2017 STRATEGIC REVIEW March 2017

Kansas City, MO

Strategy

"Strategy is a process for determining the direction in which the organization needs to move to fulfill its mission."

George Morrisey - A Guide to Strategic Thinking

ACBL Mission & Vision

MISSION

Promote, grow and sustain the game of bridge, and serve the bridge-related interest of our members

VISION

Bridge is regarded as the world's most rewarding and enjoyable card game.

Three Strategic Priorities

1. Increase <u>membership</u>

2. Continue to invest in <u>technology</u> to secure our infrastructure and establish the future architecture of ACBLscore®.

3. Address anticipated <u>volunteer</u> shortages and burnout

<u>Moved to operational status</u>
TDU, Finance, Cheating

Pre-Strategic Task Forces

- **Tournaments**: Hennings (chair)

- **Clubs**: Lane (chair)

- **Location**: Levy (chair)

Strategic Priority #1

Increase <u>membership</u>.

- *Staff accountability: Dan Storch*
- *Responsible BOD Committee: Strategic*

   Whipple (chair) / Anderson (vc)

Membership: Goals

- Improve members' experience

- Increase new member acquisition
  - **2017**: 12,500 new members (+9% over 2016)
  - **Long-term**: consistent growth in new member

- Reduce member attrition
  - **2017**: Less than 11,000 members leave ACBL
  - **Long-term**: keep attrition under 7% of total members

Membership: Goal Progress

- **Improve members' experience**
  - Work closely with Clubs, Teachers, Task Forces, Districts/Units, and Bridge Administration:
    - Surveys during NABC's, Regionals/Sectionals, bridge courses, club & online games
    - Additional training and tools for clubs and teachers: tricks of the trade, pianola, webinars, data and prospect reports, etc.
    - Develop and execute brand initiatives among members
  - Reorganize acbl.org's structure to improve navigation and content accessibility
    - New <u>online</u> bulletin to launch at Kansas City!

Membership: Goal Progress

- **Increase new member acquisition**
    - Improved support for bridge learning
        - CAP, TAP, online support for teachers, online content, School Programs, and more
    - Partnership with Ed. Foundation
    - Increase "The Longest Day" participation among clubs; Look for similar partnership opportunities
    - PR and promotional efforts on recent retirees and empty nesters, as well as party bridge players
    - Higher conversion from online leads to memberships:
        - Email and social media campaigns; Improved website

Membership: Goal Progress

- **Reduce member attrition**

  – Reduce number of 'accidental' lapsed members:

    - Improve renewal communication's timing, promote email billing (paperless), optimize online renewal experience

    - Proactively call expired members before they lapse

    - Promote 3-year membership advantages

  – Refine personalized communications to members

  – A great member experience at tournaments and club games is critical for member retention

Membership: Long-term Growth

Review all customer-related processes and implement a new CRM system; strengthen our relationship with members and partners (clubs, teachers, CBF, etc.)

- Improve customer data capture & analysis, for effective customer support and strategic decision making

- Improve business efficiency and customer satisfaction

- Significantly improve capture of prospects info; convert more prospects into members

"Identify breakout opportunities for membership growth"

Strategic Priority #2

Continue to invest in <u>technology</u> to secure our infrastructure and establish the future architecture of ACBLscore$^{®}$.

- *Staff accountability: Mitch Hodus*
- *Responsible BOD Committee: Strategic*
  Whipple (chair) / Anderson (vc)

Technology: Goals

- Modernize technology stack (hardware and software) with an emphasis on industry standard products and services; reduce dependency on AS400.

- Stabilize and maintain TourneyTrax internally.

- Reduce dependency on ACBLScore: implement modular architecture that allows 3rd party scoring platforms to be masterpointed, validated and accepted into ACBL MP database.

- Club results presentment to Live with API to promote third party development of apps.

Technology: Goal Progress

1. **Modernize technology stack (hardware and software) with an emphasis on industry-standard products and services; reduce dependency on AS400.**

    - Stack modernized. Moving all users to Windows 10 and to Office 365.

    - The next major goal is to migrate our back office (CRM and General Ledger) off the AS/400 and into the cloud. Both projects are slated to start later this year.

Technology: Goal Progress

2. **Stabilize and maintain TourneyTrax internally.**

TourneyTRAX upgraded to support secure BigDeal Hand Records and FinancialTRAX replaces ACBLscore Financial Reporting

- FinancialTRAX has been in Beta Testing by our Tournament Directors in Q1 of 2017. All Tournament Directors will be trained on the use of FinancialTRAX at the Spring NABC and will phase out use of ACBLscore Financial Reporting by May 1, 2017

- Dependency on Henry Casper of Ghost Technologies still exists.

Technology: Goal Progress

3. **Develop software architecture that allows 3rd party scoring platforms to be masterpointed, validated and accepted into ACBL MP database.**

Two approaches in place for generating masterpoints independently from ACBLscore:

   i.   ACBLScore for Clubs - Cloud based Masterpoint Engine service written in Python using Open Source Standards.

   ii. ACBLScore for tournaments - Migration of David Metcalf's Masterpoint spreadsheet to C and building interoperability with ACBLscore.

Technology: Goal Progress

3. **Develop software architecture that allows 3rd party scoring platforms to be masterpointed, validated and accepted into ACBL MP database (continued)**

   a. **Club - Internet Master Point Service -** We have demonstrated the ability for a club manager to upload game results from a 3rd party game engine and generate Masterpoints.

   b. Developing relationships with 3rd party developers with independent game engines such as EBUPairScore. In discussions with other vendors: Bridge+more, Magic Contest, etc.

Technology: Goal Progress

4. **Expand ACBL Live to include club results. API support for qualified 3ʳᵈ parties**

    a. The API will now be expanded to support club games as well as tournament games.

    b. The API will be updated to support the Beta testing of the 3ʳᵈ party scoring engine processing Q3 of 2017

Strategic Priority #3

Address anticipated <u>volunteer</u> shortages and burnout

- *Staff accountability: TBH*
- *Responsible BOD Committee: Strategic*

    Whipple (chair) / Anderson (vc)

Volunteer: Goals

- Develop programs to increase breadth and depth of volunteer corps (50K)

- Hire Director of Volunteer Development (75-100K)

Strategic Goal Progress

[Organizational Metrics](#)

2017 Key Questions to Consider

- *How do we effectively leverage organizational partners?*

  - *clubs / ABTA / Ed Found / ABA etc.*

- *What is the future of online bridge?*

- *Marketing to Youth Statement?*

Concluding Discussion

WHERE DO WE GO FROM HERE?

Is this strategic review process helping the ACBL align our mission, vision and core values with our goals and action plans?

Full review Fall NABC!