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## **COMPONENTS AFFECTING VOLUNTEER SATISFACTION WITHIN THE LADIES PROFESSIONAL GOLF ASSOCIATION**

Jacob Hollman

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COMPONENTS AFFECTING VOLUNTEER SATISFACTION WITHIN THE LADIES  
PROFESSIONAL GOLF ASSOCIATION

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Master's Project

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In  
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## Abstract

Sport events are increasingly reliant on volunteers for the successful delivery of an event (Pauline, 2011). As the sport industry continues to grow so has the demands for volunteer operations. One must understand the points of satisfaction for volunteers as well as factors influencing their future intentions to volunteer. There has been substantial research on spectator satisfaction and motivation, but antecedents of volunteer satisfaction as well as intent to remain has been limited. Spectator satisfaction is described as, “expectations and perceptions about a service experience” (McDonald et al., 2018, p. 156). Spectator or fan satisfaction has been associated with numerous productive business outcomes and is certainly considered an important field of study. Golf is different from any other sport in that it has a flexible venue where the spectator experiences are unique (Marksbury, 2020). Fans have close proximity to the players, move freely throughout the course, and even serve as a volunteer to access crucial tournament operations. This research will observe the Brand Ambassador Program (volunteers) at the Cognizant LPGA Founders Cup to determine factors influencing tournament satisfaction. The purpose of this descriptive research is to identify factors influencing volunteer satisfaction to enhance the overall level of attendance/program involvement at the golf tournament. A survey was established for the Cognizant Founders Cup Brand Ambassador Program to identify the influences that tournament operations have on the level of satisfaction of volunteers. An independent *t*-test was designed to determine if there are differences in males and females based on factors of satisfaction. Also, a forward multiple regression analysis was conducted to determine the significance of the factors of satisfaction. When conducted, it is hypothesized that these components will have a direct impact on volunteers’ level of satisfaction. In the end, this will support the assertion that professional golf events need to examine all these components.

The findings can improve future volunteer programs and entice potential spectators' perceptions increasing levels of satisfaction and attendance.

### **Introduction**

Sport has grown to be a major aspect of the American culture and continues to generate billions of dollars every year in annual revenue (Menefee, 2020). The sport entertainment industry has grown tremendously catching the attention of Americans every year (Careless, 2018). The business industry has expressed the importance of customer satisfaction and how it affects the persona of an organization. Within Lambrecht's article it explains, "customer satisfaction is crucial in the sport industry, where sport organizations focus on understanding the needs and wants of customers while working to achieve organizational goals" (Lambrecht et al., 2009, p. 165). The attributes of customer satisfaction apply to the sport industry in numerous ways. One can determine that there has been little research conducted on customer satisfaction in the sport industry, particularly the golf industry. The golf industry relies on its fans to support players, tournament operations, and the future of the sport. Golf is different from any other sport in that it has an ever-changing venue (golf courses and golf clubs) where the spectator experiences are unique. Spectator or fan satisfaction has been associated with numerous productive business outcomes and is certainly considered an important field of study. Most of the revenue within professional tournaments is generated from sponsorships, spectator sales (tickets, merchandise, etc.), hospitality opportunities (food, beverage, social activities), and volunteer programs. All these factors must have a high satisfaction rating to keep sponsors, spectators, and volunteers involved in a tournament.

The objective of this research is to identify factors that influence satisfaction of golf volunteers at a professional event. With the increasing amount of competition for the consumer

in the sport industry, it is critical to keep fans satisfied in hopes they continue to support the organization. Tournament executives must be concerned with the satisfaction and the factors that influence spectators and volunteers to attend and hopefully return. A recent volunteer satisfaction study found that, “volunteers are a valuable form of capital for many organizations as they help reduce the cost of provision and ease the budget on full time staff” (Pauline, 2011, p.10).

Volunteers need to be considered valuable to any organization as they are devoting their personal time in efforts to support organizational values. As the demand for volunteers and the number of sporting events increases, volunteer management faces major challenges to retain volunteers.

Therefore, the question arises: What can be done to enhance volunteer satisfaction at professional golf events?

This study focuses on the Ladies Professional Golf Association (LPGA), particularly the Cognizant Founders Cup located in Upper Montclair, New Jersey. The LPGA was utilized in this study as there is very little research conducted within the women’s golf industry. Women’s professional sport has grown dramatically allowing for new fans (Marksbury, 2020). This research will observe the Founders Cup Brand Ambassador Program to determine factors influencing satisfaction within the overall event. The importance of identifying these factors will enhance the overall level of satisfaction of the event to increase attendance as well as increase the number of volunteers. The primary purpose of this study is to investigate antecedents of volunteer satisfaction to improve the effect of intent to remain as a volunteer at a sport event. Overall, these findings may be used by numerous tournament executives for understanding customers’ wants and needs to attract more volunteers in the future. In the end, advancements in sportscape factors, intent to remain as volunteers and fans, and tournament operations are

certainly major factors that will be analyzed to construct an overall analysis of tournament satisfaction.

### **Review of Literature**

The LPGA was founded in 1950 by thirteen women focused on making a platform for women to play professional golf (Right on Cue, 2021). The Founders Cup pays tribute to the founders of the LPGA: Alice Bauer, Patty Berg, Bettye Danoff, Helen Dettweiler, Marlene Hagge, Helen Hicks, Opal Hill, Betty Jameson, Sally Sessions, Marilynn Smith, Shirley Spork, Louise Suggs, and Babe Zaharias (About the LPGA, 2022). The LPGA, “recognizes the sacrifice and devotion of this group of distinguished women and honors them through the annual Tour event, The Founders Cup” (About the LPGA, 2022, paras. 1-3). The LPGA has become one of the leading golf associations in the world. There are over 30 international events that attract new fans and spectators every year. One can determine that from a popularity perspective there is still a tremendous amount of work to be done. Overall, the LPGA has gained numerous amounts of attention in recent years. Today, the LPGA has become the principal of women's professional sport! The mission of the Founders Cup is to celebrate the past, revel in the present and dream big for the future of golf. The organization as it stands today, “owes its long and distinguished history to the hard work and commitment of the thirteen founders. These trailblazers are responsible for creating the most successful women’s sport organization in history. The LPGA is one of the longest-running women’s professional sports associations” (About the LPGA, 2022, para. 1). Over time, there have been many visions of women's sport and its contingencies. Women’s sport typically attracts smaller crowds and seems to be ignored in the sport industry today. There is no doubt that women’s golf does not receive the amount of attention it deserves.

One can determine that the LPGA strives to attract anyone who has a passion for the game of golf. The mission statement of the LPGA is as follows:

To be a recognized worldwide leader in sport by providing women professionals the opportunity to pursue their dreams in the game of golf. Our plan at the LPGA is to continue to transform the LPGA from a US tournament and dues association to a global property that expands benefits for fans and partnerships while building connections with women in the game. (About the LPGA, 2022, paras. 2-3)

Overall, the LPGA provides numerous events and tournaments a year that promotes competition and passion within the golf industry! In the end, the Founders Cup has grown to be one of the best tournaments on the LPGA tour and is the desired stop in northern New Jersey for the best women golfers in the world.

The 2022 Cognizant Founders Cup took place at Upper Montclair Country Club (UMCC) in Clifton, New Jersey on May 9<sup>th</sup>-15<sup>th</sup>. This was the second consecutive year that the top 144 women professional golfers visited northern New Jersey to compete in the Founders Cup. Among all the events on tour, “the Cognizant Founders Cup offers a \$3 million purse, which is the largest of any LPGA Tour event outside the majors and the CME Group Tour Championship” (Event Info, 2022, para. 1). Before the 2021 event, the Founders Cup was played in Scottsdale, Arizona. In 2021, the Founders Cup decided to return to New Jersey where Mountain Ridge Country Club hosted the event. The following year UMCC agreed to host the event on a three multiyear deal keeping the Founders Cup in New Jersey. UMCC is one of only a few clubs worldwide to have hosted tournaments for all three professional golf tours, including the LPGA in 1979 & 1980, 1983 & 1984, and 2007-2009 (Event Info, 2022). The New Jersey-based title sponsor, Cognizant, is one of the world’s leading professional services companies



(Hupko, 2022). Gaurav Chand (CEO of Cognizant) states, “we’re committed to creating equal opportunity and diversity, both in and out of the workplace. We invested in the Founders Cup with the goal of helping build a better future for the next generation of golfers” (Hupko, 2022, para. 3). This event also helps support the LPGA United States Golf Association (USGA) Girls Golf program. According to Hupko (2022), “the Girls Golf program is currently active in over 500 sites with over 90,000 girls worldwide. Through the game of golf, the program inspires girls between the ages of 6 and 17 to dream big” (para. 4). The LPGA Girls Golf program is in partnership with the LPGA Foundation and the USGA. This program is, “a non-profit 501-c3 junior golf program that stretches across numerous communities to provide girls with quality golf instruction led by LPGA and PGA teaching professionals” (Who We Are, 2022, p.1). This program offers girls the opportunity to learn more than just the game of golf. This program is unique as, “it helps empower them with confidence and teach valuable life skills such as the Five Es of Girls Golf to Empower, Enrich, Engage, Exercise, and Energize girls within the game of golf” (Who We Are, 2022, p.1). Overall, the proceeds from the 2022 Cognizant Founders Cup help support the LPGA USGA Girls Golf program!

### ***Women Golf Contingencies***

Customer satisfaction has been a major factor within business templates for many years. In the golf industry, numerous factors can drive new fans to show an interest in the sport. Physical surroundings affect behavior and one’s overall enjoyment of a product or service. Lambrecht et al. (2009) revealed, “research on how physical surroundings affect behavior has been a part of psychology literature since the 1960s” (p. 166). However, little research has been conducted to investigate the impact that surroundings can have on customers within the sport industry. One can determine that gender influences behavior as, “recent academic research has

debated the ‘feminization of sports crowds’ and criticized ‘inauthentic’ female fandom” (McDonald et al., 2018, p.157). Female sports have dramatically increased their fight for equality. Many professional organizations like the Women’s National Basketball Association and USA Women’s Soccer have openly debated their effort to be compensated like men’s professional sports. Men’s sports generate far more revenue than women’s sport resulting in upgraded facilities (McDonald et al., 2018). This is a major factor why women’s sport struggle to attract new fans. Women’s sports are perceived to be less competitive as, “personality traits studies suggest that commonly held masculine traits cause men to be more focused on winning than women” (McDonald et al., 2018, p. 161). There is no doubt that there are different attitudes towards men’s and women’s sport. Even in today’s broadcastings, “televised sports news was mostly ignoring women’s sports, which got only 5% of all sports news airtime. Worse, when women did show up in the news, they were frequently trivialized, sexualized, and deployed as locker-room jokes” (Eitzen, 2015, p. 58). In other words, female sports may have lower wages and fewer fans, but they never receive the rewards and benefits. One can determine that a PGA tour winner will make a tremendous amount of money compared to an LPGA tour winner. Last year the Marathon LPGA Classic’s tournament winner took home just under \$300,000 in prize money (FMT Inc., 2021). In many men’s professional golf events a winner could earn an easy one million dollars in prize money. Overall, it is skewed that a male golfer could place tenth in the PGA and still earn more money than an LPGA professional if they were to win their event. In the end, determining components that drive fans of men’s sport will help generate a positive change in women’s sport.

When discussing golf, one must understand the context of the sport. Golf is different from any other sport today because of its variety. In other words, golf can be played at any level

by the youth, amateurs, and seniors. This is a major benefit that no other sport can acquire because there are no restrictions on age, sexuality, and how much one plays. One can determine that the golf industry has a wide range of a target audiences because nearly anyone can express interest and love for the sport. When discussing tournaments and professional play, one can see that the same accusations arise. Tournaments can attract any type of sponsor, spectator, or volunteer due to the wide range within the target audience. To support an event, “firms enter sponsorship arrangements for a variety of reasons, two of the most common are: (1) to increase brand awareness, and (2) to establish, strengthen, or change brand image” (Gwinner & Eaton, 1999, p. 47). Due to the wide variety of golf’s target audience, it is important to attract sponsors that support the tournament image. This will attract fans and volunteers from organizations that would have had no direct involvement with the sport of golf and get them hooked while attending the event. According to research by Jessica Marksbury, one can understand why golf fans are the happiest of any sport. Marksbury (2020) found, “a total of 6,530 sports fans implied that their favorite sport was golf regarding satisfaction, accessibility, and coverage” (p.1). It is not a secret that golf attracts many different types of fans as this sport can be played by any age group. Volunteers within the LPGA allows fans to be engaged in the action and serve a vital role. Ilsley (1990) defines volunteerism as, “commitment to a cause or to other people in the deliberate spirit of service in response to perceived social needs and carried out in return for intrinsic rewards” (p. 202). There are numerous definitions to explain the role of volunteers but can simply be described as someone who freely chooses to give their time and effort for no financial gain. One may choose to be a volunteer for many different reasons. Some volunteers use these volunteer programs to meet new peers and spend time to give back to the surrounding community. Others use this opportunity to gain experience and hopefully further their career in

the sports industry. With the growth in the number of professional golf events within the LPGA, so has the demand for volunteer services making them an asset in the golf industry. As the demand for volunteers is increasing, the overall rate of volunteer activity is declining creating increased competition in the recruitment of volunteers. Looking into volunteer tendencies, “according to the US Bureau of Labor Statistics (2016), the national volunteer rate decreased by .4 percent” (Aicher et al., 2019, p. 202). As recent trends prove the volunteer population is decreasing it puts more emphasis on retaining volunteers. Overall, this brings us back to our goal to improve volunteer programs to increase satisfaction and retention of volunteers.

Recent technology is a major factor that attracts fans within golf as well. When one goes to any other professional sport venue, technology is certainly a major factor that affects one’s satisfaction. Use your favorite Major League Baseball stadium as an example. One will see huge video boards and other visuals that enhance one’s experience within the venue. The golf industry has struggled to use new media within its venues. Many professional tournaments now rely on broadcasting enhancements, “when it comes to using cutting-edge technology, CBS sports is going all out to provide unique, insightful shoots of what is happening on the course” (Careless, 2018, p.1). Shot tracking has been established for viewers to understand what is happening on the fairways and greens. Slowing down players’ swings after a long drive allows spectators to understand swing mechanics. Many professional tournaments including the Cognizant Founders Cup use electronic video boards to enhance one’s vision. With these recent advancements on the course and in television, spectators and viewers can not only learn how to play but understand the rules and regulations. In the end, new media is only going to enhance the visuals of the game and attract more fans to the sport.

Discussing numerous advancements and literature on the sport, there has been a major challenge that recently arose within the sport industry. When COVID-19 struck the world, it seemed to come to a sudden stop. New statistics revealed, “fifty-seven percent of Americans were spending more time at home, fifty-four percent had changed plans to attend public events, and more than half of Americans said they are more likely to watch sports on television” (Menefee, 2020, p. 7). Many people began to work from home and travel bans were enforced. Organizations had to adapt as, “people and industries began navigating what became a new normal by quarantining, wearing face masks, social distancing and finding new ways to safely get back to work” (LPGA, 2021, p. 1). This descriptive research comes at a time when society is hoping to get back to its old ways. The Marathon Classic and many other professional events were forced to close their doors in 2020 to the public and not allow fans for the health and safety of players, staff, and spectators. Golf offered an escape for everyone during the height of the pandemic because one could stay socially distanced while on the course. Due to golf being outside on mass grounds, it became one of the first professional sports to safely return to play. Also, many local courses were allowed to stay open as one of the very few activities for Americans during the pandemic. All in all, the game of golf attracted numerous fans as one of the only sports being played at this time.

In summary, the above findings demonstrate that within lady’s golf many factors have an impact on the level of satisfaction. It is within the context of these articles that this descriptive research was founded to determine factors influencing spectator satisfaction within an LPGA event. This study is the first to analyze components that affect spectator satisfaction at LPGA events after a world-changing pandemic. Overall, sport directors and tournament staff need flexibility to adapt the golf event to improve tournament satisfaction for volunteers and

spectators! In the end, one must understand the event planning/event operations to understand the Founders Cup Brand Ambassador Program.

### **Event Planning at the Founders Cup**

To fully understand the Founders Cup Brand Ambassador program there are numerous behind the scenes planning materials used to put on this professional event. Events are only made possible by the people who work and execute unique ideas. The organizations that bring together the resources needed for planning and executing an event can differ drastically based on the nature of the event (Aicher et al., 2019). The 2022 Founders Cup was considered a one-off event that is moved around in various locations and rarely repeated. In 2023 though 2024 the Founders Cup will reoccur at UMCC making this event a pulsating organization. This is described as, “an organization that creates a cycle where they radically expand their labor force/operations around the time of the event and contract to a modest core staff” (Aicher et al., 2019, p.194). One must understand there is a core tournament staff that includes a tournament director, assistant tournament director, senior tournament coordinator, sales and marketing coordinator, operations coordinator, and a volunteer coordinator. This team collaborates yearly to plan for this professional golf tournament. Everything including logistics of building materials, signage, bleachers, video boards, catering, software, uniforms, and pretournament events are handled by this team. The outcome of any event can depend on the people involved and implementation. Staff size and composition varies depending on the size and type of LPGA event. A unique feature of professional golf events is the reliance on nonstandard labor. Aicher et al. (2019) explains nonstandard labor to be, “anyone who engages in part-time, temporary, and contract work” (p.197). Many LPGA events use nonstandard labor to outsource numerous operations like parking, security, and even internship programs. Regarding the volunteer coordinator and the

Brand Ambassador program there are numerous planning materials that need to be established. First, a software/website needs to be formed for the foundation of the program. The LPGA partnered with Trust Event Solutions. Trust Event is an online registration software that is used to customize web-based sites. Through Trust Event the volunteer coordinator builds a website for all volunteer registrations and operations. This site is the face of the Brand Ambassador program where one will register online, view their committee, and receive important tournament updates. To view the 2022 Founders Cup Brand Ambassador site reference Appendix C.

This site includes numerous pages with the headings About Us, Contact Us, Location, Event Description, and Volunteer Committee Descriptions. Here individuals can find details about the upcoming Founders Cup Brand Ambassador program. Trust Event support staff help design the web page with request of the volunteer coordinator. Having all the volunteer information in one location allows for many to easily access the site and answer questions on the spot. Being able to direct anyone interested in the program to one site limits confusion. Once the basic principles of the site are set in place, the registration process is created. Creating a website there are numerous coding requirements that need to be met for the website to function. A link is generated and placed in the banner of the site for one to register as a Brand Ambassador. This starts the registration process where one creates a username and password. Next, one follows a series of pages to fill out all required information. This includes entering contact information, availability, committee preferences, uniform sizes, previous volunteer experience if any, and payment. Once completed, a participant receives a confirmation email with an invoice. Once the site is finished and pilot test are complete, the registration for the Brand Ambassador program is released to the public.

Next, the Brand Ambassador program was broken down into committees to cover all event operations. The committees include Marshals, Caddie Services, Practice Facility, Scoring Control/Radios, Scoring Tents, Standard Bearers, Walking Scorers, Tee Box Crew, Merchandise, Cart Barn/Shuttles, Transportation, Ticket Officers, Tournament Office/Recruitment, Brand Ambassador Services, On-Course Services, Player Services/Dining, Hospitality Ambassadors, and Golf Channel/TV (Appendix B). With formation of the committees a chairperson is selected based on previous experience or interest in becoming a committee chair. For each committee listed above, a committee chair and co-chair is designated to carry out communication, shift schedules, and tournament operations. Weekly chairmen meetings are held with the volunteer coordinator and tournament staff to relay tournament information and committee updates. Also, chairmen are trained on the Trust Event system. A recruitment process is then established to reach out to as many organizations as possible to help supply volunteers. The volunteer coordinator must reach out to directors of previous events, local corporations, and the surrounding community to market the event and supply potential volunteers. As registrations begin, the volunteer coordinator makes committee assignments within Trust Event. This notifies the respected committee chair and volunteer of the committee placement. Once assigned, a committee chair will carry out the scheduling process where one volunteer is required to work a total of three shifts. Chairmen have the power to email all volunteers added to their committee, see registration information, and complete their committee shift schedule. The volunteer coordinator will use Trust Event to create each shift for each committee. For example, if there are three hundred volunteers registered, a total of nine hundred shifts are individually entered in various committees by the volunteer coordinator. This takes extensive amount of time as each committee has unique requirements. For example, the walking scorers committee will assign one



volunteer to walk with each group during their round relaying the player's score to the Golf Channel. Each shift needs to line up with the tee times and end when the round has been completed. In the end, a volunteer coordinator will spend most of the event planning on committee assignments and creating shift schedules specifically for each committee. Overall, it is critical for the success of the program to develop a team of committee chairs to help direct shift schedules, communication, and event operations.

Lastly, the volunteer coordinator develops the Brand Ambassador package. The Founders Cup Brand Ambassador package includes a tournament polo, tournament outerwear, headwear, commemorative pin, six any day grounds tickets, free parking on-site, pin flag, and complimentary round of golf at UMCC if worked over 18 hours during the event (Appendix C). The cost of this package is valued at over \$350 and offered for only \$85. The volunteer coordinator works with vendors to acquire uniform pieces. The Founders Cup used Greg Norman as the official Brand Ambassador uniform provider for the 2022 Founders Cup. The volunteer coordinator sends uniform sizes to Greg Norman to receive merchandise by the event (polos & outerwear). The following process is established for headwear as Imperial was used to supply ball caps for each volunteer. Volunteers are a critical piece of the puzzle when staffing professional golf events. In the end, it is critical for the volunteer coordinator to establish these event planning operations for the success of the event! Finally, the event operations need to be conducted to put on the Founders Cup Brand Ambassador Program.

### **Event Operations at the Founders Cup**

As event planning is nearly complete, the volunteer coordinator and tournament staff will carry out tournament operations. Sport event design is meant for the guest, but several key stakeholders whose experiences matter greatly (Aicher et al., 2019). Looking at the Founders

Cup, the key stakeholders would include volunteers, sponsors, media, and ticket holders. The operation within professional events takes efforts of everyone from high-level executives to the volunteers devoting their time. Factors such as time, stress, and motivation all collaborate to make professional golf operations unique. The operations to carry out professional golf events vary depending on the venue and there is no specific standard. There are many factors that are event specific and depend on the venue. The first onsite operation for the volunteer coordinator is uniform distribution and training. This event is typically held the weekend prior to the tournament. While the tournament staff is onsite two weeks prior, the volunteer coordinator will organize uniform items by size as product is shipped in. Also, communication must be sent to all Brand Ambassadors weeks prior to establish time for the event. When uniform distribution and training is underway, volunteers arrive to pick up their Brand Ambassador package. Each will be preprepared with headwear, commemorative pin, credentials, tickets, and pin flag. Then the volunteer proceeds to the merchandise tent to receive the correct size of polo and outerwear. This event allows for the volunteers to arrive onsite prior to their first shift. This is a time for chairmen to schedule individual trainings to meet their volunteers face to face for the first time. Following uniform distribution, a general training session is held and directed by the volunteer coordinator. This covers tournament updates, parking information, catering, important dates, and uniform requirements for the week of the tournament. Lastly, anyone unable to pick up their uniform package is advised to pick it up prior to their first shift during tournament week.

With planning details finished, uniforms distributed, and training completed its time for tournament week. Weeks leading up to the tournament, a volunteer coordinator will address committee equipment needs to carry out all operations to make every committee successful. This includes holding committee meetings onsite to secure all needs and understanding UMCC

grounds with committee locations (Appendix A). Equipment needed to put on a professional golf event volunteer program includes quiet paddles, caddie bibs, range name stands, radios, scoring tents, standard bear signs and shoulder holders, walking scorer devices, announcer's equipment, tournament logo merchandise, cart labels, transportation cars, ticketing bands/credentials, golf carts, player packages, Golf Channel equipment, uniforms, and a volunteer headquarters.

Monday and Tuesday of tournament week hosts practice rounds for players and a tournament qualifier. This allows for the volunteer coordinator to have operations, tournament services, player services, and media committees onsite (Appendix B). This allows for committees to understand hands on duties prior to competition rounds. As tournament week progresses, the day before competition rounds there is an official tournament pro-am. This is typically held on Wednesday of tournament week and features LPGA professionals teaming up with sponsors of the tournament. Sponsors are paired up with one LPGA professional and three amateurs for a round of golf. The pro-am is open to the public as this serves as the players practice round the day prior to the event. This means that all Brand Ambassador committees are onsite for the first day. In the end, with the pro-am being an unofficial round this serves as training day for all volunteers to understand their roles. Finally, Thursday through Sunday are the competition rounds. With all committees onsite the volunteer coordinator will monitor all committees and meet with committee chairs for help if needed.

Lastly, the final onsite operation for a volunteer coordinator will be to host an appreciation party. This event is typically held Wednesday of tournament week or after competition rounds. This event is the staff's way of saying thank you to all volunteers for their contributions and time commitment to this tournament. The volunteer coordinator will plan catering, entertainment, and raffle prizes for the event. In the end, professional events could not

be successful without the help of volunteers. It is critical to organize all planning operations for the success of event operations.

### **Method**

The information and data used for this descriptive research study was obtained at the 2022 Cognizant Founders Cup golf tournament by request from the tournament director and staff. As stated above, the tournament took place at Upper Montclair Country Club in New Jersey from May 9-15, 2022. The purpose of this research is to understand the impact that various factors have on volunteer satisfaction when one is attending an LPGA event. Several support events are held over the three days leading up to the tournament (e.g., practice rounds, pro-am, charity events). The success of this event was tied to the involvement of volunteers that required approximately four hundred plus Brand Ambassadors. Many often travel from event to event on the LPGA circuit. The majority are recruited through the local community within sponsors/businesses, surrounding golf club members, previous volunteers at LPGA/PGA events, and high school/college students. For this event, Brand Ambassadors paid a registration fee of \$83.98. The LPGA has a fee structure in place for all events on tour. As noted above, in exchange for their services at the Cognizant Founders Cup, volunteers receive their Brand Ambassador package that includes uniform items, special gifts, and grounds tickets (Appendix C). Brand Ambassadors were expected to volunteer for a minimum of 12 hours for the event, however the mean number of hours reported by volunteers was 16.1. Tournament staff developed a rewards program to compensate Brand Ambassadors who went above the minimum shift requirement. Those who completed three or more shifts totaling in eighteen plus hours received a free round of golf at Upper Montclair Country Club. Sixty-eight percent of the Brand

Ambassadors volunteered extra shifts with at least eighteen hours worked to receive the free golf voucher.

Training and orientation were held for all Brand Ambassadors prior to the event at Upper Montclair Country Club. This was designed to familiarize the volunteers with the events organization and expectation regarding their performance. Brand Ambassadors also received their uniforms and all items needed for the week-long event. Explained above uniform distribution and training sessions covered the structure of the event, event policies, requirement of various volunteer roles, communication methods, and appropriate ways to handle issues within the tournament. The majority of Brand Ambassadors were involved during the week of competition, few were involved in pre-event organization such as will call, uniform distribution, and supporting needs of the tournament staff. The breakdown of Brand Ambassador committees to cover all tournament needs is illustrated within the tournament organizational chart (Appendix B). Overall, Brand Ambassadors assist with all aspects of the tournament operations, in both on-course and behind the scenes capacities for the week-long event. The overall mission of a volunteer at this event is to, “serve as the conduit between the players, spectators, event operations, and media covering the tournament, delivering relevant information, while providing important services and serving as a positive voice and image during the event” (Hupko, 2022, p. 1).

### ***Sample***

The sample of this study included the Brand Ambassadors from the 2022 Cognizant Founders Cup. The total amount of Brand Ambassadors within the week-long event included 440 participants. A total of 125 Brand Ambassadors participated in this study. Of these participants 28 Brand Ambassadors were removed due to failing to complete majority of the questions.

Therefore, the total sample size was 97. Table 1 provides the demographic breakdown of the Founders Cup Brand Ambassadors.

### ***Instrumentation***

The survey instrument used for this study was developed to solicit information in three areas about the Cognizant Founders Cup Brand Ambassador Program: the volunteers demographics and attendance information, perception of sportscape factors, and overall satisfaction. The survey questions representing sportscape factors were based on research summarized in the past (Lambrecht et al., 2009; Sloan & Wakefield, 1995), and the specific requests of the tournament director and LPGA headquarters. Brand Ambassadors were asked to rate the following sportscape factors: parking (ease of entering parking and proximity to entrance gates), course accessibility (ease of entering the course and ability to move about the course), concessions (prices, quality, and variety), committee (brand ambassador assignments/duties), merchandise (prices, quality, and selection), crowd control (ability to move

**Table 1**

Descriptive Statistics of Participants (N=97)

<b>Gender</b>		
	N	%
Male	67	69.1%
Female	30	30.9%

<b>Age</b>		
	N	%
18-25	5	5.2%
26-35	3	3.1%
36-45	5	5.2%
46-55	12	12.4%
56-65	33	34.0%
66 and over	39	40.2%

<b>Household Income</b>		
	N	%
Less than \$50,000	2	2.1%
\$50,000-\$74,999	8	8.2%
\$75,000-\$99,999	5	5.2%
\$100,000-\$149,999	13	13.4%
\$150,000-\$249,999	21	21.6%
\$250,000 or more	17	17.5%
No Answer *	31	32.0%

<b>Previous Experience</b>		
	N	%
Yes	80	82.5%
No	17	17.5%

freely around the course, crowdedness, and security), restrooms (cleanliness, convenient locations, and sufficient numbers), and employee/volunteer helpfulness (concessions, marshals, merchandise, and security) (Appendix A). The ratings were conducted using a five-point Likert scale, with “1” indicating “strongly disagree” and “5” indicating “strongly agree.” The survey instrument also asked volunteers to rate their overall level of satisfaction with the LPGA tour event using the same five-point Likert scale. Lastly, an open-ended question allowed participants to provide input on improvements that can be made. The time that was required to complete this survey took no longer than five minutes. Two Ph.D. sport management/sport administration professors at Bowling Green State University were asked to examine the instrument for content validity. Both experts concurred that the instrument would be an appropriate and effective tool for data collection. The questionnaire was reviewed and piloted by nine LPGA tournament staff members, two members within LPGA human resources, and two Upper Montclair Country Club management executives for layout and readability before the actual data collection.

### **Data Collection Procedure**

Brand Ambassadors were asked to participate in the study the week after the event concluded. A questionnaire was sent to each Brand Ambassador that participated within the tournament (Appendix D). The questionnaire email/link was sent a total of two times to all Brand Ambassadors who still needed to complete the survey. The questionnaire was an electronic version sent to each Brand Ambassadors email entered within the registration process. This email was verified in the registration process and was the main source of communication between tournament staff, general chairmen, and volunteers. A total of twenty-eight participants were excluded due to not completing the survey or leaving questions blank. Electronic questionnaires were sent to all four hundred and forty Brand Ambassadors. Using Trust Event, LPGA

management software, results were generated once the survey was completed online. The results were analyzed numerous times and coded to help organize all the data. Of the four hundred and forty, three hundred and sixty-one volunteers opened the emails to the questionnaire. Overall, a total of one hundred and twenty-five Brand Ambassadors completed the survey.

### **Data Analysis**

This type of descriptive study involves very low risk to participants and involves normal educational practices that fall under the exempt category for IRB review. All survey results were reviewed and documented within three months of the tournament taking place. To carefully examine the influence of parking, course accessibility, concessions, committee, merchandise, crowd control, restrooms, and the helpfulness of employees/volunteers have on overall satisfaction (sportscape factors), an independent *t*-test was designed to determine if there are differences in males and females on sportscape factors. Finally, a forward regression analysis was used to reveal if there is an influence of sportscape factors on overall satisfaction.

The data from the questionnaire was analyzed using the SPSS 29.0 computer program. The descriptive statistics were first used to establish a demographic profile of Brand Ambassadors. Second, descriptive statistics were used to examine the importance of the sportscape factors by gender. Means and standard deviations were then calculated for the sportscape factors (parking, course accessibility, concessions, committee, merchandise, crowd control, restrooms, and helpfulness of employees/staff) and overall satisfaction. An independent *t*-test was utilized to determine any differences in males and females based on sportscape factors. Next, several multiple regression analyses were performed to determine the significance of the sportscape factors in predicting overall satisfaction. A hierarchical multiple regression was performed where gender was entered at the first step, followed by a forward procedure entering



the sportscape factors at the second step. For the total sample, this analysis will help to determine the additional variance accounted for by sportscape factors on overall satisfaction after the variance attributed to gender is accounted for. For each gender, a forward multiple regression analysis was performed with overall satisfaction as the criterion and the sportscape factors as the predictor variables. This analysis will help to determine the variance accounted for by sportscape factors on overall satisfaction separately for men and women. For all analyses, an alpha of 0.05 was used.

## **Results**

The sample in the current study contained a total of 97 respondents. The purpose of the study was to investigate sportscape factors and influence on one's satisfaction within the Founders Cup Brand Ambassador Program. To ensure a volunteer sample was utilized, participants of the 2022 Brand Ambassador program were acquired using a five-point Likert scale, with "1" indicating "strongly disagree" and "5" indicating "strongly agree."

Of the 97 respondents, 30.9% were female and 69.1% were male. Respondents represented different age group; most of the respondents were 66 and over (40.2%), which was followed by 56- to 65-year-olds (34%). The remainder of the respondents reported to be 46 to 55 years old (12.4%), 36 to 45 years old (5.2%), 18 to 25 years old (5.2%), with the smallest group being 26 to 35 years old (3.1%). The income within the sample showed 15.5% of respondents earning less than \$99,999, 35% earned \$100,000-\$249,000, and 17.5% earned more than \$250,000. Of the 97 respondents 31 participants (32%) preferred not to answer their household income information. In addition to demographics, respondents were asked about their previous experiences as a volunteer. Within the sample 82.5% of participants had previous volunteer experience and 17.5% were volunteers for the first time.

## Independent *t*-test

An independent *t*-test was used to evaluate whether sportscape factors differed within men and women. After reviewing the independent samples *t*-test (Appendix E), gender difference was revealed for four sportscape factors. Table 2 provides the descriptive statistics for males and females. The calculated *t* value was significant for the sportscape factor of *committee*,  $t_{(92)} = 3.009, p < .003$ . The mean score for men ( $M = 4.60$ ) was significantly higher compared to the mean for women ( $M =$

4.07). Next, the independent samples *t*-test for *crowd control* was significant,  $t_{(92)} = 2.605, p < .011$ . The mean score for men ( $M = 4.58$ ) was again higher compared to the mean score for women ( $M = 4.21$ ). The sportscape factor of *workload* also was significant,  $t_{(92)} = 5.548, p < .001$ . The mean score for men ( $M = 4.74$ ) represents a huge difference in women ( $M = 3.86$ ) compared to all factors. Lastly, the calculated *t* value was significant for overall

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Parking (ease of entering parking and proximity to entrance gates)	Male	67	4.15	1.091	.133
	Female	29	3.97	1.052	.195
Course Accessibility (ease of entering the course and ability to move)	Male	65	4.57	.706	.088
	Female	29	4.31	.891	.165
Concessions/Hospitality (prices, quality, and variety)	Male	66	3.44	1.139	.140
	Female	30	3.13	1.167	.213
Committee (understood committee assignment, shift schedule, duties)	Male	65	4.60	.680	.084
	Female	29	4.07	.998	.185
Brand Ambassador Package (Prices, quality, and selection)	Male	66	3.79	1.089	.134
	Female	29	3.72	.996	.185
Crowd Control (ability to move around the course/security)	Male	66	4.58	.556	.068
	Female	28	4.21	.738	.140
Workload (Did you feel useful and have enough jobs while working?)	Male	66	4.74	.441	.054
	Female	28	3.86	1.113	.210
Staff helpfulness (concessions, UMCC staff, tournament staff)	Male	66	4.38	.760	.094
	Female	29	4.31	.712	.132
Overall Satisfaction (rate your overall level of satisfaction)	Male	66	4.55	.788	.097
	Female	29	4.00	1.225	.227

satisfaction,  $t_{(93)} = 2.602$ ,  $p < .033$ . Finally, the mean score for men ( $M = 4.55$ ) is significantly higher compared to the mean for women ( $M = 4.00$ ). In light of the gender differences for multiple sportscape factors, gender will be taken into consideration for the multiple regressions analyses discussed in the next section. A correlation matrix for all variables is provided in Appendix F.

### Forward Multiple Regression Analyses

For the hierarchical multiple regression analysis, gender was entered at the first step followed by a forward procedure at the second step to enter the eight sportscape factors (Parking, Course Accessibility, Concessions, Committee, Brand Ambassador Package, Crowd Control, Workload, and Staff Helpfulness). Table 3 shows the model summary where gender is entered at the first step (Model 1) with sportscape factors added based on each factor's significant contribution to explaining additional variance in overall satisfaction over previous models. Gender (Model 1) accounted for 8% of the variability in overall satisfaction. After gender was accounted for, committee explained an additional 25% in Model 2 which by far accounted for the most variance in overall satisfaction in the total sample. Additional variance was accounted by parking accounted (i.e., 5.2%, Model 3) and crowd control (i.e., 3.3%, Model 4). In the final

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.283 <sup>a</sup>	.080	.069	.955	.080	7.150	1	82	.009
2	.578 <sup>b</sup>	.334	.318	.817	.254	30.905	1	81	<.001
3	.621 <sup>c</sup>	.386	.363	.790	.052	6.744	1	80	.011
4	.647 <sup>d</sup>	.419	.389	.773	.033	4.450	1	79	.038
a. Predictors: (Constant), Gender									
b. Predictors: (Constant), Gender, Committee (understood committee assignment, shift schedule, duties)									
c. Predictors: (Constant), Gender, Committee (understood committee assignment, shift schedule, duties), Parking (ease of entering parking and proximity to entrance gates)									
d. Predictors: (Constant), Gender, Committee (understood committee assignment, shift schedule, duties), Parking (ease of entering parking and proximity to entrance gates), Crowd Control (ability to move around the course/security)									

model, the combination of gender and the three sportscape factors accounted for 41.9% of the variance in overall satisfaction.

<b>Table 4</b>									
<b>Male Model Summary<sup>a</sup></b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.397 <sup>b</sup>	.158	.143	.732	.158	10.862	1	58	.002
2	.474 <sup>c</sup>	.225	.198	.709	.067	4.948	1	57	.030
a. Gender = Male									
b. Predictors: (Constant), Concessions/Hospitality (prices, quality, and variety)									
c. Predictors: (Constant), Concessions/Hospitality (prices, quality, and variety), Committee (understood committee assignment, shift schedule, duties)									
<b>Female Model Summary<sup>a</sup></b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.681 <sup>b</sup>	.463	.439	.961	.463	18.994	1	22	<.001
2	.749 <sup>c</sup>	.562	.520	.889	.098	4.714	1	21	.042
a. Gender = Female									
b. Predictors: (Constant), Committee (understood committee assignment, shift schedule, duties)									
c. Predictors: (Constant), Committee (understood committee assignment, shift schedule, duties), Crowd Control (ability to move around the course/security)									

Next, a forward multiple regression analysis was performed separately for men and women with overall satisfaction as the criterion and the sportscape factors (Parking, Course Accessibility, Concessions, Committee, Brand Ambassador Package, Crowd Control, Workload, and Staff Helpfulness) as the predictor variables. Table 4 provides the model summary of the separate analyses for men and women. In the male model summary, the sportscape factor of concessions/hospitality entered first accounting for 15.8% ( $p = .002$ ) of the variance in overall satisfaction. In the final model (Model 2), the sportscape factor of committee accounted for additional explained variance, 6.7% ( $p = .03$ ). Thus, the combination of concessions/hospitality and committee factors accounted for 22.5% of the variance in overall satisfaction in males.

In the female model summary, the sportscape factor of committee entered first accounting for 46.3% ( $p < .001$ ) of the variance in overall satisfaction. In the final model (Model 2), the sportscape factor of crowd control accounted for additional explained variance, 9.8% ( $p < .05$ ). Thus, the combination of committee and crowd control factors accounted for 56.2% of the variance in overall satisfaction in females.

### **Discussion**

Results of the study revealed numerous sportscape factors to improve the level of satisfaction within the Founders Cup Brand Ambassador program. It must be noted that in Table 2, males had a higher mean score in every sportscape factor. The overall satisfaction mean score for men ( $M = 4.55$ ) was notably higher than females ( $M = 4.00$ ). Tournament organizers need to address why men are more satisfied with the overall satisfaction of the event. What can be done in the future to improve females' overall satisfaction of the program? On top of the factors identified future research could examine new trends in women's golf and incorporate findings into programs to improve women's overall satisfaction.

Tournament directors/coordinators should focus to improve the sportscape factors committee, concessions/hospitality, and crowd control. According to our findings, these committees will have the greatest impact on satisfaction if improved. When looking into the first sportscape factor, committee, tournament staff will need to improve understanding committee assignments, shift schedule, and duties. It must be addressed that the 2021 tournament was held at a different course, Mountain Ridge Country Club. This program had to be redesigned for the following years event based on the course layout and availability to locations on the course. Many committees were assigned duties to make sure all operations were covered. In some cases, a committee would go over their time on the shift schedule or not have enough duties. Many

committees needed to learn their actual duties while on the job. Tournament staff and committee chairs could use these findings to stress the importance of making sure Brand Ambassadors are aware of their committee descriptions and duties. The volunteer program could make sure to include tutorials on the registration system to find their latest committee assignment and shift schedule updates. In the end, having one year of experience at Upper Montclair Country Club, the event team will be able to improve the success of each committee.

Next, tournament staff will need to address concessions/hospitality. This was found to be a significant predictor within men according to the forward regression analysis. This sportscape factor relates to volunteer prices, quality, and variety within concessions/hospitality. Every LPGA event has a volunteer headquarters where volunteers have a place to themselves. This is where volunteers can pick up extra shifts, receive grab and go breakfast items, lunch vouchers, volunteer gear, beverages, etc. The Founders Cup volunteer headquarters utilized the clubs Caddyshack along with two tents placed in front. The space was used for tables with seating, registration, uniform pick-ups, snacks, and beverages. Every volunteer working receives a lunch voucher to be used at all on-course concessions. This includes a boxed lunch with a hot dog or hamburger, chips, apple or banana, cookie, and a beverage. According to participants responses, improving the quality of the volunteer headquarters and breakfast/lunch items will increase the overall satisfaction of the program. The items used in catering volunteers could be improved by adding additional items and making sure they are available in headquarters. Tournament staff could make necessary changes to volunteer headquarters by changing the location, increasing the size of the hospitality area, and upgrading features. Overall, establishing a location closer to the tournament course could improve accessibility!

The last predictor identified within the results was crowd control. This sportscape factor was described as ability to move around the course, understanding the course layout/locations, and security. This factor was found to be significant in females according to the forward regression analysis. The tournament staff could outsource more security to be utilized within various committees. For example, player services are a female only committee that will check credentials with clubhouse access for player dining, locker room, and media. Tournament staff could make sure to place more security within proximity of these areas. This could help make volunteers feel secured in case an event arises. Many committees need to utilize volunteer equipment such as radios to reach committee chairs, tournament staff, and security if needed. Being able to answer questions on the spot will allow volunteers a source to meet spectator demands. The tournament coordinators could also incorporate a volunteer handbook with specific volunteer information such as a specialized map, radios channels, and chairmen contact information. This will allow volunteers to understand who to contact in case they need help in any situation.

These predictors pointed out the top sportscape factors that will impact the overall satisfaction within the event. This answers our research question that there are significant sportscape factors within the Founders Cup that need to be improved. Previously, the Founders Cup did not know what areas need to be analyzed to improve overall satisfaction within key stakeholders or volunteers. Event organizers can also see implications for stakeholders within the Brand Ambassador program. In this study volunteers are the key stakeholders that are affected the most. Understanding the results from volunteers can also help improve satisfaction of other key stakeholders like sponsors and spectators. If volunteers implemented change needed to the identified sportscape factors, it can be assumed that other key stakeholders would have similar

thoughts. Event staff can use the feedback of volunteers to improve these areas for sponsors and spectators. We now understand that of the eight sportscape factors there is room for improvement within the factors committee, concessions/hospitality, and crowd control. With one year of experience at Upper Montclair Country Club, event organizers can incorporate these results to improve the Brand Ambassador program. Improving the Brand Ambassador program based on these findings and volunteers' feedback will be critical to enhance the overall event!

### **Limitations**

A major limitation that needs to be addressed is that this research focused on one professional event. For future research, it would be ideal to use numerous tournaments on the LPGA tour to get a concrete analysis that supports the entire LPGA and numerous volunteer programs. Repeating this study at the upcoming 2023 tournament will also be critical to establish reliability and credibility within findings. If the same predictors are found, it could cost the volunteers intent to remain to decrease as they are not satisfied with the event. If new predictors of sportscape factors are found, event organizers will be able to make the necessary improvements year after year.

Another limitation was not utilizing a clear intent to remain measure within the satisfaction survey. This would allow to narrow down results in another regression analysis. Results would have been able to determine what sportscape factors affected volunteers who were not willing to return, compared to volunteers willing to return. This could simplify findings and determine what committees have the least number of volunteers returning for the upcoming year.

Lastly, another limitation included the sample sizes. There were 440 Brand Ambassadors that participated within the tournament. Of the 440, only 97 responses to the survey were used.



Of the 97 participants, there were nearly twice as many males compared to females. Imposing a gift card, raffle prizes, or free merchandise could help drive more responses in the future.

### **Conclusion**

The Ladies Professional Golf Association strives to enhance its events year after year including improvements in each aspect of all tournament operations. Whether it's a sponsor, spectator, or volunteer experience there are always going to be new ways to improve the overall event. In this study, we have identified sportscape factors (committee, concessions/hospitality, and crowd control) to have the greatest impact on overall satisfaction at the Cognizant Founders Cup. Improving the Brand Ambassador program based on these findings and volunteers' feedback will be critical to enhance future tournaments. In the end, the 2022 Founders Cup was a major success generating a total of \$34,190 to cover the volunteer budget (Hupko, 2022). This program was able to establish over 440 volunteers within four months of recruitment. In the end, the improvements identified must be made for the retention of volunteers leading into the 2023 Founders Cup. Overall, event organizers must make the necessary adjustments in hopes to improve the volunteer program, increase levels of satisfaction, and overall attendance within the Cognizant Founders Cup!

Appendix A



OFFICIAL YARDAGE		
HOLE	PAR	YARDAGE
1	4	410
2	5	490
3	4	408
4	4	349
5	4	372
6	3	168
7	4	386
8	3	195
9	5	536
		36 3314
10	4	323
11	4	406
12	5	474
13	4	399
14	5	525
15	3	164
16	4	414
17	3	178
18	4	339
		36 3222
TOTAL	72	6536

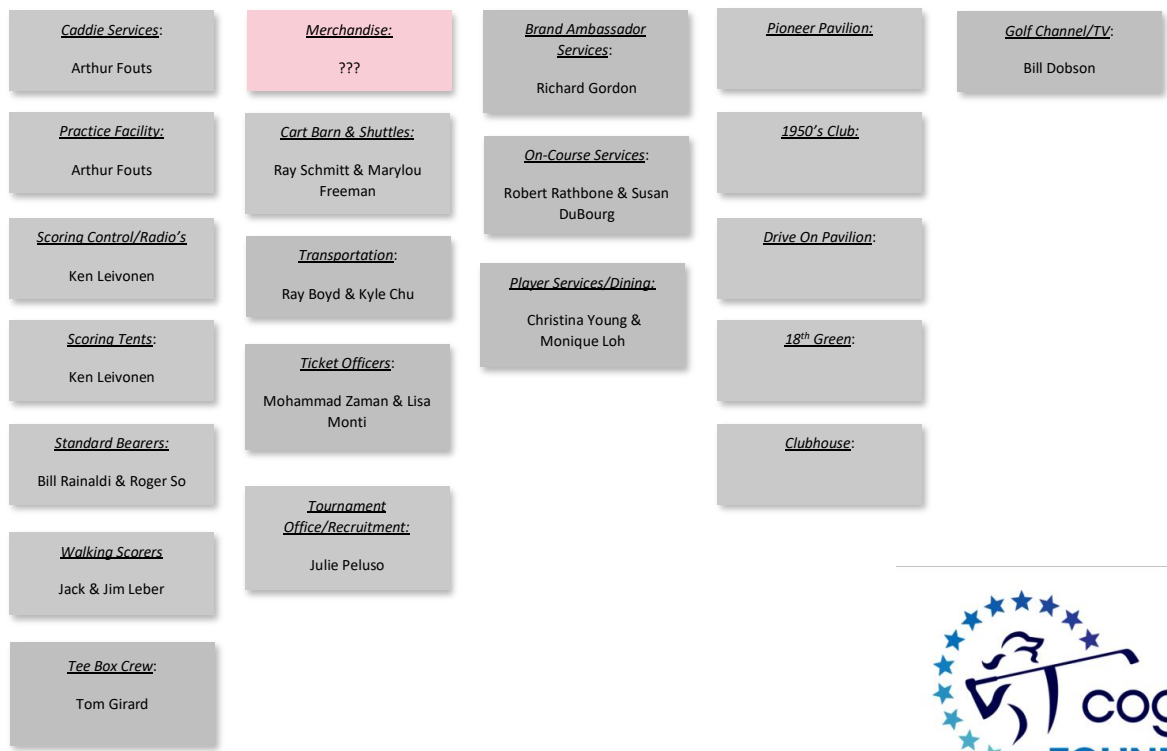


MAP KEY					
	Restrooms		Drive On Pavilion		Girls Golf Camp PING
	Concessions		1950's Club		Autograph Alley
	First Aid presented by RWJ Barnabas		Pioneer Pavilion		Lesson Zone
	Scoreboards		The Perch		Information
	Main Entrance		Founders Club		Merchandise Shop

Appendix B



- Area Captains:**  
Steven Pezzino  
Michael Webb
- Hole Captains:**  
Deb Caldwell  
Paul Connell  
Bruce Johnson  
Rodger Cooke  
Marc Zuckerman  
Manfred Rojas  
Jody Heckert  
John Alexy  
Christopher Tuttle



## Appendix C

### BRAND AMBASSADOR PROGRAM

If you like golf and have a passion for helping others, the 2022 Cognizant Founders Cup Brand Ambassador program was made for you! We are looking for high energy and friendly golf fans to volunteer with this LPGA event where 144 of the world's top golfers will compete for a \$3 million purse from May 9 - 15, 2022.

With 12 committees available, we have something for everyone. Brand Ambassador registration opens February 8th. Please visit [LPGAFoundersCup.com](http://LPGAFoundersCup.com) for the registration link.

#### COMMITTEES

##### Choose up to 3 areas of interest

- Caddie Services
- Cart Barn / Shuttles
- Golf Channel
- Hospitality Ambassadors
- Marshals
- Merchandise
- On-course Services
- Player Services / Dining
- Practice Facilities
- Scoring Control / Radios
- Scoring Tents
- Special Projects
- Standard Bearers
- Tee Box Crew
- Ticket Office
- Tournament Office
- Transportation
- Walking Scorers

#### DRESS THE PART

##### Uniforms

Brand Ambassadors will be outfitted with:

- One (1) Polo
- Baseball Hat
- Brand Ambassador Commemorative Pin
- One (1) Outerwear Piece

Brand Ambassadors will be required to provide their own bottoms in either grey or navy. Closed toes shoes also required.

#### SPECIAL GIFTS

##### Thank you!

Each participant will also receive:

- Six (6) Good Any Day Single Use Tickets
- Free Parking On-site
- Pin Flag
- Brand Ambassador Party with Door Prizes



**\$80 - Registration Fee**

**TOGETHER WE CAN MAKE A DIFFERENCE!**

Money raised through the events surrounding the Cognizant Founders Cup help support the LPGA Foundation and the growth of women's golf through the LPGA\*USGA Girls Golf Foundation.

#### HOW ABOUT SOME GOLF?

Brand Ambassadors who complete 18 volunteer hours, will also receive a free round of golf at Upper Montclair Country. Details on golf will be provided during Brand Ambassador Training.



<https://events.trustevent.com/templates/index.cfm?fuseaction=templates.home&eid=4204>

## Appendix D



## BRAND AMBASSADOR SURVEY 2022

Name: \_\_\_\_\_

Cell Phone: \_\_\_\_\_

Number of Years Attended: \_\_\_\_\_

Age: \_\_\_\_\_

Volunteer Committee: \_\_\_\_\_

Gender: \_\_\_\_\_

*Circle the number for the following questions to rate your experience within the Founders Cup.  
Survey Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree*

1. **Parking (ease of entering parking and proximity to entrance gates):**  
*1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree*
2. **Course Accessibility (ease of entering the course and ability to move about the course):**  
*1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree*
3. **Concessions/Volunteer Hospitality (prices, quality, and variety):**  
*1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree*
4. **Brand Ambassador Committee (understood committee assignment, shift schedule, and duties):**  
*1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree*
5. **Brand Ambassador Package (prices, quality, and selection):**  
*1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree*
6. **Crowd Control (ability to move freely around the course, crowdedness, and security):**  
*1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree*
7. **As a Brand Ambassador, did you feel useful and have enough jobs while working?**  
*1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree*
8. **Employee/Volunteer helpfulness (concessions, marshals, merchandise, and security):**  
*1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree*
9. **On the survey scale, how would you rate your overall level of satisfaction with the Founders Cup?**  
*1 = Will not Return 2 = Below Average 3 = Average 4 = Above Average 5 = Will Return*
10. **In your opinion, what areas need improvement within your experiences of the Founders Cup?**  
\_\_\_\_\_

**Thank you for your time! We hope you enjoyed the 2022 Founders Cup!**

## Appendix E

Table 3 Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	One-Sided p	Two-Sided p
Sportscape Factors							
Parking (ease of entering parking and proximity to entrance gates)	Equal variances assumed	.038	.846	.766	94	.223	.446
	Equal variances not assumed			.777	55.076	.220	.440
Course Accessibility (ease of entering the course and ability to move)	Equal variances assumed	1.040	.310	1.511	92	.067	.134
	Equal variances not assumed			1.383	44.397	.087	.173
Concessions/Hospitality (prices, quality, and variety)	Equal variances assumed	.000	.989	1.212	94	.114	.229
	Equal variances not assumed			1.200	54.952	.118	.235
Committee (understood committee assignment, shift schedule, duties)	Equal variances assumed	.861	.356	3.009	92	.002	.003
	Equal variances not assumed			2.609	40.063	.006	.013
Brand Ambassador Package (Prices, quality, and selection)	Equal variances assumed	.076	.783	.269	93	.394	.788
	Equal variances not assumed			.279	58.185	.391	.781
Crowd Control (ability to move around the course/security)	Equal variances assumed	2.865	.094	2.605	92	.005	.011
	Equal variances not assumed			2.326	40.601	.013	.025
Workload (Did you feel useful and have enough jobs while working?)	Equal variances assumed	15.391	<.001	5.548	92	<.001	<.001
	Equal variances not assumed			4.077	30.656	<.001	<.001
Staff helpfulness (concessions, UMCC staff, tournament staff)	Equal variances assumed	.001	.974	.412	93	.341	.681
	Equal variances not assumed			.422	56.876	.337	.674
Overall Satisfaction (rate your overall level of satisfaction)	Equal variances assumed	6.854	.010	2.602	93	.005	.011
	Equal variances not assumed			2.206	38.563	.017	.033

## Appendix F

Coefficients <sup>a</sup>											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	5.150	.314		16.386	<.001					
	Gender	-.617	.231	-.283	-2.674	.009	-.283	-.283	-.283	1.000	1.000
2	(Constant)	1.916	.641		2.988	.004					
	Gender	-.229	.209	-.105	-1.091	.278	-.283	-.120	-.099	.889	1.125
	Committee (understood committee assignment, shift schedule, duties)	.621	.112	.535	5.559	<.001	.570	.526	.504	.889	1.125
3	(Constant)	1.058	.702		1.508	.136					
	Gender	-.177	.203	-.081	-.871	.386	-.283	-.097	-.076	.880	1.136
	Committee (understood committee assignment, shift schedule, duties)	.615	.108	.529	5.695	<.001	.570	.537	.499	.888	1.126
	Parking (ease of entering parking and proximity to entrance gates)	.201	.077	.229	2.597	.011	.268	.279	.228	.987	1.013
4	(Constant)	-.050	.865		-.057	.954					
	Gender	-.088	.204	-.040	-.431	.668	-.283	-.048	-.037	.842	1.187
	Committee (understood committee assignment, shift schedule, duties)	.551	.110	.474	5.012	<.001	.570	.491	.430	.821	1.218
	Parking (ease of entering parking and proximity to entrance gates)	.181	.076	.206	2.365	.020	.268	.257	.203	.972	1.029
	Crowd Control (ability to move around the course/security)	.305	.145	.200	2.109	.038	.410	.231	.181	.822	1.217

a. Dependent Variable: Overall Satisfaction (rate your overall level of satisfaction)

## Appendix F (Cont.)

Male Coefficients <sup>a,b</sup>													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
		1	(Constant)	3.615			.294		12.281	<.001	3.026	4.204	
	Concessions/Hospitality (prices, quality, and variety)	.269	.082	.397	3.296	.002	.106	.432	.397	.397	.397	1.000	1.000
2	(Constant)	2.395	.618		3.876	<.001	1.158	3.632					
	Concessions/Hospitality (prices, quality, and variety)	.205	.084	.303	2.440	.018	.037	.373	.397	.307	.284	.883	1.133
	Committee (understood committee assignment, shift schedule, duties)	.314	.141	.276	2.225	.030	.031	.596	.380	.283	.259	.883	1.133

a. Gender = Male

b. Dependent Variable: Overall Satisfaction (rate your overall level of satisfaction)

Female Coefficients <sup>a,b</sup>													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
		1	(Constant)	.599			.786		.762	.454	-1.031	2.229	
	Committee (understood committee assignment, shift schedule, duties)	.838	.192	.681	4.358	<.001	.439	1.237	.681	.681	.681	1.000	1.000
2	(Constant)	-1.176	1.094		-1.075	.295	-3.452	1.099					
	Committee (understood committee assignment, shift schedule, duties)	.669	.194	.543	3.444	.002	.265	1.073	.681	.601	.498	.839	1.192
	Crowd Control (ability to move around the course/security)	.593	.273	.342	2.171	.042	.025	1.161	.561	.428	.314	.839	1.192

a. Gender = Female

b. Dependent Variable: Overall Satisfaction (rate your overall level of satisfaction)



## Appendix G

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.519	1	6.519	7.150	.009 <sup>b</sup>
	Residual	74.767	82	.912		
	Total	81.286	83			
2	Regression	27.168	2	13.584	20.331	<.001 <sup>c</sup>
	Residual	54.118	81	.668		
	Total	81.286	83			
3	Regression	31.375	3	10.458	16.763	<.001 <sup>d</sup>
	Residual	49.911	80	.624		
	Total	81.286	83			
4	Regression	34.036	4	8.509	14.227	<.001 <sup>e</sup>
	Residual	47.249	79	.598		
	Total	81.286	83			
a. Dependent Variable: Overall Satisfaction (rate your overall level of satisfaction)						
b. Predictors: (Constant), Gender						
c. Predictors: (Constant), Gender, Committee (understood committee assignment, shift schedule, duties)						
d. Predictors: (Constant), Gender, Committee (understood committee assignment, shift schedule, duties), Parking (ease of entering parking and proximity to entrance gates)						
e. Predictors: (Constant), Gender, Committee (understood committee assignment, shift schedule, duties), Parking (ease of entering parking and proximity to entrance gates), Crowd Control (ability to move around the course/security)						

## Appendix G (Cont.)

ANOVA <sup>a,b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.826	1	5.826	10.862	.002 <sup>c</sup>
	Residual	31.108	58	.536		
	Total	36.933	59			
2	Regression	8.310	2	4.155	8.275	<.001 <sup>d</sup>
	Residual	28.623	57	.502		
	Total	36.933	59			
a. Gender = Male						
b. Dependent Variable: Overall Satisfaction (rate your overall level of satisfaction)						
c. Predictors: (Constant), Concessions/Hospitality (prices, quality, and variety)						
d. Predictors: (Constant), Concessions/Hospitality (prices, quality, and variety), Committee (understood committee assignment, shift schedule, duties)						

ANOVA <sup>a,b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.529	1	17.529	18.994	<.001 <sup>c</sup>
	Residual	20.304	22	.923		
	Total	37.833	23			
2	Regression	21.252	2	10.626	13.457	<.001 <sup>d</sup>
	Residual	16.581	21	.790		
	Total	37.833	23			
a. Gender = Female						
b. Dependent Variable: Overall Satisfaction (rate your overall level of satisfaction)						
c. Predictors: (Constant), Committee (understood committee assignment, shift schedule, duties)						
d. Predictors: (Constant), Committee (understood committee assignment, shift schedule, duties), Crowd Control (ability to move around the course/security)						

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