

Leading Sustainable Growth

Member Lifecycle & Ecosystem

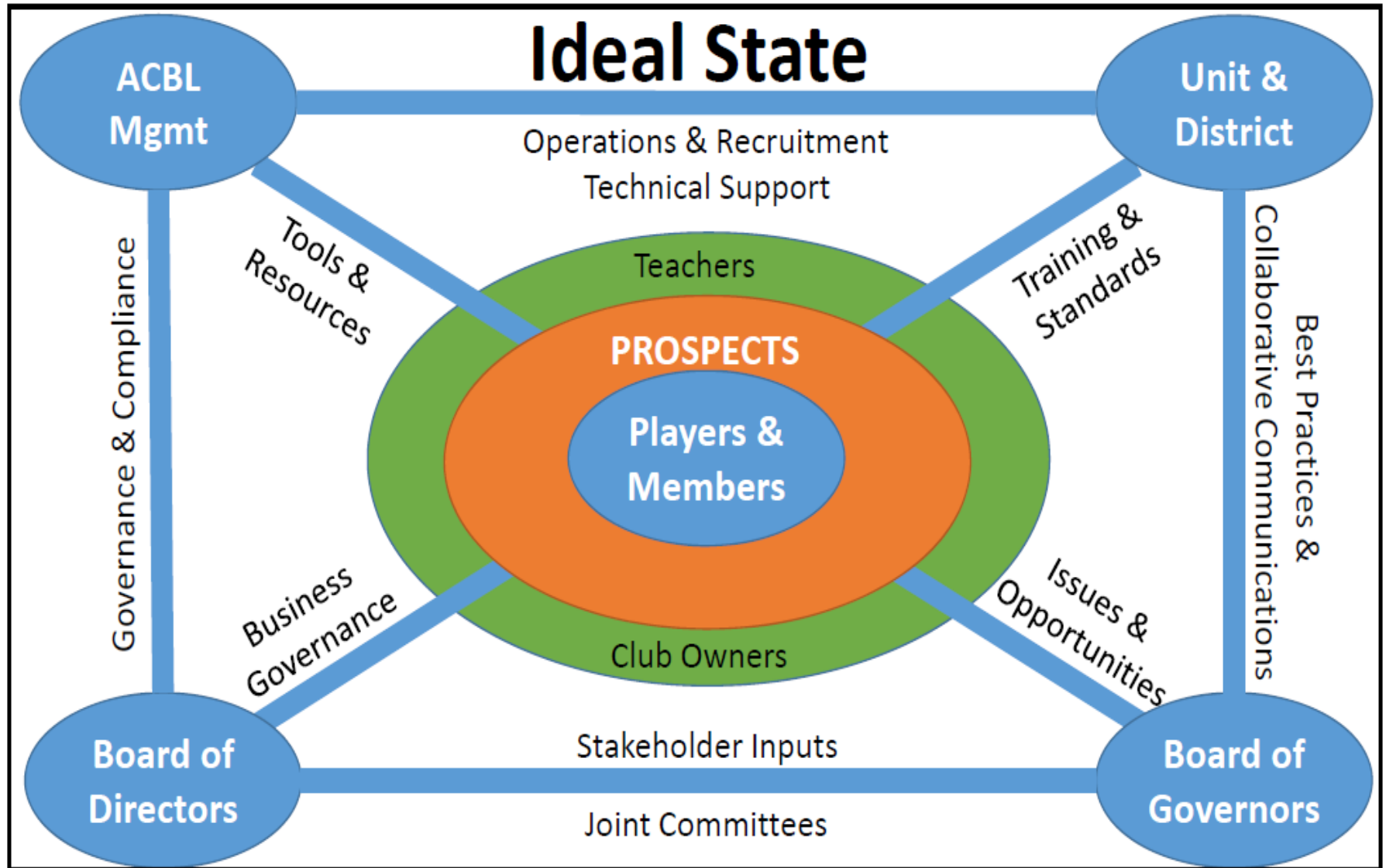
BoG T&CM Committee

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Knowledge & Work, **Money**, Masterpoints®

ACBL Ecosystem Vision



Who Conducts the GROWTH Orchestra?

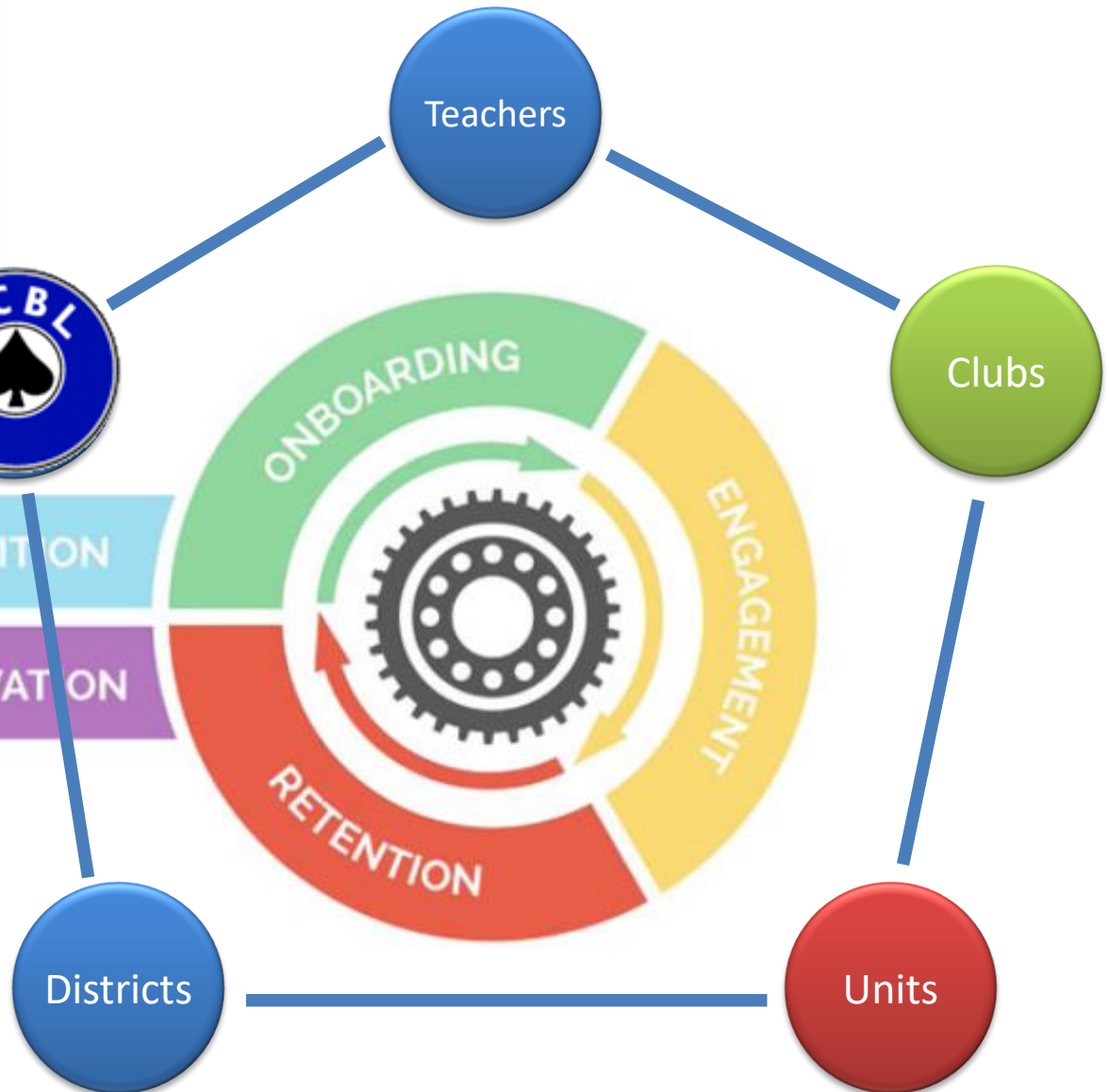
Focus on 3 Stakeholders:

- **Members – Lifecycle Model**
 - Prospect → Beginner → Club → Tournament → Pro
 - Coordinate touches - increase recruits & retention
- **Teachers – Know** them all. **Support** them all.
- **Clubs –**
 - Improve support & service - efficiency & effectiveness.
 - Reduce Recruiting work load/uncertainty.
 - Not all Clubs are the same.
- *Units & Districts Can help (Time, Space, Effort)*

Growing Membership



Graphic from
themembershipguys.com



Teachers & Club Managers

Issues Facing Teachers

- Effort & Cost finding new students.
- No help from Unit or District
- Hard/expensive to advertise
- Bad experiences sour prospects – focus on fun
- I lose my students to clubs and tournaments and am left with no income.
- Spend more time on recruiting and preparing class materials than on teaching.

Issues Facing Clubs

- Lack of Zone-wide presence for ACBL brand. No ads, No promotion.
- Price competition steals members from my full service club.
- Tournaments hurt my business.
- Units & Districts offer no support
- Why are we sending all this money to the ACBL?
- One size does not fit all.
- Can't find teachers

Path Forward

- Adopt Membership Lifecycle Management
 - **Prospect → Beginner → Club → Tournament → Volunteer → Pro**
 - Layered offerings & Personal Growth Plans for Prospects, Beginners and NLMs.
- Define & Deploy Integrated Growth Strategy
 - Assess People / Work / System / Training / Organization / Governance
- Knowledge Management System → CRM Prospect Engine
 - Mutual Benefit – Shared Information
 - Best Practices, Success Stories, Prospect Feedback on joining the ACBL
 - Engage NLMs to promote more tables and classes
- Engage Stakeholders (Members, Teachers, Clubs, Units, Districts)
- Incentivize Growth – Results not activity or intention.
 - **GROWTH COSTS MONEY.**
 - Promote Bridge Affordably (eAdv). Tailored to individual lifecycle status.
 - Enhance “Word of Mouth” - grow prospects exponentially.
- Identify Centers of Growth Excellence
 - Provide enhanced service array.
- Define & Deploy Business Metrics for Growth
 - Beyond Tables and new members, define member density, member potential, lifecycle dynamics, Club & Teacher offerings (Master Data).

Key Business Metrics

- New Member Growth and Loss, by District, Unit, Club, Teacher, location & demographics (include income & education).
- Club Business Meta Data, including entry fee. Class cost per student.
- Prospects: Lifecycle, demographics, preferences, learning plans
- Best Practices – engage Units and Districts to create and share.
- Districts, Units, Clubs, and Teachers who are Centers of Excellence. Characteristics?
- Financial Support for Growth – results-based incentives. Membership renewals and retention, not just sign-ups.

Gives and Gets

Stakeholder	Gives	Gets
ACBL BoD	Integrated growth strategy (3-5 yrs) Support Units, Clubs & Teacher	Sustainable Growth – Capable ecosystem Best Practice Focus Better new player experiences
ACBL Mgmt	CRM adds Prospects Capability Add Best Practices & Success Stories Knowledge & Money	Sustained growth / scale / infrastructure Key Business Metrics Focused plans for growth initiatives Sanction fee growth. Value of a Member by lifecycle stage
Districts Units	Tournaments promote growth Serve area teachers & clubs Promote best practice Knowledge & Money	Tournament Table growth (derived) MGF compensation Standards and best experience
Clubs Teachers	Provide intake-driven offerings Small steps emphasizing fun Membership opportunities	Prospect identification – active leads Best in class promotion guides Class & Table growth Incentive Awards
Member Players	\$\$ to Fund Membership Growth Volunteer for Growth Network Prospects	Bigger games Better tournaments Personal satisfaction

ACBL BoD Actions

- Adopt the **Membership Lifecycle** model. CRM System.
- **Integrate Strategy.** Deploy across: Organization/Ecosystem, People/Training, Work Process, System, and Business Governance.
- **Support** teachers and clubs who participate in **lifecycle programs**.
- Modify the ACBL Privacy Policy to share **PROSPECT** PII information with Teachers, Clubs, and Units who provide Lifecycle services. Consider same for NLM PII information. Contract compliant behavior/Terms of use.
- Within the current business structure, use ACBL **Capabilities and INFORMATION** to ensure growth.
 - Business metrics,
 - CRM,
 - Best Practice tracking, Success Stories
 - Lifecycle Standards,
 - Demographic Demand models.
- Reward **results**, not intentions or activity. Modify CAP to support Lifecycle expectations.

ACBL Management Actions

- **CRM Member Lifecycle Management** Manage prospects in a CRM partition. Track sponsor. Guide District, Unit, Teacher and Club best use.
- **Identify Centers of Excellence** based on recruiting & retention results. Define characteristics.
- **Reward Results** – compensate sponsor (Units, Clubs, Teachers) for new members and new members who re-enroll (Recruit & Retain).
- **Share/Promote Best Practices & Success Stories.**
- **Define and publish key business metrics.** E.g., in addition to club tables, roll up new member statistics by District, Unit, Club, and Teacher. Define member density, and member potential (new members/prospects).
- **Identify Units and Districts with Lifecycle programs.** Who is most complete? Who delivers best in class results? Publish data.
- **Identify Clubs & Teachers with Lifecycle programs.** Provide them prospect development support (access to CRM data in their geography (e.g. Unit)). Modify sanction information process to require lifecycle details. Include standard entry fee.
- Collect **Feedback from Newbie experiences** – Why become/not become a member. Source for continual improvement.
- **National Promotion:** Engage BBO, Facebook, Yahoo, meetup, and Google ads to build a prospect data base. Test first where new member ecosystem is capable now.

Teacher & Club Manager Actions

- **Share data.** Provide lifecycle program information – meet/exceed standards for your market/club size.
- Share/Use **best onboarding practices.** Tailor to newbie.
- Share **success stories.**
- Have enough offerings to give **real time choices.** **What** they want, **when** they want, **how** they want.
- Make the first few steps **risk free** and **full of fun.**
- **Invest** in your own business. Local Facebook, community presence, volunteers, etc.
- Explore **technology** for teaching, coached games and play.
- Encourage **younger** teachers and directors to get involved in new player outreach.
- **Think out of the box** – rubber bridge, canasta, analog games.

Member Actions

- Support the **Member Growth Fund**
- **Volunteer** to support **growth** in your area – bring bridge to the prospects where they gather.
- Share **network** prospects so Clubs, Teachers, Units and ACBL can surround them with information and offerings.
- Learn to **teach!** **Mentor** players. Partner newcomers. Be a welcoming influence at your club.
- Teach your **friends** and **family**. Play at home.
- **Promote** bridge – show people how much fun it is for you!
- Make Bridge **fun** for the newbie!
- Support your local **Clubs & Teachers**.

APPENDIX

- [Membership Lifecycle Model](#)
- [Lifecycle Early Stages](#)
- [Units & Districts](#)
- [Integrated Member Growth Strategy](#)
- [Marketing](#)
- [Centers of Excellence](#)
- [Growth Costs Money](#)

MEMBERSHIP Lifecycle Model

Player:	Prospect	Beginner	Club Intermediate	Club Advancing	Tournament	Pro
Media	E-mail , Phone tree, Web site, Facebook, Google Ads, On Line Play, Bulletin, Books, Software, Yellow Pages, Bridge Magazines, Bridge Books, Local Paper, TV/Radio, Siri, Alexa, other AI type engines.					
Member	Word of Mouth Friends & Family E-Ads / media	Invite to play	Mentor	Mentor Volunteer	Volunteer Governance	Volunteer Professional
Teacher	Fun Google Facebook Yellow Pages Unit/District ACBL Welcome pkg Connections Club overview Services Educ. Opp'tys Bring a Friend LBIAD, etc. Learning Plan Awareness	Fun Supervised Play Short courses Web Courses Books Blogs	Short courses Web Courses Books Blogs	Web Courses Books Blogs	Books Blogs	Recognition
Club		Fun Free Games Supervised Play	Partnerships Classes Tournaments Special Games	Partnerships Tournaments Classes	Partnerships Tournaments Teams	Connections
Unit		Unit Events				Connections
District		District Events				Connections
ACBL		Fun & Skill Building Retention	Fun & Confidence Retention	Accomplishment Options Retention Rank Plan	Ambition Personal Plan MP Gates Hire a Pro	Recognition

RECRUIT

RETAIN →

TOP

Appendix

Early Stages

Step	People	Service	Place	Promotion
Social 50-85+ 	Approaching retirement Newly retired	Play & Bid Basic. Scoring. What FUN is	Homes, Country Clubs, Retirement Homes	Word of Mouth (WoM), Facebook, Websites, CAP where possible
Youth 10-17  18-30+	Students – Middle, High Schools, University	Play & Bid Basic. Scoring. What FUN is E-tools/Books	School, Club, Free Space	School, WoM, Websites, MeetUps College Teams College Programs
Club – Basic	New Club Players,	Bid & Play: 2/1 Game operation Club venue intro Proprieties	Clubs, Unit Facilities, public spaces	WoM (members), Unit & District Publications, Websites
Club - Advancing	Club Players,	Bid & Play: 2/1 Game operation Club venue intro	Clubs, Unit Facilities, public spaces	WoM (members), Unit & District Publications, Websites

Collaborations:

ACBL → {

- (1) (Districts & Units) **Clubs, Teachers**
- (2) **Districts & Units, (Clubs) Teachers**

Rationale:

- Clubs require immediate ROI.
- Units and Districts need more tournament Players and can invest for the long run.

Units & Districts

Units

- Ensure offerings and services throughout the **Membership Lifecycle**.
- Promote **rubber bridge** and **supervised play** for beginners.
- Encourage 0-5, 0-10, and 0-20 games.
- Provide **local promotion** and news opportunities for all clubs & teachers.
- Unit Board makes **growth** a priority.
- How to **leverage** Sectionals & Regionals for Growth?
- Financial & Volunteer support.

Districts

- Convene thought leaders. Share and reapply **best practices**.
- Bring **growth champions** to Regional Conferences.
- **Promote** regional **bridge** to major corporations and social groups in District
- Provide publicity opportunities shared with Units, clubs, and Teachers.
- District Board makes **growth** a priority.
- Financial & Volunteer support.

Not all support has to be financial. Just get me a new player who will play 3 times a week. I'll even pay you \$150 for that person. Why can't Tournaments offer LBIAD type opportunities so clubs and teachers can recruit? Why can't we have peer meetings for sharing best practices?

Member Growth Strategy

Lifecycle	People	Work Process	Systems	Organization	Governance
Prospect	Introduction Journey Guide Objectives & Goals Recognitions FUN	Lifecycle stage information in a steady integrated drumbeat. "What can I do NOW?" Area Opportunities	Interactive CRM prospect mgmt. Best Practice & Success Stories Training Clubs & Teachers	Incentivize Collaboration Integrate Stakeholders Mgmt Resources Conductor.	New PII Compliance Contracts. Effective Use.
Beginner	FUN Low Risk Trial Personal Learning plan	Interactive Tracking	Seek feedback	Retention	Growth Incentives (Knowledge & \$\$)
Club			Growth Results Business Metrics Feedback	Growth Results Feedback Improvement	Meta Data
Tournament					T&C incentive for new players.
Volunteer	Training & Support	Best Practices	Feedback		
Pro					

MARKETING

What is available to me **HERE?** What can I do **RIGHT NOW?** **Who** can I talk to?

Lifecycle	Services	Place	Promotion	Business Services
Prospects	“Build your plan” LBIAD Olli Osher, Rubber bridge Supervised play	Where can I play? Where can I learn?	Put prospect in touch with stage appropriate services tailored to user’s needs from each stakeholder in their area.	CRM Prospects Individual Lifecycle Data Partnership services Phone trees
Beginner	0-N games NLM games Lectures Mentors	Google Maps! Smart phones!	Enable real time engagement.	
Club	Amenities Partnerships Skill breadth Special games		Highlight Centers of Excellence nearby National e-adv & promotion when ecosystem sound.	E-mail/Pianola/Facebook Web Pg/Blog/Newsletter Billing & pmt/Credit Cards Game report
Tournaments Units & Distr.	Intro to Tournaments Teacher C/O forums LBIAD Sessions			Dealing machines Electronic scoring Storage? Partnership services / Phone trees
Volunteer				
Pro				

Centers of Excellence

Focus: Recruit & Retain

Lifecycle	Services	Frequency
Prospect	Low Trial Barrier: Play & Intro Classes	2+x/yr
Clubs	Class sequence Trained Teachers Teaching Games Rubber Bridge Supervised Play 0-5, 0-10 or 0-20 games 0-50 4 is enough Pairs 8 is enough teams NLM Games Mentor Program Intro to Tournaments	3+x/yr 2+ 2+ 1+ 1+ 2+ 2+ 1+ or 1+ 2+/week 4+ games/year 2+x/yr
Sectionals & Regionals	Intro to tournaments 0-10, 0-20, 0-50 Pairs 299, 499, NLM/GR games 4 is enough pairs 8 is enough teams	1+x per tournament 2+x per tournament 1x per tournament 1x per tournament 1x per tournament

CRM can track this!

Stakeholders demonstrate timing and sequence that creates best in class experience.

Growth Costs Money

- Reduce recruiting risk. Reward Teachers, Clubs & Units for recruit **achievement** (not activity or intention)
- Advocate Sectionals and Regionals compensate clubs and teachers recruiting success for **new players playing** at their tourneys. \$ or more recruiting options!!
- Raise growth funds across **all** ACBL/District/Unit/Club/Teacher **Activities**.
- Focus promotion and advertising \$\$ on growth **lifecycle**. Cut support for current non-productive programs.
- Recast CAP compensation based on **results**.