



ACBL

**Strategic Plan
2005 – 2009**

March 8, 2005

SITUATION SUMMARY

- Technology is changing the game.
- The customer / member base is aging.
- ACBL resources are devoted primarily to service not promotion.
- The current brand for bridge is a challenge.

The ACBL Mission

What business is ACBL in?

Why does it exist?

The mission of the ACBL is to promote and sustain the game of bridge

To this end, the ACBL will...

- Serve the bridge-related interests of our membership
- Act as the governing body for bridge in North America
- Ensure the development of future bridge players
- Enhance the awareness of all forms of bridge

ACBL Guiding Principles

- 1. The ACBL will promote bridge as: Social activity, available to all, mentally challenging, rewarding on many levels.**
- 2. The ACBL will manage a rating system to measure achievement.**
- 3. The ACBL will encourage, enforce and model ethical behavior.**
- 4. The ACBL will promulgate and enforce zero tolerance policies.**
- 5. The ACBL will expect accountability from governing bodies, management, staff and members.**
- 6. ACBL tournaments will be held to the highest standards.**
- 7. The ACBL will address itself to the diverse skills of its members.**
- 8. The ACBL will be managed and operated in a fiscally responsible manner.**

Success Measures

1. Membership growth

Retention

New

2. Number of Players Overall

Internet

Youth

3. Number of Sanctioned Tables

4. Revenue Generated

Key Functions (measurable objectives)

1. Sanction Tournaments
2. Member Services
3. Marketing
4. Leadership
5. Education
6. Operations / Administration
7. Board Development

ACBL Strategic Plan: 2005 - 2009

Objective #1: Sanction Tournaments				Measure: Sanction Fee Revenue Goal: Increase 50% by 2009
Strategies	Who	Date	Resources	Status
1.01 Continue sanctioning of regional, sectional, club and special event games.	CTD	On-going	Staff Budget	Developing fully computerized sanction process
1.02 Continue and expand the sanctioning of online club games.	CTD	On-going	DCMS Staff	Currently sanctioning 150,000 tables/year
1.03 Develop a pilot program for online sectional and regional tournaments.	CTD	2007	Staff Online Sites \$30K	Undeveloped
1.04 Develop a "World Open Tournament" with rubber bridge and SAYC as the main event.	CTD CEO	2006-2008	Staff, Sponsorships & Partnerships	Undeveloped
1.05 Develop club sanction that does not require strict adherence to Laws of Duplicate Contract Bridge.	EAO	2005-2007	Management ACBL Laws Commission	Conceptualized

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Objective #2: Provide Quality Member Services				Measure: North American Member Surveys Goal: Sustain customer rating of at least 3.3 on a 4.0 scale
Strategies	Who	Date	Resources	Status
2.01 Address complaints, problems and questions within one business day.	DCS	On-going	Staff CSM	Currently two business days
2.02 Develop web site to include more quizzes, games and learning.	DOM	2005 – 2006	Staff \$5K/yr	In early development
2.03 Bridge Bulletin available electronically through the Member portal.	Editor DOM	2008	Editorial Staff \$100K R & D	Undeveloped
2.04 Develop ranking system based on current performance.	BoD DOM CTD	2007 – 2008	\$25K R & D Staff	Conceptualized
2.05 Survey ACBL membership on an annual basis.	DOM	On-going	Staff	In progress

ACBL Strategic Plan: 2005 - 2009

Objective #3: Expand the awareness of and participation in bridge.

Measure: Brand awareness and participation
Goal: 40% awareness of bridge, 20% playing from surveys

Strategies	Who	Date	Resources	Status
3.01 Develop a comprehensive, long-range marketing plan, directed at 50+ age group	DOM	2005 – 2009	Ad Agency/PR Firm \$200K/yr	Conceptualized
3.02 Market ACBL web site as THE source for teaching bridge online.	DOE	2005 – 2009	Staff \$25,000/Yr	Conceptualized
3.03 Develop product placement in movies, novels, television, and news	DOM	2007 – 2008		Undeveloped
3.04 Develop sponsorships/partnerships for major events and activities.	CEO EAO	2005 – 2009	Fund Raiser Staff	Undeveloped
3.05 Develop More methods to grow youth bridge.	DOM	2005 – 2009	Staff, Simpson existing budget	In development

ACBL Strategic Plan: 2005 - 2009

Objective #4: Position ACBL as the authority on Bridge in North America.				Measure: Number of interactions Goal: Web site hits 40% increase
Strategies	Who	Date	Resources	Status
4.01 Develop e-publications similar to Marketing Matters for distribution to units and districts on a regular schedule.	DOM	2005 - 2009	\$10K/yr Staff	Undeveloped
4.02 Develop quarterly electronic communications to NBOs and international bridge organizations	EAO	2005 – 2009	\$10K/yr	Undeveloped
4.03 Evaluate and revise all materials for clubs, units and districts.	DOE	2005 – 2010	Staff Budget	In progress
4.04 Track and monitor trends and purposes appropriate opportunities.	CEO	On-going	Staff	In progress

ACBL Strategic Plan: 2005 - 2009

Objective #5: Provide professional development for teachers and directors.				Measure: Survey of Participants Goal: 90% satisfaction rate
Strategies	Who	Date	Resources	Status
5.01 Develop education for teachers and directors online.	DOM	2005 – 2009	\$37K/yr SyberWorks Staff	In development
5.02 Require continuing education and retesting of TDs.	CTD	2005 – 2007	\$25K/yr	In development
5.03 Develop new teaching materials	DOM	2005 – 2007	Staff, Author \$100K	Undeveloped
5.04 Implement a comprehensive strategy to expand youth education in bridge.	DOM	2005 – 2006	Simpson Staff	In progress

ACBL Strategic Plan: 2005 - 2009

Objective #6: Maximize Organization Effectiveness and Efficiency.				Measure: Degree of strategy implementation Goal: Strategies 100% implemented
Strategies	Who	Date	Resources	Status
6.01 Review and adjust as appropriate the structure of ACBL and its policies, functions and activities.	CEO BoD	2006	Management, staff, budget	Undeveloped
6.02 Establish a clear division of responsibility between staff and Board of Directors.	BoD	On-going	BoD	Undeveloped
6.03 Develop a succession plan for key ACBL employees.	CEO	2006 – 2009	\$30K	Conceptualized
6.04 Require all sanctioned club games to use ACBLscore.	DOM	2007	Club managers Staff	Undeveloped
6.05 Commit to long-range planning with annual updates.	CEO BoD	2005 – 2009	All	In development

ACBL Strategic Plan: 2005 - 2009

Objective #7: Board Development				Measure: Goal:
Strategies	Who	Date	Resources	Status
7.01 Evaluate different structure and process for Board meetings and committees.	President	2006	BoD	Undeveloped
7.02 Consider redistricting and restructuring.	President	On-going	BoD Redistricting committee	Undeveloped
7.03 Volunteer leaders commit to continuing education.	BoD	2006 – 2009	\$15K/yr	Undeveloped

Resource Summary

Annual

One time only

\$327K

\$285K

**All are incremental increases