



Australian Bridge Federation Inc.

# MARKETING PLAN – 2011

Note: This is a living document. It is incomplete awaiting research findings and the establishment of a marketing officer network.

It was endorsed (in its developing form) at the Marketing Sub-Committee meeting on 22/1/2011

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## Mission:

To make a valuable contribution to the community by promoting membership and involvement with the Australian Bridge Federation Inc (*through its State and Territory affiliates*).

## Goals:

1. Increase ABF membership
2. Initiate a research program to enable improvement in marketing activities with initial priority given to building on the ABF's understanding of both existing and potential members.
3. Initiate an ABF brand management program
4. Increase the playing frequency of existing members in ABF events
5. Obtain maximum value for the ABF's annual investment in marketing

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### Goal 1 – Increase ABF Membership

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#### Youth Segment – up to the age of 26 years

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
<b>Improve the image of the ABF with youth players</b>	Develop ABF brochure for teachers to provide to youth students on 'how bridge is run in Australia' including information on: <ul style="list-style-type: none"><li>• Masterpoint system; and</li><li>• ABF rankings.</li></ul>	National Teaching Officer	June	-	Brochure developed and distributed to National Youth Officer and ABF teachers
	Ensure all youth events have ABF brand in evidence by: <ul style="list-style-type: none"><li>• Providing banners and signage</li><li>• Paperwork has ABF logo</li><li>• Daily bulletins have ABF logo</li></ul>	ABF National Youth Officer and ABF National Marketing Coordinator	June	\$500	ABF brand in evidence at youth events

<b>Undertake succession planning for key youth bridge positions</b>	Identify successors to the positions of: <ul style="list-style-type: none"> <li>• Chair, Youth Committee</li> <li>• National Youth Officer</li> <li>• Convenor, Youth Week, Canberra</li> </ul> and arrange for them to operate as 2IC for relevant position.	National Youth Coordinator	Asap and ongoing	-	Succession plan in place.
<b>Build capability of youth bridge members</b>	Develop and implement a mentoring program for all youth players	National Youth Coordinator and National Training Officer	Asap and ongoing	-	Mentoring program developed
	Develop a teaching approach to build on the knowledge of young players which includes: <ul style="list-style-type: none"> <li>• experiential learning techniques</li> <li>• regular podcasts</li> </ul>	National Teaching Officer and National Marketing Coordinator	June	\$1000	Podcasts occur
	Regular email with challenging hand to youth members and seek their thoughts on how to bid. Share outcome with all youth bridge members.	National Youth Coordinator and National Teaching Officer	July	-	Regular email process in place
<b>Build a Facebook page for youth in bridge</b>	Assess whether skills exist within existing members to build a Facebook page for ABF youth players and Youth Bridge members.  If we have the skills in-house, commission person to develop the Facebook page to: <ul style="list-style-type: none"> <li>• allow secure access by youth players</li> <li>• allow members to update their contact details</li> <li>• enable them to obtain a partner for various events</li> <li>• publicise specific youth events etc.</li> </ul> If we don't have the skills in-house, pay a contractor to do the design and implementation.	National Youth Coordinator	Asap	\$1000	Facebook page developed and implemented

<b>Integrate youth bridge players into the club scene</b>	Extend personal invitation to youth bridge members to play in red point events in their State or Territory	Club Presidents – organised by National Youth Coordinator	asap		
	<u>At the event</u> – introduce youth bridge members to ‘older’ participants and explain what they have achieved and the ABF ‘push’ to encourage our young players in developing their game. Reinforce how important they are for the future of the game.				
	Design and implement an alumni club for past members of Youth Bridge	National Youth Coordinator	Asap	\$200	Alumni club implemented
	<u>Note:</u> It may be possible to pay one of our Youth Bridge members/ex members to set this up and facilitate activities.				
<b>Agree on ‘face of youth’ for promotional purposes</b>	Identify candidates for ‘face of youth’.	National Marketing Coordinator and Youth Bridge Chair	February		Face of youth identified and agree to <i>role</i>
	<u>Note:</u> Advantageous to have male and female. Arrange for professional photographs to be taken with nominees	National Marketing Coordinator	April	\$800	Photographs taken
	Incorporate images on promotional materials	National Marketing Coordinator	From May	-	Images included in new promotional materials for ABF
<b>Obtain sponsors for youth events</b>	Develop ‘selling’ points for potential sponsors	National Marketing Coordinator and National Youth Coordinator	May	-	Selling points developed
	<u>Note:</u> This may not be possible given the small numbers involved in youth bridge at the point in time.				
	Obtain sponsors for youth events	National Marketing Coordinator	Asap	-	Sponsors approached.
	Consider viability of conducting separate sessions for : <ul style="list-style-type: none"> <li>• hard core gamer</li> <li>• casual players; and</li> <li>• here for fun players.</li> </ul>	National Youth Coordinator and Youth Week convenor	Asap	-	Consideration given to segments.

<b>Increase participation in club events</b>	Email and phone lists to be developed ( <i>listing all youth players, including those in affiliated clubs</i> ) and messages sent out ( <i>by email and/or SMS text</i> ) advising of upcoming red point events, how to register, cost ( <i>including information about any subsidy</i> ).	National Youth Coordinator	Asap	-	Information issued to youth bridge members
<b>Organise recruitment 'event'</b>	Organise specific bi-annual youth events in interested Regions. Consider offering range of activities including: <ul style="list-style-type: none"> <li>• bridge (remember most are not interested in masterpoints or their ABF ranking)</li> <li>• speedball</li> <li>• crazy pairs</li> <li>• teams of 3</li> <li>• food and beverages; and</li> <li>• prizes.</li> </ul> Remember: they want to have fun!	National Marketing Coordinator and National Youth Coordinator	May	\$500	Events conducted in interested Regions
	Consider conducting Regional weekend competitions for youth members – <i>mindful of their wish to social interaction as well as playing bridge.</i>	National Youth Coordinator and National Marketing Coordinator	Asap	-	Weekend competitions in place.
<b>Sub-segment – 17 to 25 years of age</b>					
<b>Develop a recruitment strategy for university students</b>	Develop a recruitment campaign for University open days in February 2012	National Marketing Coordinator	November	-	Campaign approved by Marketing Sub-Committee
	Pilot a 'bring a friend' event for youth in interested Region/s.  Conduct this activity with youth bridge members or young 'club' players – bring a friend to a youth event in one of our affiliated clubs. Consider music, food and beverage issues preferred by youth to create comfortable, fun environment. Vouchers for free club play a reward for bringing a friend and/or \$30 store vouchers.	National Marketing Coordinator	May	-	Pilot conducted

	Assess whether the Sydney model can be piloted in other States (ie fortnightly event for youth on Friday nights)	National Marketing Coordinator	November	-	Viability for application elsewhere assessed
	Pilot an event for Catholic parishioners in Brisbane Region (St Mary's Church in Exile)	National Marketing Coordinator	May		Assess effectiveness for possible roll-out in other areas
<b>Sub-segment : 12 – 16 years of age</b>					
<b>Develop recruitment strategy for this sub-segment</b>	Call for any ex-teachers in our affiliated clubs to express interest in getting involved in a high school program – <i>either teaching bridge or assisting in some other way.</i>	National Youth Coordinator	Asap	-	Volunteers identified
	Test whether it is possible to persuade high schools (public and private) to run after-school sessions if enough children interested ( <i>and parents approve</i> )	National Youth Officer and National Marketing Coordinator	Asap	-	
	Sydney Girls High School apparently runs 6 tables every Monday lunch time. <ul style="list-style-type: none"> <li>✓ Check out how we can get these players into youth events and part of our education program</li> <li>✓ Assess whether the model for how this was implemented can be rolled out to other schools</li> <li>✓ If appropriate, have NSWBA President write and commend the school for the program and offer assistance.</li> </ul>	National Youth Coordinator and National Marketing Coordinator	Asap	-	Feasibility assessed
	Existing youth players to be given a incentive to get high school friends involved in bridge	National Youth Coordinator	Asap	-	
<b>Sub-segment : 8 – 11 years of age</b>					
<b>Develop recruitment strategy for this sub-segment</b>	Explore possibility of conducting card playing sessions at after-school care facilities. Note: Blue cards would be required	National Youth Coordinator and National Marketing Coordinator	September	-	

Identify one club per capital city – to pilot vacation care program of general card playing. Make it fun – teach mini-bridge? Award prizes.

Notes:

- ✓ Need to avoid becoming a child care centre.
- ✓ Need to understand the legal and insurance issues associated with such a program.

Conduct an 'open day' for grand-children of bridge players in interested clubs. Focus on making it fun and award prizes! Offer speedball, crazy pairs and mini-bridge.

National Youth Coordinator and National Marketing Coordinator

School holiday period

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Pilot conducted

Encourage youth bridge members to attend and assist.

What is Klinger week about?? In SA during January and July kids learn for free during school breaks – 8-13 year olds.

National Youth Coordinator and National Marketing Coordinator

asap

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- ✓ Find out how this works and whether it can be rolled out to other locations.
- ✓

Note: Check with Lauren Travis for more information.

### Segment - 31 – 65 years of age

1 (b)

**Develop recruitment strategy for people in the 31 – 65 years age group.**

**To be informed by research**

(Possible Sub-segments – *employed/ self employed and unemployed*)

Possible activities to include:

- *Advertisements in industry/professional magazines*
- *On-line advertising*
- *Targeted large employer (pilot)*
- *Advertisement in local newspapers*

National Marketing Coordinator and State and Territory Marketing Officers

June 2011

\$8000

Recruitment strategy submitted to the Marketing Sub-Committee for approval

- Advertisement in 'train newspapers' (eg MX in Brisbane)
- Raise profile of bridge in broader community (eg articles on congresses, international speakers, tours etc)
- Bridge demonstrations in shopping centres
- Advertise at gold clubs
- Consider high profile patron

Develop promotional material specifically for this segment	National Marketing Coordinator and State and Territory Marketing Officers	June 2011	\$2000	Recommendation endorsed by Marketing Sub-Committee
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1 (c)

**To be informed by research**

Possible activities to include:

- Advertisements in industry/professional magazines
- On-line advertising
- Targeted large employer (lunch time pilot)
- Lunch time lessons in clubs in CBD areas
- Have incorporated into pre-retirement sessions for employees of large organisations

National Marketing Coordinator and State and Territory Marketing Officers	August 2011	\$3000	Recruitment strategy submitted to the Marketing Sub-Committee for approval
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**Develop recruitment strategy for people about to retire from the workforce (50 – 65 years of age)**

Develop promotional material specifically for this segment	National Marketing Coordinator and State and Territory Marketing Officers	June 2011	\$3000	Recommendation endorsed by Marketing Sub-Committee
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1 (d)

**To be informed by research**

(Possible sub-segments pensioners and self funded retirees.)

Possible activities to include:

- Advertisements in seniors magazines
- Flyers in caravan parks giving location of nearby club (for grey nomads)

National Marketing Coordinator and State and Territory Marketing Officers	June 2011	\$1500	Recruitment strategy submitted to the Marketing Sub-Committee for approval
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**Develop recruitment strategy for people who are currently retired.**

- *Advertisements in credit union /financial organisation newsletters to superannuants*
- *Flyers in Doctors' surgeries (linking to research for 'brain health')*
- *Lessons at retirement villages (for 50+)*

1 (e)  <b>Develop recruitment strategy for people who play social bridge.</b>	Develop promotional material specifically for this segment	National Marketing Coordinator and State and Territory Marketing Officers	August 2011	\$3000	Recommendation endorsed by Marketing Sub-Committee
	<b>To be informed by research</b>	National Marketing Coordinator and State and Territory Marketing Officers	June 2011	\$1500	Recruitment strategy submitted to the Marketing Sub-Committee for approval
	<p><i>Possible activities to include:</i></p> <ul style="list-style-type: none"> <li>• <i>Local newspaper advertisements</i></li> <li>• <i>Special days for social players at ABF affiliated clubs (pilot in each State and Territory)</i></li> <li>• <i>Registered players bring a social player to an introductory day – reward with 2 free vouchers</i></li> </ul>				
1 (f)  <b>Raise community awareness of bridge as a mind sport</b>	Develop promotional material specifically for this segment	National Marketing Coordinator and State and Territory Marketing Officers	August 2011	\$1000	Recommendation endorsed by Marketing Sub-Committee
	Access research on the link between bridge and mental health ( <i>particularly as it relates to ageing</i> )	National Marketing Coordinator	March 2011	-	Evidence obtained and 'proposition' formed
	Approach relevant local, State and Federal Government bodies to seek funding for marketing activities to potential members	National Marketing Coordinator and State and Territory Marketing Officers	From June 2011	\$300	Funding grants obtained
	Form strategic alliances with Organisations such as: <ul style="list-style-type: none"> <li>• <i>Office of Seniors' Interests</i></li> <li>• <i>Health Department</i></li> <li>• <i>Education Department</i></li> <li>• <i>Alzheimer's Australia</i></li> </ul>	National Marketing Coordinator and State and Territory Marketing Officers	From June 2011	\$500	Alliances formed

	Provide articles to local newspapers, industry and professional group newsletters, seniors magazine etc on the benefits to mental health from playing bridge	National Marketing Coordinator and State and Territory Marketing Officers	From July 2011	-	Articles published around Australia
	Incorporate information in promotional materials as appropriate	National Marketing Coordinator	June 2011 onwards	-	Information included in promotional material
<b>1 (g)</b>	Lawn Bowls Australia, particularly the "bare foot bowls" day introduced by the New Farm Bowls Club in Brisbane.	National marketing Coordinator	February 2011	-	Report to Marketing Sub-Committee
<b>Check with other Associations/ clubs to see how they address declining membership</b>					
<b>1 (h)</b>	Waive capitation fees for new members	ABF Management Committee	From 1 April 2011 – 31 March 2013		To be monitored
<b>Provide financial assistance to ABF clubs to attract new members</b>					

**Goal 2 – Initiate a research program to enable improvement in marketing activities with initial priority given to building on the ABF's understanding of both existing and potential members.**

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
<b>2 (a)</b>	For the <u>longer</u> term, design an information capture process to collect demographic information on existing members in each State and Territory. Such information will include an age range, gender, status ( <i>ie pensioner/ self funded retiree/employed/ un- employed, self employed etc</i> ).	National Marketing Coordinator and Marketing Officer in each State and Territory	By August 2011		Information capture process designed and ready for implementation.
<b>Develop a National intelligence data base so that future marketing activities can be better informed</b>	<b>Note:</b> <i>Most likely implementation of this initiative</i>				

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Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
<b>and targeted</b>	<p><i>will be membership renewal time for 2012.</i></p> <p>For the <u>shorter</u> term, design and implement an information capture process to collect demographic information on existing members from a sample number of clubs in each State and Territory.</p> <p>Undertake a mix of:</p> <ul style="list-style-type: none"> <li>• <i>qualitative questioning</i></li> <li>• <i>mail surveys (snail mail / email)</i></li> <li>• <i>telephone surveys ( fast and effective);</i></li> <li>• <i>focus group interviews; and</i></li> <li>• <i>observation</i></li> </ul> <p>to understand members’ motivations to:</p> <ul style="list-style-type: none"> <li>• learn bridge</li> <li>• join a bridge club (<i>how did they hear about the club they joined</i>)</li> <li>• play at their current frequency</li> <li>• play either social or competitive bridge</li> <li>• enter/not enter competitions</li> <li>• play only in the daytime</li> <li>• play only at night time</li> </ul> <p>together with:</p> <ul style="list-style-type: none"> <li>• what they like/don’t like about their current club</li> <li>• how they met their bridge partner/s</li> <li>• what they would like done differently</li> <li>• what their preferred communication channel is (<i>do they use social media</i>)</li> <li>• if they play bridge on-line (<i>which ‘product’</i>)</li> <li>• is English their first language (if not, what</li> </ul>	<p>National Marketing Coordinator and Marketing Officer in each State and Territory</p> <p>National Marketing Coordinator and Marketing Officer in each State and Territory</p>	<p>From April 2011</p> <p>By April 2011</p>		<p>Indicative data available and presented to Marketing Sub-Committee</p> <p>Improved knowledge and understanding of preferred communication channels, behaviour and motivation of existing members.</p>

**Goal 2 – Initiate a research program to enable improvement in marketing activities with initial priority given to building on the ABF’s understanding of both existing and potential members.**

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
	is) and also: <ul style="list-style-type: none"> <li>which profession/industry group they work/worked in (<i>if applicable</i>).</li> </ul>				
	Conduct interviews with social ‘non bridge club’ players to understand : <ul style="list-style-type: none"> <li>Why they have not joined a club</li> <li>If they learnt at a club and if so, why they chose not continue to play there</li> <li>What would entice them to join a club</li> <li>What deters them from playing at a club</li> <li>When they play / frequency</li> <li>How their ‘group’ is organised.</li> <li>Their preferred communication channels</li> <li>If they play bridge on-line (which ‘<i>product</i>’)</li> <li>Which profession/industry group they work/worked in (if applicable).</li> <li>Is English their first language (if not, what is)?</li> </ul>	National Marketing Coordinator	By April 2011		Knowledge and understanding of behaviour and motivation sufficient to inform recruitment strategies.
	Implement a mandatory participant feedback process for all ABF sponsored congresses/competitions	National Marketing Coordinator and congress organisers	From February 2011	-	Feedback process in place
<b>2 (b)</b>	Implement <u>longer</u> term information capture process as approved by the Marketing Sub-Committee and the Management Committee	As identified in the above process	As identified in the above process		Process approved and implementation under way no later than January 2012.
<b>Implement the National intelligence data collection process (for existing members)</b>					

**Goal 2 – Initiate a research program to enable improvement in marketing activities with initial priority given to building on the ABF’s understanding of both existing and potential members.**

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
<b>2 (c)</b> <b>Identify potential of social networks – can they be useful for recruitment of new members (particular focus on youth segment)</b>	Research whether social networks ( <i>primarily Facebook and active feeds on Twitter – also potentially MySpace</i> ) would be useful for bridge recruitment purposes ( <i>particularly the youth segment</i> ); ie <ul style="list-style-type: none"> <li>• <i>can the ABF brand be used to confer social importance on its users, and</i></li> <li>• <i>can bridge stimulate social interactions that may in turn generate word-of-mouth?</i></li> </ul>	National Marketing Coordinator	September 2011		Report to the Marketing Sub-Committee
	Research whether search engine adds would be an effective way to recruit youth	National Marketing Coordinator and National Youth Officer	September 2011		Report to the Marketing Sub-Committee
<b>2(d)</b> <b>Clarify capability of affiliated clubs to accept intake of new members (and retain them)</b>	Develop questionnaire for completion (on-line) by all affiliated clubs in each State and Territory to gain National picture on capability of clubs to accept intake of new members, including; <ul style="list-style-type: none"> <li>• Sufficient trainers available</li> <li>• Accommodation available</li> <li>• Retention strategies in place</li> <li>• Night time sessions available (<i>particularly for people still in workforce</i>); and</li> <li>• Exit interviews undertaken with non-returning participants of training courses (<i>identify the issues to be addressed!</i>).</li> </ul> <p><b>Note: This will help identify where to target marketing activities and allocate marketing funds.</b></p>	National Marketing Coordinator and National Training Officer	February 2011		This process currently under way – Victoria and ACT not responding to request to date.

**Goal 2 – Initiate a research program to enable improvement in marketing activities with initial priority given to building on the ABF’s understanding of both existing and potential members.**

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
	Examine membership statistics for each Region and identify any ‘hot’ spots (ie any club/s which do not retain new members).	National Marketing Coordinator and State and Territory Marketing Officers	April 2011		Report to the Marketing Sub-Committee
	Develop National ‘picture’ of best timing for intake of new members (ie scheduled beginner lessons for 2011).	National Training Officer	March 2011		Information available

**Goal 3 – Initiate a brand management program including, in the shorter term, raising the profile of both the ABF and the ABF management committee.**

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
<b>3 (a)</b> <b>Undertake brand management strategies to enhance the image of the ABF</b>	Obtain quotations (3) to create a new ABF logo (Only once the Management Committee has confirmed necessary information – see below)	National Marketing Coordinator	To be determined	\$300	Quotations (3) available for consideration
	Develop a vision and mission statement for the ABF.	National Marketing Coordinator	March – at the Gold Coast Congress – <i>i</i>	-	Brand management input developed by the ABF Management Committee
	Review training sessions conducted by ABF affiliated clubs to ensure that organisation structure, history, values etc are incorporated into a national curriculum.	National Marketing Coordinator and National Training Officer	By June 2011	-	National curriculum developed and approved by ABF Management Committee
	Develop an ABF brochure for teachers to provide to all students on ‘how bridge is run in Australia’, the	National Training Officer	By June 2011	\$2000	Brochure developed and approved by ABF

**Goal 3 – Initiate a brand management program including, in the shorter term, raising the profile of both the ABF and the ABF management committee.**

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
	ABF masterpoints system etc.				Management Committee Accreditation program in place
	Design and implement a National accreditation program for trainers ( <i>important also that potential trainers' interpersonal skills be tested</i> )	National Teaching Officer	December 2011	-	
	Arrange for reinforcement of rules of bridge (etiquette) to be highlighted in the ABF Newsletter and all affiliated clubs and mentioned in associated Club Newsletters – message to be reinforced on a 1/2 yearly basis.	National Marketing Coordinator and State/ Territory Marketing Officers	From June 2011	-	Articles published in ABF Newsletter, club newsletters and agreement reached to frequently reinforce bridge etiquette rules in clubs.
	Identify and promulgate best practice process for matching partners – <i>casual and permanent bridge partners</i>	National Marketing Coordinator	April	-	Best Practice identified and promulgated
	Co-design a new web site for the ABF.  <b>Note:</b> <i>Need to access research and member input from BAWA process which is currently under way.</i>	National Marketing Coordinator and Marketing Officers from the States and Territories	By August 2011	tbd	Web re-design proposal submitted to the ABF Management Committee for consideration
	Once new logo has been developed, undertake a revision of the 'look and feel' of the ABF Newsletter and all ABF stationery.	National Marketing Coordinator	August 2011	\$2000	<ul style="list-style-type: none"> <li>New look and feel for the ABF Newsletter in published form</li> <li>ABF stationery revamped</li> </ul>
	Feedback obtained on ABF sponsored events to be used for continuous improvement purposes.	National Marketing Coordinator	From Summer Festival of Bridge and Youth Competition in January 2011		Recommendations made to Marketing Sub-Committee following each event.

**Goal 3 – Initiate a brand management program including, in the shorter term, raising the profile of both the ABF and the ABF management committee.**

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
<b>3 (b)</b> <b>Undertake brand management strategies to raise the profile of the ABF Management Committee</b>	Sponsor a charity ( <i>preferably Australian and related to brain research/ illness</i> ) and raise funds at all ABF sponsored events. To include, if possible, information on: <ul style="list-style-type: none"> <li>• <i>Charity's mission</i></li> <li>• <i>Scope of charity</i></li> <li>• <i>Location/s</i></li> <li>• <i>Needs</i></li> </ul>	National Marketing Coordinator	June 2011	-	Charity identified and approved by Management Committee
	Promulgate information/updates about charity on ABF web site and Newsletter.	National Marketing Coordinator	July 2011	-	Articles published
	Design ABF program to acknowledge volunteer efforts on the International Day of the Volunteer (5 December)	National Marketing Coordinator and State and Territory Marketing Officers	November 2011	\$500	Program designed and implemented for 2011
	Share best practice on how to improve skills of volunteers ( <i>particularly interpersonal skills</i> )	National Training Officer	November 2011	-	Program agreed by Management Committee
	Identify <i>quick wins</i> to enhance the profile of the ABF Management Committee; eg <ul style="list-style-type: none"> <li>• <i>profile of Management Committee role and responsibilities and individual members available on web site and featured in ABF Newsletter</i></li> <li>• <i>real time publication of Management Committee decisions (ie published to web site within 48 hours)</i></li> <li>• <i>information published on web site about recent appointments by the ABF (ie Youth Coordinator, National Marketing Coordinator and National Training Officer)</i></li> </ul>	National Marketing Coordinator	March 2011	-	Profile of role and responsibilities of Management Committee published on web site and newsletter.
				January 2011	-

Goal 3 – Initiate a brand management program including, in the shorter term, raising the profile of both the ABF and the ABF management committee.

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
					published on web within 48 hours

Goal 4 – Increase the playing frequency of existing ABF members

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
<b>4 (a)</b> <b>Improve the playing experience for club members in each State and Territory so that:</b> <ul style="list-style-type: none"> <li>• they may choose to play more frequently; and</li> <li>• so new members are retained.</li> </ul>	Ensure strategies are in place in each State and Territory to enhance each member's experience with their bridge interactions – eg <ul style="list-style-type: none"> <li>• New member policy</li> <li>• Mentoring or buddy program for novices</li> <li>• Bereavement policy</li> <li>• Community 'watch' program (ie monitor attendance of elderly members)</li> <li>• Ensure 'Code of Conduct' rules are enforced and monitored at all sessions/ events</li> <li>• Development programs and resources available to build capability of interested members.</li> <li>• Conduct occasional 'events' for social players</li> </ul>	National Marketing Coordinator in partnership with State Executive Committees working with their club affiliates  <i>with assistance from</i>  State and Territory Marketing Officers	From February 2011		Strategies in place in each 'Region' and best practice shared throughout Australia.  Increased attendance at sessions.  Higher retention rates
	Develop a 'best practice' manual for all affiliated clubs in Australia	National Marketing Coordinator in partnership with State and Territory Marketing Officers	December 2011		Manual developed and approved by Management Committee for distribution to all affiliated clubs
	ABF annual award program in place to reward clubs/regions for:	ABF Management Committee	From July 2011	\$1000	Award recipients identified and

**Goal 4 – Increase the playing frequency of existing ABF members**

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
<b>4 (b)</b> <b>Increase participation in ABF sponsored events, including:</b>	<ul style="list-style-type: none"> <li>• Excellence in bridge capability?</li> <li>• Excellence in club membership growth (%)</li> <li>• Excellence in best practice</li> <li>• Excellence in innovation</li> <li>•</li> </ul> <p>Note: Inaugural presentations made by ABF President at the Summer Festival in January 2012.</p>	(information collated by National Marketing Coordinator through Marketing Sub-Committee)			acknowledged in January 2012
	Awards highlighted on web site and ABF Newsletter	National Marketing Coordinator	2012	-	<ul style="list-style-type: none"> <li>• Articles published in ABF Newsletter</li> <li>• Information available on web site</li> </ul>
	In partnership with State and Territory Marketing Officers, develop a strategy to increase attendance at each ABF sponsored event.	National Marketing Coordinator and National Training Officer			Strategy for each event approved by the Marketing Sub-Committee.
<ul style="list-style-type: none"> <li>• Congresses</li> <li>• Competitions</li> <li>• Master classes</li> <li>• Train-the-trainer sessions</li> <li>• Bridge for brains etc.</li> </ul> <p>Note; Feedback from Summer Festival of Bridge to be used to inform strategy.</p>					

**Goal 5 – Obtain maximum value for the ABF’s annual investment in marketing**

<b>Objective</b>	<b>Activity</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Estimated Cost</b>	<b>Performance Indicator/Measure</b>
<b>5 (a)</b> <b>Achieve best value for the annual marketing budget</b>	Obtain copy of marketing plans from each State and Territory for the periods 2009 and 2010 ( <i>with expenditure items identified</i> ).	National Marketing Coordinator	February 2011	-	Marketing expenditure for 2009/10 (in the States and Territories) identified
	Analyse expenditure and outcomes achieved	National Marketing Coordinator	Ongoing	-	Report made to the Marketing Sub-Committee on expenditure/results
	Make recommendations to the Management Committee on possible improvements to marketing budget allocations	National Marketing Coordinator	Bi-annually	-	Reports made to Management Committee – via the Marketing Sub-Committee
<b>5 (b)</b> <b>Achieve best value for the annual training ‘marketing’ budget</b>	Assess the budget required for activities planned by the National Training Officer for 2011 (promotional/training material)	National Marketing Coordinator and National Training Officer	Once plan has been completed	-	Costings submitted to the Marketing Sub-Committee for approval
<b>5 (c)</b> <b>Obtain ‘grants’ from Government bodies in recognition of the important role bridge plays in the wellbeing of Australians</b>	Establish strategic alliances with relevant government bodies	National Marketing Coordinator and State and Territory Marketing Officers	From July 2011	-	Grants received
<b>5 (d)</b>	Undertake National and International research to identify possibility of such a program.	National Marketing Coordinator	September 2011	-	Report submitted to National Management

Goal 5 – Obtain maximum value for the ABF’s annual investment in marketing

Objective	Activity	Responsibility	Timeframe	Estimated Cost	Performance Indicator/Measure
<b>Identify feasibility of a bequests program for bridge</b> 5 (e)  <b>Identify opportunities to raise revenue through advertising (eg on the web site and in the ABF Newsletter), Government grants, sponsorship (at ABF events) etc.</b>	Identify best practice in States and Territories			-	Committee with findings/ recommendations
	Obtain revenue through sponsorship, advertising, grants etc.  <b>Note:</b> Need to develop a list of selling points for: <ul style="list-style-type: none"> <li>• prospective gold, silver and bronze level sponsors at ABF events</li> <li>• advertisers</li> <li>• potential organisations for provision of grants.</li> </ul>	National Marketing Coordinator in partnership with: <ul style="list-style-type: none"> <li>• State and Territory Marketing Officers</li> <li>• ABF congress organisers; and</li> <li>• ABF Youth Officer</li> </ul>	Ongoing		Funding received