

Dave Miley // ITF Presidential Candidate



**TOGETHER
FOR TENNIS
ITF STRONG**

MY VISION AND WHY I'M STANDING

I care about the ITF as an organisation and value the good it does, together with its 210 member nations, and the impact it has on tennis at all levels.

Tennis is a great sport but it is not growing as it should.


Dave Miley

My manifesto focuses on what is required to grow tennis internationally and to make the ITF strong. I believe that tennis is the best sport from every perspective, and it has been a huge part of my life for over 50 years, first as a player, then as a coach and as an owner of an indoor tennis and fitness business.

Through my 25 years working for the ITF, I was able to understand and recognise the diverse needs of ITF member nations and to make significant contributions, as an international tennis administrator and leader, to the growth and health of the game. I care about the ITF as an organisation and value the good it does, together with its 210 member nations, and the impact it has on tennis at all levels.

When I look at the ITF and tennis across the world today, I passionately believe there is so much more we can do to ensure our sport touches peoples' lives in the way it has touched me. By working together, as a global tennis family, our sport can truly realise its potential.

The vision laid out in this manifesto is driven and underpinned by two top line objectives:

The good of the game internationally

Providing the ITF Member Nations - the owners of ITF- the necessary service, assistance and resources to develop the game in their countries

I believe that with the help and support of its most successful National Federations, we can ensure that the ITF - as the governing body of tennis - is strong, able to lead our sport effectively and ensure that the ITF is financially stronger. I know, from my meetings to date, that the majority of Federation Presidents agree with this vision.

I want to put in place an organisation that is more effective and robust and driven by the right expertise. My Presidency will not be about one person. I intend to lead a movement of like-minded people, consisting of leaders within the Federations and the ITF Board, to change the ITF and the current fragmented international tennis order. Tennis is a great sport, but it is not growing as it should.

My intention is to re-build partnerships and relationships and show respect for the other constituents - especially the players, whose trust and respect I believe we have lost. We need to work together for the good of tennis and have the ITF strong again.

I am proud to have been nominated for this important role of ITF President by Tennis Ireland, a nation that first played Davis Cup in 1923. I believe that I am the right person to bring our family together, to make the ITF strong and to ensure global tennis reaches its full potential. I am also proud of my achievements as an executive at the top level of World Tennis and this experience makes me well prepared for the political and leadership role as President. I am standing for President because I believe I can make a big difference to the sport I love and to the ITF, an organisation that is like my family.

TOGETHER FOR TENNIS ITF STRONG

Now is the time for the ITF to listen and negotiate from a position of strength, to face our challenges head-on and to take strong actions when necessary. My discussions with many National Association Presidents over the last few months have convinced me that this is the right way forward for the ITF.

I have lived in Great Britain, a Grand Slam nation, for the past 30 years but never forget my roots coming from a small nation - Ireland - and growing up in the Caribbean. Having travelled to most of the Countries that are served by the ITF, I understand the challenges facing National Associations. It is they who provide and pay for the player development structure, the international tournament pathway and much more and who usually only get criticism in return. I will change that through more effective communication and by articulating to the wider tennis family all that the ITF National Associations, and the ITF, do for tennis. The tennis family needs to respect each other and work together for the good of our great sport.

My job as President will be to make tennis a healthy and truly global sport at all levels. This involves providing increased resources and support to help the national associations develop and grow tennis in each of their nations, while recognising that every country is different - with unique challenges and opportunities.

I know that the National Associations do not work for the ITF. The ITF works for the National Associations.



My job as President will be to make tennis a healthy and truly global sport at all levels.



My vision is to see people of all ages across the world playing regularly, with numbers growing year on year.

TENNIS

A HEALTHY SPORT AT ALL LEVELS

Tennis is the best sport for so many reasons, but the indicators show clearly that it is facing significant challenges in the more developed and traditional markets. Participation in the USA has dropped from 24 million players in 2009 to 16.7 million in 2016 and in Europe, some of the major tennis nations have, over the past five years, witnessed significant reduction in players at the recreational level.

Racket and ball sales are down significantly in these markets and tournaments that previously attracted many spectators and sponsors have moved from Europe and North America to Asia.

For this reason, it is even more important than ever that tennis becomes less fragmented and that all the important constituents commit to work together for the good of the game, recognising that a healthy sport will benefit everyone.

My vision for a healthy sport of tennis is:

- Millions of people of all ages across the world playing regularly, with numbers growing year on year
- These participants becoming tennis consumers purchasing federation memberships, coaching, equipment, and club memberships to help them play better
- These participants eager to watch the best players live, on television and through social media
- This growing player base attracting significant global broadcast coverage and billions of dollars in sponsorship

LET'S DOUBLE THE GLOBAL TENNIS MARKET

The Global Tennis market is currently estimated to be worth US\$22.5 billion (Sports Marketing Surveys, 2019). When I look at other mainstream sports, I see many growing quickly while tennis remains relatively static. This is not acceptable to a great sport like ours. My vision is an industry working together over the coming years, in a combined effort to double the size of our global market to US\$45 billion.

It can be done. The result being the ITF generating at least \$US 250 million of annual revenues and increasing dramatically the funds given back to the shareholders - the National Associations, and to global tennis development.



MY CONCERNS ABOUT THE ITF

When I look at how the ITF has been run over the past four years, I have concerns which I know are shared by many ITF member nation Presidents. These include:

- Governance and integrity issues related to the ITF constitution and an overall lack of transparency
- The sale of data which facilitates gambling and potentially compromises the integrity of tennis
- The process followed for Davis Cup changes and the resulting outcomes
- The lack of focus on women's tennis and plans to make changes for the Fed Cup, without AGM approval
- The changes to entry level professional tennis which have seen the ITF spend large amounts of Federation money on a new tour, before being forced to go back to a structure that was used previously.
- The negative image the ITF has with players, coaches, media, federations and deteriorating relations with the Grand Slams and the Pro Tours
- Lack of commercial success with many unsold and undersold assets
- Lack of leadership and control regarding the rules of tennis
- Significantly increased and still escalating ITF staffing levels and costs since 2015
- Lack of tangible actions to increase participation in the more developed tennis markets, and to address the significant challenges facing this market.



My vision is an industry working together over the coming years, in a combined effort to double the size of our global market to US\$45 billion.

CONTINUITY WHERE EFFECTIVE. CHANGE WHERE NECESSARY.

In my professional and tennis life, I have always tried to operate with a very pragmatic management approach. I do not believe in change for the sake of change. New leaders should recognise and continue with positive initiatives implemented by their predecessors, and only change things that need changing.

I believe that the ITF needs an overall change in direction. I also believe it needs continuity in areas where it is being effective, including in:

- Gender equity initiatives
- Larger nation representation on committees
- Increased investment in development
- The use of reserves for strategic initiatives
- Improved member services, communication and engagement
- An AGM which is more interactive with increasing attendance
- The development, launch and effective use of an ITF global rating for tennis

I also commend the current President's personal commitment to funding development through his bonus and this is something I will continue if elected. Most importantly, I intend to continue the efforts to increase the revenues and support provided to the National Tennis Federations whom I recognise as the owners and shareholders of the ITF.

Regarding Davis Cup and Fed Cup, I do not intend, in the short term, to change the new formats. I was not happy with the process followed which led to the Davis Cup changes in 2018 and to the ITF family being so divided. It was Too Far-Too Fast, but I will respect the decision taken and the contract with KOSMOS. However, I am committing in this manifesto to work, in the long term with the National Associations and KOSMOS, to find a format that better respects the traditions of the competition and that can generate more income for the Member Nations participating. I am also committed to seeing the profile of Fed Cup reach a similar level to that of Davis Cup.

I believe that the ITF needs an overall change in direction. I also believe it needs continuity in areas where effective.



BIGGER PICTURE VISION LINKING OBJECTIVES

Bigger picture vision and leadership is built on the ability to see how the different areas are linked and not simply to look at each objective in isolation.

Commercial and income generation will be impacted by participation and by a competitive pathway that delivers players to the top levels of tennis from many different nations and regions. This allows the tournaments to sell TV and to attract sponsors. The integrity issues are linked to the pathway and the ability of more players to break even. The Davis Cup and Fed Cup format not only impacts on ITF revenues but also impacts on the promotion and image of the sport globally and on government investment in the sport at national level.

MY MANIFESTO OBJECTIVES:

I want to ensure that the ITF respects its constitution and always works, internally and externally, in an honest and transparent way in all areas of the game.



 Relations with important constituents

Leadership and Bigger Picture Vision for Tennis

- Build more effective relationships with the most important constituents in international tennis, providing leadership and vision as the governing body of the sport.
 - Develop stronger relationships with and support from the Grand Slams and the National Association owned ATP and WTA Tournaments.
 - In the first six months of 2020, organise a World Tennis Summit with representatives invited from the key constituents of professional tennis and the tennis industry.
 - Agree top line objectives that are good for tennis and that all the key constituents can support and cooperate with.
 - Work closely with the 6 Recognised Regional Associations to develop specific programmes to develop tennis in their respective areas.
 - Look to adapt the sport at all levels to society's changing needs and lifestyles and to develop a more customer focused approach around the needs of the federations, clubs and players.

 Governance & Integrity

Chairman of the ITF Board

- I propose that a position of Chairman of the ITF Board will be introduced to allow for greater accountability of the President/CEO in front of the elected members of the ITF Board. This is common practice in many sports and tennis federations and this proposal will be brought to the AGM within the first year of my Presidency.

 Governance & Integrity

Respect for the ITF Constitution

- Ensure that the ITF respects its constitution and always works, internally and externally, in an honest and transparent way in all areas of the game.

 Relations with important constituents

Closer relations with the Grand Slams – more support for ITF

- It is important to recognise the contribution to tennis made by the Grand Slam tournaments as World Championships of the ITF, and supporting the important role that they play. I would seek a closer relationship with all four events and look for increased financial support to the ITF and its member nations. This increased financial support can then be used to further develop the game in those ITF Nations that pay for the vital player development and the junior and entry level professional structure of tennis at the lower ends of the game.

 Governance & Integrity

Protecting the Integrity of the Game

- Work with the other constituents to respect and implement the recommendations of the Independent Review Panel regarding betting and data sales. This must be done without negatively impacting on the development of the sport and on the ITF Member Nations that are funding so many important areas of tennis. This will be done through a combination of a restructure of the entry level professional circuit, more entry level professional players breaking even, less "bet on" matches and increased policing where necessary.
- Ensure that the ITF continues the strong fight against doping in sport and maintains a comprehensive Anti-Doping programme



Working long term to agree a format that better respects the traditions of the Davis Cup and that can generate high levels of income.

Professional Tennis

MANIFESTO OBJECTIVES:

Davis Cup

- Work with the major ITF tennis nations and KOSMOS to ensure that Davis Cup continues to be respected as one of the sports top competitions that can generate strong revenues for the ITF Member Nations and promote the sport on a global basis.
 - Working short term to look for better dates, ATP points and top player participation at World Group level.
 - Working long term to agree a format that better respects the traditions of the competition and that can generate high levels of income for the players, the ITF Member Nations and for the development of the sport.
- Work with KOSMOS to use the two weeks previously occupied by the Davis Cup World Group, to create new tennis events that are good for tennis and for the ITF national associations

Women's Tennis/Fed Cup

- Increase investment in women's tennis and raise the profile of the Fed Cup.
- Create a format agreed with the National Associations, the players and the WTA Tour, which generates significantly more revenue for ITF member nations and provides increased prize money with better player participation.

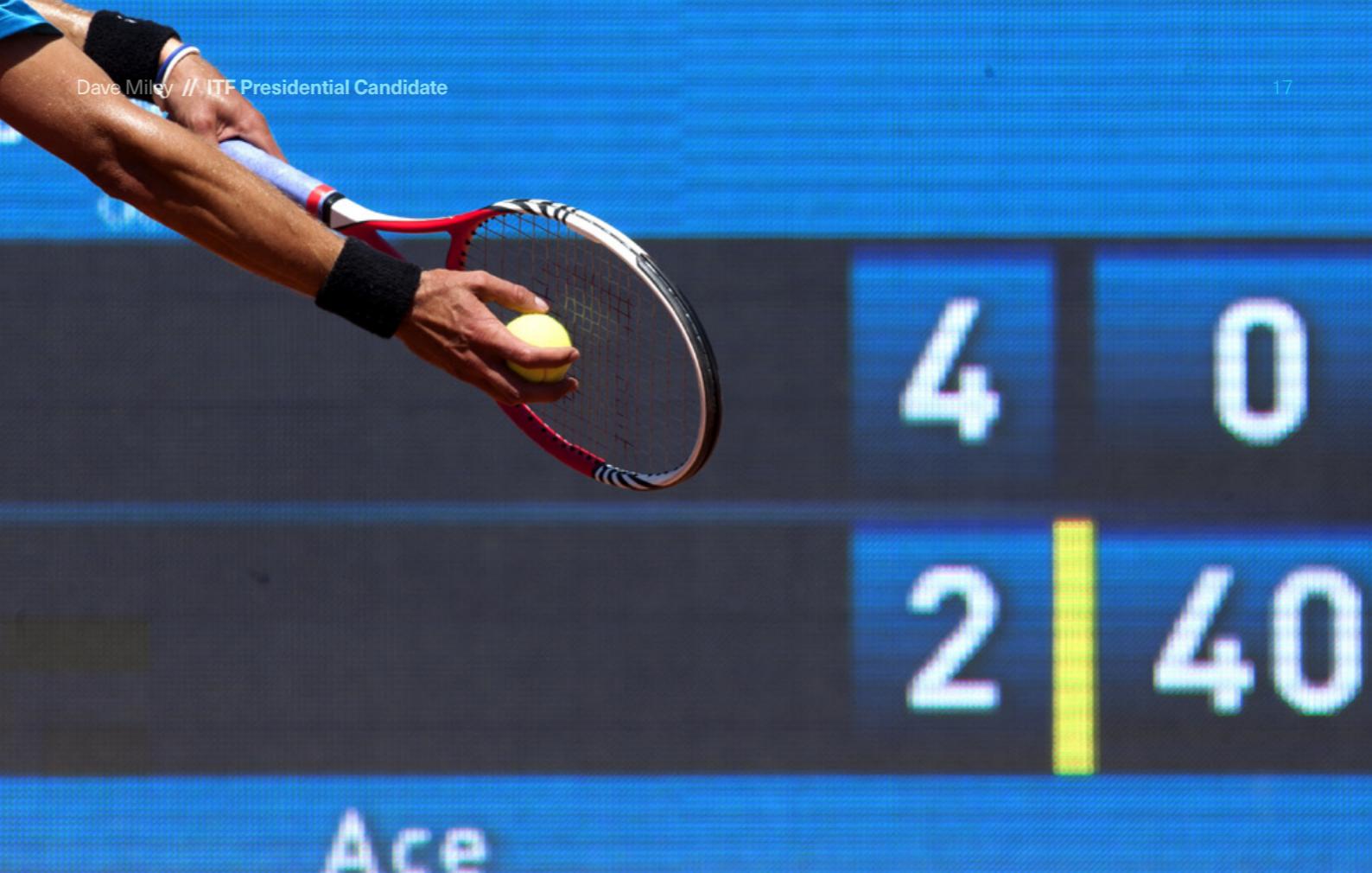
Professional Tennis

Professional Tennis

- Develop new professional tournament properties including the creation of a combined ITF "World Championships" on an annual or bi-annual basis, offering significant levels of prize money.
- Find a suitable date and new home for the Hopman Cup which will generate significant extra income for the ITF.
- Work with the other constituents to have high level professional tennis events in all regions including Africa, South America, Central America and the Caribbean
- Organise regular meetings with the National Associations that own ATP and WTA events at all levels to help them better understand and support the ITF position in relation to professional and wider tennis .
- Work with the Grand Slams, the ITF National Associations and the Tours to ensure the top 300 men and women can make a good living and to better promote doubles.



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**MANIFESTO OBJECTIVES:****Improve the International Player Pathway by Restructuring the Highly Criticised ITF World Tennis Tour**

- To ensure a fairer pathway for all talented players at junior and entry level professional tennis.
- To ensure players up to 700 have the possibility to break even.
- To respect and provide competitive opportunities for the best players from all nations including those lower ranked ATP and WTA ranked male and female below 1000, many of whom are representing the ITF less developed tennis nations in Davis Cup and Fed Cup.
- To recognise in its international competitive structure and acceptance system other credible international competitive pathways such as US collegiate, regional and verified national prize money tournaments, circuits and team events.
- To introduce regional tours at the professional entry level to reduce costs and ensure more players aged 18-30 are included in the competitive system and are motivated to keep playing.
- Consider the introduction of Under 21 or under 23 circuits.
- To make international Junior tennis more user friendly and less costly by introducing feed in systems at Grade 5 to 2 ensuring the same number of guaranteed matches for all players.
- Provide better links between the ITF circuit to the Regional 16 and under circuits through improved feed-up and the awarding of ITF Junior ranking points.
- To better promote doubles at all levels of junior and entry level professional tennis.
- Reintroduce the successful Junior Education project that was stopped in 2017.

I want to ensure a fairer pathway for all talented players at junior and entry level professional tennis.

**ITF Global Rating system**

Introduce an ITF global rating system for tennis that can be used effectively:

- As a ranking system for high level players that includes not only Junior and entry level WTT events, but also other verified events such as US collegiate results and European team and individual prize money events.
- As a tool to determine entry and acceptance to higher-level professional events and to reduce the costs of playing international junior and professional tennis.

**Rules of Tennis – A Unified Approach**

- Ensure that the ITF is recognised as the organisation responsible for the Rules of tennis, so that any positive changes introduced to improve the sport are done with a more unified and consistent approach across the game.

Rules changes introduced to improve the sport are done with a more unified and consistent approach across the game.

MANIFESTO OBJECTIVES:

- Diversity and Gender Equity**
 - Continue to work to ensure diversity at all levels of the game and to deliver more equal gender representation on the Board, all ITF committees and commissions and in other levels of the game worldwide.
- Better Global Recognition of the ITF and the National Association Role**
 - Ensure better recognition by the other important constituents of the efforts and investments made by the ITF and the ITF member nations in the costly areas of tennis development around the world.
- Better Communication to Improve the Image of the ITF**
 - Ensure a thorough evaluation and restructure of the ITF Communication Department and its strategies and to more effectively use social media and other modern communication tools to better engage the global tennis population and improve the ITF image .
- Improved Player Relations**
 - Ensure that the professional players feel the ITF presence and that the ITF involves, listens to and respects their views.
 - Communicate more effectively to the professional players what the ITF and the National Associations do for the game on a global basis.
 - Establish an ITF "Player Commission" with current players represented that would meet twice per year at the Grand Slams practice weeks.
 - Put in place a system to get more regular feedback and to have better interaction with the lower ranked players and coaches on the entry professional tour.

Governance & Integrity

Development of Tennis

Structure of the ITF

Relations with important constituents



Development of Tennis

Commercial & income generation



My ambition is to develop new properties that can generate more income for ITF, including the creation of an annual or biannual ITF World Championships

Olympic Tennis

- Ensure that the Olympic and Paralympic Games remain one of the most important competitions in tennis, have good top player participation and remains one of the top sports of the Olympic Games.
- Consider ways to involve more nations actively in the Olympic event and generate more support at national level from NOCs to tennis on a global basis.
- Consider, in conjunction with the IOC and the Tours, the introduction of a qualifying event for the 2024 Olympic Games. This tournament could replace the current Test event.
- Continue to develop and maintain good relations with the IOC, ASOIF, Paralympics and the Olympic Solidarity.

Income Generation

- Complete a sponsorship audit of all ITF properties and develop new strategies to sell existing ITF properties that remain unsold
- Develop new properties that can generate more income for ITF, including the creation of an annual or biannual ITF World Championships offering significant levels of prize money.
- Review the commercial operations of the ITF with a view to generating more income by:
 - Restructuring the department to have a large presence in Asia.
 - Establishing a regional commercial presence via the recognised Regional Associations.
 - Ensure better cooperation with the tennis industry through a more proactive and revenue-generating ITF Foundation.
 - Actively search for other revenue streams through governmental agencies, foundations and philanthropic bodies that might support the sport of tennis and relevant ITF properties.



MANIFESTO OBJECTIVES:

Tennis Participation Worldwide

Increase the ITF focus on, and investment in, increasing tennis participation worldwide:

- Better define the baseline for global tennis participation.
- Acknowledge and look to tackle the significant challenges facing tennis worldwide in overall tennis participation.
- Work effectively to develop programmes in multiple languages to increase participation on a global basis and facilitate the exchange of best practice.
- Partner with the Tours to have the top players better promoting tennis.
- Reintroduce the very successful ITF Play and Stay Campaign which is available in 7 languages and which was stopped under the current leadership.
- Reintroduce a World/Global Tennis Day that was held in 2013 and 2014 and which had a big impact in promoting tennis internationally.

Ensure that tennis is driven at all levels by user-friendly play and competition:

- Organise conferences on play and competition, in conjunction with the tennis industry, to promote successful practice.
- Promote the use of the 25% slower green ball for junior and adult recreational tennis and competition.
- Develop effective team competition formats at all levels of national and international tennis.
- Use the ITF rating to encourage level-based play and competition at all recreational levels and at the performance level to keep more high-level players between ages 15-30 active in competitive tennis at all levels .

Development of the Game (More Players/Better Players)

Greater investment in the development of the game ensuring that the ITF National Associations have increased resources in their respective nations to grow the game in:

- Facilities
- Player development.
- Coach education.
- Junior, senior, wheelchair and beach tennis.
- Effective administration.
- Officiating.
- Sports Science and Technology



Governance & Integrity

Supporting Member Nations at the National Level

- Improve the administration of tennis in ITF Member Nations through better training of their top administrators and by facilitating exchange of best practice.
- Create an online distance education portal which would provide video tools and advise in different languages and showcase best practice
- Use revenue generated through Davis Cup/Fed Cup and other ITF properties to ensure nations have targeted ITF support for tennis infrastructure, competition and coaching/player development initiatives
- Use any additional revenue generated through increased Grand Slam and Tour support to impact positively on global and national development projects.



Structure of the ITF

A truly democratic ITF - Votes for all Member Nations

- Continue the current weighted voting system but find a formula that ensures all member nations including C class members have at least one vote.



Contribution to society & environment

Enhanced cooperation with the ITF-recognised Regional Associations

- This would include:
 - More effective delegation of projects in non-professional tennis.
 - Regional Associations becoming administrative 'branch offices' of the ITF, whilst remaining politically independent.
 - Better cooperation between the General Managers of the six regional bodies and the COO/General manager of the ITF. Whilst recognising the political independence of the Regional Association, it should be clear that we are part of the same team in tennis administrative matters and working towards the same goals.

Impact on Society and the Environment

- Ensure that our sport contributes positively to society and the environment and uses effectively the unique nature of the sport and top players to develop life skills, impact positively on health, promote good values in society and protect the environment.
- To more effectively lobby decision makers on the importance of tennis and sport in general on healthy lifestyles and to try to get more support and investment in tennis at governmental levels worldwide.
- Promote better the role played by tennis in developing life skills.-
- Use the unique nature of tennis to promote gender equity and diversity in society.
- Position tennis as a positive contributor towards environmental sustainability by:
 - Undertaking an environmental audit of tennis at all levels
 - Putting in place a protocol that can give direction to people working in tennis at all levels including clubs and tournaments.
 - Getting the top players to promote environmental issues and encourage positive actions to combat climate change.



Disability Tennis

- Place more focus on developing wheelchair tennis and support other disability tennis areas including deaf, blind and walking tennis

THE ITF ADMINISTRATION STRUCTURE

MY PROMISE TO THE NATIONAL ASSOCIATIONS

If elected ITF President, I will ensure that the organisation has a top-class team in place with the necessary expertise to make the ITF strong and respected again.

I will create a positive working environment, driven by clear tennis and commercial goals that will inspire, with a strong work ethic demonstrated from the top down. It is critical that all in the ITF fully understand that they work for the ITF Member Nations - the owners of the ITF.

In my first 90 days, I will implement a thorough evaluation of the ITF structure and offices in London and overseas, including a review of staff numbers and head office costs which have increased dramatically in recent years. I will also review the general staffing costs including the ITF travel policy.

Within the first year I will ensure that:

- The ITF is driven at the top by more high-quality tennis expertise.
- More ITF Member Nations are represented within the ITF staff.
- Organisational management structure, philosophy and reward system is driven not by hierarchy, but by constructive ideas and performance. A Bottom up, Top down approach.
- The requirements of the Event Operations Department are re-evaluated in light of the KOSMOS deal and, if necessary, staff reduced in this area can be re-allocated to other areas.
- Three new stand-alone departments are created:
 - Tennis Development.
 - Integrity/Anti-Doping/Technical.
 - Circuits and non-professional Team events.

I have spent recent months in 'listening mode' with the tennis family seeking their insights, views and ideas to push our sport forwards. I will continue this consultative approach over the coming months as I travel to meet Federation Presidents, to get feedback on this document and make any necessary amendments.



Dave Miley



"Together for Tennis – ITF Strong"
is a clear message and blueprint for
Tennis that I believe reflects clearly
the views of ITF Member Nations.

I am convinced that by working
together, there is an exciting new era
of growth ahead for ITF and for tennis.

DAVE MILEY**A TRULY GLOBAL CANDIDATE**

- Irish national
- Born in Guyana, South America
- Raised in the Caribbean
- Educated in North America
- Lives in London
- Has worked extensively in Asia
- Fluent in English, French and Spanish
- Visited over 140 nations developing and promoting tennis on behalf of the ITF

A Proven Successful Leader with Integrity

- Led the biggest department of the ITF and oversaw many successful changes including the 10 and under rule change and ITF Junior Circuit combined ranking.

A Former Player

- Irish international and three times national champion
- US college and entry level pro tennis player

Tennis Experience and Expertise

- ITF Director of Development [1997-2015]
- Chair, ITF Into to Tennis Taskforce [2002-2015]
- Chair, ITF Coach Education Taskforce [2006-2012]
- Developed and launched 1st global tennis ratings system [2003]
- Tennis Industry Association board member [2009-2015]
- Author of seven coaching books
- Attended as an executive all ITF Board of Director meetings 1998-2015.
- Extensive experience in professional, junior, senior and wheelchair tennis, coach Education, tennis participation, player development, competition, ratings, medical, technical, sports science, anti-doping, Regional Associations, event management and Multi Sport Games

Commercially Successful

- Two business degrees
- Developed, ran and then sold indoor tennis and fitness business



TogetherForTennis.com

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