



Strengths, Weaknesses, Opportunities, Threats and Next Steps

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Quick Wins

- ◆ Listen to and engage with stakeholders
 - ♣ All senior and junior managers
 - ♣ All 25 Directors
 - ♣ Many club managers, teachers, players
 - ♣ Leaders of other bridge organizations
 - ♣ Technology and marketing partners
- ◆ Start gathering feedback and data
 - ♣ Completed first employee survey
 - ♣ Supported club survey
 - ♣ Examined District finances

Quick Wins

- ◆ \$2MM Line of Credit
 - ♣ No cost to us
 - ♣ Ensures financial flexibility
- ◆ Enhance our investment returns
 - ♣ Eliminate fees for intermediaries
 - ♣ 0.4% (\$20K to \$30K) / year improvement
- ◆ Environmental audit
 - ♣ Cut energy use in Horn Lake
 - ♣ Make ourselves a more responsible community member

Quick Wins

- ◆ Buy and start installing a CRM
 - ♣ Improve ability to track and market
 - ♣ Upgrades our accounting system
 - ♣ Critical step to eliminating the AS400
- ◆ Review and restructure our field staff
 - ♣ Determine how many TDs we need and at what levels
 - ♣ Examine ways to improve our pay structure

Next Step Starting Point = SWOT Analysis

- ◆ **SWOT** = Strengths, Weaknesses, Opportunities, Threats
- ◆ **Assess** our organization's current position and help define its strategic direction
- ◆ **Build** on our strengths, **correct** our weaknesses, **exploit** our opportunities and **reduce** threats

Strengths

- ♥ A challenging sport (“crack for your brain”)
- ♥ ~170,000 intelligent members who love bridge
- ♥ ~3,000 clubs, ~13,000 accredited teachers, >1,000 tournaments / year
- ♥ A relatively cheap sport that is probably good for you
- ♥ We have cash in the bank

Weaknesses

- ♥ People who try bridge don't stick with it
- ♥ Stakeholders have different needs and interests
- ♥ Clubs and tournaments are competing for a shrinking base of players
- ♥ Bridge technology outside the ACBL has moved forward faster than inside it
- ♥ Some clubs, districts, and units are losing money

Opportunities

- ♥ On-line bridge seems to be attractive to many players
- ♥ People are living longer and bridge is a sport they can play well at any age
- ♥ The “lifetime value” of a bridge player is high, so we can invest a lot in recruiting new members
- ♥ New technology is making bridge more accessible (and more “cool”)

Threats

- ♥ On-line bridge seems to be attractive to many players
- ♥ Our average member age keeps increasing
- ♥ The ambiance and service we offer at clubs and tournaments has not kept up with societal expectations
- ♥ Our stakeholders dislike and distrust one another

Build

- ♠ Get more benefit from the recruitment activities of clubs and teachers
- ♠ Promote (and prove) the value and benefits of bridge
- ♠ Improve the feedback loop between players, clubs, and headquarters
- ♠ Improve learning and sharing between clubs, teachers, and tournament committees

Correct

- ♠ Track new members and make them feel wanted
- ♠ Simplify lower-level bridge
- ♠ Find ways to better share the value of a player between clubs, tournaments, and other partners
- ♠ Upgrade ACBL technology and open it to future advances as they occur
- ♠ Increase transparency and trust

Exploit

- ♠ Collaborate with on-line bridge and develop new players for everyone
- ♠ Express our benefits differently to the different available market segments
- ♠ Spend money to fix our problems now, rather than waiting until later (when fixes may cost much more)
- ♠ Better use both print and electronic media to tell our story

Reduce

- ♠ Stop fighting on-line bridge and find ways to partner and collaborate
- ♠ Raise our “conversion rate” so that potential new players become solid longer-term members
- ♠ Upgrade our quality of service
- ♠ Make sure that all of our stakeholders benefit from our success

Generating Proposals

- ◆ More than 350 ideas, so far
- ◆ Some are short term or wholly within the scope of staff's responsibility
 - ♣ Screen
 - ♣ Prioritize
 - ♣ Plan
 - ♣ Execute
- ◆ The rest of the ideas require buy in and support from one or more stakeholders

Long-Term, Big Ideas

- ◆ Next two weeks: Staff groups and organizes ideas into proposals
- ◆ Early August: Staff starts documenting and defining each proposal
 - ♣ Pros, cons, benefits, risks
 - ♣ Costs, timing
 - ♣ Who should be involved?
- ◆ Staff starts sharing drafts with the identified stakeholder groups

Pre-Meeting Prep

- ◆ By mid-September, Staff knows which ideas are maturing well
- ◆ Staff builds issue list for San Diego
 - ♣ Staff shares the list on-line for general comment and discussion
 - ♣ Board members rank the issues
 - ♣ Staff reaches out to other stakeholders and asks them to also rank the issues
- ◆ Staff shares aggregated ranking with the Board only, by the end of October

In San Diego

- ◆ Board provides time for reviewing Staff's proposals
- ◆ Board agrees that Staff can move ahead on a subset of the list
- ◆ Board decision are disclosed to stakeholders after the meeting
 - ♣ Staff shares Board reasons for decisions
 - ♣ Staff starts recruiting supervising committee for each approved issue