



AUSTRALIAN BRIDGE FEDERATION INC

STRATEGIC PLAN

2013-17

ABF VISION

Australians recognise bridge as a sport which helps build their communities. This will be achieved by excellence in management and investment in innovative technology.

ABF MISSION

The ABF administers, communicates, fosters and promotes enjoyment and participation in the sport of bridge throughout Australia.

ABF VALUES

- 1 • Being appreciative and recognising the efforts of our volunteers
- 2 • Being tolerant and respectful
- 3 • Being fair and professional in all our dealings
- 4 • Honesty and integrity
- 5 • Consistency in decision-making and problem solving
- 6 • Being open and accountable

Goal 1: Enhance the profile of bridge within the Australian Community

Objective	Strategy	Responsibility	Timeline	Cost (\$ Est.)	Measure/Indicator
1.1 Host the World Bridge Federation Women's Jamboree in 2015	Negotiate costs and dates with the WBF Submit a Business Plan to the ABF Management Committee for approval	National Secretary	2013	\$50,000	1. No of women attending the event. 2. Positive media coverage
1.2 Host an Australian event (<i>similar to the IMSA event</i>) by 2016 and/or organise a combined Australian team to compete in the 2016 International Mind Sports Association's event overseas.	Undertake consultations with the other three affected sporting bodies in Australia Provide regular updates on progress of negotiations to the ABF Management Committee	President	2013 Bi-annually to 2015	Nominal	<i>Either:</i> 1. An Australian event held in 2016; or 2. A combined Australian team participation in the 2016 IMSA event and 3. Positive media coverage
1.3 Assess the feasibility of hosting the 2017 World Bridge Federation Championship	Project Manager to be appointed. To submit a Business Plan to the ABF Management Committee for consideration	ABF Management Committee Project Manager	2013	M\$1.5	Feasibility determined - not to proceed without a major sponsor on board
1.4 Host the 2018 Commonwealth Nations Bridge Championship	Appoint a tournament organiser A costed Business Plan to be submitted to the ABF Management Committee for approval	ABF Management Committee Tournament Organiser	Early 2013 2013	\$20,000	1. Feedback from participants 2. Number of Nations attending 3. Positive media coverage
1.5 Attract prospective players to bridge lessons around Australia	Undertake targeted, National campaigns (<i>to coincide with scheduled lesson times</i>) with: <ul style="list-style-type: none"> Retirees (<i>including self-funded retirees</i>) Professional groups (<i>ie law, accounting, medical etc</i>) 	Marketing Sub-Committee National Marketing Officer	Ethnic pilot in 2013 Ongoing, rolling	\$5,000 per year	1. Increase in numbers attending lessons 2. Information capture process in place Nationally to identify

Objective	Strategy	Responsibility	Timeline	Cost (\$ Est.)	Measure/Indicator
	<ul style="list-style-type: none"> Ethnic groups Other sporting groups City and community clubs Financial planning forums 		campaigns		effective marketing approaches
	Design, develop and implement a process to better understand how people heard of beginner classes. Seek cooperation of States and Territories in sharing this information to help inform approaches.	National Marketing Officer	2013		
1.6 Promote the health benefits of bridge to the Australian community	Place articles in publications at major professional group conferences and events	Executive Secretary	2013 and ongoing	Tba	Progress reports provided bi-annually to the ABF Management Committee
	Information / interviews on radio programs coinciding with 'themes' etc	National Marketing Officer	Ongoing	\$5,000 per year	– commencing mid 2013
	Information about health benefits placed on web sites (relevant target groups)				
1.7 Change the perception youth have of bridge <i>as it being a sport for older people</i>	Strategy to be developed and submitted to the ABF Management Committee for endorsement	Youth Sub-Committee	March 2013	Tba	Tba
1.8 Enable our existing players to become bridge <i>ambassadors</i>	Use 'Vistoprint' to produce 'bbq' cards – State and Territory based	Executive Secretary	Early 2013	\$500	Cards produced and distributed to States and Territories as per agreed process.
	Develop a plan recommending a distribution process for consideration by the ABF Management Committee				

Goal 2: Maximise our use of technology to both attract and retain people to the sport of bridge

Objective	Strategy	Responsibility	Timeline	Cost (\$ Est)	Measure/Indicator
2.1 Take maximum advantage of technology to attract people to our sport	Ensure that the new ABF web site provides the information necessary to 'hook' people into our beginner classes Nationally	Technology Sub-Committee National Teaching Coordinator	2013	Already included in budget for new web site	Anecdotal evidence initially (<i>until we can collect data from clubs on what attracts people to their beginner classes</i>)
	Seek information from teachers' network on what attracted people to beginner classes – provide data to National Marketing Officer	National Teaching Coordinator	2013		
	Appoint custodians for our new ABF Facebook site to ensure it projects an inviting image of our sport (<i>ie up-to-date, interesting and relevant information for non-players</i>)	Technology Sub-Committee	2013		
	Seek input from the National Youth Coordinator to ensure the ABF Facebook site projects an attractive image to youth	Technology Sub-Committee`			
	Develop a strategy to attract people who play 'games' on the internet	Technology Sub-Committee	2013	Tba	
2.2 Provide players with a free mobile application	Design, develop and implement a mobile application containing an event calendar and masterpoints information	Technology Sub-Committee	2013	\$10,000	Number of downloads
	Once the ABF has a standardised results format hook this information into the mobile application	Technology Sub-Committee	2014		
2.3 Introduce an on-line questions and answer forum for bridge players (<i>in</i>	Recruit 'expert' volunteers to provide answers to player queries.	Technology Sub-Committee	2013	Tba	The amount of <i>traffic</i> using the facility
		National			

Objective	Strategy	Responsibility	Timeline	Cost (\$ Est)	Measure/Indicator
		Teaching Coordinator			
	<i>near-real time)</i>				
2.4 Provide players with an on-line bridge encyclopedia	Develop a proposal for submission to the ABF Management Committee for consideration	Technology Sub-Committee	2013		Encyclopedia in place
2.5 Undertake continuous and incremental improvements to the new ABF web site	A Channel Strategy for 'pushing' the ABF National Newsletter to being predominantly electronic to be submitted to the ABF Management Committee for consideration	Andrew Richman	2013		Regular enhancements made to the new ABF web site
	Align the International, National and State calendars of events	Marketing Sub-Committee			
	A comments/suggestions/feedback facility to be provided on the new ABF web site	Technology Sub-Committee	2014		
	Proposal to be submitted to the ABF Management Committee in regard to a National on-line payment facility for events		2013	\$1,000	
	Align 'branding' of National and State web sites		2014	\$10,000	Take-up of option by States and Territories
			2014	\$5,000	National branding of web sites

Goal 3: Develop and maintain effective relationships with key external stakeholders

Objective	Strategy	Responsibility	Timeline	Cost (\$ Est)	Measure/Indicator
3.1 Strive to have bridge officially recognised as a sport (<i>including as an Olympic sport</i>)	In order of priority, write to the following Government bodies seeking agreement: 1. The Australian Sports Commission 2. Australian Government's Department of Sport 3. State Government Departments of Sport	President	2013		Recognition of bridge as a sport by various Government bodies
3.2 Maximise media	Endeavour to have our Patron attend the	National	2013		Minister attends event

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coverage in regard to having the Federal Minister for Sport as Patron of the Summer Festival of Bridge	event	Marketing Officer			Media coverage in 2013
3.3 Develop a National database of possible avenues for grants, land, buildings etc	Set up and populate a database on the new ABF web site	Executive Secretary	2013		States/Territories apply for grants etc.
3.4 Assist States in developing a plan to have a bridge club in every community with a population in excess of 50,000	Obtain research data from the Australian Bureau of Statistics in regard to <i>target communities</i>	Executive Secretary	2013	\$100	Clubs opened in targeted communities
	Refer the target communities data to State and Territory Presidents with recommendation for action	National Secretary Chair, Technology Sub-Committee	2013		State and Territory Presidents to report on progress at their 2014 meeting
3.5 Ensure that ABF sponsors attain a good return on their investment	Educate players by encouraging them to support sponsors at the commencement of play at our major events	President and/or Tournament Organisers	2013 and ongoing		Retention of sponsors
	Provide sponsors with options (<i>eg mix of flat fee plus incentives etc</i>) Target sponsors whose products/ services will have strong appeal to our players	National Marketing Officer	Ongoing		
3.6 Retain active involvement with Zone 7, the WBF and the Asia Pacific Bridge Federation	Participate actively in forums	Zone 7 representatives	Ongoing	Affiliation fees and travel costs	Active involvement in decisions made
	Continue to use the APBF championships as Zone 7 selection mechanism				

Goal 4: Ensure regulations and policies are in place to enable players to have a positive experience at all bridge sessions

Objective	Strategy	Responsibility	Timeline	Cost (\$ Est)	Measure/Indicator
4.1 Publicise and continually reinforce the ABF values	Ongoing, regular communication through all ABF communication channels (<i>eg web, Newsletters, Bulletins etc</i>)	Executive Secretary	From 2013	Nominal	<ol style="list-style-type: none"> Regular promotion of values to players via various communication channels Benchmark survey conducted 1st ¼ 2013 Yearly survey results (<i>from end of 2013</i>)
	Update the New Members' Information Kit by including the ABF Values and Vision	National Marketing Officer	Early 2013		
	Guidelines developed and distributed to all Club Managers to assist them in maintaining an enjoyable environment for all levels of players	John McIlrath and General Counsel	In place by end 2013		
	Guidelines developed and distributed to all Tournament Directors to assist them in dealing with difficult situations/people				
	Design, develop and implement a survey to establish a baseline Australia-wide	John McIlrath	Early 2013		
	Conduct annual surveys to assess and monitor Australian bridge playing culture		Annual from end 2013		
4.2 Organise opportunities for social networking between players at the SFOB	Approach high-profile players and see if they would network with emerging talent (of all levels) to foster goodwill and excitement in the sport - funded by the ABF	National Marketing Officer	SFOB 2014	Tba	Feedback from participants

Goal 5: Demonstrate and support the highest standards in good administration

Objective	Strategy	Responsibility	Timeline	Cost (\$ Est)	Measure/Indicator
5.1 Implement a document management system that addresses all administrative requirements	Create an inventory of what is required in consultation with key internal stakeholders	Executive Secretary	2013	\$30,000	Population of site begins in 2013
	Design, develop and implement a system	Project Managers – Di Marler and Simon Hinze	2013		
5.2 Acknowledge and recognise our wonderful volunteers	Submit strategy to the ABF Management Committee in regard to having a specific day of recognition Arrange to have the date inserted into the Calendars of Events	National Marketing Officer	2013	\$1000 each year	Day of recognition implemented in 2013
5.3 Ensure that bridge teachers are highly skilled and possess the necessary interpersonal and communication skills	Develop a National curriculum and format for an accreditation program for bridge teachers	National Teaching Coordinator	By 2017	\$5,000	Format approved by ABF Management Committee and implemented
5.4 Resolve any uncertainty in ABF Governance structures	Seek legal advice in regard to existing approaches	Governance Sub-Committee	2013	Tba	ABF Governance structures clarified

Goal 6: Demonstrate and support excellence in financial management

Objective	Strategy	Responsibility	Timeline	Cost (\$ Est)	Measure/Indicator
6.1 ABF to operate with a strong budget position each year to ensure the viability	Continue to review all expenses	Treasurer	Ongoing		Surplus budget outcome each year from 2013-17
	Increase capitation fees (<i>process for implementation commenced in 2012</i>)	ABF Management	2014		

Objective	Strategy	Responsibility	Timeline	Cost (\$ Est)	Measure/Indicator
of the ABF into the future	Identify and make recommendations in regard to reducing discretionary expenditure	Committee Treasurer	Ongoing		