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Mechanisms and Strategic Pathways for the High-Quality Development of China's Tennis Industry in the Era of Sports Consumption Upgrading

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Abstract: This study systematically examines the high-quality development of China's tennis industry within the broader context of sports power construction, the Healthy China strategy, and the ongoing upgrading of sports consumption. Employing a combination of literature review and logical analysis, the paper comprehensively investigates the current developmental foundation, principal challenges, and viable strategic pathways of China's tennis industry. The findings reveal that China's tennis industry has gradually established a diversified structural framework encompassing the event economy, tennis training, equipment manufacturing, sports tourism, digital platforms, and active participation by social capital. Nevertheless, its sustained advancement continues to be hindered by several critical factors, including regional development imbalances, a shortage of qualified professional talent, limited depth of industrial chain integration, and an underdeveloped mass consumption base. To effectively promote high-quality development, this study proposes that China's tennis industry should prioritize the optimization of regional resource allocation, the enhancement of talent cultivation systems, the deepening of cross-sectoral industrial integration, the expansion of the consumer market, and the strengthening of policy coordination mechanisms. Furthermore, future development trajectories should place particular emphasis on digitalization, industrial integration, widespread popularization, and brand building. By addressing these strategic priorities, China's tennis industry can achieve sustainable and high-quality growth, thereby contributing meaningfully to the nation's broader sports development objectives and the realization of the Healthy China vision.

Keywords: tennis industry; high-quality development; industrial integration; sports consumption; sports policy

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1. Introduction

In recent years, as China's economy has shifted from rapid growth to high-quality development, the sports industry has gradually become an important driver of economic restructuring and an essential component in meeting people's increasing demand for a better quality of life [1]. Within this context, promoting the high-quality development of the sports industry is not only a key pathway to enhancing industrial competitiveness, but also a crucial measure for advancing the national 'Healthy China' strategy and building a leading sports nation. The transformation of China's sports industry from quantitative growth to quality enhancement is widely recognized as an inevitable trend, requiring structural optimization, innovation-driven growth, and improved resource allocation efficiency.

At the same time, the broadening of sports participation and the upgrading of sports consumption have become significant forces shaping the development of the sports industry [2]. Sports participation and consumer expenditure are influenced by diverse

socio-economic factors, and the growth of sports consumption plays a vital role in stimulating industry vitality and promoting diversified development across sports-related sectors. As residents' income levels increase and health awareness continues to improve, sports consumption in China is gradually shifting from basic demand to diversified and experience-oriented consumption, providing a solid market foundation for the development of various sports industries.

Against this broader background, the tennis industry—characterized by its competitiveness, internationalization, and integration potential—has emerged as an important segment within the sports industry [2]. In recent years, China's tennis industry has shown a steady growth trend, with continuous advancement in areas such as event operation, training services, equipment manufacturing, and sports tourism. Meanwhile, the implementation of national policies, including the 14th Five-Year Plan for Sports Development, has further emphasized the importance of promoting sports consumption, improving public sports services, and fostering integrated development across the sports sector, thereby creating a favorable institutional environment for the tennis industry.

However, despite these favorable conditions, the development of China's tennis industry still faces multiple challenges. Although the tennis industry is experiencing new opportunities in the context of industrial upgrading, it continues to encounter issues such as regional imbalance, insufficient talent supply, weak industrial integration, and a relatively underdeveloped consumer base. In addition, with the rapid advancement of digital technologies, the sports industry is undergoing a profound transformation toward digitalization, which not only reshapes business models and consumption patterns, but also provides new momentum for improving the efficiency and quality of industrial development [1].

Therefore, it is necessary to systematically analyze the current development status of China's tennis industry, identify the key factors affecting its high-quality development, and explore feasible strategic pathways aligned with national policy orientation and market demand [2]. Based on literature review and logical analysis, this study aims to examine the development characteristics, existing challenges, and optimization strategies of China's tennis industry, so as to provide theoretical support and practical references for promoting its high-quality development and contributing to the overall upgrading of the sports industry.

2. Literature Review

Existing studies have provided important theoretical support for understanding the high-quality development of the sports industry. From a structural perspective, China's sports industry continues to face challenges including insufficient effective supply, imbalances in industrial composition, limited innovation capacity, and misalignment between consumer expectations and service delivery [3]. Consequently, high-quality development must prioritize structural optimization, enhancement of supply quality, and coordinated advancement across multiple industrial elements—not merely quantitative growth. Further research highlights that sports industry development is shaped by an interplay of factors, including policy frameworks, market mechanisms, technological advancement, organizational capabilities, and evolving consumer demand. This underscores that sports industry development is inherently systemic, rather than attributable to any single driver.

As China's sports economy continues to grow, scholarly attention has increasingly turned toward optimizing its structure and anticipating future trajectories. Some analyses indicate strong growth potential for the sector; however, sustained progress depends on evidence-based planning, cross-sectoral coordination, and robust forecasting of market demand [4]. Within the evolving economic landscape, the sports industry is also expected to advance innovation, foster diverse market participants, and strengthen responsiveness to emerging consumption patterns. These insights collectively inform the broader developmental logic of China's sports industry, yet they predominantly address the sector

at the macro level and devote comparatively little focus to specific sport industries such as tennis.

Regarding the tennis industry, existing literature has examined development models and implementation pathways within the Chinese context. Tennis development is viewed as reflective of broader trends in sports modernization—particularly in event organization, youth development, public engagement, and international exchange [5]. With advances in information technology, emerging research explores regulatory oversight and operational management through internet-enabled platforms. Digital tools are found to enhance supervisory efficiency, facilitate information exchange, and improve integration of tennis-related resources. Nevertheless, most current studies concentrate narrowly on administrative systems, strategic models, or isolated operational functions, with limited systematic investigation into the high-quality development pathway for China's tennis industry.

Sports consumption constitutes another central theme in sports industry scholarship. Prior work confirms its close relationship with overall industry vitality, as expanding consumer demand stimulates growth across sports services, equipment markets, event participation, and training sectors. In recent years, initiatives to build sports consumption cities further illustrate that sports consumption functions not only as individual leisure behavior but also as a catalyst for urban economic vitality, public service enhancement, and industry upgrading [6]. For the tennis industry, this implies that cultivating a stable participant base, lowering barriers to entry, and designing varied consumption experiences are critical for long-term sustainability.

The event economy and competitive sports sector have also attracted growing scholarly interest. Research on competitive sports indicates that well-executed events can contribute to regional economic activity, reinforce city identity, boost tourism-related spending, and foster synergies across related sectors. Given its global reach and commercial maturity, tennis holds significant promise in areas such as event operations, sponsorship activation, media distribution, tourism integration, and urban branding. Accordingly, tennis events should be understood not solely as athletic contests but as pivotal nodes in the broader tennis industry value chain [5].

Digital transformation has emerged as a defining trend across the global sports sector. International research shows that digital technologies are reshaping organizational governance, event broadcasting, fan interaction, brand communication, and consumer service delivery [4]. For China's tennis industry, digital adoption offers new avenues for online instruction, intelligent venue operations, data-informed event management, social media outreach, and personalized consumer engagement. Yet current implementation remains nascent, and the full strategic potential of digital tools has yet to be realized.

Overall, prior work provides foundational insights from multiple vantage points—including general sports industry dynamics, tennis-specific management practices, sports consumption patterns, event-driven economic effects, and digital evolution. However, several gaps persist. First, much of the literature addresses the sports industry holistically, while dedicated analysis of tennis as a distinct industrial segment remains sparse. Second, existing tennis-focused studies tend to treat promotion strategies, administrative systems, or information infrastructure in isolation, without integrating considerations of scale, policy alignment, market development, talent pipelines, cross-sectoral linkages, and digital integration. Third, there is limited examination of how China's tennis industry can pursue high-quality development amid intersecting influences—including national policy orientation, shifting demand profiles, regional disparities, and broader industrial upgrading imperatives. To address these gaps, this study aims to develop a more comprehensive analytical framework for China's tennis industry and propose actionable, context-sensitive strategies for its high-quality advancement [7].

3. Current Situation of China's Tennis Industry Development

3.1. Expansion of Industrial Scale and Diversification of Industrial Structure

With the continuous enhancement of residents' consumption capacity and growing demand for healthy lifestyles, China's tennis industry has entered a phase of rapid growth. Tennis is no longer confined to a single sports activity or competitive event; it has evolved into a comprehensive industrial system encompassing event operation, education and training, equipment manufacturing, sports tourism, media communication, and leisure consumption [1]. The industry is transitioning from sector-specific growth toward coordinated development across multiple formats, and an integrated industrial chain is taking shape.

The event economy serves as a key driver of industry advancement. In recent years, international and domestic tennis events hosted in cities such as Beijing, Shanghai, and Chengdu have strengthened the visibility and market influence of tennis in China. These events generate direct revenue through ticket sales, sponsorship, broadcasting rights, and commercial partnerships, while also stimulating indirect economic benefits—including increased demand for catering, accommodation, transportation, tourism, advertising, and cultural services in host cities. As a result, tennis events have become significant platforms for urban sports consumption, city branding, and regional economic vitality [8]. Their value now extends beyond athletic competition to encompass broader urban service and consumption systems.

Tennis training constitutes another vital pillar supporting industry advancement. With progress in youth sports initiatives and heightened family emphasis on children's physical education, tennis training institutions, school-based programs, youth camps, and amateur coaching services have expanded rapidly. The promotion of tennis in schools has broadened participation and helped establish a foundational pathway—from initial interest cultivation through basic skill development to competitive talent identification [1]. Thus, tennis training not only generates direct market demand but also plays a fundamental role in nurturing future consumers, expanding the participant base, and ensuring long-term industry sustainability.

Equipment manufacturing has likewise emerged as a critical supporting segment of the tennis industrial chain. Rising participation levels have increased demand for rackets, balls, sportswear, footwear, protective gear, and intelligent training tools. Domestic sports brands have enhanced their competitiveness in product design, material innovation, manufacturing processes, and cost efficiency. This has diversified the supply of tennis-related products and lowered entry barriers for certain consumer groups. Moreover, equipment manufacturing strengthens linkages among participation, sports consumption, and industrial production, thereby reinforcing the coherence and completeness of the tennis industrial chain.

The integration of tennis with tourism has opened new avenues for industry development. Leveraging natural landscapes, favorable climates, resort infrastructure, and local cultural resources, several regions have developed tennis-themed vacation camps, event-linked tourism routes, leisure resorts, and wellness offerings. This model combines tennis participation with sightseeing, relaxation, cultural engagement, and health-oriented consumption—positioning tennis as a core component of sports tourism. Compared with traditional competition- and training-centric models, the 'tennis + tourism' approach diversifies consumption contexts and enhances the functional and experiential value of tennis-related products.

Overall, China's tennis industry has established a diversified development pattern in which events serve as a catalyst, training builds the participant foundation, equipment manufacturing provides industrial support, and cross-sector integration fuels innovation and growth [9]. The synergistic advancement of these components reflects a shift from quantitative growth toward structural optimization and value-chain deepening—a trend that lays a solid foundation for high-quality development in the sector.

3.2. Policy Support and Optimization of Market Environment

Policy support and market environment optimization constitute important external conditions for the high-quality development of China's tennis industry. In recent years,

under national strategies such as building China into a leading sports nation, promoting national fitness, and expanding sports consumption, tennis has increasingly been integrated into the broader framework of sports industry development. National policies have emphasized enhancing public sports services, diversifying sports consumption contexts, fostering synergies among sports, education, culture, and tourism, and encouraging participation by a variety of market entities in sports industry construction. These policy directions provide institutional foundations for the growth of the tennis industry and foster a more favorable setting for its standardized and sustainable advancement.

The promotion of tennis in schools has become a key approach to broadening participation [10]. Through school-based tennis programs, physical education instruction, youth training camps, and campus competitions, tennis has progressively entered the physical education curricula of primary and secondary schools. This integration helps shift perceptions of tennis away from its historical association with specialization or exclusivity, supporting its transition toward inclusive public engagement. Furthermore, embedding tennis within campus sports contributes to cultivating students' foundational sports literacy, enlarging the pool of young participants, and establishing a stable demographic base for future training services, amateur competitions, and professional talent identification.

Enhancements to public tennis facilities have also directly contributed to market environment improvement. Historically, limited availability and uneven geographic distribution of tennis courts constrained public access and hindered the growth of tennis-related consumption. In response, local governments have increasingly incorporated tennis courts and associated infrastructure into public sports planning. Through government investment, public-private collaboration, and involvement of social capital, the supply of tennis courts in communities, schools, parks, and sports centers has expanded [11]. Greater facility accessibility lowers participation barriers and establishes essential conditions for the development of tennis training, amateur events, and routine usage.

At the same time, evolving patterns of sports consumption have further enlarged the market scope of the tennis industry. As household consumption shifts from basic material needs toward developmental, experiential, and health-focused activities, tennis has increasingly served as a vehicle for leisure, physical fitness, social connection, and family-oriented education. Middle-income groups, urban youth, and families with children demonstrate rising demand for tennis instruction, equipment, court access, event attendance, and tennis-themed travel experiences. This shift in consumption behavior has supported steady market growth and incentivized enterprises to deliver more varied and refined products and services.

Digital platforms have also emerged as a significant factor in enhancing the operational environment of the tennis industry [12]. Short-video platforms, social media, online sports communities, and dedicated sports applications have extended outreach for tennis events, training offerings, athlete profiles, and tennis culture. These platforms attract users through live and on-demand event coverage, instructional content, interactive community features, and targeted commercial initiatives, subsequently guiding them toward offline participation and consumption. The 'online engagement followed by offline experience' model strengthens user retention, increases marketing effectiveness, and supports innovation in tennis-related business models.

Moreover, involvement of social capital has infused new dynamism into the tennis industry. Enterprises, training institutions, event organizers, equipment manufacturers, digital platform operators, and tourism service providers have progressively entered the tennis market, resulting in a more diversified landscape of market participation. Social capital has not only augmented the supply of venues, events, instruction, and ancillary services but also stimulated competition, innovation, and professional management practices across the sector. Under the combined influence of policy guidance, improvements in public services, shifts in consumption behavior, digital transformation,

and capital inflows, China's tennis industry is gradually developing a more open, vibrant, and sustainable market environment.

4. Problems and Development Strategies of China's Tennis Industry

4.1. Main Problems Restricting High-Quality Development

Although China's tennis industry has maintained a steady growth trend, its transition toward high-quality development faces several structural challenges. These challenges extend beyond quantitative growth and are more deeply reflected in resource allocation efficiency, professional support systems, industrial coordination mechanisms, and market development maturity. Therefore, clarifying these challenges is essential for guiding future industrial upgrading [3].

Regional disparity remains a key factor affecting the coordinated advancement of the tennis industry. Currently, high-quality tennis resources—including venues, coaching expertise, event hosting capacity, and commercial infrastructure—are predominantly concentrated in economically advanced regions and major cities. These areas typically feature stronger consumer demand, more comprehensive sports facilities, richer competitive and recreational event offerings, and more mature operational models. Consequently, elite competitions, professional training centers, equipment manufacturers, and private investment tend to cluster in eastern coastal provinces and major urban agglomerations. In contrast, many central and western provinces, county-level administrative units, and rural communities continue to experience limited access to tennis venues, scarce event opportunities, underdeveloped training systems, and relatively low levels of public engagement [13]. This uneven spatial distribution hinders broad-based participation and impedes the formation of a nationally balanced and inclusive development framework.

A shortage of specialized and cross-disciplinary professionals also limits improvements in industrial standards. The tennis industry encompasses athletic instruction, event management, venue operations, brand development, sports education, digital communication, and sports-tourism integration. However, current human resource supply lags behind evolving industrial requirements. At the grassroots level, some instructors lack standardized training and formal certification, which affects teaching quality and participant development [2]. At the market operation level, professionals with international perspectives, event planning expertise, commercial strategy capabilities, and digital platform competencies remain in short supply. As tennis increasingly intersects with education, tourism, health promotion, and digital services, demand for versatile talent continues to rise. This gap constrains service innovation, business model evolution, and overall industry professionalization.

Limited synergy across segments of the value chain further restricts the industry's capacity to generate integrated value. While China's tennis sector has developed multiple functional domains—including competition organization, training delivery, equipment production, tourism-linked experiences, media content, and digital platforms—the linkages among them remain underdeveloped. In practice, events, training programs, equipment providers, tourism services, and digital tools often operate in isolation, with immature mechanisms for shared resources and collaborative development. High-level tournaments have not yet been systematically leveraged to sustain youth development pathways, broaden amateur involvement, stimulate branded consumption, or catalyze regional tourism. Training institutions and equipment enterprises have not established robust partnerships in co-developing products, enhancing user experience, or expanding joint market outreach. Likewise, initiatives combining tennis with tourism or digital platforms largely reflect surface-level resource aggregation rather than deeply embedded, commercially sustainable solutions. Such fragmented operations reduce systemic efficiency and constrain the realization of added value from tennis-related activities.

A relatively narrow participation base represents another significant factor limiting long-term industrial vitality. Compared with widely accessible sports such as table tennis,

badminton, and basketball, tennis maintains a smaller base of regular participants across China. Costs associated with court access, structured coaching, equipment acquisition, and sustained involvement remain comparatively high, raising entry barriers for general consumers [14]. Public tennis facilities remain insufficient in certain areas, and issues including uneven geographic distribution, inconvenient location, and suboptimal facility management continue to affect accessibility. Moreover, tennis culture has not yet taken root broadly within everyday social practice. Some individuals still perceive tennis as a premium or financially demanding activity, reducing motivation for sustained engagement. The limited availability of recurring community-level events, neighborhood-based programs, and low-threshold participation channels further impedes the establishment of consistent, habitual involvement. As a result, the market has yet to cultivate a sufficiently wide and resilient consumer foundation.

Overall, the factors influencing the high-quality development of China's tennis industry are systemic and mutually reinforcing. Regional disparity affects the equitable distribution of resources and the expansion of participant numbers; talent shortages undermine service quality and operational sophistication; limited value-chain integration constrains holistic value creation; and a narrow participation base reduces market dynamism. Accordingly, future development should prioritize quality-oriented advancement over quantitative growth, with focused attention on balanced resource deployment, targeted talent development, strengthened inter-sectoral coordination, and broader cultivation of public engagement.

4.2. Strategic Paths for High-Quality Development

To promote the high-quality development of China's tennis industry, it is necessary to move beyond growth models focused primarily on events, venues, and short-term market growth [15]. Future development should emphasize improving resource allocation efficiency, strengthening professional support, extending the industrial chain, expanding the mass consumption base, and enhancing policy coherence. Only by establishing a more balanced, integrated, and sustainable development mechanism can the tennis industry achieve a transition from quantitative growth to qualitative advancement.

Optimizing regional resource distribution is the primary basis for balanced industrial development. At present, tennis resources are predominantly located in economically advanced cities, generating strong local advantages but also contributing to disparities in development across regions [5]. Therefore, future development should foster a coordinated spatial pattern in which major cities serve as centers for experience sharing and capability transfer, while central and western regions, county-level areas, and community spaces receive enhanced policy attention and resource allocation. Major cities with mature event systems, training institutions, and commercial operation expertise can function as regional anchors, facilitating the dissemination of management practices, coaching expertise, event branding, and industrial investment. Concurrently, public investment and social capital should be directed toward areas with underdeveloped tennis infrastructure—particularly through the construction of community courts, school courts, and publicly accessible sports facilities. This approach helps lower regional barriers to participation and gradually broadens the national foundation of the tennis industry.

The establishment of a diversified talent cultivation system is essential for improving the professional quality of the industry. Tennis industry development requires not only athletes and coaches, but also professionals in event management, youth development, venue operations, sports marketing, digital communication, brand strategy, and sports-tourism integration. Therefore, a multi-tiered talent system should be developed through collaboration among universities, sports associations, enterprises, and training institutions. On the one hand, standardized certification frameworks and continuing education opportunities should be strengthened for grassroots coaches, officials, and venue service personnel to elevate foundational service standards. On the other hand,

universities and vocational institutions should be supported in developing specialized curricula in tennis administration, sports industry operations, event coordination, and digital sports services. In addition, enterprises and professional associations should contribute to practical training, internship placements, and industry-aligned competency assessments, ensuring that talent development remains closely aligned with evolving market needs.

Deepening industrial chain integration is key to enhancing the value creation capacity of the tennis industry. The future development of the industry should avoid treating events, training, equipment, tourism, media, and digital services as discrete segments. Instead, it should encourage the formation of an integrated industrial ecosystem. Tennis events can be linked with youth development pathways, amateur competition circuits, tourism offerings, cultural experiences, and brand engagement initiatives, thereby converting temporary event engagement into enduring industrial value. Training institutions can partner with equipment manufacturers, digital platforms, and event organizers to co-develop integrated solutions—including structured training programs, smart equipment applications, competition support services, and membership-based digital communities. Furthermore, initiatives such as 'tennis + tourism,' 'tennis + education,' 'tennis + health,' and 'tennis + digital platforms' should evolve from basic resource linkage toward substantive product innovation. Through cross-sector integration, tennis can be embedded more meaningfully within broader consumption contexts and generate stronger spillover effects across related industries.

Cultivating the mass consumption market is the foundation for sustainable industrial growth. The high-quality development of the tennis industry ultimately depends on a stable and growing participant base. Therefore, it is necessary to reduce barriers to entry and improve access to tennis services. Public tennis facilities should be distributed more equitably and made available to residents through cost-effective or adaptable service models. Affordable instruction programs, community-based activities, school-integrated promotion, and amateur competition opportunities should be expanded to increase public involvement. At the same time, tennis culture should be actively promoted through media outreach, public engagement events, campus initiatives, neighborhood programs, and local sports celebrations, helping to dispel perceptions of tennis as an exclusive activity. When tennis becomes more closely associated with everyday physical activity, family-oriented learning, leisure pursuits, and community interaction, its market foundation will become more resilient and inclusive.

Strengthening policy coherence and institutional support is an important enabler of standardized development in the tennis industry. Tennis industry development intersects with sports, education, culture and tourism, commerce, finance, urban planning, and the digital economy. Therefore, fragmented policy approaches are insufficient. A more cohesive governance framework should be established to align public sports services, school-based physical education, industrial investment, event delivery, and market oversight. Government departments should refine strategic guidance, land-use arrangements, fiscal incentives, public service delivery, and technical standards, while sports associations should reinforce sectoral guidance, qualification frameworks, event oversight, and information dissemination. At the same time, social capital should be encouraged to participate in facility development, event delivery, training provision, equipment innovation, and digital platform building within a clear and predictable regulatory environment. Through coordinated policy direction, market-driven implementation, and broad-based societal engagement, the tennis industry can evolve into a more open, orderly, and dynamic sector.

Overall, the high-quality development of China's tennis industry requires a systemic approach rather than isolated interventions. Regional coordination provides the spatial foundation, talent cultivation strengthens professional capacity, industrial integration enhances value generation, mass participation expands demand, and policy coherence ensures institutional continuity. These dimensions are interdependent and collectively

advance the transformation of China's tennis industry toward a more balanced, integrated, inclusive, and sustainable development model [1, 2].

5. Conclusion

China's tennis industry has entered a phase characterized by structural evolution and a focus on quality enhancement. Influenced by national sports development initiatives, efforts to advance the sports sector, the Healthy China initiative, and evolving patterns of sports consumption, tennis has transitioned from a relatively niche activity to an emerging field with expanding social and economic significance. A foundational structure for the industry has taken shape, supported by event management, youth development programs, equipment production, sports-related tourism, digital communication platforms, and public service delivery. Growth in tournament activity, rising demand for instruction, improvements in public infrastructure, and engagement by diverse market participants have collectively contributed to the emergence of a multifaceted tennis ecosystem.

Nonetheless, progress toward high-quality development encounters several systemic challenges. Geographic disparities persist: high-caliber resources—including venues, events, coaching personnel, and market services—are predominantly concentrated in economically advanced urban centers, whereas central and western regions, county-level jurisdictions, and local communities continue to experience limited access. A shortage of specialized and cross-disciplinary professionals also constrains service standards and operational effectiveness. Furthermore, linkages across the tennis value chain remain underdeveloped; coordination among tournaments, training, equipment, tourism, digital platforms, and cultural engagement is still modest. In parallel, broad-based participation remains constrained by factors such as cost barriers, venue availability, awareness levels, and the maturity of grassroots competitive frameworks.

Accordingly, advancing the quality of China's tennis industry necessitates integrated strategies rather than isolated interventions or growth-oriented measures alone. Policy frameworks should establish supportive conditions for infrastructure development, school-based programming, market oversight, and intersectoral collaboration. Market mechanisms must be leveraged to energize enterprises, training providers, event organizers, equipment manufacturers, and digital platform operators. Investment in human capital should strengthen the pipeline of coaches, event coordinators, facility managers, marketing specialists, and professionals equipped with interdisciplinary competencies. Strategic integration should deepen synergies between tennis and education, tourism, health services, cultural experiences, and digital technologies—thereby extending value creation and enhancing systemic performance.

Going forward, the industry's trajectory should emphasize digital transformation, cross-sector integration, broad-based participation, and brand development. Digital tools can enhance event outreach, user engagement, instructional delivery, facility operations, and overall industrial efficiency. Integration models—including 'tennis + education,' 'tennis + tourism,' 'tennis + health,' and 'tennis + digital platforms'—can broaden developmental pathways. Widespread participation serves as the cornerstone for sustaining a robust player base and consumer market. Brand development is critical to strengthening the appeal and competitiveness of domestic tournaments, training organizations, equipment producers, and regionally anchored tennis offerings. This evolution entails a shift from volume-driven growth to performance-oriented advancement, from fragmented sectoral development to cohesive industrial coordination, and from elite-centric engagement to inclusive public participation—ultimately reinforcing the broader sports sector and contributing to long-term capacity building.

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