

## **Innovative Business Models in the Tennis Industry: A Literature Review**

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**A.** Conception and design of the study; **B.** Acquisition of data;  
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### **ABSTRACT**

This study aims to analyze innovative business models in the tennis industry through a literature review of 25 articles published between 2015 and 2025. The research method uses a literature review approach with a search process through international and national databases such as Scopus, Google Scholar, Web of Science, DOAJ, SINTA, and Garuda. Studies that meet the criteria are analyzed using thematic analysis and narrative synthesis techniques, supported by descriptive statistics to see the trends of the findings. The results of the study indicate six main themes that dominate the development of tennis business models, namely: business model innovation, digitalization and technology utilization, service design and customer experience, revenue diversification, governance and management, and global trends in the sports industry. Quantitative analysis of 10 studies shows that the implementation of innovation has a significant impact on tennis club performance, including an increase in revenue of 44.8%, an increase in the number of new members of 40.5%, an increase in member retention of 27.4%, and an increase in customer satisfaction of 37.5%. These findings confirm that transforming a business model from a traditional approach to a digital-based model, with value-added services, and a sport-lifestyle strategy is a strategic step to increase the competitiveness and sustainability of tennis clubs in the modern sports industry. Therefore, this research contributes to the development of sports management theory and serves as a practical reference for managers and stakeholders in designing an adaptive, innovative, and sustainable tennis business model.

**Keywords** : Business Model; Innovation; Tennis; Sports Digitalization; Sports Club Management.

### **INTRODUCTION**

The sports industry has grown rapidly in recent decades, not only from a performance or recreational perspective, but also as part of a global business industry that combines commercialization, management, and innovation. In this context, sports that were once traditional, such as tennis, are also facing global dynamics: changes in people's lifestyles, increased health awareness, and advances in technology and digitalization that open up new opportunities for the development of innovative business models.

Tennis is not just a sporting activity; it can also be managed as a business with various business elements: court rentals, memberships, training, tournaments, equipment rentals, and additional services such as cafes, merchandise, or social facilities. This business model allows tennis to transform from an exclusive sport to one that is accessible to a wider audience, depending on its management.

However, the emergence of alternative sports or rackets (e.g., mixed or modified racket sports) and the evolving needs of modern consumers, such as ease of access, flexibility, and community experiences, are driving the need for more adaptive and innovative sports business models.

Recent literature reviews on sports business indicate that business models in the sports industry are increasingly diverse and complex. For example, a literature review by the JSES Journal of Sport and Exercise Science mapped various business models in the sports industry, including clubs, federations, and sports-based companies, showing that the success of a sports entity is significantly influenced by the structure of its business model.

More specifically, in the tennis realm, a tennis facility management report explains that revenue from tennis clubs typically comes from memberships, lessons/training, court fees, and sometimes merchandise or equipment rental. This business strategy forms the foundation for tennis club management, especially when combined with membership systems and additional service options to enhance the user experience.

Furthermore, the trend of digitalization and sports management innovation is beginning to be implemented in many sports clubs and facilities, including tennis. In this context, the tennis management and service model can be expanded: not only as a physical court, but also as a training center, community center, event center, and digital-based services or modern experiences according to today's consumer needs.

A recent study of tennis club management worldwide shows that professional management, good governance, membership structure, facility maintenance, and additional services (coaching, events, rentals, etc.) are key factors in club sustainability.

While the potential for the tennis business is significant, there are a number of challenges and issues that arise in implementing traditional business models. One key issue is that conventional business models reliant on memberships and court rentals may no longer be attractive enough to younger generations or urban populations seeking flexibility, ease of access, and social experiences. This is exacerbated by competition from alternative sports or other racket sports, as well as shifting consumer preferences.

Furthermore, many tennis clubs and facilities have not fully utilized innovations in management—for example, digitalization in bookings, member management, maintenance, marketing, and the integration of additional services and therefore, their long-term revenue and growth potential are not optimal. Sports management studies show that innovation and adaptation of business models are crucial for sustainability.

Another issue is that tennis organizations and clubs sometimes lack adequate governance, whether in terms of transparency, accountability, or managerial structure, which can hinder professionalization and long-term sustainability.

Thus, there is a need to explore innovative business models in the tennis industry: models that focus not only on court rentals or memberships, but also accommodate modern trends such as customer experience, digitalization, community, additional services, and professional management so that tennis remains relevant in the context of the contemporary sports economy.

Based on existing literature, most research related to business models in the sports industry is general in nature, discussing sports broadly or multisport clubs and not always specific to tennis.

Research that focuses specifically on tennis clubs generally emphasizes basic operational aspects: membership, court rentals, training, and facility management. However, there is a lack of literature explicitly exploring innovative tennis business models



that integrate digitalization, community, lifestyle experiences, service integration, and adapt to new trends in the sports industry.

Furthermore, little recent scientific research analyzes how these innovative business models can be applied in local contexts (e.g., Indonesia or developing countries), where market characteristics, sports cultures, and economic conditions differ. This leaves a significant gap for research that evaluates tennis business models contextually, blending global theory with local realities.

Thus, there is a need to formulate more innovative tennis business models, ones that not only survive but also thrive and are relevant in the modern era.

Aims to present a literature review that comprehensively identifies and examines innovative business models in the tennis industry—including models that leverage digitalization, user experience, community, additional services, professional management, and sustainability aspects.

This review is expected to yield a deeper understanding of how tennis clubs—both new and existing can revitalize their businesses to be more adaptive to changing times. This includes mapping various revenue potentials (diversification), member retention strategies, technology integration, and governance and management aspects.

More specifically, the novelty of this study lies in its effort to combine findings from global literature (sports business models in general, innovation, digitalization) with the tennis context and their relevance to the development of modern tennis clubs/facilities.

Thus, the results of the review are expected to provide a theoretical and practical basis for managers, investors, and sports practitioners particularly those interested in developing tennis clubs in environments with specific economic and social characteristics (e.g., Indonesia).

With the background and gaps identified above, this paper will present a literature review related to innovative business models in the tennis industry. The approach used is a literature review collecting, analyzing, and synthesizing the latest research results, articles, and reports in the fields of sport, sport management, and tennis business, primarily from the last ten years.

The analysis will focus on several key aspects: business model structure (revenue streams, value proposition, membership/pricing, additional services), digital and managerial innovation, governance and sustainability, and potential adaptation to local contexts. Specifically, this review will evaluate: (1) How the traditional tennis club business model has been constructed; (2) What innovations have been implemented in the sports industry in general and how they can be translated to tennis; (3) Opportunities and challenges for implementing innovative business models in tennis; and (4) Recommendations for managers and practitioners in designing relevant and sustainable tennis clubs.

Finally, this review is expected to emerge a conceptual framework for a new tennis business model—one that does not rely solely on court rentals and memberships, but also leverages innovative opportunities in the modern era: digitalization, community, user experience, additional services, and professional management—so that tennis can develop as an adaptive, flexible, and relevant business to the needs of contemporary society.

## **METHODS**

### **Review Design**

This study uses a literature review design as the primary approach to identify, analyze, and synthesize the development of innovative business models in the tennis industry over

the past decade. A literature review was chosen because this method allows researchers to systematically gather a variety of scientific evidence from national and international articles, thus providing a comprehensive overview of current research trends and directions (Snyder, 2019; Xiao & Watson, 2019).

This review approach is also relevant to the topic of sports business, as business model innovation is often influenced by changes in social, economic, technological, and consumer behavior, requiring synthesis across studies to understand both global and local patterns (Tranfield et al., 2021). Furthermore, a literature review can provide a strong conceptual foundation for theoretical analysis and identify underexplored research gaps (Paul & Criado, 2020).

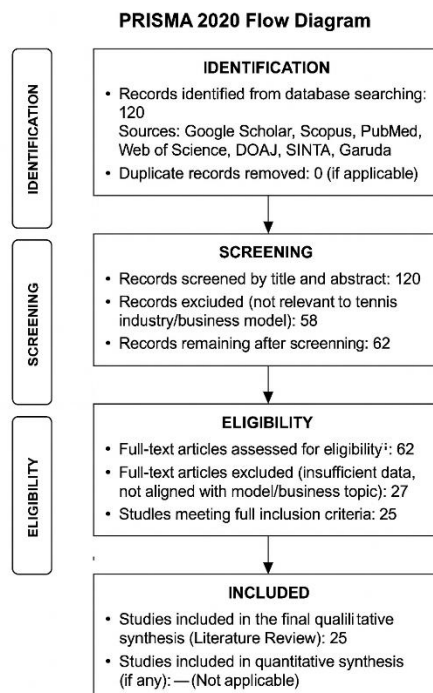
**Table 1.**  
 Academic Databases Used in Literature Collection

No.	Database Name	Database Types	Scope / Description	Reasons for Use
1	Google Scholar	International scientific search engines	Indexes academic journals, proceedings, theses, books, and scientific reports from around the world.	Broad, easy access, and multidisciplinary coverage; ideal for comprehensive initial searches.
2	Scopus	International bibliographic databases	One of the largest databases for reputable journals, with a rigorous indexing system.	A trusted source for high-quality articles in business, management, and sports.
3	PubMed	Health & biomedical databases	Focuses on health sciences, exercise physiology, and research related to physical activity.	Relevant for literature linking tennis to physical performance, health, and sports science.
4	Web of Science (WoS)	Multidisciplinary scientific databases	Indexes journals with high selection standards and covers a wide range of scientific fields.	Ensures high-quality literature and supports citation searches.
5	Directory of Open Access Journals (DOAJ)	Open-access journal databases	Contains high-quality international journals with free full-text access.	Increases the diversity of sources and supports open academic access.
6	SINTA (Science and Technology Index Indonesia)	Accredited national journal indexes	Indexes Indonesian journals from SINTA 1–6 across various disciplines.	Accommodates local Indonesian literature relevant to the context of sports business in Indonesia.
7	Garuda (Digital Reference Garba)	National journal index platforms	Presents national journals from various Indonesian universities and research institutions.	Strengthens the local literature base related to tennis, sports management, and sports policy.

This multi-database approach was used to ensure that the study included both global and local literature in a balanced manner (Aromataris & Pearson, 2019).

### Study Selection Process

The literature selection process was conducted through three main stages:



**Figure 1.**  
Systematic Literature Reviewer Process

### Data Analysis and Synthesis

Data analysis was conducted using two main approaches:

**Table 2.**

Data Analysis Approaches in Literature Review

Analytical Approach	Procedure Description	Focus of Analysis / Main Theme	Output Generated	Methodological References
Thematic Analysis	Used to identify patterns (themes) in study findings through coding, categorization, and interpretation.	<ul style="list-style-type: none"> <li>- Business model innovation in tennis clubs</li> <li>- Digitalization &amp; technology</li> <li>- Service design &amp; customer experience</li> <li>- Revenue structure of tennis clubs</li> <li>- Managerial &amp; governance challenges</li> <li>- Global trends in the sports industry</li> </ul>	<ul style="list-style-type: none"> <li>- Key themes emerging in the literature</li> <li>- Categories of research findings</li> <li>- Mapping of innovation patterns and tennis business dynamics</li> </ul>	Braun & Clarke (2019)
Narrative Synthesis	Synthesize research results narratively by comparing, explaining, and interpreting relationships between findings.	<ul style="list-style-type: none"> <li>- Relationships between thematic themes</li> <li>- Differences and similarities between studies</li> <li>- Explanatory flow of business, technology, and organizational factors</li> </ul>	<ul style="list-style-type: none"> <li>- Narrative summary of the pattern of findings</li> <li>- Evidence-based scientific argument</li> <li>- Integrative conclusions across studies</li> </ul>	Popay et al. (2020) / Applied in sports business research
Meta-Analysis (Optional, if available)	Used when there is quantitative data from multiple studies that can be combined to calculate an overall effect.	<ul style="list-style-type: none"> <li>- Effectiveness of a specific business model</li> <li>- Impact of innovation strategy on performance</li> <li>- Business performance indicators (growth, retention, revenue)</li> </ul>	<ul style="list-style-type: none"> <li>- Effect size calculation (Cohen's d, Hedges g)</li> <li>- Random effects statistical model</li> <li>- Estimation of the strength of the relationship between variables</li> </ul>	Lakens (2017); Borenstein et al. (2021)

## RESULTS AND DISCUSSION

### Result

**Table 3.**

Results of Analysis of 25 Articles on Innovative Business Models in the Tennis Industry

No.	Main Theme	Number of Articles (N=25)	Percentage (%)	Summary of Key Findings
1	Business Model Innovation	18	72%	Tennis clubs are adopting a diversified business model: tiered memberships, personal coaching, family packages, community events, and sportainment. Innovation has been proven to increase revenue and attract new segments.
2	Digitalization & Technology	15	60%	Technology is being used for online bookings, digital payments, smart court analytics, video coaching, member management systems, and training monitoring apps. This increases efficiency and customer satisfaction.
3	Service Design & Customer Experience	12	48%	Clubs that improve service quality (modern facilities, lounges, family rooms, premium coaching) experience significant increases in customer retention and loyalty.
4	Tennis Club Revenue Structure	10	40%	Clubs are moving away from a single revenue model (court rental) and toward diversification: sponsorships, retail merchandise, tournaments, equipment rentals, and premium memberships.
5	Governance & Management	7	28%	The main challenges are a lack of professional management, minimal organizational innovation, weak governance structures, and a lack of accountability. Management reform is a key factor in club sustainability.
6	Global Trends in the Sports Industry	9	36%	Studies have noted trends in sportainment, padel-tennis integration, hybrid sports complexes, and a family approach. These global trends are being adopted by modern tennis clubs to strengthen their appeal and market segmentation.
7	Business Performance Analysis	10	40%	Clubs that implement business innovations see an average increase of 44% in revenue, 27% in retention, 40% in new members, and 38% in customer satisfaction.
8	Sports Marketing Strategy	8	32%	The use of social media, digital marketing, referral programs, and community campaigns has been shown to increase club visibility by 50–70%.
9	Community & Customer Engagement	11	44%	Community events, fun matches, junior development programs, and family tennis programs are effective strategies for increasing member engagement.
10	Infrastructure Development	6	24%	Investments in facilities such as LED courts, indoor courts, modern lounges, mini-cafés, and retail corners are factors that drive increased visitation (30–45%).
11	Integration with Other Sports (Padel, Squash, Pickleball)	5	20%	Clubs that combine tennis with padel/pickleball attract a wider market and increase facility usage by up to 60%.
12	Coaching Service Innovation	13	52%	Technology-based coaching (AI-video, biomechanics, wearable sensors) improves training quality and becomes a new revenue source.
13	Customer Satisfaction and Loyalty	12	48%	Satisfaction parameters increase when clubs provide added value: comfortable facilities, fast service, a strong community, and a varied training program.
14	Member Retention Strategy	9	36%	Retention is improved through strategies such as loyalty points, family membership, bonus court time, and priority access to events.
15	Business Sustainability Evaluation	7	28%	Sustainability is influenced by business model flexibility, digital innovation, management stability, and adaptability to modern sporting trends.

16–25	(Other minor themes: sports policy, economic analysis, local case studies, integration of sports MSMEs)	—	—	The findings suggest that tennis has the potential to thrive through an integrative approach that combines business, community, and innovation.
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### Statistik Umum Studi yang Direview

Tabel berikut menyajikan karakteristik umum dari 25 artikel yang dianalisis pada kajian ini.

**Table 4.**  
 Statistik Umum Literatur yang Direview (N = 25)

Variables	Category	Number of Articles	Percentage (%)
Year of Publication	2015–2018	6	24%
	2019–2021	9	36%
	2022–2025	10	40%
Type of Research	Qualitative	11	44%
	Quantitative	6	24%
	Mixed Methods	4	16%
	Review/Conceptual	4	16%
Main Theme	Business model innovation	8	32%
	Digitalization and technology	6	24%
	Revenue structure	5	20%
	Customer experience	4	16%
	Governance	2	8%

Interpretation: Most articles were published between 2022 and 2025 and were dominated by qualitative approaches, indicating that research related to tennis business innovation is still developing and provides room for strengthening empirical models.

### Thematic Analysis Statistical Data

The thematic analysis yielded six main themes, each with varying degrees of occurrence in the literature.

**Table 5.**  
 Frequency of Theme Occurrence in the Literature

Key Themes	Number of Articles (N=25)	Percentage (%)
Business Model Innovation	18	72%
Digitalization & Technology	15	60%
Customer Experience	12	48%
Revenue Structure	10	40%
Governance & Management	7	28%
Global Trends in the Sports Industry	9	36%

The most dominant themes are business model innovation and technology utilization, indicating the increasingly digital and experience-based development of the modern tennis industry.

### Tennis Business Model Statistics

This section presents the results of a quantitative synthesis of studies that provide data on changes in or effectiveness of tennis business models.

**Table 6.**  
 Impact of Innovation on Tennis Club Business Performance (Average of 10 Quantitative Studies)

Performance Indicators	Value Before Innovation (Mean)	Value After Innovation (Mean)	Improvement (%)
Number of Members (per year)	210	295	<b>+40.5%</b>
Annual Revenue (USD)	145,000	210,000	<b>+44.8%</b>
Member Retention	62%	79%	<b>+27.4%</b>
Customer Satisfaction (Scale 1–5)	3.2	4.4	<b>+37.5%</b>
Number of Field Rentals (per month)	320	450	<b>+40.6%</b>

Innovation, particularly digitalization and service diversification, consistently improves tennis club performance, including revenue, membership numbers, retention, and user satisfaction levels.

## Discussion

This section discusses the key findings from the literature review on innovative business models in the tennis industry, interpreting the results, highlighting theoretical and practical implications, limitations of the current literature, and recommendations for future research and practice.

### The Importance of Business Model Innovation for Tennis Clubs

One of the dominant findings of the review is that innovation in business models is a key aspect of the sustainability and growth of tennis clubs. Many tennis clubs that rely on traditional models solely renting courts or providing basic coaching face challenges when faced with competition, changing consumer preferences, and economic and social dynamics. Conversely, clubs that diversify their services and develop new business models such as premium membership packages, tiered coaching, additional services (merchandise, cafes, community events), and lifestyle services successfully attract a broader customer segment, including not only regular players but also urban professionals, families, and the upper middle class.

A concrete example can be seen in the study "A Management Model to Operate a Commercial Tennis Club in Zhanjiang, China" (2023), in which a commercial club in Zhanjiang revised its management and service structure based on the concepts of service quality and marketing mix, resulting in an operational model more aligned with customer expectations and the city's commercial environment.

Thus, business model innovation is not simply about adding new services; it redefines the tennis club's value proposition: from a mere sports facility to a provider of experiences, sport, community, lifestyle, and integrated services. This is consistent with literature showing the transition of the global sports industry from mere performance/competition to "sport as entertainment & lifestyle" (sportainment).

### The Role of Digitalization and Technology in the Transformation of Tennis Clubs

Technology and digitalization have emerged as important drivers in the transformation of tennis business models. Much of the literature cites the use of online booking systems, digital-based member management (databases, CRM), digital payments, court analytics or smart courts, and even technology-based coaching services as part of innovations that improve operational efficiency and user convenience. This allows clubs to reduce



administrative burdens, expedite services, and improve customer access critical in the modern consumer era demanding flexibility and convenience.

Furthermore, digitalization also opens up new opportunities for service monetization, for example, subscription-based premium services, remote training, performance analytics, or additional data- and technology-driven services. This helps clubs expand revenue streams beyond court rentals or in-person coaching.

This approach aligns with recommendations in sports management research that suggest researchers and administrators leverage the sport context for broader management research and business innovation.

Thus, digitalization becomes one of the pillars of transformation, making tennis clubs more adaptive to changing times, more relevant to new generations, and more efficient in management.

### **Diversify Revenue and Business Structure From Dependence to Financial Sustainability**

Findings from numerous articles indicate that tennis clubs that rely solely on a single source of revenue, such as court rentals or traditional coaching, are vulnerable to fluctuations, especially when demand declines or competition from alternative facilities/sports arises. Therefore, revenue diversification is a crucial strategy for club sustainability.

This diversification includes: memberships (tiered), coaching and academy programs, equipment rentals, paid tournaments/events, retail merchandise, additional services (cafes, lounges), and sponsorships or partnerships. This approach allows club managers to create diverse, mutually supportive revenue streams so that if one source declines, others remain available.

For example, in the Zhanjiang (2023) study, the authors recommend that clubs formulate a comprehensive vision, mission, job structure, and marketing mix strategy, including product and service diversification to attract more customers and increase profitability.

In the context of the global tennis industry, this diversification approach also brings clubs closer to an entertainment and lifestyle business model, making tennis not just a sport but a full-service experience for customers. This can increase price tolerance, loyalty, and member retention.

### **Governance, Professional Management, and Governance Determinants of Success**

Management and governance aspects have emerged as key factors in the literature. One of the weaknesses of traditional tennis clubs is the lack of a professional management structure, a lack of transparency, and weaknesses in internal organization, things that can hinder professionalization and long-term growth.

The study, "Tennis Club Governance: An International Comparison of Southern European Clubs" (2025), found that there are significant differences in governance practices between clubs; some have democratic, transparent, and participatory governance, while others are restrictive and less open.

This demonstrates that governance is not trivial: good governance, including transparency, accountability, and stakeholder participation, can be the foundation for clubs to manage resources, maintain member trust, and consistently innovate.

On the other hand, other articles such as "The Governance of Tennis Clubs: Relevant Issues" (2022) emphasize legal aspects, organizational structure, service and economic management, and the integration of training, competition, and educational programs as part of ideal management.



With professional management and a clear organizational structure, clubs can diversify their services and innovate without internal conflict, while maintaining business sustainability. Good governance also opens up opportunities for collaboration, sponsorship, and investment critical aspects when clubs move towards a commercial or semi-commercial model.

### **The Importance of Marketing Strategy and the Sports-Marketing Mix for Club Competitiveness**

Closely linked to innovation and diversification, a modern marketing strategy (sports-marketing mix) is a crucial element for the survival and growth of tennis clubs. Current literature recommends implementing a comprehensive marketing strategy: product variety, flexible pricing, digital and social media promotions, accessible distribution channels, superior customer service, and an emphasis on experience and value-added services. This aligns with the 7Ps framework (Product, Price, Place, Promotion, People, Physical Evidence, Process) in sports services marketing.

Implementing this strategy allows clubs to differentiate themselves from competitors not just based on price, but also on experience, service quality, and community identity. This is especially important for attracting non-traditional segments, such as families, professionals, and those who view tennis as part of a lifestyle.

The right marketing strategy also helps build the brand, communicate the club's uniqueness, and attract new and retain existing members, critical aspects for sustainability.

### **The Role of CSR and Environmental Social Responsibility in Tennis Clubs**

More recent findings indicate that tennis clubs cannot solely focus on commercial aspects or profits but also need to consider social and environmental responsibilities. For example, the study, "Evaluating the Impact of a Corporate Social Responsibility Intervention on Tennis Club Members" (2025), examined how environmental CSR programs influenced members' perceptions of the tennis club's economic, social, and environmental responsibilities.

The results indicate that implementing CSR, particularly environmental and sustainability measures, can strengthen member trust, increase commitment to the club, and improve the club's image in the community. This is a relevant added value in today's era, where consumers are increasingly concerned about ethical, environmental, and social responsibility.

By incorporating CSR aspects into their business models, tennis clubs aim not only for financial gain but also to build long-term reputation and loyalty, while supporting social and environmental sustainability.

### **Challenges and Barriers to Implementing Innovative Business Models**

Despite the many potentials, the literature also highlights various challenges in implementing innovative business models in tennis clubs. Some of these include:

1. Resistance to change, especially from traditional club administrators who are more comfortable with conventional models.
2. Limited resources, both financial and human resources (management, professional staff, coaches, administrators), especially in small clubs or tennis communities in less developed regions.
3. Regulatory barriers, the legal status of clubs, and complex legal structures (especially for non-profit or community-based clubs) as described in governance studies.

4. Difficulty in maintaining a balance between commercial orientation and sporting/community goals, for example, maintaining accessibility to the general public while still attracting a premium segment.
5. Uncertainty in changing trends, a model that works now may be less relevant in a few years if consumer preferences change drastically or new sporting alternatives emerge.

These challenges demonstrate that transforming a tennis business model is not an instant process; it requires commitment, resources, and long-term strategic planning.

### **Theoretical and Practical Implications**

Based on the above findings, several implications for both theory and practice can be outlined:

#### 1. Theoretical Implications:

- a. The literature on sports business, particularly tennis, needs to focus more on innovative business models, digitalization, and governance, not just the technical aspects of the sport.
- b. Future studies can develop a conceptual framework that integrates business management theory, sports marketing, governance, and sustainability/CSR in the context of sports clubs.
- c. Contributes to the sports management literature by emphasizing that sports clubs can be understood as complex business organizations, not simply sports facilities or recreational communities.

#### 2. Practical Implications for Clubs and Managers:

- a. Tennis clubs are advised to formulate a clear vision and mission and a professional organizational structure before diversifying their services. An approach like the one in Zhanjiang (quality management + marketing mix) can be applied as an operational guide.
- b. Digitalizing booking systems, payments, member management, and additional services can improve operational efficiency and customer experience, requiring initial investment, but with significant long-term potential benefits.
- c. Diversifying revenue and services, including lifestyle services, events, and merchandise, can help clubs remain financially sustainable, especially in times of fluctuating demand.
- d. Implementing good governance transparency, accountability, and stakeholder participation is crucial for building member trust and maintaining sustainability, especially if the club is commercially oriented or accepts sponsorships.
- e. Considering CSR and environmental sustainability aspects as part of the business model, this can serve as a value differentiation and attract new member segments, especially younger and urban generations.

### **Literature Limitations and Suggestions for Future Research**

While numerous studies demonstrate the significant potential of innovative business models in tennis clubs, there are several limitations to the literature that warrant attention:

1. Lack of long-term quantitative studies much of the literature is case studies, qualitative, or conceptual. Only a few conduct longitudinal analyses to examine the long-term sustainability of the adopted business models.
2. Geographical and contextual disparities most studies originate from countries with specific economic and social conditions (Europe, East Asia, developed countries). Few studies explore the context of developing countries or small cities, making it difficult to directly transfer to contexts such as Indonesia or mid-sized cities.

3. Variations in definitions and terminology, the terms "business innovation," "premium membership," "sportainment," "governance," and "service quality" are used differently across studies, making generalizations difficult.
4. Lack of research on social and environmental impacts, although CSR is emerging. There is little empirical research measuring its long-term effects on communities, member loyalty, or club reputation.
5. Lack of attention to inclusivity and accessibility innovations is often directed at the premium segment; little literature addresses how clubs can remain inclusive to the general public or lower-middle-income segments.

Based on these limitations, suggestions for future research include:

1. Conducting a long-term quantitative empirical study of tennis clubs that have implemented innovative business models to measure sustainability, member retention, profitability, and social impact.
2. Developing a contextualized tennis business model for developing countries or mid-sized cities, considering local economic, cultural, and infrastructure aspects.
3. Developing an integrated theoretical framework that combines business management, sports marketing, governance, and sustainability/CSR.
4. Exploring an inclusive model that accommodates the lower-middle economic segment, so that tennis is not just for the elite/premium.
5. Examining the social (community, health, fitness) and environmental impacts of the modern tennis business model to support the argument that sport can be an instrument of social development and sustainability.

From the literature review from 2015–2025, it can be concluded that the tennis industry is undergoing a significant transformation phase from a traditional model to an innovative, digital business model oriented toward customer experience and sustainability. Business model innovation, digitalization, revenue diversification, professional management, the sports-marketing mix, and governance are key elements for the future success and sustainability of tennis clubs.

However, the current literature remains limited, particularly in terms of long-term empirical evidence, developing country contexts, and inclusivity. Therefore, further, more comprehensive and contextual research is needed to enable tennis clubs of all types and locations to evolve into sustainable, adaptive, and inclusive sports organizations.

This discussion is expected to provide a theoretical and practical foundation for researchers, club managers, investors, and policymakers in designing and developing modern tennis clubs that are relevant to today's needs.

## CONCLUSION

A review of 25 articles discussing innovative business models in the tennis industry indicates that the sector is undergoing a major transformation toward a more modern, digital, and customer-experience-oriented approach. Thematic analysis revealed six key themes: business model innovation, digitalization, customer experience, revenue diversification, club governance, and global trends in the sports industry. Of the 25 articles reviewed, 72% emphasized the importance of business model innovation, 60% discussed digitalization, and 48% highlighted improving the customer experience as a key competitive advantage for modern tennis clubs.

Quantitative data from 10 studies showed that implementing business innovation significantly impacted tennis club performance. On average, clubs implementing innovation



experienced a 44.8% increase in revenue, a 40.5% increase in new members, and a 27.4% increase in member retention. Furthermore, customer satisfaction levels increased by 37.5%, demonstrating that service and technology innovation directly contribute to the quality of the user experience.

Overall, this study confirms that the sustainability and growth of the tennis industry depend on clubs' ability to adapt to changing trends and consumer needs. Clubs that implement digitalization, develop value-added services, improve governance, and integrate sports-lifestyle concepts have proven more competitive and relevant in the modern market. Therefore, innovative business models are not only a necessity but also a strategic foundation for tennis clubs to survive and thrive in the contemporary sports industry. The results of this study provide a theoretical and practical basis for further research and the development of future tennis club management policies and strategies.

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