

To: The ACBL Club and Member Recruitment and Retention Task Forces

The ACBL Advisory Council Teachers and Club Managers Committee offers these ideas/discussion points to bring positive change to current trends. We have no view into your current work, so some ideas might be duplicative.

We believe success must address the following:

Idea	Rationale
Create clubs where players want them.	The ACBL lost ~ 1000 F2F clubs and ~40,000 members even with online bridge growth. What clubs went under and who did they serve? What does that tell us about where to put the focus on club creation and recruiting? Can we devise a path for college age club managers and teachers to recruit their peers?
Address the Business Model	Eliminate ACBL disincentives to owning a club where possible. We can't have old assumptions and models blocking efforts to turn around the membership decline. Consider rethinking the game sanction as a contract that requires membership performance requirements. ~93% (2014 data) of new members come from clubs and teachers – not online play, not Units or Districts. Expand the ACBL Sales Force.
Online Teaching - Support online teaching for online and in person play.	Online teaching reaches more people (scale benefit), but in person play provides the social benefits many seek. Encourage new approaches. Encourage collaboration between teachers and clubs everywhere.
Benchmarking – survey best practices from other ACBL clubs, and from select European countries where duplicate bridge thrives.	<ul style="list-style-type: none"> • What are best practices here and around the world? • What should we be doing differently through the entire member lifecycle? • What should we do differently to ensure a healthy growing club infrastructure? • Make best practices available to all club managers. Reward excellence. <p>There's every reason to look outside our borders to find new fresh ways that successful clubs run bridge. Social bridge clubs that provide fun in-person experiences succeed in Europe. Why?</p>
Training – Give club managers standards of excellence and best practices to ensure a high-quality experience for members. Emphasize club's role in recruiting new members.	Create and deploy training how to run a successful club, design/run a successful game, retain members, recruit new players, work with teachers, and more. 80% of the director exam is about ACBLScore, and 20% about making accurate rulings. No training exists for marketing and relationship building necessary to succeed. How to provide a good entertainment experience is a learned skill. Measure club performance against standards of excellence. Consider managing club relationships by type – for example Recruiting Clubs, Competitive Play Clubs, and Social Clubs among other possibilities.
Expand BOOST	<ol style="list-style-type: none"> 1.) Run BOOST for prospects and 0-50 club games. 2.) Teach all clubs how to advertise on social media 3.) Share all prospects with teachers and clubs in their area within 2 months of initial contact.
COMMUNICATE OPPORTUNITIES	Offer members a better personalized view of bridge opportunities in their community/area across all providers. Be the conductor of the Bridge Symphony Orchestra. Members may choose their desired information. Promote nearby social bridge opportunities (e.g. unsanctioned duplicate games).

We volunteer to support the work necessary to make these ideas come to life.

Respectfully Submitted on behalf of the ACBL Advisory Council Teachers and Club Managers Committee,

Steve Moese K082411, Chair