

ETTU Strategic Plan 2023–2028

Implementation Report 2026

Introduction

The ETTU Strategic Plan 2023–2028 sets the direction of the European Table Tennis Union for six years. It is organised in five focus areas: Governance, Competition, Development, Marketing & Revenue, and Our Community. The Implementation Plan translates each area into objectives, and each objective into measurable benchmarks with a target and, where defined, a timeframe.

This report presents the status of the Implementation Plan as of October 2026, at the midpoint of the Strategic Plan. Progress has been recorded by the ETTU throughout the period in a central tracker. The tracker is updated as events take place, decisions are made and new data becomes available. This report reproduces that record in full: 155 benchmarks across the five focus areas. Each focus area opens with a short overview of the main results. It is followed by a table for every objective, listing each benchmark with its target, timeframe, current status and the result or evidence behind it.

The following statuses are used:

- **Attained** – the target has been met.
- **In process** – work is under way, but the target has not yet been met.
- **Not attained yet** – the target has not been met and no significant progress has been made so far or there has been progress but the benchmark is still far to be attained.
- **Discontinued** – the action has been stopped, either because circumstances have changed or because the approach proved unsuitable. The reason is given in the table.
- **N/A** – the benchmark cannot be assessed yet, usually because it depends on another action that has not been completed.

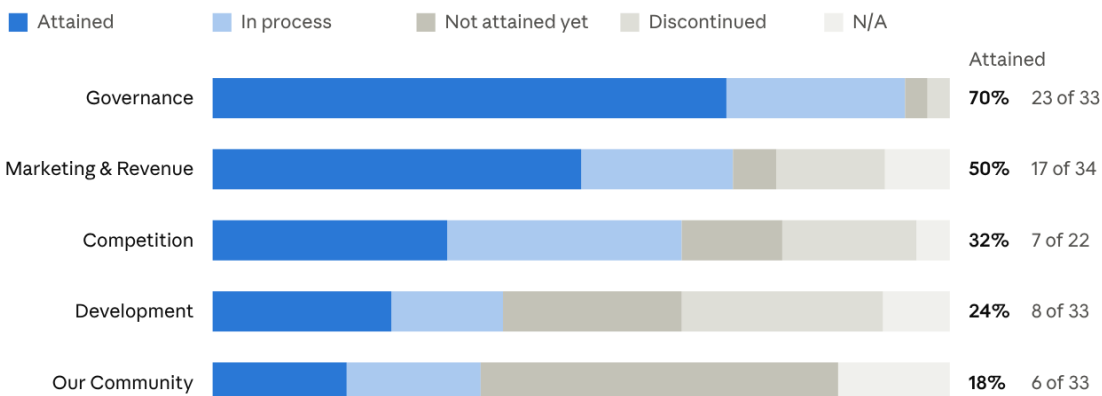
Several targets were set in 2023 under different conditions. Where ETTU has chosen a different route to reach the same goal, this is explained in the result column.

Overall progress

61 of the 155 benchmarks (39%) are attained and another 33 (21%) are in process. 30 are not attained yet, 19 have been discontinued and 12 cannot be measured yet.

Governance is furthest ahead, Our Community furthest behind

61 of 155 benchmarks attained (39%), by focus area, October 2026



Governance

Governance covers transparency, relations with ITTF and other continental federations, sustainability, the structure of the organisation, finances and internal operations. It is the most advanced area of the plan, with 23 of 33 benchmarks attained, 8 in process, 1 not attained yet and 1 discontinued.

Transparency targets are fully met: press releases follow every meeting and all EB minutes are published. Relations with ITTF Development have moved to almost daily contact, and attendance at the Continental Forum in London reached 79% of European MAs. The financial targets are met: reserves cover one year of staff salaries, the 2027 budget reaches EUR 2 million in confirmed income, and no single source exceeds 30% of the total. The main open points are a formal internal reporting and feedback system, the reduction of private vehicles at events, and a full review of the constitution.

Objective 1: Guarantee good governance practices in all areas (transparency, accountability, responsibility and integrity) while providing leadership.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-01.1	% of press releases published on meetings (success = 100%)		Attained	100% – press release published after every meeting.
GOV-01.2	% of EB minutes published on the webpage (success = 100%)		Attained	100% – all EB minutes published on the ETTU website.
GOV-01.3	All staff/volunteers informed and aware of job descriptions/responsibilities (success = 100%)		Attained	100% – all staff and volunteers informed of their job descriptions and responsibilities.
GOV-01.4	Number of reports of misconduct (success = 0)		Attained	No misconduct reports involving EB members, staff or direct members. Reports received concern external collaborators only (e.g. umpires).
GOV-01.5	Negative feedback from stakeholders (YES/NO)		Attained	No negative feedback received.

Objective 2: Build and maintain strong relations with ITTF, working closely to develop Table Tennis in Europe while ensuring the autonomy and independence of ETTU.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-02.1	Monthly meetings WTT (success = 12 = 100%)	Short (2023-24)	Discontinued	Following management changes at ITTF and WTT, monthly meetings have not yet been reestablished. Regular communication is maintained.
GOV-02.2	Quarterly meetings ITTF Development (success = 4 = 100%)	Short (2023-24)	Attained	Collaboration with ITTF Development has strengthened; communication now takes place weekly.
GOV-02.3	% of European MAs attending Summit (success = 75%)	Mid (2025)	Attained	79% of European MAs attended the Continental Forum in London.
GOV-02.4	Positive feedback (YES/NO)		In process	Good working relations in place.
GOV-02.5	Effective joint initiatives (qualitative)		Attained	Joint initiative delivered: Continental Forum, London 2026.

Objective 3: Prioritise sustainability during the decision-making process and the organisation of activities and events.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-03.1	Events with no private vehicles (success = 50% of annual events)		In process	50% target not yet reached.
GOV-03.2	Events with no single-use plastic (success = 90% of annual events)		Attained	Included in the event directives as a mandatory requirement for LOCs.
GOV-03.3	Sustainable catering (success = 100% of senior events)		Attained	Included in the event directives as a mandatory requirement for LOCs.
GOV-03.4	Actions on raising awareness (qualitative)		In process	Internal webinar on sustainability held. Next step: a webinar for member associations.

Objective 4: Streamline the flow of communication and decision-making by optimising the structure of the Executive Board, Committees and Commissions.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-04.1	Review of structure (YES/NO)		Attained	Review completed in 2024.
GOV-04.2	Update of regulations and terms of reference (YES/NO)		Attained	Terms of reference created and updated in 2024.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-04.3	Implementation of formal reporting structure (YES/NO)		In process	Different methods and tools being tested; the most suitable option for the size and needs of the organisation has not yet been identified.
GOV-04.4	Feedback/evaluation on performance and optimisation (qualitative)		In process	Different methods and tools being tested; the most suitable option for the size and needs of the organisation has not yet been identified.

Objective 5: Ensure the financial health of ETTU by maintaining an appropriate level of reserves.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-05.1	Reserves sufficient to cover one year of staff salaries with no revenue (YES/NO)		Attained	Attained in 2024.
GOV-05.2	Annual income growth (target: EUR 2 million annual income)		Attained	Reflected in the 2027 budget, based on confirmed deals rather than projections.
GOV-05.3	Income Diversification Index (target: no		Attained	The largest income sources (event

Ref	Benchmark	Timeframe	Status	Result and evidence
	single source > 30% of total income)			sponsorship and betting rights) each remain below 30%.

Objective 6: Maintain involvement in European international multisport organisations, ensuring Table Tennis remains a key partner in major European events.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-06.1	Involvement in multisport events (YES/NO)		Attained	Agreements with EPC, EG and ECM.
GOV-06.2	Complete data analysis of current media reach of ETTU competitions (YES/NO)		Attained	Full media reach reports produced by an independent analytics company after every major event.
GOV-06.3	Media reach/impression s/mentions of TT within a multisport event vs. as a sole event (success = TBD)		In process	ETTU will be involved in EPC 2027 and EG 2027. Data will be compared after these events.

Objective 7: Secure event delivery and efficient implementation of daily activities by optimising internal operations and keeping working plans up to date.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-07.1	Implement weekly team meetings (YES/NO)		Attained	Weekly team meetings in place; staff communication optimised.
GOV-07.2	Active involvement of team members in meetings (qualitative)		Attained	Collaborative agendas shared before meetings, separate meetings by department, and annual in-person meetings to review main areas of action and bottlenecks.
GOV-07.3	Successful implementation/solution of identified issues (qualitative)		In process	Internal communication improved through shared documents and files. There is still room for improvement, particularly in top-down information flow.
GOV-07.4	Feedback from staff members (qualitative)		In process	Staff feedback is received mostly through informal channels; this area can be further developed.

Objective 8: Keep building international relations with other continental federations to ensure cooperation in the pursuit of common goals.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-08.1	Quarterly communication with counterparts of continental presidents/federations (success = 4 = 100%)		Attained	Regular communication maintained.
GOV-08.2	Successful initiatives implemented by intercontinental partnerships (qualitative)		Attained	Close cooperation with other continents, particularly on policy implementation and AGM propositions.

Objective 9: Continuously review and update the ETTU constitution to ensure it follows worldwide best practices.

Ref	Benchmark	Timeframe	Status	Result and evidence
GOV-09.1	Create a task force to review the constitution (YES/NO)		Not attained yet	Under discussion. The constitution is reviewed annually and amended through Congress, but a full review has not yet taken place.
GOV-09.2	Compliance with international standards (YES/NO)		In process	Compliance supported by the international audit and ITTF feedback. A formal ASOIF

Ref	Benchmark	Timeframe	Status	Result and evidence
				governance assessment has not been carried out.
GOV-09.3	Annual assessment and review (YES/NO)		Attained	Constitutional amendments proposed annually.

Competition

Competition covers access to European events for all Member Associations, the European Tour and Ranking, club competitions, Para table tennis events, event standards and competition systems. Of 22 benchmarks, 7 are attained and 7 are in process; 3 are not attained yet, 4 have been discontinued and 1 is not applicable.

The European Ranking gives international recognition to 349 senior players who do not appear in the WTT ranking. The Champions League Final 4 is in place for men and women, and the Men's Champions League has a title sponsor. A formal European Tour has not been created, but MA-organised open tournaments awarding ranking points are forming one organically. Final stages for all club competitions and the Para U-23 events were discontinued after consultation and lack of interest. The first European Para Championships under ETTU will take place in Geneva in 2027.

Objective 10: Ensure all Member Associations have opportunities to compete internationally in European events by creating and maintaining a fair system for all.

Ref	Benchmark	Timeframe	Status	Result and evidence
COM-10.1	All ETTU MAs compete in ETTU events annually (success = 75%)	Mid (2025)	Attained	87'9% in the past year.

Ref	Benchmark	Timeframe	Status	Result and evidence
COM-10.2	All ETTU MAs compete in ETTU events annually (success = 90%)	Long (2028)	Not attained yet	87.9% in the past year.

Objective 11: Develop a European Tour recognised as a high-standard series of tournaments so all European players have sufficient international competitive opportunities.

Ref	Benchmark	Timeframe	Status	Result and evidence
COM-11.1	Creation of the European Tour (YES/NO)		In process	A formal European Tour has not been created. However, MA-organised open tournaments awarding ranking points have grown to the point that a tour is forming organically. Next step: standardise its structure and promotion.
COM-11.2	% of MAs participating (target TBD after creation of the Tour)		In process	Data comparison will start once these tournaments are established as regular ETTU-sanctioned ranking events.
COM-11.3	% of MAs not regularly in international events participating in		In process	Data comparison will start once these tournaments are established as regular ETTU-

Ref	Benchmark	Timeframe	Status	Result and evidence
	the European Tour (target TBD)			sanctioned ranking events.
COM-11.4	Variety of host associations (target TBD)		Attained	7 different associations for the senior ranking sanctioned events in 2027
COM-11.5	Marketing reach (target TBD)		N/A	No marketing targets set, as the tournaments are organised independently by MAs as ETTU-sanctioned events.

Objective 12: Create a European Ranking to guarantee more European players have similar opportunities to measure their performance.

Ref	Benchmark	Timeframe	Status	Result and evidence
COM-12.1	Consistency and accuracy of the ranking (qualitative)		In process	The ranking is reviewed continuously, with regular adjustments to improve consistency and fairness.
COM-12.2	Number of players competing internationally who are not represented in the World Ranking (success = $X > 0$)		Attained	Seniors (ETTU ranking, October 2026): 215 men and 134 women from 45 MAs are ranked by ETTU but not in the WTT ranking.

Objective 13: Honour the European club system while lightening the calendar for top players: develop a new club competition system, more attractive and rewarding for players, clubs and fans.

Ref	Benchmark	Timeframe	Status	Result and evidence
COM-13.1	Implement Final 4 in Champions League (YES/NO)	Short (2023-24)	Attained	Implemented for men and women.
COM-13.2	Implement a Final Stage in all club competitions (success = 50%)	Mid (2025)	Discontinued	Following consultation with clubs, a final stage in all club competitions is not considered beneficial at this stage. Final stage events are in place for the Champions League and Europe Trophy.
COM-13.3	Implement a Final Stage in all club competitions (success = 100%)	Long (2028)	Discontinued	Following consultation with clubs, not considered beneficial at this stage, as the costs to clubs would outweigh the benefits.
COM-13.4	Bring title (naming) sponsors for each club competition		Not attained yet	Title sponsor secured for the Men's Champions League.

Objective 14: Integrate Para Table Tennis within the ETTU events structure, organising the European Championships under the ETTU umbrella.

Ref	Benchmark	Timeframe	Status	Result and evidence
COM-14.1	Organise European Para TT U-23 Challenge (YES/NO)	Short (2023-24)	Discontinued	Attempted, but there was insufficient interest and participation to run the competition.
COM-14.2	Organise European Para TT U-23 Championships (YES/NO)	Mid (2025)	Discontinued	Attempted, but there was insufficient interest. A U23 Para Table Tennis camp is held annually instead.
COM-14.3	Organise European Para TT Championships (YES/NO)	Long (2028)	In process	First edition scheduled in Geneva, 2027.
COM-14.4	Increase of media coverage in Para events (success = TBD)		Not attained yet	Event and media coverage to start in 2027.

Objective 15: Ensure European Championships of all age categories are events that meet the highest standards of our sport.

Ref	Benchmark	Timeframe	Status	Result and evidence
COM-15.1	Create standardised guidelines for event organisers (YES/NO)		Attained	Directives for all ETTU events modernised and streamlined.
COM-15.2	Feedback and compliance of organisers on these guidelines (qualitative)		In process	Organisers find the guidelines demanding, but most comply where financially possible.
COM-15.3	Feedback from players, coaches and stakeholders (qualitative, survey)		In process	No successful survey implemented yet. Surveys on gender equality and event delivery at the European Championships 2025 (Zadar) and European Youth Championships 2026 (Gondomar) were voluntary, and participation was too low to be representative.

Objective 16: Create playing and competition systems that are sustainable, attractive and cost-efficient for our LOCs and participating delegations.

Ref	Benchmark	Timeframe	Status	Result and evidence
COM-16.1	Develop a cost-effective system enabling all MAs to participate in a European Team Championships event (YES/NO)		Attained	Stage 1 and Final Stage format implemented for the European Team Championships.
COM-16.2	Periodical review of competition models, volume of participation and athlete wellbeing (YES/NO)		Attained	Youth competitions survey conducted in 2026 with outstanding MA participation; working group created to review the results.

Development

Development covers young talents, coach education and mentoring, gender equality, support to Member Associations, new forms of the sport, young Para athletes and grassroots table tennis. It is the area with the most change since 2023. Of 33 benchmarks, 8 are attained and 5 are in process; 8 are not attained yet, 9 have been discontinued and 3 cannot be assessed yet.

Mentoring for coaches is delivered every year through the My Gender My Strength and Learn from the Best programmes, and online coach education was launched with Ascent Academy, with coaches from 11 MAs completing the first edition. Gender-sensitive training was offered to staff, the EB, committee chairs and MAs through the GAP Women project. Most discontinued benchmarks relate to virtual table tennis, which was paused after one edition, and to the Para U-23 Championships, which did not attract sufficient interest. Data on gender-equality actions in MAs and on Para participation remains limited.

Objective 17: Ensure the next generations of players win more medals at the Olympic Games and World Championships by supporting and providing high-level practice opportunities to young talents.

Ref	Benchmark	Timeframe	Status	Result and evidence
DEV-17.1	Review Eurotalents programme (YES/NO)	Short (2023-24)	Not attained yet	The Eurotalents programme has not been reviewed or modified; additional programmes have been introduced.
DEV-17.2	Increase budget for scholarships and grants to top young talents (success = increase 50%)		In process	Overall budget increased to include Para TT players; support per scholarship not yet increased.
DEV-17.3	Double the medals achieved by players in the ETTU DP programme at the Youth Olympic Games in Dakar (success = 2)	Long (2028)	In process	The event has not taken place yet.

Objective 18: Develop a culture of professionalisation, communication and knowledge-sharing among coaches and Member Associations to increase the level of the whole continent.

Ref	Benchmark	Timeframe	Status	Result and evidence
DEV-18.1	Create and allocate funds to the mentorship programme (YES/NO)		Attained	The My Gender My Strength and Learn from the Best programmes provide annual mentorship to coaches.
DEV-18.2	Feedback from mentors and mentees (qualitative)		Attained	Positive feedback from mentors and mentees through informal channels.
DEV-18.3	Create a recognition/awards programme (YES/NO)		Not attained yet	No sustainable model identified yet.

Objective 19: Be the leading Continental Federation in gender equality - in player participation and among coaches, officials, administrators, umpires and referees.

Ref	Benchmark	Timeframe	Status	Result and evidence
DEV-19.1	Provide courses and gender-sensitive training to staff, EB members and committee chairs (YES/NO)	Short (2023-24)	Attained	Online course delivered through the GAP Women project.
DEV-19.2	Attendance rate on the programmes (success = 100%)		Not attained yet	Course was not mandatory; completion rate was moderate.

Ref	Benchmark	Timeframe	Status	Result and evidence
DEV-19.3	Feedback on the contents of the programmes (qualitative)		Attained	Very positive feedback; participants praised the content and intuitive structure.
DEV-19.4	Provide courses and gender-sensitive training to MAs (YES/NO)	Mid (2025)	Attained	Online course delivered through the GAP Women project; participation was moderate.
DEV-19.5	Number of MAs implementing specific gender-equality actions and programmes (success = 50%)		Not attained yet	Data not yet available.
DEV-19.6	Double women's representation in all areas where under-represented - umpires, coaches, delegates (YES/NO)	Long (2028)	In process	Data will be collected and compared at the end of the plan period.

Objective 20: Attain sustainable growth in the continent by delivering tailored support to Member Associations.

Ref	Benchmark	Timeframe	Status	Result and evidence
DEV-20.1	Increase the number of MAs organising NAAP projects (success = increase 25%)		Not attained yet	NAAPs are now run through the Participation Programme. The number of MAs organising projects has not increased.

Ref	Benchmark	Timeframe	Status	Result and evidence
DEV-20.2	Increase the budget of support for each project (success = increase 50%)		Attained	Support per project unchanged, but the total budget for this type of project has increased. Reimbursement depends on activity type and criteria met.

Objective 21: Explore and promote new trends - technology for table tennis, virtual table tennis, outdoor table tennis - to attract new players and eventually create new events.

Ref	Benchmark	Timeframe	Status	Result and evidence
DEV-21.1	Organise virtual table tennis competitions (YES/NO)	Short (2023-24)	Discontinued	One edition held successfully with an in-person final event. Currently discontinued while the development of the discipline is monitored.
DEV-21.2	Organise street/outdoor table tennis events (YES/NO)	Short (2023-24)	Not attained yet	No suitable model yet identified within the ETTU structure.
DEV-21.3	Organise virtual TT competitions with an in-person final stage (YES/NO)	Mid (2025)	Discontinued	Attained; currently discontinued.
DEV-21.4	MA participation in virtual TT competitions	Mid (2025)	Discontinued	Not attained: participation was moderate and mostly (50%)

Ref	Benchmark	Timeframe	Status	Result and evidence
	(success = 50% of MAs)			from the same MA.
DEV-21.5	Organise European Virtual Table Tennis Championships (YES/NO)	Long (2028)	Discontinued	On hold for the time being.
DEV-21.6	Organise European Street/Outdoor Table Tennis Championships (YES/NO)	Long (2028)	Not attained yet	No suitable model yet identified within the ETTU structure.
DEV-21.7	MAs organising national/local events of these two practices (success = 50%)	Long (2028)	Discontinued	

Objective 22: Develop a support base so associations can increase the level and the number of young Para athletes.

Ref	Benchmark	Timeframe	Status	Result and evidence
DEV-22.1	Double the number of MAs attending Para U-23 camps (YES/NO)	Long (2028)	In process	Participation is stable but comes from the same associations, with no growth so far. Growth is expected following the integration of the European Para TT Championships into the ETTU structure.
DEV-22.2	Players from 25 MAs participating in Para U-23	Mid (2025)	Discontinued	

Ref	Benchmark	Timeframe	Status	Result and evidence
	Championships (YES/NO)			
DEV-22.3	Organise seminars focusing on Para Table Tennis (YES/NO)	Long (2028)	Not attained yet	Planned for next year.
DEV-22.4	Feedback from attendees of the seminars (qualitative)		N/A	
DEV-22.5	Players from 30 MAs participating in European Para U-23 Championships (YES/NO)	Long (2028)	Discontinued	
DEV-22.6	Players participating in European Para U-23 Championships (success > 100)	Long (2028)	Discontinued	
DEV-22.7	At least 1/3 of participants are women (YES/NO)		Discontinued	

Objective 23: Encourage and promote table tennis at grassroots level, supporting MAs and offering tools for the promotion and education of coaches in this area.

Ref	Benchmark	Timeframe	Status	Result and evidence
DEV-23.1	Create a toolkit of best practices (YES/NO)		In process	Toolkit in preparation.
DEV-23.2	Feedback on the content of the toolkit (qualitative)		N/A	
DEV-23.3	Number of practices from the toolkit implemented/replicated within other MAs (success = TBD)		N/A	
DEV-23.4	Create an educational online platform (YES/NO)	Long (2028)	Attained	Online coach education launched in collaboration with Ascent Academy.
DEV-23.5	Number of coaches from different MAs using the online learning platform (success = TBD)	Long (2028)	Attained	Coaches from 11 MAs completed the first edition.

Marketing & Revenue

Marketing & Revenue covers brand awareness, social media and digital marketing, streaming and broadcasting, the attractiveness of events, promotion platforms for athletes, and sponsorship and other revenue. Half of the 34 benchmarks are attained; 7 are in process, 2 are not attained yet, 5 have been discontinued and 3 cannot be assessed yet.

Social media targets have largely been met: Instagram reached 110k followers in October 2026, ahead of the 100k target for 2025, and the reach and engagement

targets were met. Broadcasting deals now cover 33 countries and territories, and the title sponsorship of the Men's Champions League has delivered the 25% increase in sponsorship revenue set for 2028. ETTU.tv is no longer developed; matches are streamed on YouTube in countries without a TV deal, which is why the related benchmarks are discontinued. TikTok growth, new sponsors and an awards programme remain open.

Objective 24: Continue developing existing brand awareness and monitoring it to ensure proper implementation in all events and communication channels.

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-24.1	Consistency in visual branding elements (qualitative)		Attained	Branding guidelines included in event directives; being extended to the Women's Champions League from this season.
MKT-24.2	Daily updated webpage, Facebook and Instagram (YES/NO)		Attained	Attained.
MKT-24.3	50k followers on Instagram in 2023 (YES/NO)	Short (2023-24)	Attained	Attained.
MKT-24.4	Maintain reach and followers on Facebook (YES/NO)		Attained	Facebook reach increased, with growth in followers and engagement of over 24% compared to the previous year.
MKT-24.5	100k followers on Instagram in 2025 (YES/NO)	Mid (2025)	Attained	110k followers as of October 2026.

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-24.6	Improve mobile device responsiveness of the webpage (qualitative)		In process	Mobile responsiveness under continuous improvement.
MKT-24.7	Optimise webpage elements and improve search rankings (success = increase in organic traffic 30%)		In process	SEO and SEM strategies being implemented; significant increase in traffic during events.

Objective 25: Create awareness and grow the fanbase for European Table Tennis through social media, digital marketing, content generation and event promotion.

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-25.1	Hire a dedicated social media staff member (YES/NO)	Short (2023-24)	Attained	Attained; the team now has two staff members (social media and digital content).
MKT-25.2	Steady 700k reach in a 30-day period on Instagram (YES/NO)	Short (2023-24)	Attained	
MKT-25.3	Account engagement on Instagram of 65k per month (YES/NO)	Short (2023-24)	Attained	
MKT-25.4	Create TikTok channel (YES/NO)	Short (2023-24)	Attained	

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-25.5	10k followers on TikTok in 2023 (YES/NO)	Short (2023-24)	Attained	
MKT-25.6	100k followers on Instagram in 2025 (YES/NO)	Mid (2025)	Attained	110k followers as of October 2026.
MKT-25.7	Steady 1M reach in a 30-day period on Instagram in 2025 (YES/NO)	Mid (2025)	Attained	
MKT-25.8	Account engagement on Instagram of 150k per month in 2025 (YES/NO)	Mid (2025)	Attained	
MKT-25.9	200k followers on TikTok in 2025 (YES/NO)	Mid (2025)	Not attained yet	TikTok is growing more slowly than other platforms; new strategies are being tested continuously.

Objective 26: Grow the global reach of European Table Tennis by strengthening our streaming and broadcasting channels.

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-26.1	Double the number of online viewers on the ETTU OTT channel (ETTU.tv) (YES/NO)		Discontinued	All matches currently streamed on YouTube in countries without TV deals, in line with the strategy to grow the casual fan base.
MKT-26.2	Implementation of new features in		Discontinued	

Ref	Benchmark	Timeframe	Status	Result and evidence
	the OTT channel (YES/NO)			
MKT-26.3	Feedback on these new features (qualitative)		Discontinued	

Objective 27: Continue to improve European events by making them more attractive, engaging and exciting to reach new audiences and partners.

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-27.1	Double the number of online viewers on the ETTU OTT channel (ETTU.tv) (YES/NO)		Discontinued	
MKT-27.2	Event attendee feedback (qualitative)		In process	No formal channel yet in place for participant feedback.
MKT-27.3	Usage data from in-event technology (success = TBD)		In process	Various fan engagement tools tested at main events, with moderate success.
MKT-27.4	Identify geographical locations of the audience and grow where low (success = TBD)		In process	YouTube viewership data analysed to identify target areas; working with a media rights company to sell TV rights.

Objective 28: Create new platforms of promotion for the athletes and the key actors of our sport.

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-28.1	Create an awards programme (YES/NO)		Not attained yet	No sustainable financial model identified yet to implement the programme.
MKT-28.2	Secure at least 5 major media mentions/features about the awards programme (YES/NO)		N/A	
MKT-28.3	Increase in website traffic during/after the events (success = 25% increase)		N/A	
MKT-28.4	Secure a title sponsor for the awards programme (YES/NO)	Long (2028)	N/A	

Objective 29: Identify and explore new revenue opportunities already in place in other sports to generate income for ETTU and its partners and suppliers.

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-29.1	Creation of new sponsorship packages (YES/NO)		Attained	Sponsorship packages simplified, adapted and updated.

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-29.2	Securing sponsors through new packages (success > 1)		In process	Not attained yet; work in progress.
MKT-29.3	Double audience in OTT channel (YES/NO)		Discontinued	Events currently streamed on YouTube.
MKT-29.4	Increase total viewership numbers of competitions and events (success = increase 50%)		Attained	Exponential growth in viewership, see media reports.
MKT-29.5	Expand geographic reach by securing international broadcasting deals (success >10)		Attained	International broadcasting deals in place: Germany, Andorra, Armenia, Austria, Azerbaijan, Belarus, Denmark, Slovenia, France, Georgia, Guadeloupe, French Guiana, Kazakhstan, Kyrgyzstan, Martinique, Mauritius, Mayotte, Moldova, Monaco, French Polynesia, Portugal, Réunion, Romania, Russia, Saint Barthélemy, Saint Martin, Saint Pierre and Miquelon, Sweden, Switzerland, Tajikistan, Turkmenistan,

Ref	Benchmark	Timeframe	Status	Result and evidence
				Uzbekistan, Wallis and Futuna.

Objective 30: Establish solid alliances with sponsors, organisers, partners and suppliers, maximising sponsorship opportunities and enhancing promotion platforms.

Ref	Benchmark	Timeframe	Status	Result and evidence
MKT-30.1	Achieve a 25% increase in sponsorship revenue (YES/NO)	Long (2028)	Attained	Achieved through the title sponsorship of the Men's Champions League.
MKT-30.2	Broaden alliances by partnering with at least 2 new industries or sectors (YES/NO)	Long (2028)	In process	Not attained yet.

Our Community

Our Community covers communication with and between Member Associations, education and dual careers for players, information to members, the veteran community, gender equality, match officials, the integration of Para table tennis and social inclusion. It is the area with the least progress so far. Of 33 benchmarks, 6 are attained and 6 are in process; 16 are not attained yet and 5 cannot be assessed yet.

The Umpires & Referees Committee programme has been delivered in full, including courses in countries with few officials and programmes for female officials. The GAP Women campaign reached 90,000 combined engagements, above the 50,000 target, and the ETTU website has been renovated. Many of the remaining benchmarks depend on resources not yet available or on work that is only now coming together, such as the completion of the new website and the integration of Para table tennis from 2027. The integration of Para table tennis within Member Associations and social inclusion are the furthest behind.

Objective 31: Improve and strengthen the communication channels with the Member Associations, ensuring the priorities of the whole community are aligned.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-31.1	Organise 2 annual knowledge-sharing events - webinars/workshops (success = 50% of MAs attending)		Not attained yet	No events of this kind organised yet; under consideration.
CMTY-31.2	Renovate Member Area (YES/NO)		In process	Planned as the next step in the website development.
CMTY-31.3	Feedback on the renovated Member Area (qualitative)		N/A	

Objective 32: Promote and enable communication, collaboration and knowledge sharing among the associations, offering the appropriate channels and tools.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-32.1	Provide funding for joint-association initiatives (YES/NO)		Attained	Additional support provided to MAs organising joint initiatives under the development programme.
CMTY-32.2	Creating an awards programme (YES/NO)		Not attained yet	Working on a sustainable implementation model.
CMTY-32.3	Secure at least 5 major media mentions/feature		N/A	

Ref	Benchmark	Timeframe	Status	Result and evidence
	s about the awards programme (YES/NO)			

Objective 34: Provide education opportunities in administration, events management and leadership to support dual careers and keep players linked to the sport after retirement.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-34.1	Creation of an internship programme for former athletes (YES/NO)		Not attained yet	Under consideration.
CMTY-34.2	Create a dual-career programme for players (YES/NO)		Not attained yet	Under consideration.
CMTY-34.3	Number of players benefiting from the programmes (success = TBD)		N/A	
CMTY-34.4	Feedback on the programme (qualitative)		N/A	

Objective 35: Guarantee that Member Associations are adequately informed of ETTU daily activities, development programmes and the structural support ETTU can offer.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-35.1	Renovate ETTU webpage (YES/NO)		Attained	New webpage in place.
CMTY-35.2	Website usability score of at least 8/10 after renovation (YES/NO)		In process	Website development not yet complete; testing to follow.
CMTY-35.3	Mobile-friendly score of at least 90/100 on Google's Mobile-Friendly Test (YES/NO)		In process	Website development not yet complete; testing to follow.
CMTY-35.4	Increase average time spent on the new webpage within one year (success = increase > 15%)		In process	Website development not yet complete; testing to follow.
CMTY-35.5	Maintain newsletter open rate above 35% (YES/NO)		Not attained yet	Currently below 15%.
CMTY-35.6	Create an ETTU app (YES/NO)	Long (2028)	Not attained yet	

Objective 36: Continue nourishing the relationship with the veteran community and delivering top-class European Championships.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-36.1	Create and launch a minimum of 2 marketing campaigns in the year before the event (YES/NO)		Attained	Marketing campaigns delivered before every major event.
CMTY-36.2	10,000 social media engagements on campaign posts (YES/NO)		Not attained yet	Paid social media campaigns for the European Veterans Championships did not achieve the expected results.
CMTY-36.3	Provide live streaming on final competition days (YES/NO)		Not attained yet	No sustainable financial model identified yet.
CMTY-36.4	Increase in new participants to the event (success = increase > 30%)	Long (2028)	In process	To be evaluated after the European Veterans Championships 2027.

Objective 37: Develop a culture of diversity and gender equality, encouraging female representation in all Member Associations.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-37.1	Double the number of female delegates at the Congress (YES/NO)	Long (2028)	Not attained yet	No significant increase in female delegates at Congress during the current period.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-37.2	Reach/impact of collaborations with other organisations (success = engagement > 50,000 combined)		Attained	GAP Women campaign: combined engagement of 90k across all partners' publications.
CMTY-37.3	Implement at least two best practices/policies promoting gender equality and diversity (success > 2)		Not attained yet	Portrayal guidelines implemented (1 of 2 target practices, 50%).

Objective 38: Ensure both the quantity and quality of young umpires and referees by supporting and promoting courses and educational programmes.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-38.1	Organise courses in countries with low numbers of match officials or pass rates below 30% (success > 4 courses)		Attained	Full URC programme implemented.
CMTY-38.2	Fund at least 2 programmes proposed by the Umpires & Referees Committee targeting female officials (YES/NO)		Attained	At least 3 URC programmes funded through the annual development budget.

Objective 39: Support the full integration of Para Table Tennis into the governance, management, events and structure of ETTU Member Associations.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-39.1	Provide specialised coaching courses or resources for Para TT coaches (YES/NO)		Not attained yet	Under consideration.
CMTY-39.2	MAs including Para TT representatives in their decision-making bodies (success = 50%)		Not attained yet	Data not yet available. This area is behind schedule and should be a priority for the remaining two years of the plan.
CMTY-39.3	Growth in audience reach across media channels related to Para TT athletes (success = TBD)		In process	First ETTU Para Table Tennis event scheduled for 2027.

Objective 40: Stimulate the use of Table Tennis as a tool for inclusion and the insertion of disadvantaged groups in the communities.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-40.1	Create and publish instructional videos and training manuals (YES/NO)		Not attained yet	No initiatives implemented yet due to budget and time constraints. Planned as a next step following the integration of Para TT.

Ref	Benchmark	Timeframe	Status	Result and evidence
CMTY-40.2	Feedback from coaches and volunteers using online resources (qualitative)		N/A	
CMTY-40.3	Provide funding for research studies on social inclusion impact (YES/NO)		Not attained yet	No initiatives implemented yet due to budget and time constraints. Planned as a next step following the integration of Para TT.
CMTY-40.4	Collect data and measure impact on social inclusion (self-esteem, social skills, community engagement) (YES/NO)		Not attained yet	No initiatives implemented yet due to budget and time constraints. Planned as a next step following the integration of Para TT.
CMTY-40.5	Organise outreach events or tournaments with partner organisations (YES/NO)		Not attained yet	No initiatives implemented yet due to budget and time constraints. Planned as a next step following the integration of Para TT.

Next steps

For the remaining two years of the Strategic Plan, the record points to the following priorities:

1. **Para table tennis.** Deliver the first European Para Championships under ETTU in Geneva in 2027 and use it as the basis for coaching courses, seminars, data on Para representation in Member Associations and media coverage.
2. **Communication with Member Associations.** Launch the knowledge-sharing webinars, renovate the Member Area and improve the newsletter open rate.
3. **Feedback systems.** Introduce regular and simple channels to collect feedback from staff, organisers, players, coaches and spectators, which several qualitative benchmarks depend on.
4. **European Tour.** Give the open tournaments that already award ranking points a common structure, calendar and promotion.
5. **Revenue.** Secure new sponsors through the updated packages and title sponsors for the remaining club competitions, and establish partnerships with at least two new industries.
6. **Gender equality.** Collect data from Member Associations and increase the number of female delegates at Congress.
7. **Social inclusion.** Start the outreach and education actions that have not yet begun.

Several results can only be measured after the events of 2027, including the European Para Championships, the European Games and the European Veterans Championships, and will be included in the next update.