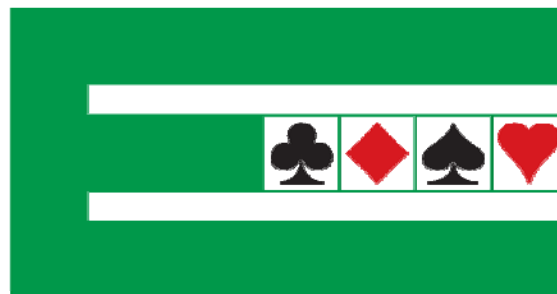





# 5th EBL NBO OFFICERS SEMINAR

ROMA Jan '09





# "THE RESOURCES OF THE LEAGUE AND THE MEMBERSHIP DUES POLICY"

By Marc De Pauw, EBL Treasurer



5th EBL NBO Officers Seminar



## WHAT ARE WE/NOT ?

EBL = non profit organization / incorporated in Switzerland

- aims of the League:
- promote bridge in Europe
  - control the sport of bridge in Europe (in conjunction with the NBO's)
  - encourage countries to form NBO's & become EBL members
  - foster friendly relations between NBO's
  - devise and conduct competitions to award international titles
  - ....

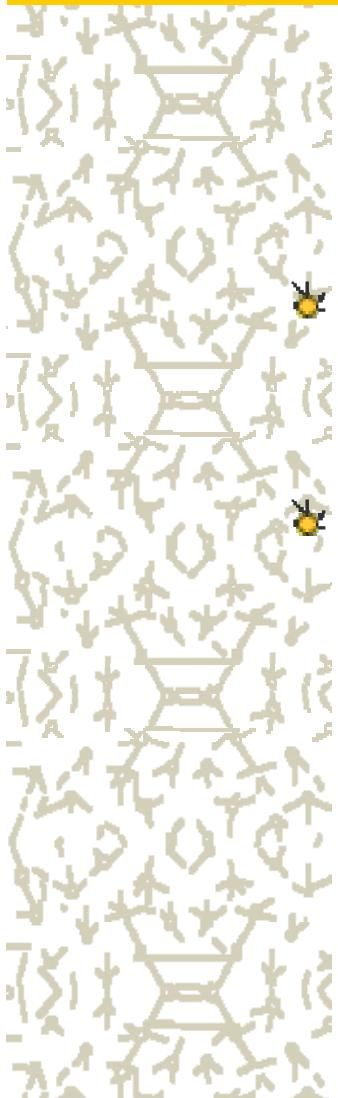
Is **not** a commercial / profit making body

Art. 9 Statutes: "... the resources shall be applied exclusively in furtherance of its beneficial purposes ..." ... " no part of its resources or earnings shall accrue to the benefit of any private person ... '



# I. MEMBERSHIP

## Double approach:




- National Bridge Organizations (NBO) : the members of the EBL are the NBO's

- Registered members of NBO's: are the basis for the calculation of the yearly dues to EBL (excluding the young, under 19, players) + determine n° votes General Assembly



## NBO MEMBERS OF EBL

- 
- ✦ As of today, EBL counts 48 member countries (of which 2 are suspended)
  - ✦ Over the last decade the n° members has grown: new european countries + split up of UK (England / Wales / Scotland)
  - ✦ The candidature of 2 new member NBO is examined (FYROM and Montenegro)



# REGISTERED MEMBERS



- Membership definitions

NBO's: Different approaches and standards (direct members, club members, regional organisations, ... )

Lack of harmonization in definitions and measurement of "registered players".

- Evolution of membership figures

- Data collection by EBL (and WBF)

- Yearly inquiry (membership figures at the end of the preceding year). Figures taken for granted

- Regular vs. Junior members


- Importance of these figures for:

\*Calculation of yearly dues

\*N° votes General Assembly (1– 6)



## EVOLUTION OF MEMBERSHIP FIGURES (10 year evolution)



	N° of NBO	Regular members	Junior (-19 y)	Total members
2007	48	382681	11276	<b>393957</b>
2006	48	381734	11950	<b>393684</b>
2005	48	380397	11185	<b>391582</b>
2004	47	372315	10778	<b>383093</b>
2003	45	367248	11442	<b>378690</b>
2002	44	368766	11658	<b>380424</b>
2001	44	370748	6843	<b>377591</b>
2000	44	373409	13839	<b>387248</b>
1999	44	373967	14149	<b>388116</b>
1998	44	373680	15225	<b>388905</b>

## MEMBERSHIP FIGURES BY NBO (regular members)

Rank	NBO	2007	1998	Difference	Cumul %
1	France	98217	80634	+ 17583 (+21,81%)	25,67
2	Netherlands	86751	104588	- 17837 (-17,05%)	48,33
3	Germany	28840	25344	+ 3496 (+13,79%)	55,87
4	Italy	27393	28162	- 769 (-2,74%)	63,03
5	England	26118	37037	- 10919 (-29,48%)	69,85
6	Denmark	22290	20598	+ 1692 (+8,21%)	75,68
7	Sweden	19008	15000	+ 4008 (+26,72%)	80,65
8	Norway	9762	12599	- 2837 (-22,52%)	83,20
9	Belgium	7950	8751	- 801 (-9,15%)	85,27
	All others	56352	40967		14,73
Total		382681	373680	9001 (+2,41%)	100%





# OBSERVATIONS & QUESTIONS

## OBSERVATIONS

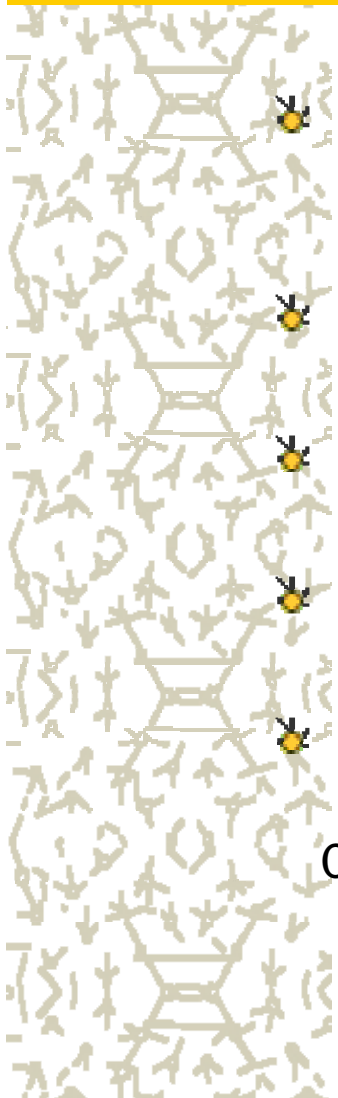
- ✿ Slow increase in membership figures in recent years.
- ✿ Strong differences in NBO membership figures evolution
- ✿ Strong concentration (3 NBO > 55%; 9 NBO > 85%).
- ✿ Increase in n° of NBO's
- ✿ Level of quality of the figures?
- ✿ What about the youth ?

## QUESTIONS

- ✿ Fundamental reasons for status quo: aging population ?, recruitment policies or registration processes ?, increase in dues to WBF & EBL ?, less club members (internet ?) ?, ..
- ✿ Zone 1 (Europe) of WBF still shows growth in membership figures (cf. strong decrease for zone 2)
- ✿ Comparison with other sport disciplines.
- ✿ Actions (membership policies by NBO) ?



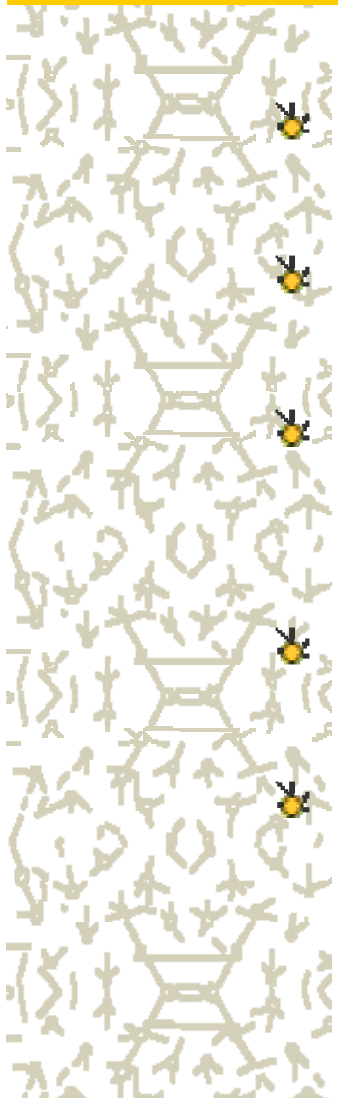
# IMPORTANCE OF MEMBERSHIP FIGURES

- 
- Financial resources: affiliation fees, Government & NOC subsidies, sponsoring
  - National & international recognition (cf. IOC)
  - Success of Championships & Competitions
  - Media attention
  - .....

**CONCLUSION: WITHOUT MEMBERS ... NO ORGANISATIONS ... NO ACTIVITIES**



## II. DUES POLICY

- 
- Dues to EBL unchanged since '99 (1 chf/memb)
  - Inflation 2000-2008 in Europe: 32 % (OECD)
  - Pau General Assembly has voted increase in dues from '08 onwards + principle of indexation starting in '09 (by Exec Com decision)
  - New dues schedule '08 approved by Gen. Ass.
  - Dues '09: indexation of ca. 5% (round figures per category)

## EBL MEMBERSHIP DUES – YEAR 2008

The initial dues '08 have been calculated according to the old schedule. The Pau General Assembly has decided to approve the following scale for the dues 2008, allowing for a partial compensation (10 %) of the inflation 2000-2008 (32 %).

N°members	Minim. €	€/member (in add. To min.)	Addit. Dues (at max.members within category)	Total dues (at max members of category)
0 – 500	750	0,00	0	750
501 – 30000	750	0,75	22125	22875
30001-60000	22875	0,38	11400	34275
60001-90000	34275	0,20	6000	40275
90000 +	40275	0,11	(no max.)	(no max.)

The difference dues 2008 new versus old scale, will be collected together with the dues for '09. In line with the WBF policy, please add 10 % late penalty if payment will reach EBL Office later than April 30<sup>th</sup>, 2006

## EBL MEMBERSHIP DUES – YEAR 2009

In Nov.'08, in view of the inflation figures for the year, the EBL Executive Committee has decided to approve the following scale for the 2009 dues:

N°members	Minim. €	€/member (in add. To min.)	Addit. Dues (at max.members within category)	Total dues (at max members of category)
0 – 500	785	0,00	0	785
501 – 30000	785	0,79	23305	24090
30001-60000	24090	0,40	12000	36090
60001-90000	36090	0,21	6300	42390
90000 +	42390	0,12	(no max.)	(no max.)

Dues 2009 collection will start after NBO Seminar. The invoice will include the '09 dues + the difference in dues for 2008

Each NBO will receive a detailed calculation of the dues 2008 (old & new) and 2009.



# MEMBERSHIP DUES POLICY



The new approach will protect against inflation (to be used as an example by the NBO ?)

Items to be discussed:

- \* Exoneration for young players: age limit (-19y) to be reviewed ? In WBF the age limit for exoneration of dues is 25 Years.
- \* Situation of certain small NBO (in particular Central Europe). 2 NBO suspended for non payment of EBL dues.
- \* Questions & remarks by NBO



### III. FINANCIAL POLICY: AIMS & OBJECTIVES

The new EBL Executive Committee (Antalya '07 elections) has defined the following rules for the financial management of the League. These rules have been communicated to the PAU '08 General Assembly.

Fixed income & expenses. The overall goal for the fixed side of the budget, containing the yearly recurrent income and expenses which are related to the operational functioning of the League, is to break even. To the extent structural sponsorships can be established, at least part of these additional resources should be used to lower the financial contributions by the NBO's

Variable income & expenses: For the second part of the budget – containing the income & expenses linked to: a) the organisation of Championships; b) special bridge competitions (e.g. the Internet Simutaneous Pairs); c) the organisation of TD courses, NBO Seminars, Teaching Weeks, etc ... - the goal is: In the even years, to break even on the Championship's financial results, investing in other activities (TD courses, NBO Seminars, ...). In the odd years, mainly thanks to the positive results of the Open Championships, to contribute to the building up of the financial reserves of EBL.

Regarding the overall result, our goal is to rebuild a strategic financial reserve for the League: by the end of 2010, the target is to reach an amount of 500.000€; on a longer term, the minimum reserves of the League should be put at the level of 750.000€.



## RECENT QUESTIONS ABOUT:



The need to indexate the yearly dues

EBL needs to increase the NBO's dues

- to eliminate the yearly deficit on the fixed side of the budgets ('03: -26k€, '04: -34k€, '05: -12k€, '06: -26k€, '07: -13k€)
- strict expenditure control on the fixed side of the budgets = strong constraint for the committee's activities
- keep resources constant in terms of real income

The need to create a strategic financial reserve

EBL needs financial reserves

- to finance its' "working capital" (investments, receivables, ...)
- to lower its' dependance upon championships' sponsoring (cf. situation in WBF)
- to provide shelter for drawbacks on championships (cf. Tenerife '05)

Putting the reserves at the 750k € level = back to the '90's.





# RESOURCES OF EBL



## FIXED INCOME

1. Membership dues
2. Proceeds from EBL assets
3. Structural sponsoring

## VARIABLE INCOME

1. Entry fees Championships
2. Championships sponsoring





# EBL's EXPENSES



## FIXED EXPENSES

1. Organizational expenses: Executive Committee & Officers
2. Communication policy
3. EBL Committees
4. Administrative expenses
5. Depreciation of assets
6. Non budgeted items

## VARIABLE EXPENSES

1. Organization of Championships: Official Teams (even years); Open (odd years); Junior pairs (even); Junior Schools & Teams (odd); University (odd); Champions Cup (from 2002 onward, every year); Simultaneous pairs (each year).
2. Tournament Directors Courses
3. Teaching/Promotion week
4. NBO Seminars
5. Youth Bridge Development Fund

# PROFIT & LOSS 2007-2010

(fixed side - x1000€)

	2007 (acc.)	2008 (pv)	2009 (bud)	2010 (bud)
<b>Fixed income</b>				
1. Members dues	225	250	262	265
2. Assets	10	8	9	10
3. Miscellaneous	3	0	0	0
Total	238	258	271	275
<b>Fixed expenses</b>				
1. EBL Management and Committees	109	103	114	114
2. Office & Secretarial	51	49	49	49
3. Communication & Internat. Relations	51	53	56	54
4. Insurance, Bank charges, audit & accounting, ...	28	23	27	25
5. Depreciation assets	5	7	5	5
6. Non budgeted items	7	12	5	5
Total	251	247	256	252
<b>Surplus/Deficit</b>	<b>-13</b>	<b>+11</b>	<b>+15</b>	<b>+24</b>

# PROFIT & LOSS 2007-2010

(variable side x 1000€)

	2007 (acc)	2008 (pv)	2009 (bud)	2010 (bud)
<b>Championships &amp; Competitions</b>				
1. <u>Open Championships</u>	Antalya		San Remo	
Income	533		724	
Expenses	-317		-575	
Result	216		149	
2. <u>Teams Championships</u>		Pau		Ostend
Income		256		
Expenses		-173		
Result		83		50
3. <u>Youth Championships</u>	Jesolo	Wroclaw	Brasov	
Income	84			
Expenses	-103			
Result	-19	0	-10	-10
4. <u>Champions Cup</u>	-10	-10	-10	-10
5. <u>University Championships</u>	-11	0	-5	0
6. <u>Simultaneous Internet Pairs</u>	7	7	7	7
Total	184	80	131	37
<b>Other activities</b>				
1. <u>NBO Seminar</u>	-29	0	-25	0
2. <u>TD / Directors / Teachers Course</u>	0	-9	0	-30
3. <u>Small NBO Meeting</u>	0	0	-2	0
4. <u>Youth Bridge Development Fund</u>	0	0	-50	-25
Total	-29	-9	-77	-55
<b>Surplus / Deficit</b>	<b>154</b>	<b>71</b>	<b>54</b>	<b>-18</b>

## PROFIT & LOSS 2007-2010 / GLOBAL PICTURE (1000€)

	2007 (acc)	2008 (pv)	2009 (bud)	2010 (bud)
FIXED INCOME & EXPENSES	-13	11	15	24
VARIABLE INCOME & EXPENSES	154	71	54	-18
<b>BUDGET SURPLUS/DEFICIT</b>	<b>141</b>	<b>82</b>	<b>69</b>	<b>6</b>
EQUITY POSITION end of year	402	484	553	559
POSITION 31.12.2006: 261k €				
Youth Bridge Development Fund	0	0	50	75

🚩 Objective: rebuild EBL's equity position to 750 k€



# EBL FINANCES

## COMMENTS / CONCLUDING REMARKS

- 
- ✦ Indexation of dues has restored balance fixed income / expenses
  - ✦ Activities of EBL Committees: to be revised
  - ✦ Open championships: money maker for the League
  - ✦ Teams championships: substantial income for the League
  - ✦ Youth championships: trend towards break even result
  - ✦ Simultaneous Internet pairs event: small but much appreciated income
  - ✦ By organising NBO Seminars, Directors & ID courses, Teachers course: EBL fulfills its statutory role
  - ✦ Creation of Youth Bridge Development Fund: actions to be defined
  - ✦ Rebuilding of EBL's equity position