through significant changes in the Australian sporting landscape, including considerable advancements in tennis equipment and associated facility infrastructure. A key change in the history of the Club was its successful transition through a site relocation due to the construction of the Nepean Highway in 1974. This resulted in forging a new identity at Beazley Reserve, Chelsea Heights. The relocation process required collaboration with the State Government and the City of Kingston to ensure the new home would meet the immediate and future needs of the Club.

The Club has continued to flourish and prides itself on the range of programming opportunities it provides to both members and non-members of the community. A strong committee of 12 members further drives development and programming opportunities. It has a strong junior membership base with eight teams registered in junior competition with the Moorabbin and District Tennis Association. Further programming opportunities including tennis coaching, Fitbit Cardio Tennis and a strong focus on junior development through ANZ Tennis Hot Shots and junior development pathways.

A desire to see increased usage at the Club initially attracted the Committee to the BaC system. They were aware that a local demand for casual court hire did exist, and recognised the significant benefits that the system could provide. It was immediately evident that overworked Club volunteers could be saved an immense amount of time and responsibly with the new system. It was established that further revenue generated by the system would also allow the Club to decrease their membership fees charged to their loyal membership base. Ensuring club membership fees are affordable and competitive in the local market is a key priority of the Club.



Chelsea Heights was one of the first clubs in Victoria to have the BaC system installed and has received almost 1,200 bookings in its 19-month history. Ensuring its members are well supported is a high priority of the Club, and as a result they have ensured that court hire via the system is free for all current members. **This has resulted in a \$3,064 revenue return to date, with the Club also significantly increasing its membership base from 129 members in 2015, to 220 members in 2016.**

Chelsea Heights Tennis Club President, Carolyn Gray – “The Book a Court system has seen our Club receive more income in 3 months of its installation than it has ever obtained through casual bookings. The Book a Court system makes it easy for both members and non-members to access courts for casual hitting. The system is fantastic.”

Princes Hill Tennis Club - Case Study 2

Princes Hill Tennis Club is located in the picturesque surrounds of Princes Park in Carlton. It has proven to be one of the most successful OUT pilot venues in Victoria, **with 5,660 bookings from its installation in October 2015 until May 2017. 54% of these bookings have captured the non-member casual user market**, with the remaining 45% accounting for existing Princes Hill Club members.

The Club attributes the success of the program to two key factors:

- The geographical location of the courts within a park heavily frequented for various recreational pursuits making it highly visible
- The ability for BaC to provide easily accessible tennis courts to the greater Carlton community. The process for casual access to courts prior to the BaC system was inefficient for both tennis players and club volunteers. The streamlined process directly increased casual court use at the Club.

Despite a relatively strong membership base, a key priority of the six-member Committee was to provide opportunity for increased social and casual play through 'opening up' court access to the greater Carlton community. Although the venue offers somewhat limited court provision (2 hard and 2 red porous clay courts) for its large member base, delivering an accessible venue to meet a strong community demand was important to the diligent committee. Current recommended tennis court player provision ratios average around 1 : 30 (court to participants). **Excluding the high traffic involved with BaC casual use, the clubs court to player ratio is currently 1 : 69.** Although the Club is lacking the required court provision, it has received **\$31,664 in revenue return directly from BaC bookings**, an income that the Club states it would not have previously received, given the difficulty around casual member access. The Club is reinvesting income generated from the BaC system directly back into site infrastructure upgrades with clubhouse and garden renovations and court resurfacing all planned for later in 2017.

The Princes Hill Committee directly credits BaC to relieving ongoing volunteer pressures. The key-free access and online booking system has ensured club members are not required to be present for non-member venue entry. BaC has eliminated the old and outdated envelope and cash exchanges, allowing for streamlined payments and tennis court access 16 hours a day to the general community. **The Club has also experienced a 58% increase in membership increases since the installation of BaC**, highlighting the ability of the system to convert casual players to regular club members.

Princes Hill Head Coach, Calan McCarthy - "I have never seen the courts so busy" (since the installation of the BaC system)

Princes Hill Club President, Peter Mattessi - "The benefits of the BaC system for club administrators and volunteers are huge"



Anglesea Tennis Club - Case Study 3

The Anglesea Tennis Club lies in regional south west Victoria within the Surf Coast Shire Council. Anglesea is a key Victorian holiday destination located approximately 1.5 hours drive from Melbourne. The town experiences huge population growth from approximately 2,500 permanent residents, to an additional 20,000+ during the peak summer period and across long weekends throughout the course of the year. The general demographic of the holiday makers has been identified as young families with children, who are seeking to fill their holiday period with local activities.

Although the Club has an extremely strong membership base (592 in 2016), the market for casual use was evident, and with significant infrastructure upgrades (including court resurfaces and new fencing) the Club recognised the potential to increase facility usage by attracting non-member players to the venue. The BaC system presented the perfect solution. A collaborative approach between Tennis Victoria and the Club saw the implementation of the system as part of the initial State Government 'Opening Up Tennis' pilot program. The site was considered to be ideal for the system. The geographical location of the Tennis Club within a larger precinct consisting of a bowling club, caravan park and shopping hub makes the site visible within the community, and the implementation of clear bold signage around the site ensured the availability to play tennis at the venue was recognised. In a small tight-knit community with limited sport and recreational opportunities, promoting a high-quality community asset such as the Tennis Club only provides positive opportunities for the Club, community and visitors to the town. From application to installation, the process lasted six months and in March 2017 the venue had a fully operational BaC system. Since going live with the system, the Club has experienced +142 bookings in the initial three-month period. The opportunity to generate additional income, whilst alleviating the pressure of the Club volunteers has been highlighted as significant assets of BaC, with further system benefits being outlined as:

- Ease of access for both casual and club members
- Opportunities for unstructured/social play
- Potential reach to new members
- Coordinated and structured programming and court scheduling.
- Equity of access to both members and non-members
- Collection of data to inform usage trends and opportunities for improvement.

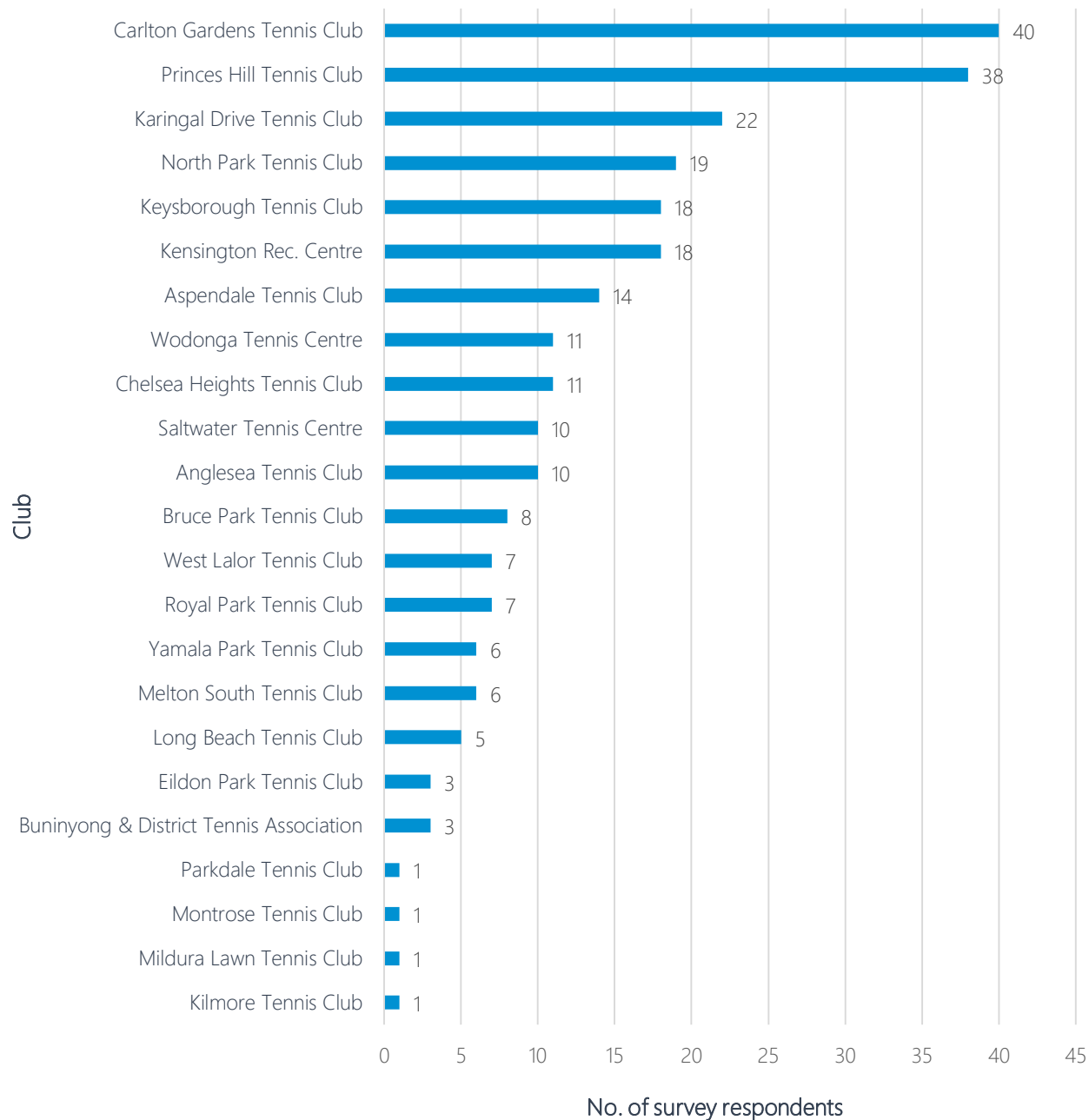
The tennis facility at Anglesea is extremely well maintained and provides very good levels of provision. The BaC system adds to facility modernisation, allows ease of access for both club members and non-club members and removes the barriers to tennis participation. The Club is proud to share the facility with the wider community.

Anglesea Tennis Club president, Tony Wheelan – "This system allows members and the general public to visit the website and see if a court is available for use prior to making a trip to the tennis club"



Tennis player feedback

USER SURVEY RESPONSES



A targeted survey of BaC system users was conducted to ascertain individual experiences, trends and opportunities for future improvements.

Survey analysis found:

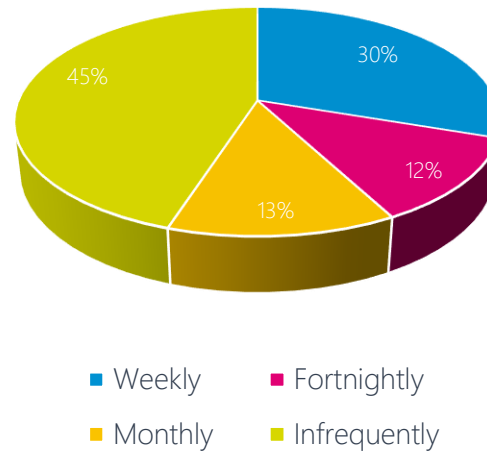
- 72% of survey respondents rated their BaC experience 8 / 10 or above.
- 93% of survey respondents would recommend the system to other participants.
- 46% of survey respondents were non-members, reaching a large population of casual users.
- 54% of survey respondents were members of a club with a BaC installation.
- 25% of survey respondents had used the system at more than one venue.
- 45% of survey respondents do not regularly book a court for use.
- 30% of survey respondents book a court weekly using the BaC system.
- 70% of respondents stated that the BaC system has encouraged them to play tennis more regularly.

Tennis player commentary

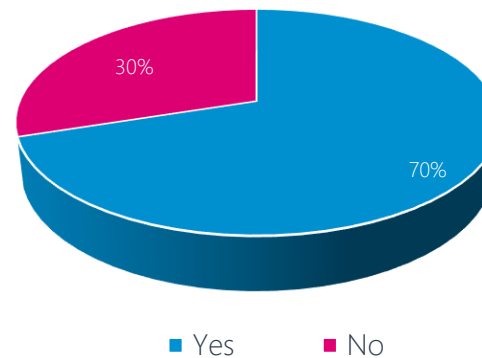
Key commentary received from BaC users survey included:

- "Booking system is great and easy to use."
- "The ability to see the court schedules and book immediately without complications is great."
- "Easy access, without requiring keys and you can find out anytime what court availability looks like."
- "As my booking is a permanent booking, the online system does not allow me to cancel a single week (if required) it actually cancels the entire permanent booking. I then need to get someone at the tennis club to fix and re-instate the permanent booking."
- "Very convenient and easy to use system."
- "The system could be more user friendly."
- "The online booking system is slightly clunky. It would be great if it were more seamless or if you could book via a smart phone application."
- "Bookings are only taken every 30 mins, sometimes if you are just over 2 minutes over, you are unable to book. There needs to be a 10 minute layover."
- "I love the flexibility it offers to book a tennis court."
- "It's great. I can book ahead or book on the day and check availability. The pin system to enter the court makes it so much more accessible than chasing up a club administrator. I really love it."
- "It has made it a lot easier to be able to book courts, view the schedule and access the courts through the electronic gate compared to the previous arrangement where you would need to spend a long time trying to get through over the phone."

HOW OFTEN DO YOU 'BOOK A COURT'?



HAS THE BOOK A COURT SYSTEM ENCOURAGED YOU TO PLAY MORE REGULARLY?



- "For night competition the lights had many teething issues which was frustrating for our club members."
- "Everything is good, except the lights at Kensington Banks always turn off half way through my session. The courts there are also poorly maintained."
- "The system is good, but registration is a tad cumbersome."
- "Court hire is way too expensive."
- "I am unable to access the booking I make afterwards and can't cancel if needed."
- "The system is brilliant for the casual user who doesn't want to commit to a club membership"

Local Government feedback and commentary

The Local Government Survey provided a detailed insight into the system advantages and implications from a local government perspective. Key trends from the Local Government Survey:

- 71% of LGAs with the BaC system believed that it increased community access to tennis venues across their municipality.
- None of the associated BaC LGAs rated the installation process experience as negative.
- 71% of LGAs with the BaC system would consider installing it at another venue within their municipality.
- Both Yarra Ranges Shire Council and Knox City Council identified an additional four venues each within their municipalities for further system installations.
- Surf Coast Shire Council would like to see BaC installed at all of its club based venues.

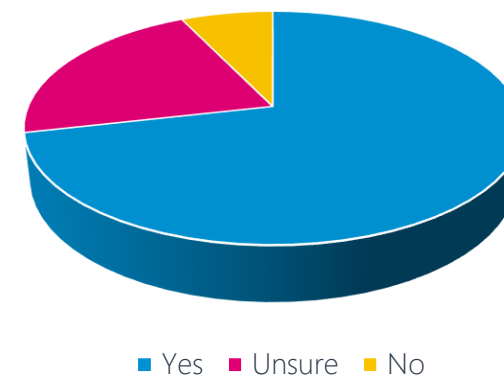
Key improvements / recommendations outlined by local government officers included:

- A more streamlined process and coordination of product delivery.

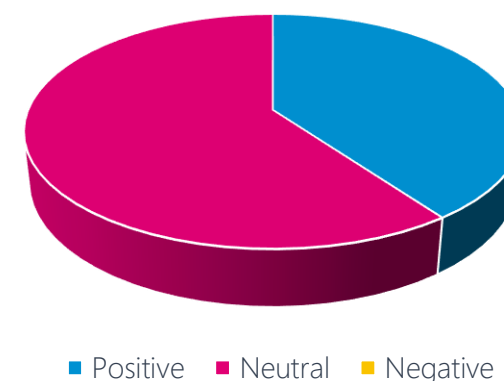
Key commentary around the BaC system included:

- *"An excellent concept that really does Open Up Tennis" – Kingston City Council*
- *"BaC has more streamlined court booking processes and less burden on volunteers". We would support further system installations at strategically selected venues" – City of Ballarat*
- *"Incredible results for participation growth. Great feedback from clubs regarding better financial handling, less reliance on volunteers and greater opportunities for coaches". No negative feedback was received from any clubs and extremely positive feedback from those involved within our municipality" – City of Melbourne*
- *"Access to tennis facilities is always an issue within the community and this system creates better access for a low cost (compared to building new courts and making them public access)" – Brimbank City Council*
- *"The concept and accessibility is outstanding" – City of Wyndham*

DOES BAC INCREASE COMMUNITY ACCESS TO TENNIS VENUES?

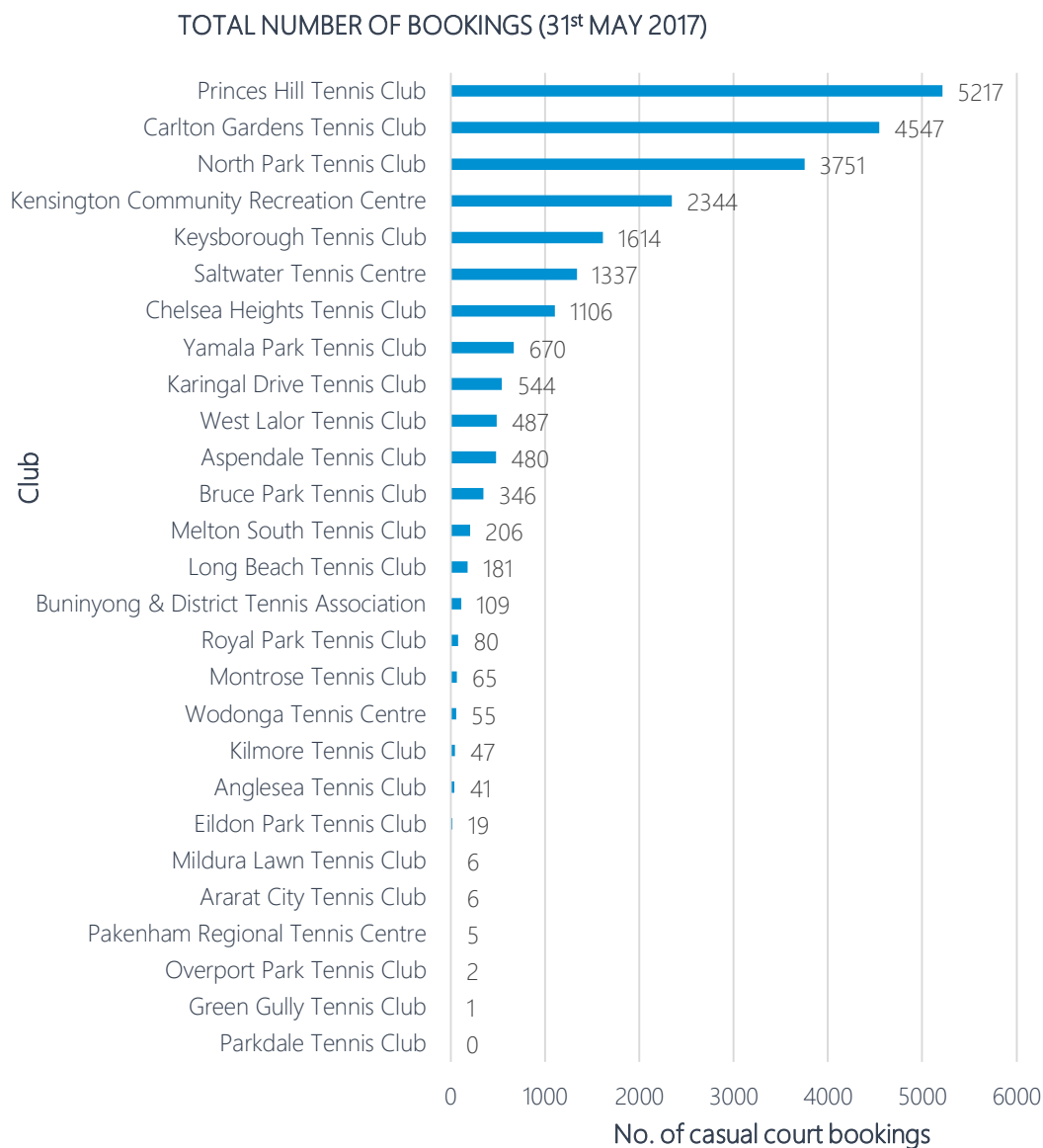


HOW DID YOU FIND THE BAC SYSTEM INSTALLATION PROCESS?



Detailed booking data trends

The graph below shows a distinct difference between the high performing clubs and those clubs with significantly less bookings. The time of the BaC installation should be recognised, noting that the bottom eight performing clubs as identified in the graph had the system installed only recently (2017).



A detailed analysis of using OUT raw data from 1st October 2015 to 31st May 2017 was undertaken to identify key trends and inform system recommendations. This data **does not** include recurring bookings (ie. Regular coaching, competition, ANZ Tennis Hot Shots, Fitbit Cardio Tennis). This analysis focuses solely on the specified OUT program funded key target group of casual participants. **Key findings from this analysis include:**

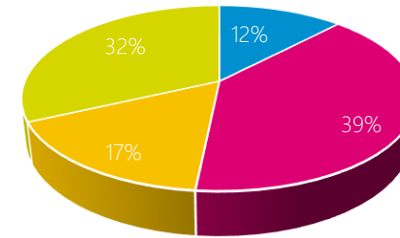
- A total of 23,270 casual user bookings were made via the BaC system
- The typical profile of a casual BaC user is a male, existing club member aged 35 years.
- The gender break down of BaC users during the pilot program period was identified as 22% female to 74% male (4% unidentified).
- The four highest venues for BaC usage exist in the heavily populated inner metropolitan municipality of the City of Melbourne.
- Total percentage of casual court bookings for each day of the week has been identified as:
Monday 12%, Tuesday 12%, Wednesday 11%, Thursday 13%, Friday 11%, Saturday 18% and Sunday 23%.
- Sunday is the most popular day to book a court with casual users, accounting for almost a quarter of all bookings.
- Of the 23,270 bookings, 28% are active club members. **The remaining 72% are non-member, casual bookings, highlighting the ability of BaC to capture the informal, social tennis participant.**
- The four highest performing Opening Up Tennis venues have a mix of acrylic, synthetic grass and clay surfaces.

Detailed booking data trends (continued)

Further key trends obtained from the OUT specific data set have been identified as:

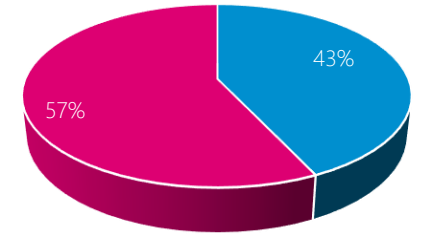
- The most popular booking duration time is of 60 minutes, accounting for 42% of all bookings
- The most popular times to book a court are:
 - > 4-5pm (2,617 bookings)
 - > 5-6pm (2,596 bookings)
 - > 6-7pm (2,428 bookings)
 - > 7-8pm (2,263 bookings)
- The peak booking period is between 4 – 8pm.
- The peak booking period (4 hours) accounts for 43% of all bookings.

MOST POPULAR BOOKING DURATION



■ 30 minutes ■ 60 minutes
■ 90 minutes ■ Other

PEAK vs OFF-PEAK BOOKINGS



■ Peak ■ Off-peak

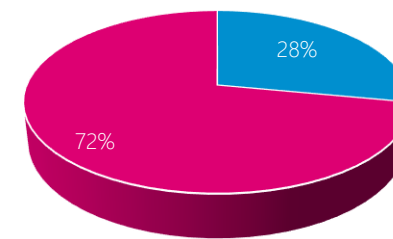


TYPICAL PROFILE OF A CASUAL BaC USER:
MALE
AGED 35 YEARS

MOST POPULAR CASUAL USER BOOKING TIME

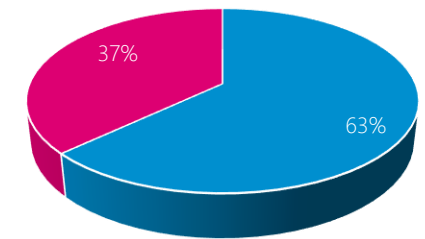


EXISTING CLUB MEMBER vs CASUAL USER



■ Club member ■ Casual user

DAY vs NIGHT BOOKINGS



■ Day ■ Night

Club membership and financial analysis

A full analysis of the revenue derived through the 26 pilot OUT venues has been analysed to measure the current return on investment and system performance to date.

Significant stakeholder financial commitment to the system demonstrates confidence in its ability to deliver more accessible tennis venues to the community.

The following findings provide an overview of key BaC observations derived from Tennis Victoria membership and OUT specific financials. Pilot club membership prior to BaC system installation has been included to benchmark against current membership (post BaC installation).

- The average number of club members increased by +43 players from 2014/15 to the 2015/16 highlighting the systems ability to convert casual tennis participants to registered club members.
- Court surface type does not seem to impact on a clubs ability attract participants through the BaC system.
- Melbourne inner city metropolitan courts have experienced the highest levels of casual bookings
- The standard cost of hardware installation ranges from \$10,000 to \$13,000 (dependant on lighting requirements), with an average income return of \$4,440 per club to date.
- Court hire fees range from \$5 to \$40 per hour (depending on lighting provision and peak or off peak booking time) which largely impacts the revenue stream each club derives from BaC.
- The lowest court hire fee is \$5 per hour (West Lalor Tennis Club) with the highest fee at Green Gully Tennis Club at \$40 per hour.
- Peak hours of use have been identified as between 4pm – 8pm. Outside of these hours is considered off peak.
- The average cost of court hire per hour, off peak (and without lighting) across the 26 OUT pilot venues is \$16.25.
- 2 / 26 clubs do not charge an additional fee for use of associated lighting provision (Kensington Community and Kilmore Tennis Club)
- The average cost of court hour per hour during peak times and including lighting provision is \$24.94.
- The most common court hire fee is \$20 per hour off peak without lighting, and \$30 during peak hours with lighting.

This analysis demonstrates the ability for a full financial return on investment to be delivered within 3-5 years. For those clubs obtaining Tennis Australia \$6,000 National Court Rebate funding, this period can be as little as two years, highlighting the systems ability to be self sustainable and profitable for clubs and venue operators long term.

It is important to note the financial return from BaC should include not just court hire revenue, but also the additional return from membership fees generated from successful conversion of occasional players to club members.

The analysis also found that cost of court hire should be determined with consideration for the local demographic and potential target market. E.g. Court hire fees at Carlton Gardens Tennis Club have amongst the highest fees of all pilot venues across the State. Yet has only the second highest total bookings of any Victorian club. This highlights the importance of delivering court hire pricing reflective of the local demographic, with Carlton being a relatively high socio economic area. In contrast, the least expensive court hire (\$5 per hour) is offered in West Lalor, a low socio economic area (ProfileID. 2016).

Setting suitable court hire fees is essential to ensuring a sustainable and well utilised system that will continue to increase tennis participation across Victoria.

SWOC Analysis

The SWOC analysis clearly identifies key areas of focus for the BaC system to ensure ongoing system improvement, key areas of focus for secondary stages of program expansion and to guide future directions.

STRENGTHS

- Ease of system implementation
- Evidence of increased club revenue
- Evidence of increased member and non-member participation
- Maximises venue usage
- Reduces administration and venue access workload on volunteers
- Local government supported initiative.

WEAKNESSES

- Registration process can be challenging for some users
- Ability for venues to maintain the system requirements
- Capacity to adjust / amend existing bookings
- Additional support required in regional areas to ensure sufficient promotional support is provided
- Lighting provision and connection to gate access technology at some venues
- System access limited to online (e.g. no smartphone application available)
- At the time of the analysis, 2 / 26 of the pilot website booking systems were unable to be accessed.

OPPORTUNITIES

- Improved marketing and promotion
- Growth in membership through non traditional participant court access
- Growth in overall tennis participation through non competition/social tennis
- Capacity to accurately track and analyse court use and participation which supports future investment opportunities
- Development of BaC interactive smartphone application to meet current consumer expectations
- Encouraging return usage through discounted access provisions
- Implementation of system access levels to meet requirements of specific users (e.g. different levels of dashboard access for club administrators, coaches and councils).

CHALLENGES

- Initial issues with booking reliability
- Ensuring continuous improvement processes for BaC technology
- Varying processes required for system implementation at metropolitan and regional venues
- A driven and motivated club committee is required to embrace and promote the system
- Resourcing from Tennis Victoria to help club implement and monitor the system
- Customising the system to meet the specific needs of the venue
- Selecting the right clubs for an installation.

Issues and opportunities

Tennis Victoria (TV) has had strong interest in the BaC system from both clubs and venue operators. Although the feedback received has been overwhelmingly positive, it is important to acknowledge venues that have had issues with the system and have not successfully transitioned through the process.

The evaluation process identified the following issues experienced by the end user in the early stages of system development and installation:

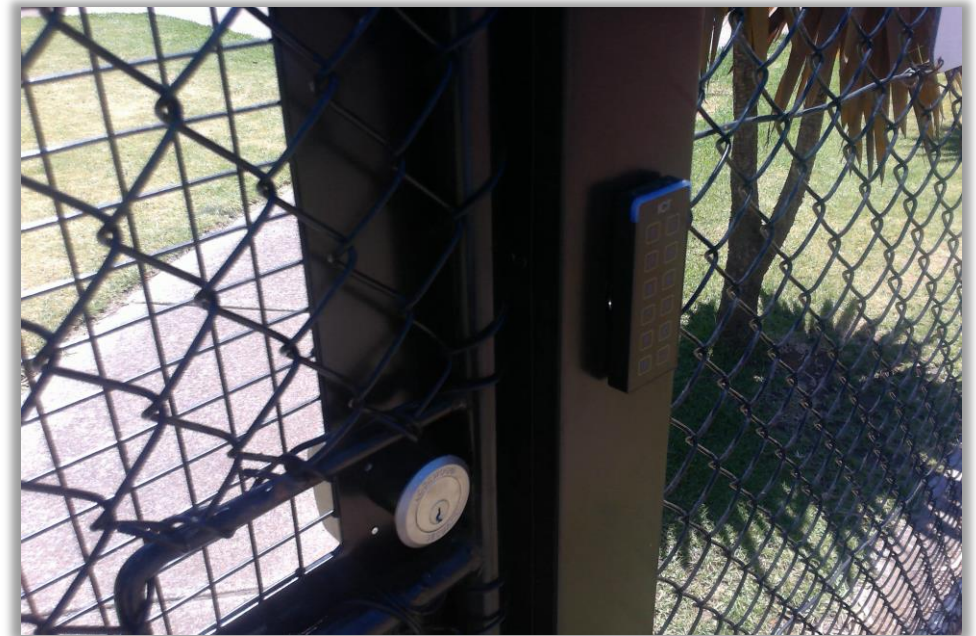
- Hardware / software issues – gate technology not syncing with booking software.
- BaC system not recognising registered players via My Tennis database - existing members are required to complete another online form to use the system.
- Inability of traditionalist clubs to progress and embrace modern technology.

Despite this, it is clear that venues with high demand for courts benefit greatly from the system with significantly reduced workloads on volunteers, opportunity to generate substantial revenue streams and attracting potential new members.

TV has highlighted the importance of selecting the right clubs for the BaC system to maximise it's use. clubs must have a dedicated committee that are supportive of the technology and it's benefits and consider existing site infrastructure and the potential demand for casual use.

It has also been established that some clubs and venue operators believe that simply installing the system will lead to increased demand for casual use. However, without significant local marketing and support from TV, the local tennis participant will not be engaged. The opportunity for increased marketing and promotion is vital to ensuring program success and has been addressed in the recommendations.

Recommendations draw on key findings obtained through the SWOC analysis, whilst also being informed by key issues and feedback from court users, clubs and local government through the consultation process.



Key Book a Court Benefits

- Makes accessing community tennis venues easy
- Provides an ongoing passive revenue stream for tennis clubs
- Reduces volunteer and venue operator responsibilities
- Maximises venue usage
- Meets modern consumer expectations



**GET
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UP**