Tennis Facility Marketing Plan
– Sample -

**Description:** This sample marketing plan is designed for a generic tennis facility, based on a classic 5-step marketing plan, as outlined in the book *Formula Marketing* by David Wilkey. You are invited to visit [www.formula-marketing.com](http://www.formula-marketing.com) to download a free pdf of this generic marketing plan for your reference and use.

**Step 1: Authority and Expectations:** Before you begin to assist a tennis facility with their marketing plan, it is important to learn about the facility and the people that are responsible for making the marketing decisions. In order to make the greatest impact for participation and success of the facility, you will want to work with the key decision makers and confirm that they have the ability to implement a marketing plan. This includes the power to make facility changes, to merchandize the facility, launch new programs, have access to the budget, and implement the marketing plan. It will also be helpful to determine who your contact reports to, what expectations are placed on them, and what their short-term and long-term goals are for the facility.

**Step 2: Marketing Metrics:** In order to evaluate the effectiveness of the marketing plan, it is important to develop metrics within each tactic to measure the results. Without metrics, it is impossible to determine if the marketing plan is working or not. Some examples of metrics that can be tracked through the marketing tactics follow:

**Marketing Tactic And Resulting Metrics:**

- **Flyers:** Coupon Redemption / Sign-ups / Participation
- **Direct Mail Campaigns:** Calls / Sign-ups / Coupon Redemption / Participation
- **E-Campaigns:** Open Rate / Number of Click-Thrus
- **Special Events at Facility:** RSVPs / Attendance / Leads / Sign-ups
- **Internet Advertising:** Landing Page Hits / # of Leads / Sign-ups Tracked to Advertising
- **Yellow Page Advertising:** Calls / Leads / Sign-ups / Website Visits / Facility Visits

**Step 3: Define Your Customer:**

In order to write an effective marketing plan, you must have a very clear understanding of your target customer. Defining your target customer involves many considerations, including: short-term and long-term goals of the facility, demographics of the trade area immediately surrounding the facility out to a 5 mile radius (10 mile radius for less populated areas), the location of other similar facilities in the area, and other geographic attributes of the facility’s community. By demographics we mean the age, income, married and/or family status, education level, gender, ethnicity, and presence of children statistics within the households of the facility’s trade area. This information is available through your chamber of commerce, mailing list / marketing companies, and several online resources.
Step 4: Differentiate Your Facility:
It is important to set your facility apart from other facilities in the area, as well as other recreational activities in the area. A few examples of differentiation for a tennis facility could be: tennis is an activity for the whole family / tennis is a sport for all ages; we offer free clinics to get you started; trial membership for 3-months; availability of childcare; more services available then any other facility (tennis / golf / swimming / social / basketball / etc…); friendly knowledgeable staff; open courts – no waiting; new facilities / recently remodeled; free or low-cost programs / memberships; expert training; fun events; and special partnerships with other community businesses or entities. Every facility is different. It is important to emphasize your differences in your marketing efforts and define your facility’s personality, focus, and brand.

Step 5: Write your Marketing Plan: 5-Step Classic Marketing Plan

I. Situational Analysis:
To begin writing the marketing plan, it is important to have a good understanding of the facility and the factors that determine its success. The situational analysis is the first part of the marketing plan where you consider all of the factors that impact the facility and the success of its programs. These factors are too numerous to list here, but they include: current sales levels / current participation levels, current membership (demographics / participation / etc…), community and trade area, competition / other facilities in the area, current staff, current facility structure and amenities (number of tennis courts / presence of lights / golf, swimming and other programs / etc…), community demographics, available marketing budget, the individual(s) responsible for marketing decisions, market penetration / market share of facility, success of current programs, and SWOT (strengths, weaknesses, opportunities and threats). A proper situational analysis takes time. However, much can be learned in a 30 minute conversation or brainstorming session. This first step of the marketing plan is very important, as it will serve as the basis for forming your objectives, strategies, and tactics.

II. Objectives:
Once you have completed the Situational Analysis, the next step is determining the objectives or goals for the facility. Objectives must be specific, tied to a deadline or date, and measurable. The following objectives have been selected for this generic tennis facility and will be used in selecting the strategies and tactics for this sample marketing plan:

- Increase Membership / Participation from 650 people to 1,000 people in two years
- Generate 700 new “Sign-Ups” for all programs by year-end
- Maintain 80% of current membership / participants
- Increase current number of programs from 15 to 20 by year-end
- Develop 3 key strategic partnerships / revenue sources by year-end
• Define and Implement Facility Brand by Year-End
• Increase Sales / Revenues by 25% (from $800,000 to $1,000,000) in two years

III. Strategies:
Once you have defined your Objectives, the next step is to develop strategies that will allow you to attain each of them. Strategies are the overall approaches to ensure that the Objectives are met. They are not detailed, as your Tactics will be (in step 4), but provide a “big picture” view of how each Objective will be accomplished. You will see that each of the Strategies below tie directly into one of the Objectives above:

• **Database Marketing:** Increase Membership / Participation from 650 people to 1,000 people in two years by targeting select households within the trade area (5 mile radius from the facility) through advertising, direct mail, special events, referral programs and “invitation only” open houses. These efforts will be focused on the top four zip codes where our current Members / Participants live. Demographics of the current membership / participants will be defined and targeted.

• **Cross-Promotion & Referrals:** Generate 700 new “Sign-ups” for all programs by Year End through a comprehensive cross-promotion of all programs through announcements, flyers, posters, banners, and special offers. Additionally, a comprehensive referral program will be developed to past and existing members / participants that reward them for encouraging their friends and contacts to sign-up for programs.

• **Customer Retention:** Retain 80% of Current Members / Participants by developing a comprehensive customer retention program that provides incentives for long-term membership, regularly “thanks and acknowledges” the membership for their participation, regularly interviews / surveys existing members / participants to ask for their suggestions and ideas to improve programs, and provides member / participant seniority status for court bookings, parking, and special events.

• **5 New Programs:** Expand the number of programs offered through the facility from 15 to 20 by Year-End by surveying the current participants, researching new programs across the country, and visiting other regional facilities to determine what new programs will be most successfully added to the facility.

• **Strategic Partnerships:** Expand marketing opportunities, community reach and accelerate membership / participation goals by carefully identifying and securing three key strategic partnerships within the community by year-end. These strategic partnerships will focus on cross-promoting only the most successful “flag ship” programs / products for each partner to ensure the partnerships are strong and successful.
• **Brand:** Define and Implement Facility Brand by Year-End by developing brand standards that will be consistently maintained by all staff members and program directors. All marketing collateral materials will consistently state facility messaging and the key value proposition. The marketing materials will all have a uniform and professional design that clearly connect each program to the tennis facility.

• **Program Audit:** Increase Sales / Revenues by 25% (from $800,000 to $1,000,000) in two years by carefully reviewing the participation, promotion, revenue and expenses associated with every program. The results of this audit will provide specific objectives, marketing initiatives, pricing and structural changes to each program, which will ensure generating 12.5% annual increases in sales / revenue, for a 25% increase within two years.

VI. Tactics:
Tactics are the detailed tasks that allow you to execute your Strategies. They include the specific steps that need to be accomplished, the person responsible, the cost, and the implementation dates on the calendar. This is where the work gets done: staff members are assigned to specific tasks, dates are booked, flyers and posters are printed, calls are made, and checks are written. Many organizations skip straight to Tactics in their marketing efforts, but it is critical to begin with the first three steps, so you can select the correct set of tactics to grow and maintain your facility. The following Tactics tie directly into the Strategies that were outlined above:

**Tactic One: Customer Database**
Develop an up-to-date database of current members / participants. Format the database so it can be used for direct mail and e-blast campaigns. To capture member / participant names for the database, request name, address and e-mail information with every program sign-up, and gather addresses from personal checks.  
**Budget:** $175  
**Completion Date:** November 5th  
**Person Responsible:** Roger Smith

<table>
<thead>
<tr>
<th>Cost Details of Tactic One:</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Hire Temp to create Database from All Sources:</td>
<td>$ 75</td>
</tr>
<tr>
<td>Cleanse Database via USPS software at local Mail House</td>
<td>$ 100</td>
</tr>
<tr>
<td><strong>Total Budget:</strong></td>
<td>$ 175</td>
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</tbody>
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**Tactic Two: Expand Your Customer Database**
Using your completed Customer Database, work with a mailing house or a list broker to develop a profile of your current customer. The profile will define the demographic (gender, age, marital status, education, presence of children, etc…) and geographic (zip codes, carrier routes) characteristics of your current customers. You can then acquire a mailing list of additional prospects that fit your customer profile. For example, if you
have a customer database of 650 names, you can purchase an additional 2,500 names that are identical to the demographics of your current group of customers, within the top 4 surrounding zip codes.

**Budget:** $400  
**Completion Date:** November 20th

Cost Details of Tactic Two:
- Demographic Profile of your Customer List: $200
- Database Price estimated at $0.08 per name at 2,500 names: $200

**Total Budget:** $400

**Person Responsible:** Roger Smith

**Tactic Three: Create a Consistent Brand**

Now that you know who your customers are, you can complete your brand and graphic design for your marketing materials. You will need to maintain a consistent marketing brand and message in every marketing piece that you create. The elements of your brand incorporate your logo, colors, value proposition(s), image, and the features and benefits that are most important to your members / participants. The brand should be consistent across your website, marketing materials, and facility merchandizing.

**Budget:** $1,950  
**Completion Date:** December 1st

Cost Details of Tactic Three:
- Graphic Design for Brand & Materials (Calendar, Newsletter & Flyer): $750
- Refresh Website Graphics & Text: $1,200

**Total Budget:** $1,950

**Person Responsible:** Emily Wilson

**Tactic Four: Develop Monthly Events Calendar**

Develop a detailed calendar of monthly events to announce the launch of your 5 new programs. A tennis facility is a busy place, with several events scheduled throughout each week. This example calendar only shows the 5 new programs added to the event schedule (10andUnder Tennis, League, Tennis Night in America, Tennis Block Party, and Junior Team Tennis):

- **March:** Open House “Tennis Block Party”; promote all new events
- **April:** Launch 10 and Under Tennis Clinics & Adult League Tennis (thru year-end)
- **May:** Launch Tennis Night in America; with monthly tournaments (thru September)
- **June:** Open House “Tennis Block Party”; promote summer Leagues, 10 and Under Summer Clinics, Tennis Night in America events, and Stars & Stripes July Tournament
- **July:** Stars & Stripes Tournament Series: kids under 10, juniors, and adults
- **August:** Open House “Tennis Block Party”; promote Junior Team Tennis & Fall League
- **September:** Launch Junior Team Tennis
- **October:** Open House “Halloween Block Party”; promote 10 and Under & Junior programs
- **November:** Adult League Mixed Doubles Tournament; promote Winter League
- **December:** 10 and Under Tennis / Junior Team Tennis Christmas Party Tournament

**Budget:** Allocated in other tactics  
**Completion Date:** December 15th

**Person Responsible:** Roger Smith
Tactic Five: Print Event Calendar
Feature the facility events in an annual events calendar. Use the design template created in Tactic 3 to plug in each of the dates. Mail the calendar to your existing members/participants, pass the calendar out to visitors from the retail counter, hand-out the calendar at all events through-out the year.

Budget: $1,995       Completion Date: January 1st

Cost Details of Tactic Five:
Print Cost for 3,500 Calendars $2,750
Envelopes & Postage to Mail to Members / Participants $745
\textbf{Subtotal} $3,495
Contributions to Cost from Strategic Partnerships <$1,500>
\textbf{Total Budget:} $1,995

Person Responsible: Emily Wilson

Tactic Six: Print 4 Quarterly Newsletters
Using the template designed in Tactic 3, feature the new events, programs and calendar dates for each. Mail the newsletters each quarter to members/participants, pass the newsletters out at the retail counter, facility events, throughout the community (banks, Boys and Girls Clubs, ice cream stores, coffee shops, sporting goods stores, etc…) and through your strategic partners (see Tactic 10). To cover some of the cost of the newsletter, ask your strategic partners to each contribute $500 towards the newsletter. Cover additional costs by selling small ads to community businesses in each issue. Insert USTA program flyer (see Tactic 7) into each newsletter.

Budget: $1,982       Completion Date: January 1st

Cost Details of Tactic Six:
Print Cost for four 4-page newsletters (@ 2,500 ea. = 10,000 total) $3,250
Postage to Mail to Members / Participants (1 mailing each quarter) $1,232
\textbf{Subtotal:} $4,482
Contributions to Cost from Strategic Partnerships <$1,500>
Revenue from Community Advertising <$1,000>
\textbf{Budget Total:} $1,982

Person Responsible: Emily Wilson

Tactic Seven: Print USTA Materials for all of the New Programs
Visit \url{www.usta.com/marketingresources} to order and print the marketing materials for each new program: League, 10 and Under Tennis, Tennis Block Party, Tennis Night in America, Junior Team Tennis

Budget: $800       Completion Date: January 15th

Cost Details of Tactic Eight:
Flyers for All 5 New Programs (listed above) $1,200
Postcards for 10 and Under Tennis, Tennis Block Party $600
Web Banners for all 5 Programs - 0 -
e-Blasts for All 5 Programs - 0 -
Newspaper Ads for 10 and Under / Block Party - 0 -
Posters for All 5 Programs $ 500
Subtotal: $2,300
Contributions to Cost from Strategic Partnerships <$1,500>
Budget Total: $800
Person Responsible: Emily Wilson

Tactic Eight: Direct Mail Campaign to Database
Using the postcards printed on the USTA marketing site (www.usta.com/marketingresources),
mail to the database of 2,500 new names and the existing database of members / participants,
for a total of 3,150. The mailing dates will be tied to Open House “Block Party” events and 10 and Under Tennis events and supported by an e-Blast Campaign
(see Tactic 10). Work with mailing house for discounted postage rates. Mailing dates:
February 22, May 24, July 25, October 5. Track phone calls, sign-ups and website hits
connected with the postcard mailing.
Budget: $3,780 Completion Date: February 1st
Cost Details of Tactic Nine:
Print Postcards (covered in Tactic 8) $ 0000
Postage for Tennis Block Party (4 Times) $ 3,780
Budget Total: $ 3,780
Person Responsible: Roger Smith

Tactic Nine: E-Blast Campaign to Database
Using the e-Blasts created on the USTA marketing site (www.usta.com/marketingresources),
Send an e-blast for 10 and Under Tennis and the Open House / Tennis Block Party to
your database of 2,500 new names and 650 existing database of members / participants.
Only a small percentage of the newly acquired names will include e-mail addresses, for a
total of 900 e-blasts. The e-blast dates support the postcard mailing dates (see Tactic 9)
February 25, March 10, May 28, June 17, July 22, August 10, October 9 & 15 & 31st.
Create a link to your website for more details for each e-blast, track the number of hits
you receive.
Budget: $000 Completion Date: February 15th
Person Responsible: Roger Smith

Tactic Ten: Strategic Partnerships
Identify 3 strategic partners within the community that will promote your special events
and programs. In turn, you will promote these partners within your facility and offer their
staff access to all of the programs at your facility. The strategic partners will also cover
some of the printing cost of your annual calendar, quarterly newsletters marketing flyers,
and newspaper advertising (see Tactic 5, 6, 7 and 12). In this example, the total cost to
each strategic partner will be $2,000 for the year, for a total of $4,500. Possible strategic
partners are sporting goods stores, tennis retailers, banks, other sports programs and
community centers, restaurants, Boys and Girls Club, Boy & Girl Scouts, YMCA, and area businesses.

**Budget:** $00  
**Completion Date:** March 1st  
**Person Responsible:** Tim Patrick

**Tactic Eleven: Community Collateral**
Using the materials from the USTA marketing site (www.usta.com/marketingresources), place flyers and posters throughout the community on bulletin boards, ice cream stores, coffee shops, tennis retailers, sporting goods stores, retail counters of area businesses, banks, and the offices of your 3 strategic partners. Ask your local grocery stores and retailers if you can insert your flyers into their shopping bags or coupon mailers. As you travel through your community, you will see many creative opportunities to use these materials.

**Budget:** $00  
**Completion Date:** March 1st  
**Person Responsible:** Tim Patrick

**Tactic Twelve: Advertise in Community Newspapers**
Using the newspaper ads from the USTA marketing site (www.usta.com/marketingresources), contact local papers to discuss rates. Ask for the prices for each ad size, the cost to insert flyers into the papers, how they distribute their papers to your target zip codes, etc… Most newspapers are willing to negotiate, so drive a hard bargain for the entire year that packages the ad buy with free inserts and articles that tie to your advertising. Use the co-op dollars provided by your strategic partners to cover the advertising costs.

**Budget:** $800  
**Completion Date:** March 5th  
**Person Responsible:** Tim Patrick

**Cost Details of Tactic Twelve:**
- Newspaper One Cost to Advertise ($350 per ad X 4 times) $ 1,400
- Newspaper Two Cost to Advertise ($150 per ad X 6 times) $ 900
- Newspaper Inserts for Key Carrier Routes (Covered in Tactic 7) $ 000

**Subtotal** $ 2,300

**Contributions to Cost from Strategic Partnerships** <$1,500>

**Total Budget:** $ 800

**Person Responsible:** Tim Patrick

**Tactic Thirteen: Press Releases in Community Newspapers / Blog**
As part of your newspaper advertising agreement, the community papers place articles about your upcoming events, that tie-in with the timing of your advertising and inserts. In addition to these papers, send press releases to other area newspapers and post a blog on your website with the same information. Frame the articles and post them within your tennis facility when they are published, to increase the credibility of your program.

**Budget:** $00  
**Completion Date:** March 15th  
**Person Responsible:** Tim Patrick

**Tactic Fourteen: Cross Promote Programs across Your Facility**
The participants within each of your existing programs (swim, golf, basketball, gym, educational, and current tennis programs) are the best possible referral sources and participants for your new tennis programs. Make announcements and pass out flyers about the new programs that you are launching, discuss the full scope of activities
available at your facility, and display posters and flyers for these new programs within
the area that current programs are taking place.

**Budget:** $00

**Person Responsible:** Emily Wilson

**Completion Date:** March 15th

**Tactic Fifteen: Host Quarterly Open House / Block Parties**

It’s time for a Block Party! Also known as an Open House, these quarterly events will be
offered in March, June, August and October (in this example). Invite the immediate
neighborhood, display posters and banners, send out invitations to your database, inserts
in your local papers and collateral throughout the community. Invite your strategic
partners, local celebrities and top tennis players, recruit local restaurants and/or grocery
stores to donate food, offer raffle prizes, a bouncy jump, face painting, balloons and
tennis demonstrations. Invite everyone out on the courts for fun drills, target serving
competitions, and pro serve returns. Promote your upcoming events and have sign-up
tables for each new program. Recruit current members / participants, players, staff and
volunteers to man the tables, serve food and welcome guests. Make sign-ups easy with
the next immediate event free, exciting and well promoted. Be sure to thank everyone
who attends and follow-up with them on a frequent basis. These Block Parties will
spotlight your facility and your new programs and become the catalyst for their growth.

**Budget:** $500 each (or $2,000 for 4 Parties)

**Budget Note:** to stretch your budget for these events, leverage your contacts and ask for
donations. You will be amazed at how members of your community will want to be
involved.

**Person Responsible:** Roger Smith, Emily Wilson, Tim Patrick

**Completion Date:** March 15th

**Tactic Sixteen: Launch 10 and Under Tennis**

The marketing materials are in place. It’s time to launch your 10 and Under Tennis
program: paint the lines, buy balls, nets and racquets, host free initial 10 and Under
Clinics and then transition participants into fee-based programs (as appropriate). Post the
web banners on your website and on the websites of your strategic partners, send out
press releases, post the public service announcement (PSA) videos (available at
www.usta.com/marketingresources) on your web page and as a link on your e-blasts,
send the PSAs out to all of the local broadcast media outlets and invite them out to your
events, put up your posters, banners and flyers. Thoroughly announce your first event and
share the calendar and program details that will help kids learn the game of tennis.

Explain that Junior Team Tennis will be available to the kids that attend the 10 and Under
Tennis clinics and events. Invite local celebrities to your Block Party and provide tennis
demonstrations from pros and other accomplished tennis players. Be sure to welcome
everyone who attends and have them sign-up and capture their address and e-mail. In
short, do everything in your power to promote 10 and Under Tennis and make your new
guests / players feel welcome.

**Budget:** Revenue / Profit TBD

**Person Responsible:** Roger Smith, Tim Patrick, Emily Wilson

**Completion Date:** April 1st
**Tactic Seventeen: Promote League Events**

Begin to build your league at the Block Party and continue to invite current and new players to participate in league. Offer leagues for all abilities, free coaching sessions, equipment discounts, equal playing time, and clear goals for everyone who participates. Challenge other area facilities and make each match event as exciting as possible, with the host facility providing food, family and friends attending to cheer, and mixers after the match so friendships form with players from other facilities.

**Budget:** $00  
**Completion Date:** April 1st  
**Person Responsible:** Tim Patrick

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**Tactic Eighteen: Launch Tennis Night in America**

Invite your players, display the posters, create ceiling danglers, offer raffle prizes, send out the e-blasts, call people at home, find a sponsor to provide food, invite your strategic partners and turn on the lights! It’s time to launch Tennis Night in America! Be sure to announce the calendar at each Tennis Night in America event so everyone knows what to expect in advance, and over time you will build a solid group of players and participants. Have a pro on site to fill in, so odd numbers are not left on the court, mix up players to keep it even and fun, keep the sponsored food available for as long as possible and this program will become a huge success.

**Budget:** Revenue / Profit (TBD)  
**Completion Date:** April 15th  
**Person Responsible:** Tim Patrick

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**Tactic Nineteen: Launch Junior Team Tennis**

Using your marketing materials and the 10 and Under Tennis as your spring board, begin promoting Junior Team Tennis. Begin with the kids in your junior programs, form alliances and leagues with other area facilities, hold events to introduce Junior Team Tennis to the kids and their parents, create a “roadshow” where Junior Team Tennis is exported to and demonstrated at other sporting events (baseball, soccer, football, schools during PE and assemblies, etc…), find parent volunteers to get the word out and create your tipping point. Then launch your first event and never look back!

**Budget:** Revenue / Profit TBD  
**Completion Date:** August 15th  
**Person Responsible:** Emily Wilson

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**Tactic Twenty: Customer Referral & Customer Retention Programs**

Offer incentives, discounts and special offers to your regular members and participants. Make sure they are invested in your programs and make them feel welcome and appreciated. Ask these core participants for their help in events and reward them for their support and time. These active members and participants are your best sources of referrals. Make them ambassadors for your facility and keep them in the loop for every program. Provide them with calendars, flyers and newsletters and share your vision with them. These people have many friends and contacts and they can make your facility and your programs successful for many years to come.

**Budget:** $00  
**Completion Date:** On Going
Person Responsible: Roger Smith

Total “Allocated” Marketing Budget: $16,000 (2% of current Revenue)
Total Marketing Budget: $13,967 (total of above tactics)

V. Assessment:
At the end of each event, quarter and year, take time to evaluate how each program worked. Assess the growth of your facility, the revenue generated, and the participation in each program. Assess the results and success of the marketing strategies and tactics by tracking and studying the metrics of your plan to see if you have reached your objectives. Study your corporate metrics, sales reports and accounting reports to track the following:

- Total Facility Sales / Revenue
- Number of Sign-ups Generated and Cost per Sign-up
- Most Successful Offers, based on Redemption of Each
- Number of Programs and Cost Per Program
- Number of New Members / Participants
- Number of Retained (Existing) Members / Participants
- Number of website hits, calls, and visits from each marketing activity
- Success of Each Staff Member
- Annual Gross Profit
- Survey New and Existing Members / Participants to determine if you have accomplished your program goals.
- Mall intercept interviews to determine if your facility has a recognized brand

Marketing Dashboard: Develop a marketing dashboard to track the success of your campaigns and graphically illustrate the key metrics, and the data that will be used in your assessment.

Optimizing your Marketing Matrix: Within your marketing plan, you have four or five core tactics that have been the most successful in growing your facility. Identify what they are and be sure to incorporate them in your marketing plan for next year. For example, your marketing matrix could include these five key tactics: (1) Marketing Collateral (flyers / posters), (2) Annual Event Calendar, (3) Block Parties, (4) Direct Mail, and (5) Strategic Partnerships.

You can continue to test other tactics to see if they are successful enough to add to your marketing matrix: (1) Newspaper Advertising, (2) Customer Referral Program, (3) Revised Website, (4) Public Relations, (5) Community Collateral, (5) Quarterly Newsletters, (6) E-Blasts, and (7) Special Offers. Carefully evaluate your results compared with last year, and track the important metrics to determine which of these new tactics will remain.

Summary:
This sample marketing plan is exactly that, just a sample of what you could do to promote your facility and your many programs. Hopefully this sample plan inspired some creative ideas that you can implement right away to grow the sport of tennis and make your facility a great success. If you are interested in a more comprehensive overview of marketing and how to write your marketing plan, consider reading *Formula Marketing* by David Wilkey, which is available at all online retailers or through [www.formula-marketing.com](http://www.formula-marketing.com), where this sample marketing plan is also available as a free download.