



# ABF Marketing Plan 2018-2020



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# Bridge Market Background

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# The Australian Bridge Market

## MARKET DEFINITION

The Australian bridge market consists of players and clubs that are affiliated with the ABF and those that play in homes and private, sports and social clubs. The size of the non affiliated bridge players is unknown and at this time we will not try to estimate the size of the unaffiliated market.

## AUSTRALIAN ABF AFFILIATED MARKET

As of 31 December 2017 there were 36,543 active members down -0.50% or 183 members on 2017 excluding Youth players

A total of 352 clubs down one on 2016 with 5 clubs joining and 6 clubs leaving the scheme during the year

I have built a model to try and estimate the size of the ABF affiliated bridge market based on a number of assumptions including the number of clubs and players, the approximate number of green point club tables played and table money, and a weighting for red point events, congresses and lessons.

The tentative result is that the Market size is between \$15 million and \$20 million a year including the following features

- The Top 20 clubs by members of the 352 clubs with 6% of members had a revenue of \$6 million and a rev share of 40%
- The Top 35 clubs or 10% of clubs with 16,000 members had a 56% share of revenue and 20% clubs had >80% of revenue
- The other 90% of clubs with 20,000 members had a 44% share of revenue
- The average revenue for the Top 10% of clubs was \$240,000 per club and the remaining 90% about \$21,000 per club

# ABF Marketing SWOT Analysis

Study to identify the strengths and weakness, opportunities and threats of the ABF relevant to marketing

## Strengths

- 37,000 members affiliated with the ABF
- 70% are female, love to travel and be social
- Most Aged 50-80, a high growth market
- 70% can be classed as beginners and intermediate
- Members highly educated, own home and investors
- Numbers static in comparison to other declining sports
- A mind sport with mental health and social benefits
- 350 clubs located all over Australia
- Clubs concentrated in higher income, populous locations
- Largely not for profit, volunteer run clubs
- Very low cost entertainment and social environment
- Good standard of teachers and directors
- Many congresses for more competitive players

## Weaknesses

- No email database to communicate to members
- Players sometimes unfriendly and unsupportive of others
- Ave age 70 and ageing 0.5 yrs a year with few young people
- Not enough teaching, supervised play and restricted comps
- Retired with time commitments to grandchildren and travel
- Numbers of players not growing and challenged future
- Health and socialisation strengths not valued by market
- Many social, sports and community clubs not affiliated
- Fewer clubs in lower income, ethnic & growing outer subs
- Clubs and volunteers not recognised and rewarded
- Clubs often do not make or invest surplus in growing
- Need more beginners and intermediate teaching
- Some congresses declining and uncertain future

# ABF Marketing SWOT Analysis

## Opportunities

- High growth ageing population of baby boomers
- Earlier generations learnt from family and at Uni
- Appeal to more academic younger people
- Provide bridge teaching into schools
- Develop product to meet requirements of 50+ market
- Mind game for mental health and social benefits
- Convert private, social and sports clubs to ABF
- Encourage clubs to market to grow members
- Provide marketing subsidies to state bodies
- Develop more exciting presentation of congresses
- Create inspirational bridge champions and legends
- Embrace the Internet and technological developments
- Improve ABF relationship to States, clubs, players
- Fund a national marketing campaign

## Threats

- Higher attrition rate than acquisition rate
- Generational teaching declining and little bridge at Uni
- Competitive leisure activities, e-Games and X Games
- Very expensive provide teaching/equipment to schools
- Over 70's more difficult to learn new skills
- Do not want to be seen as game for only old people
- Push back from clubs and members for status quo
- Most state bodies spend very little subsidy on marketing
- Poor performance of marketing/Special Projects invest
- Bridge players will migrate from clubs to online
- Antipathy to creating heroes and “tall poppy syndrome”
- Players will migrate to international online sites
- Proprietorial, Self interest of States and Clubs of players
- No effective marketing budget, members will decline

# Bridge Market Economics

The Bridge market has a wide variance in table money charged. In building the model to estimate the size of the market and in particular analysing the top 35 clubs the table money for members ranged from a low of \$4, twenty between \$5-7, nine \$10-12 and a top price of \$15. Unaffiliated Grand Slam/Double Bay charges \$18 for members and \$21 for Visitors.

## Competition

Movie prices also have a wide price range from low in regional areas to premium prices of \$21 to over \$30 in capital cities. After discounts for children, seniors, pensioners and membership schemes the average movie ticket price in Australia is about \$14. Theatre and concerts are multiples these prices and golf up to \$100 a round. Bridge is a very inexpensive form of leisure or entertainment.

## Metrics

Frequency – the number of games per member is about 50 times a year or once a week however the distribution is skewed by some members playing seldom and a small cohort playing 3 or more times a week.

ARPU – Average Revenue Per Unit is a common way of valuing customers and in bridge the ARPU per player a year ranges from about \$300 at \$6 table money and low frequency to over \$600 at \$12 and higher frequency.

The ARPU per year is over \$400 per year in each of the top 35 clubs.

The ARPU per year for the ABF averages \$22.60 per member including Capitation and Masterpoint Centre profits and excluding GST.

The ARPU per year for the State bodies is about \$14 per member including Capitation, MP Commissions and Marketing grants.

Acquisition Cost per member is the marketing cost after adjusting for incentives and other costs for a campaign divided by the increase in new members above the organic rate.

# Bridge participation is in gradual decline despite being a high growth demographic market 55+

- Since 2013 the number of new players has been in decline
- The number of activated players has also fallen
- Marketing and Education plans and costs since 2014 have not resulted in the growth of net new players but a loss
- It is not known if even fewer new players would have joined without Marketing & Education but it certainly has not achieved the growth forecast in the 2014-17 ABF Marketing Plan
- Players inactivated and deleted has increased to nearly 5,000 in 2017 which is a churn of over 12% of members
- Each player lost is about \$400 or in total for 5,000 decline in players nearly \$2.0 million pa decrease in total club's revenues
- As a result there has been a decline in the number of players since 2015
- The net loss in 2016 was -97 members and this loss grew to -215 in 2017

Change in ABF Membership Numbers 2012-2017

	2012	2013	2014	2015	2016	2017
New Players	3,057	3,339	3,145	2,970	2,761	2,666
Players Activated	1,745	1,922	2,120	1,975	1,969	2,023
<b>Total New &amp; Activated</b>	<b>4,802</b>	<b>5,261</b>	<b>5,265</b>	<b>4,945</b>	<b>4,730</b>	<b>4,689</b>
Players Inactivated	3,667	3,614	4,382	4,458	4,436	4,533
Players Deleted	398	364	388	393	391	371
<b>TTL Inactive &amp; Deleted</b>	<b>4,065</b>	<b>3,978</b>	<b>4,770</b>	<b>4,851</b>	<b>4,827</b>	<b>4,904</b>
<b>Total Change</b>	<b>737</b>	<b>1,283</b>	<b>495</b>	<b>94</b>	<b>-97</b>	<b>-215</b>

# The Bridge Model

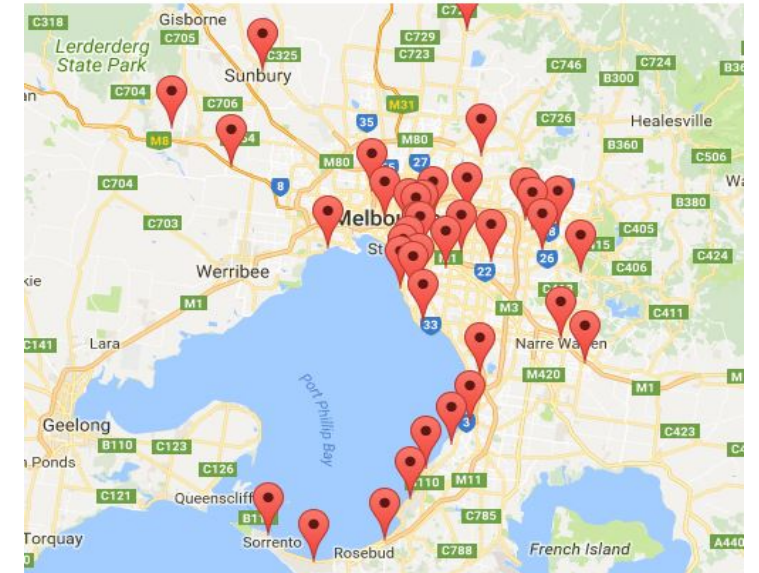
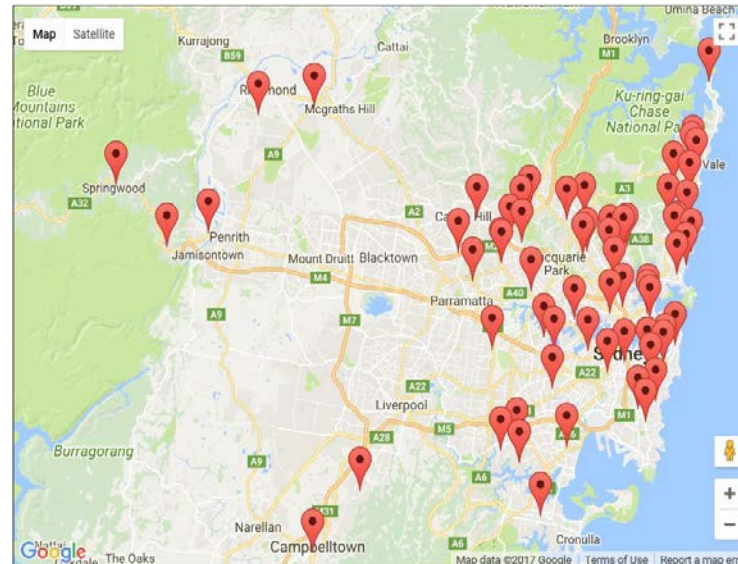
- Marketing has been building a business model for bridge clubs
- The cost of establishing a small club for 10 to 20 tables with new equipment is about \$6,000 for furniture and \$15,000 for Equipment. This is not a substantial “barrier to entry” and often clubs can do it at far lower cost
- However, with up to 340 playing clubs there is often considerable competition in higher demand areas
- The next major cost is for rent then administration, office expenses, masterpoints, coffee and biscuits. Directors fees can be substantial unless done by volunteers but along with MPs are variable depending on the number of sessions
- Some bridge clubs own their premises but these are principally state bodies which traditionally dominated the market, made profits and acquired property. Now they face a lot more competition and are often experiencing declining numbers
- Many clubs charge very low table money which is good for providing a community service but does not provide a surplus for acquiring premises or equipment and for marketing expenses to grow new players for the future
- With largely fixed costs the marginal revenue from new players, or playing more often, far exceeds the marginal costs resulting in increased profits from growth flowing to the bottom line
- Bridge has a great product at a very low cost with I believe to be relatively “inelastic” demand which means it can sustain increases in prices without reducing demand in relation to its price change
- Bridge is already facing a high churn, and an attrition rate that is higher than the acquisition rate. If bridge is not to follow the decline in other participants sports like golf, tennis, cricket and bowls then it needs to stop the fall in members and grow.



# ABF Club Development

- With about 340 clubs Australia is largely well served though new clubs in undersupplied areas is always encouraged
- With urban sprawl the shopping centres moved from the city to the suburbs so have the bridge players and clubs
- However, it could be argued that the more populous and higher socio-economic suburbs are sometimes over saturated
- In Sydney's east there are clubs in the City, Double Bay, Rose Bay, Vaucluse, Randwick, Bondi Junction and Coogee
- They are all within a 10-15 minute drive and similar situation occurs in Melbourne and perhaps other areas
- With low barriers to entry the competition has led to more private and some unaffiliated clubs, competitive pricing, less profitability and hence funds for marketing to new players and the acquisition of premises and technology
- Often new members are gained from other clubs rather than growing the size of the bridge market

- This can lead to a siege mentality and unwillingness to share data or marketing with other clubs
- In some states the dual role of ABF State body and club operator may provide perceived conflict
- Future investment or funds from the ABF should take these factors into account and should only be for the acquisition of new members to the ABF



# The Business of Sport – Fanatics, Fans and Followers



The Head of Fox Sports and now the CEO of Foxtel, Patrick Delany, gave a speech titled “ Fox Sports and the business of Sport: How emotion and passion drive growth in 2017.” Foxtel has 24 sports channels broadcasting to over 6 million viewers.

Delaney describes how sports were built on collegiality and teamwork, not revenue or fans. Clubs were established to organise sport, not to promote it. Now sport in Australia is a highly competitive multi-billion dollar professional business.

“The customer is at the heart of the Fox Sports strategy – Our tribe is made up of **FANATICS, FANS AND FOLLOWERS.**”

In bridge the **FANATICS** are the highly competitive players who turn up to every congress but at about 1,000 are less than 3% of our members - strategy is easy just schedule and they will turn up. However, the market is getting tougher and tighter.

The remaining 36,000 players are the **FANS** – they need engagement, they need passion and they need tribalism.

Sport, including Bridge, needs to entertain to create an atmosphere and to appeal to the basic human desire to belong (Maslow). The third group is the **FOLLOWERS** which bridge has failed to attract shown by the very low numbers who watch finals or play offs on BBO.

“The history of sport in Australia is littered with self-sacrificing administrators who gave up their time and energy to drive growth in their beloved pastime. Sports bosses need to keep a safe distance from the passion. They need to analyse the passion of fans, not be blinded by their own fanaticism. In 2017, sports need the skills of experienced business professionals.”

Delany believes that Market Research of our fan base is essential, which we have undertaken in bridge, because to be successful you have to tap the ideas and the creativity of the fans.

If not, then “like all businesses, the business model of sports (bridge) is under threat.”

Our strategy must revolve around our fans, the players. How we respond will determine the strength of our sport in the future.

# Profile of the Congress players – The Fanatics

- 90% of the Congress players are aged between 50 and 80 and nearly 80% are aged 60-80 with a life expectancy of 82
- The average Congress age is 66.4 slightly below the average of 70 for all bridge players and 71% are retired
- The respondent bridge players are highly educated with 60% having University degrees and 22% Masters or Doctorate degrees
- 65% have over 300 MPs and a third over 1,000 compared to 70% of club bridge players having less than 100 MPs
- 81% are from the cities and 56% are women, again lower than the 70% who make up bridge members in total
- 50% play bridge 3 or more times a week and 58% compete in 5 or more congresses a year – true Fanatics
- Night time bridge is nearly dead for this age group except for the State bodies weekly competition which is also falling
- Over 70% do not play social bridge but over 55% of their friends are also bridge players
- 50% play online and 34% play daily or weekly as it is always available and mostly to practice
- Two thirds of bridge players use social media of whom 85% use facebook and 40% check it hourly or daily
- Bridge players favourite entertainment is TV from the Internet, newspapers and the movies
- 50% read a newspaper every day and a further 25% during the week led by The Australian then Fairfax broadsheets
- Over 50% watch the ABC News which is three times the national average, 16% SBS, 14% Nine and 11% Seven

# Marketing Special Projects Grants

- The ABF Special Marketing Projects ran from 2014-2016, received 26 applications and paid out nearly \$40,000 to 11 projects
- It was largely unsuccessful with only two clubs growing members with one state body having uncertain results
- Investments were made in promoting events which did not lead to increasing the numbers playing in events and in one case total failure
- Also, investments were made in new equipment such as projectors and bridgemates for clubs which may have increased enjoyment and management practices but not in new members
- Bridge-in-a-day was initiated but not continued however BIAD or similar teaching may still have some potential in the future
- Special marketing project grants were made specifically to grow new members in clubs
- This was successful in two clubs but another club experienced a significant fall in members
- In considering further marketing grants in the future consideration needs to be given to the poor performance in the past
- The major objective has to be to grow ABF members and the numbers playing in congresses
- This will require
  - Detailed applications with material support
  - Implementation schedules and budgets
  - Careful evaluation of the projects by the ABF
  - Analysis of applicants P&L and Balance Sheets
  - Payment on evidence of approved expenditure
  - Detailed reporting to the ABF both during and after the project

# THE BIG ISSUE



# The Big Issue

The most important challenge facing bridge is how to acquire sufficient new affiliated members to maintain our current number and preferably create growth in the future. In 2017 there was a slight decline in the total number of affiliated members and roughly half the clubs experienced some decline in membership.

ABF marketing has analysed the trends in club membership and produced a model that shows how many new beginners each club needs to maintain membership and to achieve growth.

The largest 20% of clubs or 67 clubs in Australia provide over 60% of members. These rank from the North Shore Bridge Club in Sydney with over 1,500 members and the South Australian Bridge Association with over 1,200 members down to clubs in Tamar and Armidale each with about 150 members.

If we assume that the attrition rate each year is 10% of members and half the beginners who enrol in classes progressing to becoming members, then a club requires an intake of 20% of its total number of members each year to beginners' classes just to retain the club's current membership level. In the biggest clubs this would be well over 100 new beginners each year and even for a club with 150 members then 30 new beginners would be required. The average club with 100 members would need 20 new beginners each year and smaller clubs with say 30 members would need 6 beginners.

However, in reality retention rates are more likely to only be 25-30% doubling the number of beginners required just to maintain existing membership levels. Growth then requires even higher levels of beginners intake and/or improvement in retention rates. This would convert to nearly 300 new prospects in each of the largest clubs and even the smaller clubs with 30 members would need 8 beginners each year.

The same ratios apply to all clubs down to the smallest which is very daunting since it requires considerable drive and effort from club committees to recruit new members and improve teaching and retention rates.

We have met with many leading teachers in Australia and have visited state bodies and major clubs in NSW, Victoria, Queensland and South Australia to discuss recruiting beginners, teaching and retaining members.

There are two major factors:

- the acquisition of new beginners; and
- the conversion of beginners through supervised to becoming members

# Acquisition of Members

The acquisition of new members requires a “sales process” similar to most other businesses from

**acquiring the prospects >establishing contact profile > introducing the product >managing the doubts >closing the sale >follow up.**

The ABF council seeks assurance that if a budget was made available for an advertising and media campaign that it would be successful and give a guaranteed return on investment.

In the past there seems to have been a number of attempts to use local newspaper and some television and radio advertising. These may have only been of a limited scale but have not proved to be successful enough to be continued or to meet the ABF requirements.

ABF Marketing would like to examine the potential of social media advertising by testing the responses to Facebook Ads and Google Ad Words which have been so successful in gaining dominance in the media advertising market.

Facebook offers the advantage of highly targeted market segments by demographics, incomes, expressed interests and geographic areas. It also visually powerful, great for brand positioning and tracks performance and ROI.

Google is still king of the search engines and provides potential users who are actively looking for goods and services.

ABF Marketing recommends

- State bodies or clubs to join with us in trying out Facebook and Google.
- Every club to appoint a marketing person or group to drive the marketing role in the club and to co-ordinate with national marketing.
- Marketing will also provide support to clubs including considering recruitment incentives, direct marketing and community involvement to create new prospect leads.
- Establish profile for all students



# Product Introduction – Teaching and Supervised Bridge

In the UK the English Bridge Union claim that their retention ratio from beginning lessons to club membership is 20%. We have spoken to a number of Australia's leading teaching clubs who believe their retention ratio may be slightly higher but do not have supporting evidence.

There is obviously a great need to reduce the attrition rate during teaching and supervised to increase the ROI for the advertising and teaching costs.

There appears to be a significant difference between the approach of teaching bridge and other participation sports like golf, tennis and bowls. We have investigated each of these and found that if a prospect contacts or visits these sport clubs to investigate learning they are immediately offered on the spot personalised lessons. Bowls teaching is often for free, Golf is very expensive and Bridge very cheap.

Most major bridge clubs have 2-3 intakes a year and the prospect is told to come back in one to six months times when the next lessons begin. This means that many prospects are lost in the intervening period and do not even reach the beginners lessons.

Beginners classes can be 20-50 people where people cannot get individual attention and many have different abilities to learn and varied preferences in learning styles from reading notes, books, white boards and card play. We do not allow our children to be educated in this way.

Many students drop out because they find it difficult and are unsure they are capable of playing requiring individual support and reaffirmation. Bridge can be played and enjoyed at all levels not just by elite competition players.

Most clubs do not conduct entry questionnaires to determine what each prospect is looking for in bridge. The concentration appears to be on the product, how to play bridge correctly, rather than "what benefits it offers to the customers" which should be the first stage of the sales process.

ABF research shows that a friendly club and social interaction are absolutely priorities for acquiring and retaining members.

The greatest sales recruitment weapon bridge has is its 36,000 fanatical players.



# ABF Marketing recommends

Entry and Exit surveys to determine prospects expectations and performance of the teachers, supervisors, course content, communications, enjoyment, difficulties, suggested improvements and future intentions.

Marketing will prepare suggested survey template including how they heard about the club

Analysis of number of students, attendance, ages, supervised, and conversion to members to assist the ABF in future policy developments

More frequent beginners lessons to reduce waiting times - Personalised teaching or coaching available at all times

Buddy or mentoring system to help overcome doubts and difficulties - Regular communications to all students and members

Meet and Greet person in every club – Cake and drinks or dips and wine very important in socialising

Welcome email from the Club President and teaching book or notes

Research shows that for most bridge players playing bridge becomes a lifestyle for mental health, social interaction and travel

The 36,000 members need to be motivated and perhaps incentivised to spread bridge by word of mouth amongst their peer group and introduce new members - Make bridge club membership be aspirational and exclusive as golf did successfully for many years

Closing or signing up members is a crucial stage of any sales process including in bridge - Provide letter explaining the options available

Consider free voucher or other incentive - Buddy or mentor support is valuable

Short lessons will continue before supervised or rookie sessions

Follow up people who do not become members to understand their reasons or to give reassurance

Behaviour and etiquette of club members very important in easing people into general play and bullying to be eliminated

Regular communications with members on events and results with plenty of photos all important in creating a social club

# MARKETING VISION



# Marketing Vision

## THE PROBLEM

In the US ACBL members, clubs and number of tables are falling, similarly in New Zealand.

Bridge in Australia is struggling to hold its position against competing leisure activities, a time poor market, changing consumer behaviour, new technology, aging members (ave age 70) and growing attrition. Night bridge has largely died and bridge has difficulty attracting younger players.

Bridge is at the tipping point of declining participation like golf , tennis, cricket, bowls and rugby have already.

## THE CHALLENGE

The ABF has no marketing budget for a national media campaign to grow our sport in the short term

How do we motivate the players, clubs, state bodies, congresses and the ABF to drive change to grow the numbers of players?

## VISION

### **1. Position the bridge brand as a fun, exciting, challenging, social and healthy activity**

- Highlight the good value proposition of bridge to retain players and ensure future viability
- Promote the mental health benefits of bridge for memory, problem solving strategies and social interaction which may lead to a longer and healthier life
- Create and promote bridge champions and legends to inspire all players

# VISION

## **Membership growth**

- Members are the most important element of any club culture and new members should be welcomed and integrated with strong governance and management practices
- Make players the heroes and advocates of bridge to their friends and families to take up social and competition bridge
- Encourage clubs to provide friendly, learning environments for all levels of bridge from beginners to experts
- Support the clubs to communicate and market in their local communities

## **Membership Retention and Development**

- Establish direct communications with our 37,000 members to promote congresses, teaching, newsletters and marketing for sponsors
- Work with bridge state bodies to drive promotion and developments in their member clubs
- Promote the benefits and services the ABF provides to affiliated clubs and members
- ABF engagement with its members and clubs to provide leadership in marketing, teaching skills, directing skills and technology development and support

## **Improve Organisational Capability**

- Assist Tournament Organisers to modernise, restructure and promote their events to grow participation
- Use technology to attract younger players and grow an older generation
- Consolidate the various ABF member databases & Masterpoint Centre data.

# The Marketing Plan 2018-2020

# ABF Marketing Plan for Clubs 2018-2020 (1)

## Objective

## Strategy

### Grow Membership of clubs

Co-operative advertising programs with states and clubs  
Test facebook and google advertising between ABF, states and clubs  
Special Marketing Project financing for growing members  
Recruitment bonuses for members introducing new players  
A new member value is about \$400 pa for a club and \$22 for the ABF

### Develop clubs marketing function

Each club to have a delegated Marketing Officer/Committee  
Responsible for devising marketing drives for new members  
Work with the Teachers to maximise retention of beginners  
Clubs to report numbers of new students and conversion to ABF members

### Increase sociability of clubs

Encourage "meet and greet" by hosts, discourage bad behaviour and bullying  
Encourage bridge holidays, weekends away, travel and cruises  
Promote bridge benefits of mental health and social interactions

# ABF Marketing Plans for Clubs 2018-2020

(2)

<b>Objective</b>	<b>Strategy</b>
<b>Improve professional standards</b>	<b>Teacher/ Director accreditation, Supervised sessions Star Awards for clubs achieving success, Volunteer awards and Recognition School holiday camps for children, Shopping centre demonstrations Successful clubs featured in ABF Newsletter and online</b>
<b>Business model for bridge clubs</b>	<b>Create a template for creation of a new club, business model and Handbook</b>
<b>Community Involvement</b>	<b>Provide bridge days for local charities - works very well for WIZO in Sydney's East Join up with a golf or bowls club to share facilities and provide cash flow to them Participate with stands in local street fairs Give free lessons or games as prizes for local churches &amp; community groups</b>
<b>Exhibition Games</b>	<b>In libraries, book stores, senior centres, shopping malls, schools</b>

# Marketing Plan for the ABF 2018-2020

(3)

Objective	Strategy	Responsibility	Time
Establish a National Marketing Budget	ABF to work with state bodies to create a national marketing budget Marketing to prepare a draft National Media campaign	Council Marketing	2018/19 2019
Grow Membership of bridge clubs	Co-operative joint venture with state bodies and clubs to explore social media advertising potential (more detail in clubs section) Marketing Special projects investments to grow membership Recruitment bonuses for members recruiting new players	Council Marketing States/Clubs	2019
Engage with members through technology	Addressable marketing through national email database Ability to directly communicate with members Benefit to ABF Marketing, TOs, Newsletter, Advertisers and Sponsors	Council Technology Officer Marketing	2019/20
Bridge Anywhere Anytime Anybody	ABF Members site and masterpoints on BBO and FunBridge Use technology to reach and teach Youth players Create apps for learning and playing bridge on smart phones and tablets	Council Technology Officer	2019/20



# Marketing Plan for the ABF 2018-2020 (4)

Objective	Strategy	Responsibility	Time
Conversion of non-ABF bridge clubs to becoming ABF affiliated	Support state bodies to approach non affiliated clubs Prepare introductory marketing package for new clubs to state bodies	Council Marketing	2019/20
Introduce bridge into schools	Support the introduction of Youth Bridge into schools Prepare an introductory package and budget for schools	Marketing & Youth Bridge Co-ord	2018/19 2018
Improve relationship of ABF with clubs	Demonstrate benefits of ABF to clubs with stand at major congresses	Marketing	2018
	Show advantages to both ABF and clubs of growing members		2018
	Create email list of marketing officers in all clubs	Technical Officer	2019
	Marketing seminar at minimum one major congress each year	Marketing	2019
Introduce National Ratings System	Acquire licences for existing ratings systems from the UK or Australia Develop plan to promote rating system in all clubs	Council, Legal Marketing	2019/20
Use technology to reach young people and provide ABF bridge online at anytime, anywhere, any device	Develop, acquire or license for Online video learning and apps	Marketing	2019
	Examine Australian and International supplier options	Council, Technical	2020
	Develop proposal and costings for management committee	Legal	

# Marketing Plan for the ABF 2018-2020 (5)

Objective	Strategy	Responsibility	
Intergenerational teaching	Encourage players to teach children and grand children	Marketing, clubs	2019
Mental Health	Communicate the advantages of bridge to mental health and socialisation	Marketing, States	2019
Social Media	Determine future of facebook direction and management	Marketing, Council	2019
Research on beginners retention	Market Survey of beginners and Intermediate	Marketing	2019
Make bridge congresses more fun, sociable, inspiring and aspirational	Creative developments in events, formats, length, times and locations Events that meet the lifestyles of mature market for duration and sociability Video coverage of players, awards ceremonies and BBO finals Awards to be presented by ABF councillors or international experts Green room and bar for celebrations, break out areas	Marketing	2019
Champions and Legends	Create bridge heroes as in other sports Develop ranking system for leading players as in golf or tennis Produce online profiles and video interviews with champion players Annual legends dinner and Hall of Fame	Marketing	2020
Provide bridge into Retirement Villages	Market to major Retirement Village corporate groups Determine level of demand Provide business model for retirement village bridge clubs Incentivise clubs to market into local retirement villages	Marketing	2020