

1) FINANCIAL STRUCTURE				
	SWEDEN	AUSTRALIA	FRANCE	CANADA
a) What is the membership cost to an individual; if paid through a club, how much does the club retain, and how much goes elsewhere?	\$0.00	A\$56.00 or so (can vary by state). Fee is paid through the club, which remits \$9 to ABF and \$7 to the state.	FFB \$16 Comite \$16-\$60 Club \$10-\$50 total \$42 - \$126	
b) How many members do they have? What is total population?	18,000 members; 9,000,000 people (2 members per 1000)	31,000; 19,000,000; 1.6 per 1000	100,000; 60 million; 1.6 per 1000	16,000; 31,000,000; 0.51 per 1000
c) Relate cost of membership to card fees, price of a movie or a Big Mac. (Is it cheap or expensive?)	movie is \$14.00		card fees about \$4; movie \$8	
d) What do you get for your money?	magazine, MP's; access to tournaments; discounts on br supplies; free courses as teacher or TD	access to tournaments and MP scheme	access to clubs and everything else; membership mandatory	
e) What is the cost of card fees at a typical club? Is there much variance in cost from club to club? Are all clubs similar in terms of the number of games they run? How many members does a club have? Is a club's territory protected? Does the Federation regulate any aspect of club play or playing conditions?	\$2.00 to \$7.00. Large club (c. 8 games per wk) might have 2000 members.		\$2 - \$10 depending on location. Clubs all run the same games, scored across the field (the country) on Internet. Clubs have anywhere between 20 and 600 members - no protection.	
f) Do you have to be a member to play at a club? If so, can members of one club play at another club?	very similar to here; join SBF if you want MP's; join club for special events etc.	no	Must be FFB member; if club non-member, card fees are about 20% higher.	
g) Are there different levels of membership? If so, what are the fees and services for each?	discussing idea of sr membership for club players; jrs pay no fees to SBF or District		Club members and tournament members.	

1) FINANCIAL STRUCTURE - Continued

	SWEDEN	AUSTRALIA	FRANCE	CANADA
h) What does the Federation do for clubs to help promote and market the game?	Various marketing programs are provided through clubs, including the services of a paid consultant for a TD, teacher, youth leader or bridge course in the club or the community.	States organizations are really the more important.	FFB promo department works through clubs, providing promo material. Sponsors 'open door' day in clubs each September.	
i) Is there a different fee for the first year of membership? For juniors? For seniors?	1st year free, jrs. Free		Varies by region. Usually 1st year and juniors is 50% reduction.	
j) What do you do to get graduates from bridge classes to join the Federation?	all beginners graduating get welcome package including magazine and information. First yr is free		Accession" tournaments - new graduates and novices.	

FEDERATION FUNCTIONS				
	SWEDEN	AUSTRALIA	FRANCE	CANADA
a) How many employees does the federation have? What are their jobs? What jobs are done on a volunteer basis?	Head office in Stockholm has CEO, webmaster, and one admin. for MP's and membership. One half-time acct. Four regional consultants handle bridge promotion through communities and clubs. They also run teacher and TD training and a summer youth camp. All other officials are volunteers.	Genl. Mgr., exec secy.; contract person for MP's.	39 full time: Admin/acctng 7; bridge university 8; competitions 2; communication/devpt. 4; IT 11; general 7. The 6 members of the Exec are volunteers. BU = bridge schools, junior program, teacher training, TD training.	
b) What is the annual budget for the Federation?	about \$820,000		\$8.5 million	
c) What is the cost to the federation of their Masterpoint scheme?	revenue source: \$155,000 vs about \$20,000 in direct costs	revenue source; clubs and tournaments are invoiced based on MP's issued, not per table. Revenue is A\$330,000, cost is \$127,000, which includes \$55,000 rebated to the states. MP lists are sent to clubs, and more detail is available on the Internet.	MP's are run through a real-time Internet-based system. Recently they invested \$1.5 million in upgrades to this. Not sure of annual cost, but a lot.	
d) Do players get credit for masterpoints won in other countries?	Yes, there is a conversion rate		If they ask.	
e) What aspects of the game does the Federation regulate/control? (Systems, Education, Director accreditation, Teacher accreditation, International teams)	Systems (clubs can set their own policy); education, directors; international teams, tournaments	national tournaments, MP's, systems, national teams	Systems, Education, Director accreditation, Teacher accreditation, International teams; bylaws, tournament rules	

FEDERATION FUNCTIONS- Continued

	SWEDEN	AUSTRALIA	FRANCE	CANADA
f) Are International teams funded out of general revenue or separately?	separately	general revenue	general revenue. Some sponsorship from time to time	
g) How are international teams selected?	3 sets of 'observation trials' then a selection committee		A long competitive selection process beginning at a local level.	
h) Is there a Charity program?	Only at individual clubs		Two specific programs each once a year	
i) Has the Federation been able to attract sponsorship for events or teams or for bridge in general? If so, from whom and how?	not a lot of success nationally. Teams often have playing sponsors.		Sporadically. Currently there is a bank providing about \$850,000 per year.	

TOURNAMENTS				
	SWEDEN	AUSTRALIA	FRANCE	CANADA
a) What tournaments are there at a national, regional or local level?	Clubs hold silver/gold tournaments. Districts run Regionals, which are qualifying events for the Nationals. National events are Women's Prs, Open Prs, Mixed Prs, Jr teams and prs, Open teams, Sr. Prs. All except Open Teams and Jrs are played in one week in July/August. National team series (4 divns.) plays 4000 teams in 3 weekends, sept/nov		Nationally scored club games - 12 per week; clubs may run as few as one. Practically every week there are regional tournaments somewhere. National finals are played in Paris at FFB building, once per year.	
b) Who organizes tournaments?	see (a)		Festivals are independent events; the comites run the local series leading to National finals.	
c) Do clubs get any revenue from tournaments?	75% of entry fees go back in prizes; clubs often lose money on their tournaments			
d) Do clubs close when there is a tournament held nearby?	club tournament is sanctioned by District, and usually held on a weekend		Usually not	
e) What are the entry fees for tournaments at each level?	National \$40.00 for 2 days; Gold \$40 for 2 days; Silver \$20.		UP to \$31.00 - depends on event and region	
f) Do tournaments offer prizes other than MPs?	usually prize money in silver/gold tournaments		very seldom, except for some summer festivals	

TOURNAMENTS - Continued

	SWEDEN	AUSTRALIA	FRANCE	CANADA
g) What events are there in a typical tournament?	Typical tourney would be an Open Prs, starting at 9.00 am. You arrive by 8.45 to pay and have your SBF membership checked. Lunch break at 12.00. End at 16.30 after playing 42 boards; distribute prizes. 2-day event will often include a dinner dance.		Matchpoints	
h) What national events are run? Do any of them start at a local level?	Some Districts start at club level, others just run a District final		About 20, including individual, prs, mixed prs, men's, womens', mixed teams. All start at regional level	

4) FEDERATION STRUCTURE AND GOVERNANCE				
	SWEDEN	AUSTRALIA	FRANCE	CANADA
a) What is the political structure of Federation (local reps, units, Board etc.)?	Each club elects delegates to the District annual meeting; 1 for each 25 members. These delegates elect District Boards (no more than 1/3 of votes to any one club). There are 21 Districts. The District elects delegates to the SBF annual meeting (1 per 100 members). These delegates elect the SBF Board members (about 10?).	The state organizations are the key units of the federation. The ABF is run by a council (2 members per state - it's up to each state to appoint or elect these) plus the Council may elect up to 5 supplementary non-voting councillors. Council meets once pre year, while the ABF is run by a Management committee consisting of the President, Secretary and Treasurer plus 2 other councillors; no more than 2 MC members can be from any one state.	There are 29 comites (regions) which elect a 6-member executive every 4 years. The comites have votes proportional to their membership. Three times per year, there is a general meeting of the comtoes with the Executive.	
b) How are Federation officials elected/appointed? Is there a limit on terms of service?	see (a)		no	
c) What is each level of the Federation responsible for?	see above; plus Districts run local summer jr camps			
d) Does the Federation publish a magazine? If so, how often, what does it look like, what does it cost, and what kind of content does it have?	Svensk Bridge', 5 issues per yr. Typically 40 pp, but 1 issue has 72 with MP rankings. Costs \$125,000 per yr, and is mailed.	newsletter, 6 issues. 9000 copies are sent to 280 affiliated clubs. All rcent editions archived on Internet. Content is official announcements basically. Cost is A\$69,000	No any more. Now it subsidizes Le Bridgeur, which includes a section of results and FFB news.	

BRIDGE IN OTHER COUNTRIES:

APPENDIX: 3

	SWEDEN	AUSTRALIA	FRANCE	CANADA
5) Does the Federation have an official policy regarding online bridge?	They have an agreement with e-bridge		agreement with e-bridge	
6) What would they change about the organization if they could?	They currently have 7 national committees (tournament, club & member, masterpoint, education, national teams, Laws, discipline. Considering reducing this to 3.		The Comites are actually independent of FFB, so there is no way to enforce national policies	
7) Other Comments:	People can't play cards nowadays, so we have to start the beginners course with how to play cards. In the 50s and 60s everyone knew how to play cards! Two big things are happening in Sweden now. There are more and more old people learning bridge for fun. And most of all beginners at club courses wants to play a simple game of bridge, have fun, meet friends and have a relaxed time. The federation must understand that the member is 57.8 years old and that many just want a nice time. We should consider special tourneys for beginners, with fewer boards.		Ranking system is complex. One gains rank through Expert points (cf. Black points) and performance Points (only in National event series). Every year, 1/6 EP and 1/4 PP drop off. Then the point holding is translated into a player rank (like chess in UK). The number of players within each rank is predetermined. There are 20 ranks, with 136 players in the National (top) layer. The 4th series (ranks 16-20) holds close to half the players. There are separate ranking for women and men.	
			Directors are ranked by exam an experience and paid accordingly; they are not employees.	
	SWEDEN	AUSTRALIA	FRANCE	CANADA

7) Other Comments: Continued			Teachers are ranked by exam and success. The BU provides all teaching material (standard system) for a 3-year course and teacher training. Teachers must attain a certain playing rank to progress in teaching rank.	
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