



# ITTF Strategic Plan 2018–2024

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**Table Tennis. For all. For life.**

# ITTF – What we do

The International Table Tennis Federation (ITTF) was founded in 1926 and is the world-governing body of the sport of Table Tennis. Our main function is to govern and develop the sport for the benefit of over 30 million competitive players in all parts of the world, as well as representing our 226 Member Associations.

## Development



**100+**

development activities run each year.

## A global game



First and only International Sports Federation to achieve

**226**

National Associations, representing every country and territory on earth.

## Events

**120**

international tournaments supervised and sanctioned annually by the ITTF.



**50,000**

coaches educated through our development programmes to date.



**2.5 million**



people involved in ITTF CSR projects.

**30+ million**

competitive players worldwide.



ITTF event broadcast content reaches over 170 countries, with over

**half a billion**

people watching Table Tennis at the 2016 Olympics.

**494**



events in 96 countries on World Table Tennis Day 2017, with 80,000 people being involved.

**355 million**

TV viewers of the Liebherr 2017 World Championships.



# Contents

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FOREWORD	02
STRATEGIC PLAN STRUCTURE	03
VISION, MISSION AND VALUES	04
OUR FIVE STRATEGIC PRIORITIES	05
MAKING THE STRATEGY A SUCCESS	13
PATHWAY AND KEY MILESTONES	14
FOR ALL. FOR LIFE.	16
HOW WE DID IT	17
WHAT YOU TOLD US	18
TABLE TENNIS FOR DEVELOPMENT	20

# Foreword

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My Presidential promise to the National Associations and the Table Tennis family was that we would produce a Strategic Plan to guide the future direction of the ITTF and development of our sport around the world.

Together with our team, it has been a lot of work, but I believe we can all be very proud of this historic Strategic Plan that embodies all stakeholder's views and opinions about the ITTF and its future path leading into 2024.

The outlook for Table Tennis is very bright and all of us working together can achieve all the aspects detailed in this visionary document and we all collaborate to make our vision: "Table Tennis. For All. For Life" a reality!

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I am pleased that the ITTF finally has a Strategic Plan in place to assist everyone in the Table Tennis family to shape our future direction.

The ITTF's goal with the creation of the Strategic Plan was to engage all levels of the Table Tennis family as we want everyone to feel personally invested and engaged into the development of the ITTF's future. All National Associations, Continental Federations, Fans, Players and Officials were invited to give their input into the making of the Strategic Plan and we received an immense amount of feedback which was crucial in shaping this strategic direction.

The ITTF leadership and professional staff now have a clear pathway of what we desire to achieve by 2024. This is extremely motivating for our professional team, and I look forward to putting together the operational plan, and strategies in place to ensure we hit all the key deliverables stated in the Strategic Plan and move the sport forward to great new heights.



Thomas Weikert  
President



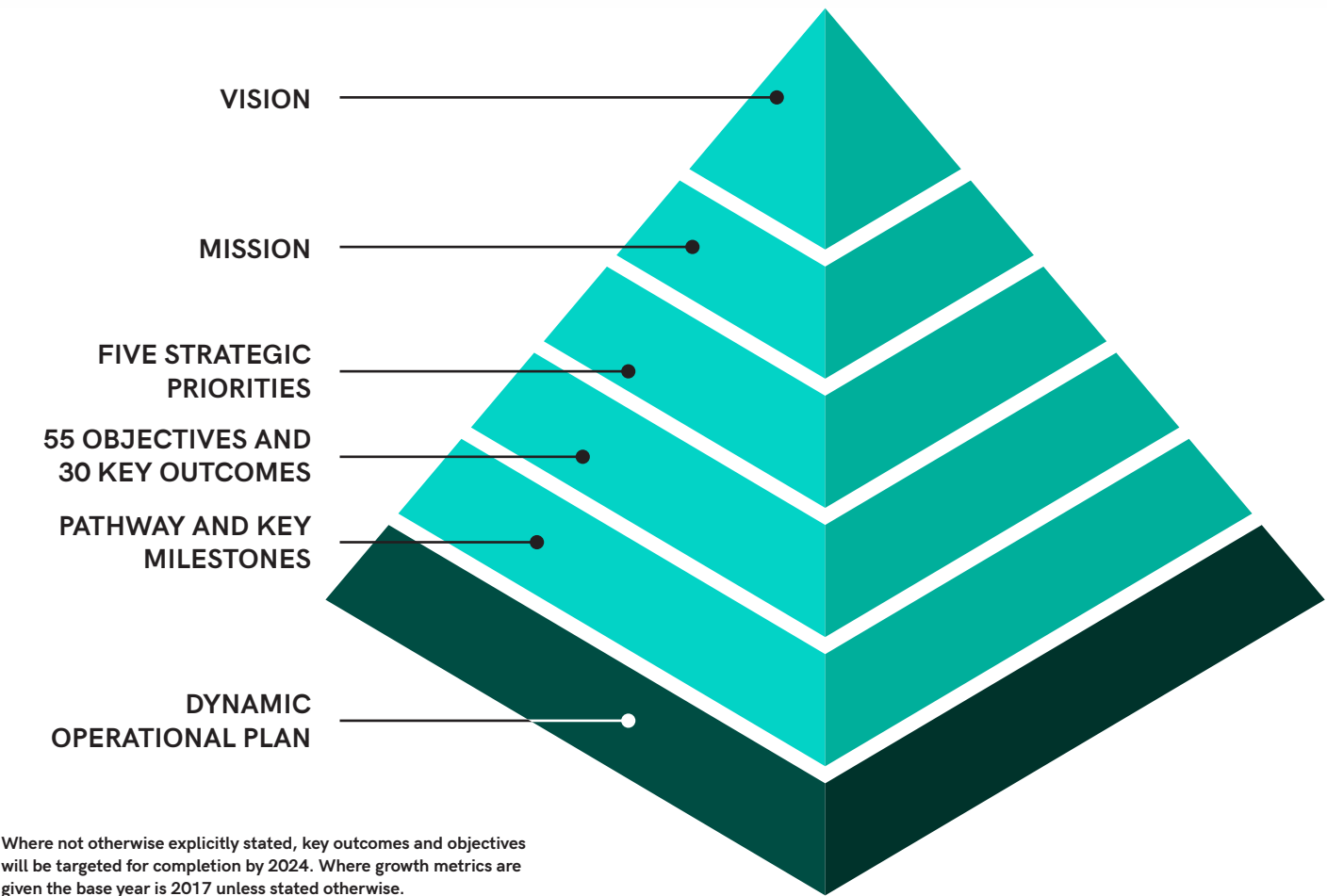
Steve Dainton  
Chief Executive  
Officer



# Strategic Plan structure

This Strategic Plan has been structured as shown below. The Strategic Plan will be supported by a detailed and dynamic Operational Plan which sets out actions, targets and responsibilities for each of the objectives, and hence will guide the effort and resources of the ITTF to ensure success towards 2024.

The ITTF will be guided by a clear vision and mission, supported by five strategic priorities and their respective objectives and key outcomes. A clear pathway will be followed and key milestones will be tracked towards these objectives and key outcomes, underpinned by a dynamic operational plan.





# Vision

**Table Tennis.**  
**For all.**  
**For life.**

# Mission

Providing the platform  
and tools to inspire global  
Table Tennis growth through:  
showcasing the sport in all corners  
of the world, collaborative working  
between all stakeholders  
and transparent progressive  
leadership.



# Values

**Passion**  
**Competitiveness**  
**Enjoyment**  
**Respect**  
**Discipline**

# Our five strategic priorities

1.

## ORGANISATION AND GOVERNANCE

An organisation with decision making structures, and policies, to create a strong central governing body, with sufficient resources to operate effectively and collaboratively with Continental Federations and National Associations, acting transparently and with integrity in all that we do.

2.

## HIGH PERFORMANCE AND DEVELOPMENT

Engage with Continental Federations, and support National Associations, in the development of the next generation of Table Tennis and Para Table Tennis players through innovation and implementation of development initiatives for players, coaches, officials and administrators.

3.

## INTERNATIONAL EVENTS

A compelling structure of successful and meaningful international events that supports the ITTF's goal of becoming a top Olympic sport.

4.

## PROMOTION

Engage, entertain and excite people about Table Tennis utilising effective communication and engagement through traditional and new media platforms, promoting 'stars of the game' and improving the entertainment value of the sport.

5.

## REVENUE

Increasing commercial revenue to support the strategic priorities, sustainability and growth of Table Tennis at World, Continental, and National levels.

# 1. Organisation and governance

**An organisation with decision making structures, and policies, to create a strong central governing body, with sufficient resources to operate effectively and collaboratively with Continental Federations and National Associations, acting transparently and with integrity in all that we do.**



## 2021

All Continental Federation agreements to be combined

### OBJECTIVES

#### Organisation

- Improve and develop regular and constructive communications between the ITTF, Continental Federations, and National Associations, to ensure that the global Table Tennis community is better connected and aligned.

- Continually review and analyse the key stakeholders of Table Tennis to identify their respective needs, and support Continental Federations and National Associations to ensure a coherent approach to stakeholder management.
- Manage, and deepen, relationships with the International Olympic Committee through multi-layered relationship management and by continuing to observe and promote the fundamental principles of the Olympic Charter, and increase the number of medals at future Olympic Games.
- Publish an annual activity report including financial information to the Table Tennis family.
- Develop a culture of diversity and gender equality at all levels of Table Tennis governance.







Resources

- Strengthen the capacities of Continental Federations, and in turn their National Associations, through equitable investment, with clear accountability for recipients.
- Provide Continental Federations and National Associations with accessible tools and resources to ensure continual professional development of the administrators of Table Tennis.
- Enhance the organisational capacities of the ITTF, with a focus on recruiting and retaining the best people.
- Ensuring access to educational tools and support for ITTF staff to grow and excel, and ensure continual professional development.
- Implement, monitor, develop and adapt as required the ITTF 'Code of Ethics' to ensure the highest level of ethical principles in all aspects of the sport.
- Equitable and transparent voting structures in all decision making forums that are understood and trusted by all.
- The ITTF shall continue to follow the world's best practices to fight against doping.

Governance

- Empower ITTF executives to implement the Strategic Plan and other policies, ensuring effective operations with appropriate accountability and responsibility.
- Effective implementation of the ITTF Constitution, and developing appropriate monitoring and assessment measures to allow for the Constitution to evolve with the sport.

**KEY OUTCOMES**

**All Continental Federation agreements to be combined, with the vision to have a unified approach towards the growth and development of table tennis worldwide by 2021.**

**Ensure an equitable process in which the campaigning for elected positions meets higher standards, involving a stricter nomination process, as well as providing a platform to ensure a smooth transition when there is a change in leadership.**

**Professional development opportunities provided to all ITTF staff, to assist with continued development and motivation.**

“The ITTF aims to be a well-coordinated institution governing table tennis for all. Where ITTF elected officials and staff work alongside National Associations and Continental Federations representatives pursuing excellence in all levels of management.”

Raul Calin, Secretary General

## 2. High performance and development

**Engage with Continental Federations, and support National Associations, in the development of the next generation of Table Tennis and Para Table Tennis players through innovation and implementation of development initiatives for players, coaches, officials and administrators.**

### OBJECTIVES

#### High performance

- Initiate and manage a diversified portfolio of programs and projects that enables all promising young players the opportunity to reach their full potential.
- Nurture a high performance mentality within the international community through the establishment of ITTF Centres of Excellence that provide a high performance environment to provide identified players with the conditions to become world class athletes.



#### Continental Federations

- Enable talented athletes and coaches to reach their potential through the refinement of talent identification, selection and development programmes in each continent.
- Establish Continental Development Centres, in cooperation with ITTF, which provide identified talented athletes with regular access to high quality coaching and act as a springboard to ITTF Centres of Excellence.

#### Support world-wide mass participation

- Delivering targeted support to National Associations through Continental Agreements of Understanding using a comprehensive and objective needs based model that identifies National Association's individual development requirements.

- Imparting skills and knowledge through Continental and Regional Development Officers to National Associations to ensure the long-term sustainable development of Table Tennis.

#### Transition from informal to formal participation

- Creating inclusive pathways from recreational participation to club Table Tennis through the establishment of strong links between schools and Table Tennis clubs and actively promoting opportunities to play competitively at Table Tennis clubs with a particular focus on female and para players.
- Increasing the number and improving the technical level and diversity of coaches, officials and administrators.

#### Education

- Providing educational programmes that meet world class standards, which are accessible online, and provide opportunities for all stakeholders to further educate themselves about Table Tennis – players, coaches, administrators and officials (including classifiers).
- Partner with leading technology companies to provide educational opportunities through new advanced technologies that are engaging and accessible to the user.



- Revise and improve the Coach Accreditation Scheme through the establishment of three specific courses defined by type of participant: recreational, able bodied competitive and para athletes.

**“We aim to empower and guide players, coaches, officials and administrators at all levels to achieve overall growth and greatness in table tennis.”**

Polona Cehovin, High Performance and Development Director

## KEY OUTCOMES

**A National Association needs-based framework is developed and applied by Continental Federations and the ITTF by 2019.**

**Three Centres of Excellence by 2022, with two centres in place by end of 2019.**

**Six Continental Development Centres by 2022, with three centres in place by end of 2020.**

**50% of National Associations take part in regional, continental and global talent development programs by 2020, and 75% by 2022.**

**Two quarter-finalists at the 2023 World Table Tennis Championships or 2024 Olympic Games trained at ITTF Centres of Excellence.**

**Teams from all continents qualify for the last 16 at the 2024 Team World Championships.**

**Ten Member Nations medalling at World Junior Championship events by 2022.**

**40% of National Associations are active in international Para Table Tennis events.**

**Revised Coach Accreditation Scheme in place by 2020.**

**40% of National Associations implementing a school-club link programme.**

**60% of National Associations have a participation strategy that aims to grow the number and diversity of Table Tennis players.**

# 3. International events

A compelling structure of successful and meaningful international events that supports the ITTF’s goal of becoming a top Olympic sport.

## OBJECTIVES

### Technical

- A clear and understandable competition calendar, from national events through to the Olympic Games, which is confirmed in suitable time with no conflicting events, through collaborative and regular dialogue with Continental Federations, National Associations and club league’s representatives.
- Ensuring that the best players are consistently playing in the most important events, which have a compelling structure in which every game matters.
- Develop a dynamic method of establishing continental quota allocation for the World Table Tennis Championships, rewarding progression while ensuring all continents are represented.
- Monitor and refine where appropriate the new world ranking system to ensure that it is dynamic, understood and fair.
- To preserve and enhance Olympic status.

### Commercial and Financial

- The strengthening and, if necessary, reorganising of Continental Championships, also serving as the first stage of the World Table Tennis Championships, supported by ITTF investment to enable greater National Association participation.
- Financially sustainable events for all stakeholders, which generate returns to reinvest in the growth and development of the sport.
- Create in-demand events that appeal to host cities and countries, and convert to hosting fees when circumstances permit.
- A competition narrative across all tournaments that entices fans and grows attendances, as well as compelling stories that are attractive to fans, broadcasters and commercial partners.

### Awareness and Profile

- To grow the global visibility, exposure and footprint of the sport, and to showcase players, creating heroes at national and continental level.
- Create attractive, entertaining and exciting events that are engaging and relevant in local markets.
- To inspire grassroots participation and create a legacy wherever ITTF events are held.

KEY OUTCOMES
Increase the participation of the number of Member Associations in the World Table Tennis Championships to over 80% by 2024.
Multiple bidders from multiple continents for each major ITTF event.
Double the prize money offered at ITTF events by 2024.
ITTF competition calendars, including relevant continental events, to be available two years in advance by 2020.
World Table Tennis Championships or World Tour events regularly played in each continent (a minimum of once every four year cycle).
Seven Olympic medals by 2024.
A well-structured and attractive Para Table Tennis events calendar.

“A truly unified event structure will ensure the growth of table tennis on so many different levels.”

Steve Dainton, Chief Executive Officer



## 4. Promotion

Engage, entertain and excite people about Table Tennis utilising communication and engagement through traditional and new media platforms, promoting 'stars of the game' and improving the entertainment value of the sport.

### OBJECTIVES

#### Engage

- Advocate Table Tennis as a sport for all, in particular through the promotion of the health and social benefits of our sport.
- Develop and improve the level of Table Tennis engagement on digital and social media, assisting Continental Federations and National Associations to improve their respective interactions with Table Tennis fans.
- Utilise events such as World Table Tennis Day to increase awareness of all Table Tennis events, including key ITTF products, from the Olympics through to grassroots participation.

- Promote global 'stars of the game' and 'local heroes' who can become household names and inspire the next generation of Table Tennis players who are able to make a career from the sport.

#### Entertain

- Improve the quality of broadcast Table Tennis content through higher quality cameras and broadcast production, complemented by more statistics and innovation driven by working collaboratively with broadcasters.
- Effectively portraying the high level of skill and athleticism of Table Tennis.
- Create a more compelling spectacle of each ITTF event.

#### Excite

- Broaden the sport's appeal through advocacy of TTX, increasing awareness of the game by using Table Tennis 'stars of the game' to promote it through social media and dedicated TTX events.
- Excite the Table Tennis community through social and technological innovation.

### KEY OUTCOMES

**75% of National Associations are active participants in World Table Tennis Day by 2020.**

**ITTF events are broadcast live in all Continents.**

**ITTF is in the top 3 International Federations for followers on key social media platforms.**

**Ten ITTF run TTX events held by 2019.**

**"Bringing Table Tennis to all corners of the world through creative use of all spheres of media to popularise the sport as well as to grow and engage ITTF's fanbase."**

**Matt Pound, Head of Media**

# 5. Revenue



Increasing commercial revenue to support the strategic priorities, sustainability and growth of Table Tennis at World, Continental, and National levels.

## OBJECTIVES

### World Class Team

- Build a high calibre and experienced ITTF marketing team that works effectively together and across all ITTF departments, delivers high quality outputs, and generates significant revenue growth whilst fostering a goal of revenue maximisation amongst all ITTF staff.

### World Class Events

- Develop best-in-class international event structures to create greater media and sponsor interest, local and international engagement, and increased commercial success.
- Creating a platform for our players to become 'stars of the game', with global appeal to fans, media and brands through engaging and extensive promotion.

### Dynamic Partnerships

- Strengthen the commercial strategies of Continental Federations and National Associations through Continental Commercialisation Agreements and continued assistance and partnerships.
- Collaborate with partners, including Table Tennis companies, sponsors, media and event Local Organising Committees, to produce engaging sponsorship activation content, utilising multiple platforms to successfully promote partner brands and Table Tennis.
- Develop and manage a modern and appropriate broadcasting strategy that evolves with the changing broadcast landscape and that balances the need to generate revenue from more broadcasters with growing the global reach of Table Tennis.

### Continued Innovations

- Create new, innovative and flexible sponsorship properties that build a quality portfolio of local, regional and global sponsors.

- Invest in marketing and commercial programmes to specifically engage young people by maximising Table Tennis on youth orientated platforms and channels.
- Build the TTX brand to create a commercially self-sufficient product, generating a new revenue source for the ITTF and its partners.

KEY OUTCOMES
Increase ITTF event related sponsorship revenue by 100% by 2024.
Increase broadcast revenue by 100% by 2024.
Increase broadcast reach by 50% by 2024.
TTX to become self-funding and generating income by 2022.
Generate three new sources of revenue by 2022.

"Doubling the ITTF's revenue, will provide the resources for the ITTF to become unified globally."

Michael Brown, Chief Financial Officer



# Making the strategy a success

The successful execution of this strategy will require a concerted effort of all stakeholders of the sport.

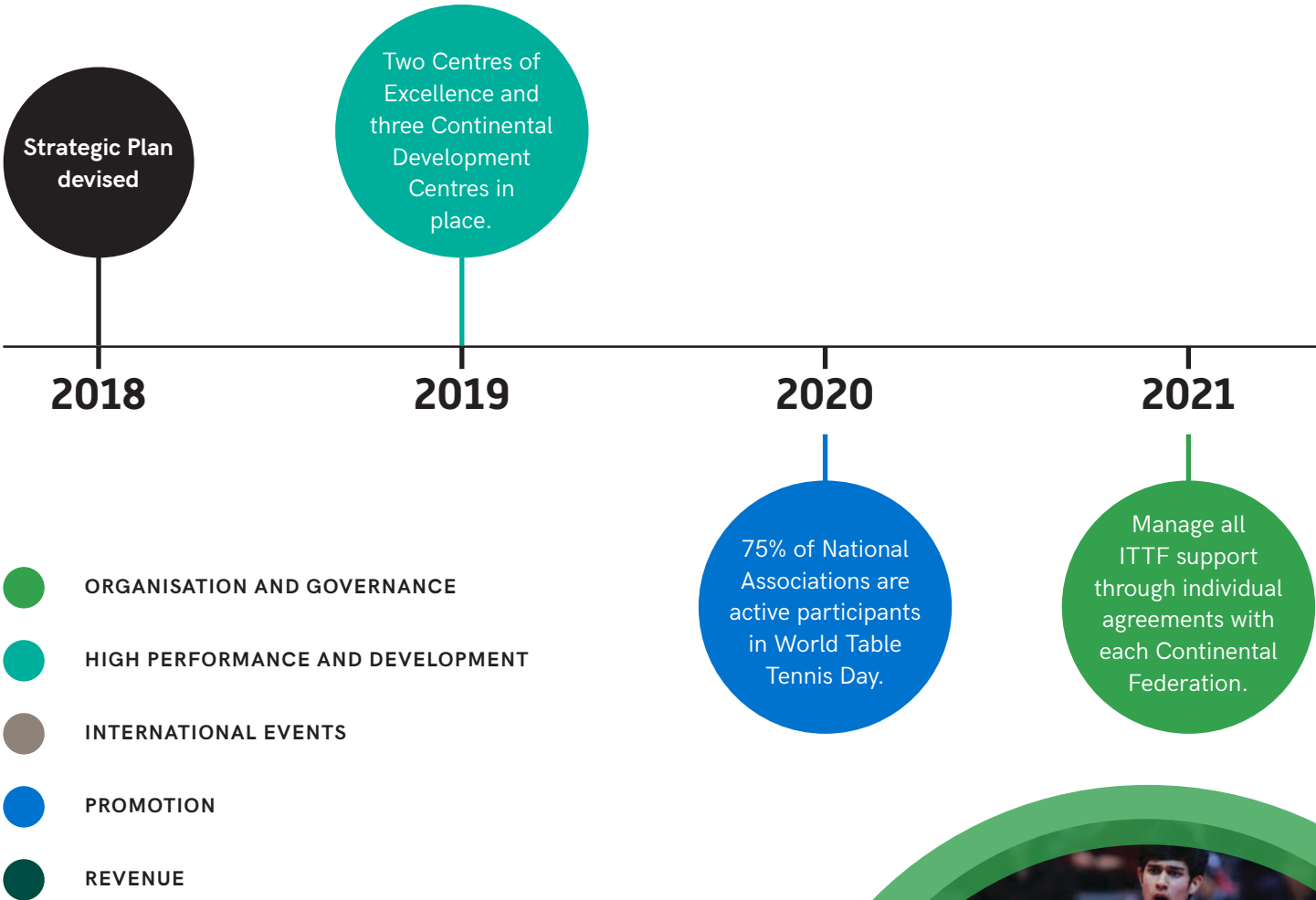
We must be communicative, collaborative, dynamic and adaptable as we move forward to 2024.



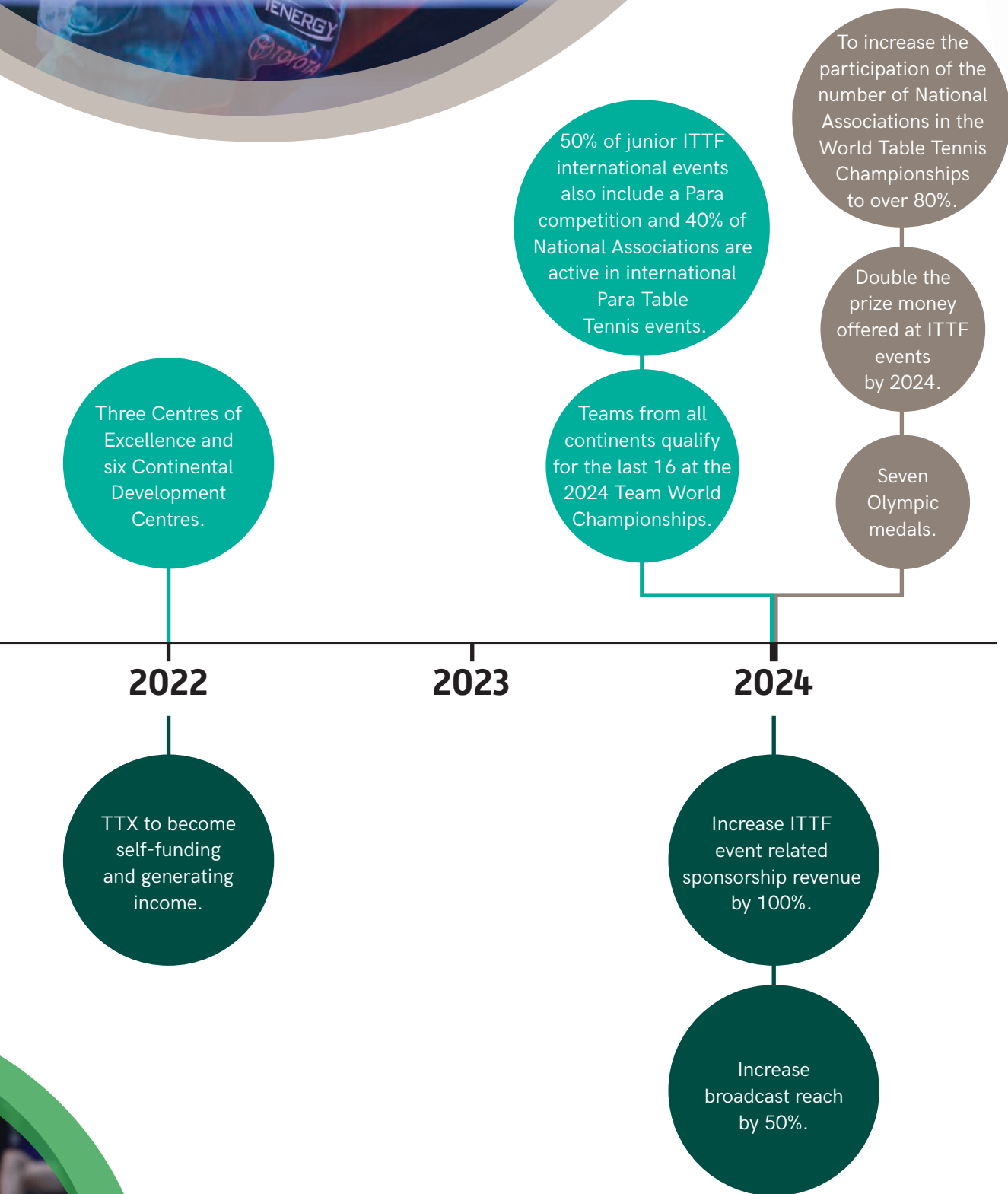


# Pathway and key milestones

The ITTF will define and follow a clear strategic pathway to 2024, and will monitor progress against all stated objectives and key outcomes on a regular basis.







# For All. For Life.

The ITTF strives towards providing opportunities to be participating in Table Tennis activities “For All. For Life.” The programs designed and developed by the ITTF incorporate all demographics to allow access to a sport that can be played by people of all ages, and abilities, throughout the duration of their life.

**Introductory youth programs** are geared towards an active and healthy lifestyle centred on teamwork, fair play and solidarity rather than competitive success and high performance when playing with friends and teammates. ITTF provides programs which offer a fun, engaging and healthy activity to youths, as a relief from a largely sedentary and technologically enhanced lifestyle, through the development of basic motor skills and coordination to reduce the risk of illness and injury.

The ITTF annually conduct a **World Table Tennis Day**,



which helps to promote that Table Tennis is a sport for all. This day of celebration aims to make our sport Popular, Universal and Inclusive. The term “ALL” transcends beyond just people, it is an inclusive program that provides opportunities for all: all genders, all social statuses, all cultures and physical abilities.

In more recent times, as the world continues to evolve, the ITTF created TTX to make conventional Table Tennis even more inclusive, exciting and energetic as a sport.

## TTX is “ANYTIME ANYWHERE”

**TTX** Equipment with a fresh and cool design intended for indoors, as well as outdoors, that is accessible for everyone to play anytime, anywhere.



TTX Community is made of a wide cross-section of people, both young and old, coming from different cultures and different playing styles, all united by the spirit to be the most fun and most inclusive sport on the planet.

TTX Youth aims to develop a series of grassroots events, driven by values of integrity and inclusiveness, while increasing participation and exposure, getting children and teenagers involved with the sport, while looking for new ways of engagement and fun for all the family.

TTX App for the TTX fans and community members to register, pick an opponent, find a table and start playing! A platform for players to communicate, plan the next event and be part of an international Ranking.

Although many programs are focused and geared towards the youth, the ITTF also looks to establish events for the senior population. The **Veterans World Tour** will be designed to become part of a professional event structure, with events taking place regularly in all parts of the world, to help encourage participation in the sport for all ages.

**All components are focused on being active and inclusive, whilst ensuring that the overall experience is rewarding “For All. For Life.”**



# How we did it?

This strategy has been developed in the spirit of openness and inclusiveness. In preparing this Strategic Plan the ITTF has sought the views of all stakeholders in global Table Tennis.

Extensive consultations have been held with stakeholders at all levels of the game: fans, players (professional and amateur), coaches, National Associations, Continental Federations and ITTF Officials have all had input in to the Strategic Plan.

As well as this, an online Strategic Plan survey was launched which was a valuable input into the process, and was completed by over two and a half thousand people.

The result is a Strategic Plan which has been shaped and populated by Table Tennis, for Table Tennis.



**2,500+**

people completed the survey.

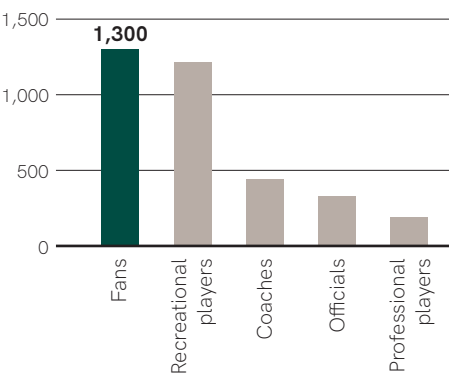
Over **50%** of  
National Associations  
completed our survey.



# What you told us

The online Strategic Plan survey conducted by the ITTF provided a significant amount of important information and insight which has informed our Strategic Plan, as well as information which will be helpful to the ITTF and its operations for years to come.

Given the opportunity to select all that applied, the survey was completed by:



Why do people play the sport:

Enjoyment of playing





Keeping fit and healthy

Social activity



86%

of respondents indicated that it was very or quite important to have an international events calendar that is easily understood and provides a narrative for the sport.



75%

consider Table Tennis to be both an individual and a team sport.

How can we get people playing more:

Improving the number of facilities available to play Table Tennis, as well as having more people to play the game with.





Which of these values do you associate most with Table Tennis:

**Passion**

**Respect**    **Discipline**  
**Competitiveness**  
**Enjoyment**

There is work to do:

National Associations ranked **strengthening the club network, increased government funding and improved facilities** as three significant opportunities to grow Table Tennis in their region.



Help casual followers of our sport understand its complexities:

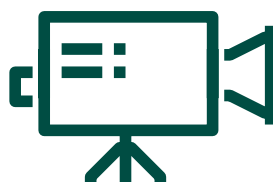
**Over two thirds**

consider Table Tennis to be a very technical sport.

We need to spread the word about TTX:

**45%**

had not heard of TTX.



A clear appetite to innovate:

**92%**

more likely to follow broadcast coverage if there were more camera angles.



Important to engage with younger fans:

**80%**

indicated that it was important that the sport of Table Tennis does so.

# Table Tennis for development



In 1999 the ITTF started its global development program which focussed on using Table Tennis as a tool to promote humanitarian development.

Since that time, the ITTF has used Table Tennis as a means to lead and support projects around the globe aimed at creating positive social change, including projects focussing on women and girls, people with

an impairment, socially deprived young people and refugees. The ITTF also lead projects that responded to natural disasters and humanitarian crises.

Following the programme winning multiple awards, and having seen the positive impact Table Tennis can have for all, the ITTF established the ITTF Foundation.

## “Solidarity through Table Tennis.”

The ITTF Foundation divides its content in to six programs:



**Dream Building** will support humanitarian projects using Table Tennis for positive social outcomes.



**Advocacy** will use the existing communication channels of the ITTF and the ITTF Foundation to promote recognised humanitarian causes in a positive manner.



**Table Tennis for ALL (TT4ALL)** will improve Table Tennis’ popularity, universality and inclusiveness. The term “ALL” encapsulates people regardless of age, gender, social status, culture and physical ability.



**Athlete’s involvement** will promote solidarity among athletes worldwide through ambassadorships and the involvement in the ITTF Athletes Commission.

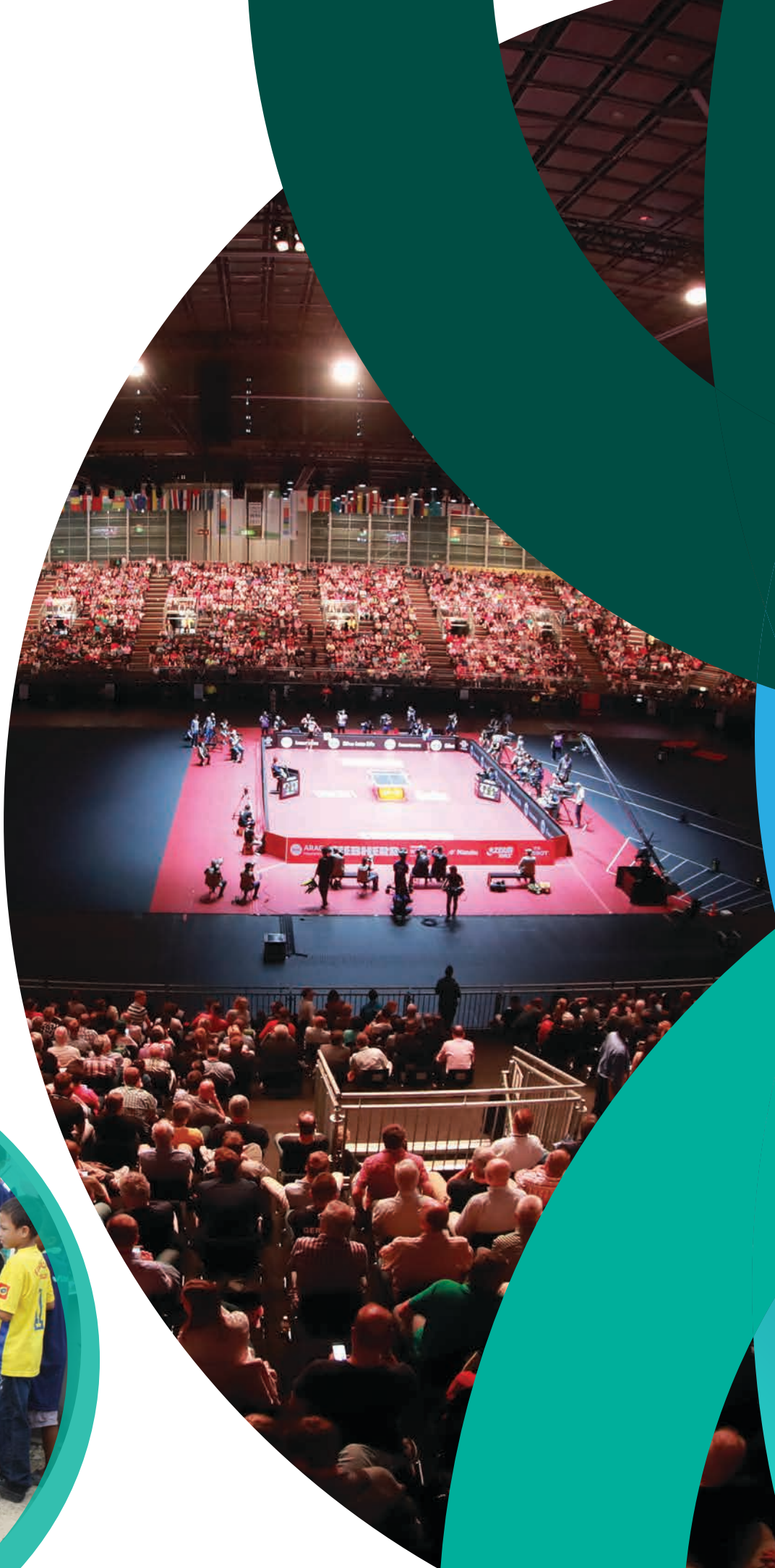


**NeTTworking** will create a worldwide online networking tool in order to connect people with each other.



**Get inspired** will offer a free virtual library with useful tips, best practices and guidelines to organise social change projects.









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