

A hand with red nail polish holds a black table tennis paddle. The background is a blurred crowd of spectators in a stadium, with various colors like red, white, and yellow visible. The overall scene is brightly lit, suggesting an indoor sports arena.

# **ETTU STRATEGIC PLAN 2023-2028**

**TABLE TENNIS FIRST**

# INTRODUCTION

The European Table Tennis Union Executive Board considers that having a Strategic Plan has become an essential tool in what concerns the future of our Continental Federation.

With all the challenges Europe is facing now, a clear pathway must be defined so all European Table Tennis family has a clear idea of what will be the main objectives of ETTU until the end of the next Olympic cycle in 2028.

ETTU Strategic Plan will also help our professional staff to understand our objectives and coordinate their delivery efforts.

To protect our club system, to grow our team competitions, to develop our youngsters, to market and promote our sport are ETTU priorities!

Being the result of many internal discussions and respective conclusions, this document intends to define a Continental goal and motivate all our stakeholders to work together in one direction, having Europe at the top of our beloved sports pyramid with regard to sports results and competition participation.

Of course, this is an evolving plan that will be updated every time the Executive Board feels it is necessary. A Strategic Implementation Plan will follow, defining key performance indicators (KPIs), timetables and setting the tone for the next years of ETTU activity.

The European Table Tennis Union has recently reached its 65th anniversary. While we are projecting the future, our history, traditions and values must and will be respected, bringing us to a common vision, the passion for our beloved sport ... Table Tennis First!



**PEDRO MOURA**

ETTU ACTING  
PRESIDENT



**HEIKE AHLERT**

ETTU ACTING  
DEPUTY  
PRESIDENT

# SUMMARY

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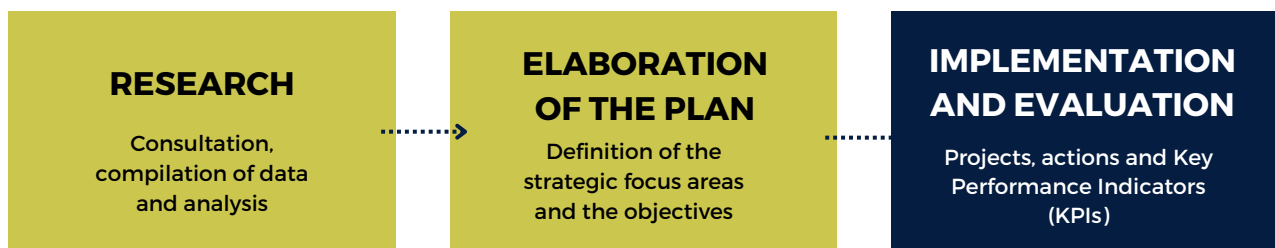
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# STRUCTURE

This strategic plan intends to be a guiding tool for managing the European Table Tennis Union and to define the action plan for the next 6 years. Its contents are the outcome of a research process and the following step will be the elaboration of a **Strategic Implementation Plan**.



With the final goal of serving our Member Associations, this strategic plan is structured in the following way:



Each of the actions and projects to attain the objectives will be described in more detail in a separate document, the **Strategic Implementation Plan**.

The KPIs will be established to evaluate the various strategic projects, which will be under the oversight of the Executive Board.



## PURPOSE

### OUR VISION

# Table Tennis First

### THE MISSION

Our mission is to enhance the growth of Table Tennis within our Member Associations to be at the top of the world.

# PURPOSE

## KEY OBJECTIVES



Promote the Sport



Deliver top-notch events



Contribute to the development of European players

## OUR VALUES

Commitment  
Evolution  
Inclusion  
Innovation  
Respect  
Sustainability  
Tradition  
Transparency





# FOCUS AREAS

**GOVERNANCE**

**COMPETITION**

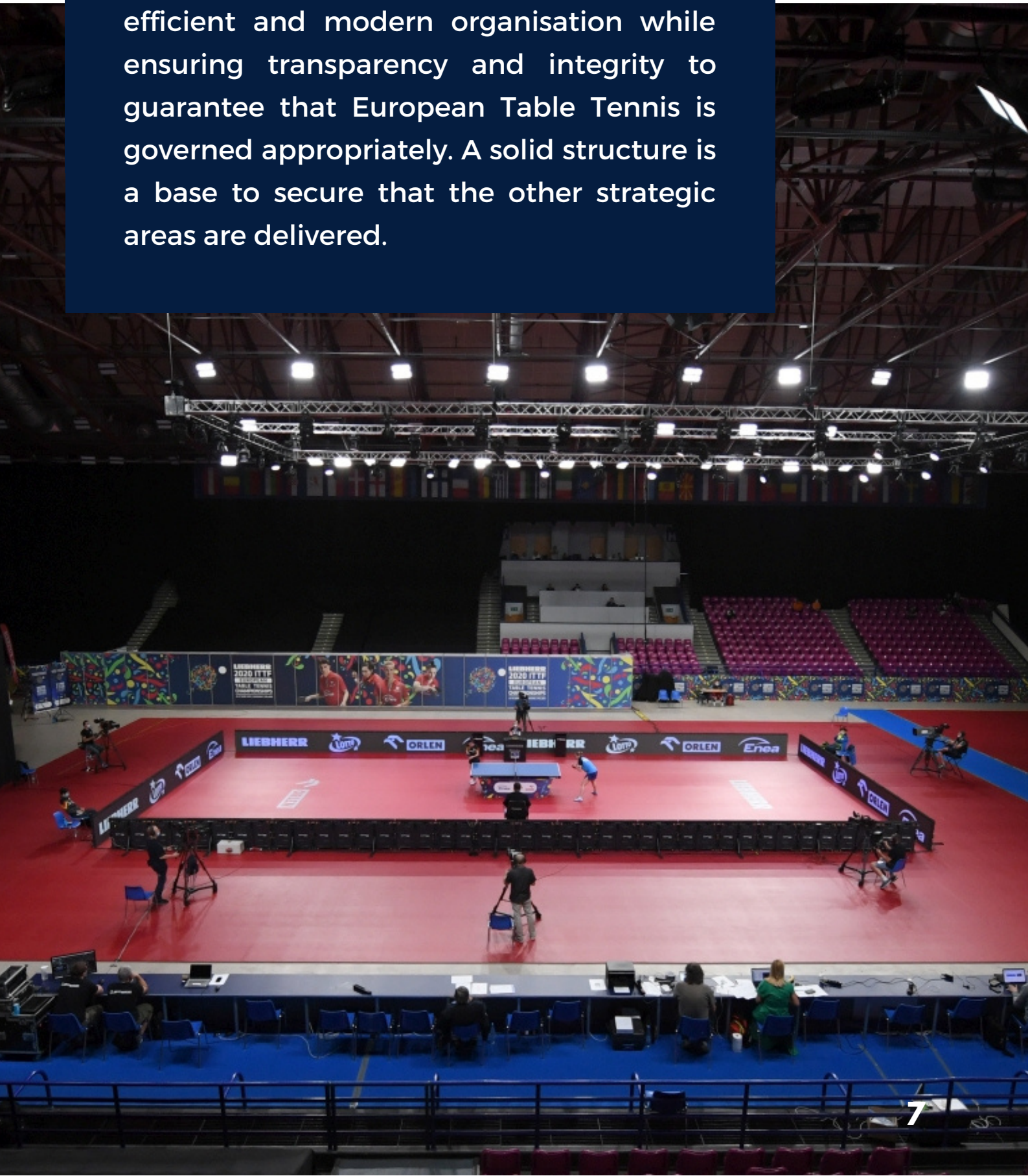
**DEVELOPMENT**

**MARKETING AND REVENUE**

**OUR COMMUNITY**

# 1. GOVERNANCE

ETTU will continue working to build an efficient and modern organisation while ensuring transparency and integrity to guarantee that European Table Tennis is governed appropriately. A solid structure is a base to secure that the other strategic areas are delivered.







# GOVERNANCE

- 01** Guarantee good governance practices in all areas (transparency, accountability, responsibility and integrity) while providing leadership.
- 02** Build and maintain strong relations with ITTF, working closely to develop Table Tennis in the European continent but at the same time ensuring the autonomy and independence of ETTU.
- 03** Prioritise sustainability during the decision-making process and the organisation of activities and events.
- 04** Streamline the flow of communication and decision-making by optimising the structure of the Executive Board, the Committees and the Commissions.
- 05** Ensure the financial health of ETTU by maintaining an appropriate level of reserves.

# GOVERNANCE

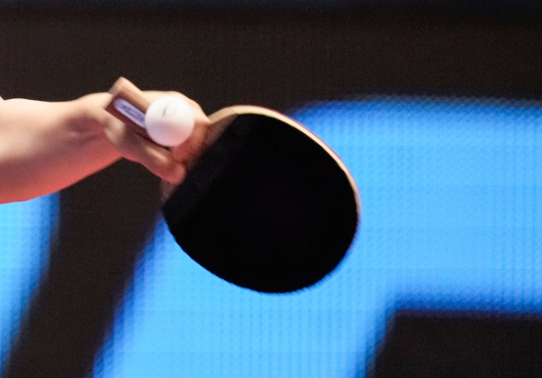
- 06** Maintain involvement in European international multisport organisations ensuring Table Tennis remains a key partner in major European events.
- 07** Secure event delivery and efficient implementation of daily activities by optimising internal operations and making sure working plans are up to date.
- 08** Keep up building international relations with the other continental federations to ensure cooperation in the pursuit of common goals.
- 09** Continuously review and update ETTU constitution to ensure that it follows worldwide best practices.





## 2. COMPETITION

Competition is the core of a Continental sports governing body and for this reason, we are committed to continuously reviewing, innovating and improving the system and format of the competitions, always listening to the needs of our Member Associations and athletes.



# COMPETITION

- 10** Ensure that all our Member Associations have opportunities to compete internationally in European events by creating and maintaining a fair system for all.
- 11** Develop a European Tour that is recognized as a high-standard series of tournaments to make sure that all European players have sufficient international competitive opportunities.
- 12** Create a European Ranking to guarantee all European table tennis players have similar opportunities to measure their performance.
- 13** To honour the European traditional club system, to develop our club competitions making them attractive and rewarding for the players, clubs and fans.
- 14** Integrate Para Table Tennis within the ETTU events structure, organising the European Championships under the ETTU umbrella.

# COMPETITION

15

Ensure European Championships of all age categories are events that meet the highest standards of our sport.

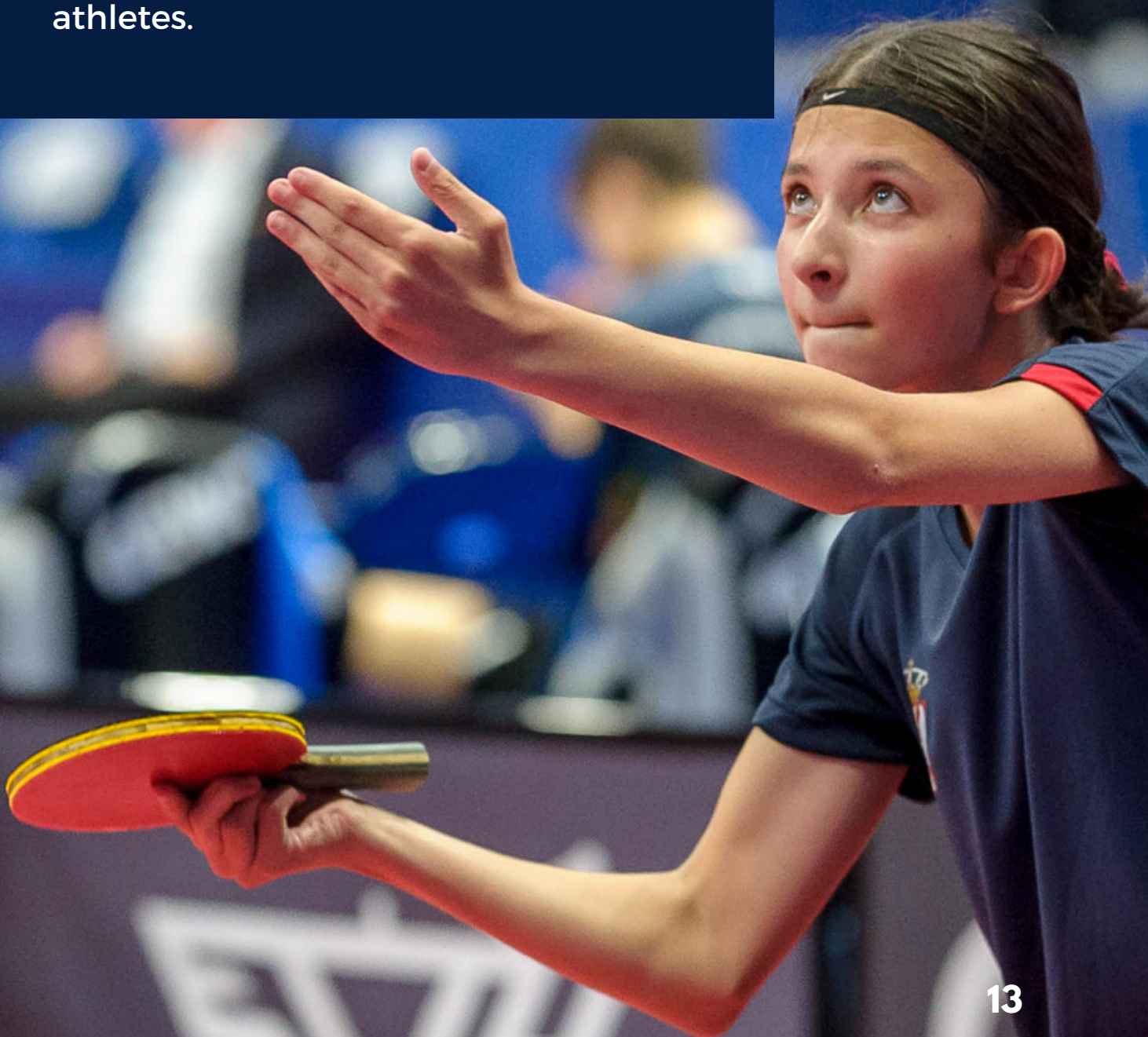
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Create playing and competition systems that are sustainable, attractive, and cost-efficient for our Member Associations.



# 3. DEVELOPMENT

To be at the top of the world is our mission and the motivation that keeps us moving every day. We are fully committed to continuing to increase our investment in Table Tennis development and the pathways for the elite, making our sport more accessible and rewarding for the athletes.



# DEVELOPMENT

- 17** Ensuring that the next generations of players win more medals at Olympic Games and World Championships by supporting and providing high-level practice opportunities to the young talents.
- 18** Develop a culture of professionalisation, communication and knowledge-sharing among coaches and member Associations to ultimately increase the level of the whole continent.
- 19** Be the leading Continental Federation in terms of gender equality in player participation but also of coaches, officials, administrators, umpires and referees.



# DEVELOPMENT



- 20** Attain sustainable growth in the continent by delivering tailored support to Member Associations.
- 21** Explore and promote new trends related to table tennis such as the application of technology for Table Tennis, virtual table tennis or outdoor table tennis with the aim of attracting new players and eventually creating new events.
- 22** Develop a support base so that associations can increase the level and the number of young Para athletes.
- 23** Encourage and promote the practice of table tennis at the grassroots, supporting Member Associations and offering tools for the promotion and education of coaches who work in this area.



# 4. MARKETING AND REVENUE

Ensuring European table tennis is at the top of the world goes hand in hand with increasing its popularity across the continent. To achieve that, we must define Table Tennis as an attractive product for different targets, redesign our communication strategy and increase revenue.



# MARKETING AND REVENUE

- 24** Continue developing existing brand awareness and monitoring it to ensure proper implementation in all events and communication channels.
- 25** Creating awareness and growing the fanbase for European Table Tennis through social media, digital marketing, content generation and events promotion.
- 26** Growing the global reach of European Table Tennis by strengthening our streaming and broadcasting channels.
- 27** Continue to improve European events by making them more attractive, engaging and exciting to reach new audiences and partners.



# MARKETING AND REVENUE



**28**

Create new platforms of promotion for the athletes and the key actors of our sport.

**29**

Identify and explore new opportunities that are already in place in other sports to generate and increase revenue for ETTU and its partners and suppliers.

**30**

Establish solid alliances with sponsors, organisers, partners and suppliers, maximising the opportunities for sponsorship and enhancing the promotion platforms.

# 5. OUR COMMUNITY

ETTU is composed of 58 Member Associations and our role is engaging, cooperating and supporting them. We are committed to working to attract the best talents and people that are passionate about Table Tennis, and retain them by making them feel proud of belonging to the European Table Tennis community.





## OUR COMMUNITY

**31**

Improve and strengthen the communication channels with the Member Associations ensuring the priorities of the whole community are aligned.

**32**

Promote and enable communication, collaboration and knowledge sharing among the associations offering the appropriate channels and tools to do it.

**33**

Create a registration platform for players and clubs who participate in leagues making the registration process easier while improving transparency and communication between stakeholders.

**34**

Provide education opportunities in administration, events management, and leadership to support dual careers for players and to ensure they stay linked to the sport after they finish their competing careers.

**35**

Guarantee that Member Associations are adequately informed of ETTU daily activities, development programs and the structural support ETTU can offer.



# OUR COMMUNITY

- 36** Continue nourishing the relationship with the veteran community and delivering top-class European Championships.
- 37** Develop a culture of diversity and gender equality encouraging female representation in all Member Associations.
- 38** Ensure both the quantity and quality of young umpires and referees by supporting and promoting courses and educational programs.
- 39** Support the full integration of Para Table Tennis into the governance, management, events and structure of ETTU Member Associations.
- 40** Stimulate the use of Table Tennis as a tool for inclusion and for the insertion of disadvantaged groups in the communities.



# TIMELINE

**DEC  
2022**

**PRESENTATION OF THE PLAN**

**20 JAN  
2023**

**DEADLINE FOR FEEDBACK AND COMMENTS**

**FEB  
2023**

**FOCUS GROUPS-WEBINARS  
AMENDMENTS, CORRECTIONS AND ADDITIONS**

**APR  
2023**

**PRESENTATION OF THE IMPLEMENTATION PLAN**

**2023-25**

**EXECUTION AND MONITORING**

**DEC  
2025**

**HALFWAY EVALUATION AND ADJUSTMENTS**

**2026-28**

**EXECUTION AND MONITORING**



**TABLE TENNIS FIRST**