Master's Theses   Master's Theses and Graduate Research

1997

How to organize a fundraising golf tournament

Jeanne S. Tinkess
San Jose State University

Follow this and additional works at: https://scholarworks.sjsu.edu/etd_theses

Recommended Citation

Tinkess, Jeanne S., "How to organize a fundraising golf tournament" (1997). *Master's Theses*. 1540.
DOI: https://doi.org/10.31979/etd.vbxe-394n
https://scholarworks.sjsu.edu/etd_theses/1540

INFORMATION TO USERS

HOW TO ORGANIZE A FUNDRAISING GOLF TOURNAMENT

A Project Report

Presented to

The Faculty of the Department of Human Performance

San Jose State University

In Partial Fulfillment

Of the Requirements for the Degree

Master Of Arts

by

Jeanne S. Tinkess

August 1997

UMI Number: 1386766

Copyright 1997 by
Tinkess, Jeanne Susanne

UMI
300 North Zeeb Road
Ann Arbor, MI 48103

APPROVED FOR THE DEPARTMENT OF HUMAN PERFORMANCE

(signature)

Dr. Richard Montgomery

(signature)

Dr. James Bryant

(signature)

Mr. Donald Montgomery

APPROVED FOR THE UNIVERSITY

(signature)

Abstract

Organizing a Fundraising Golf Tournament

by Jeanne S. Tinkess

Fundraising has increasingly become an integral part of many organizations. These organizations range from small non-profits, to municipal recreation agencies, to colleges and universities, to large corporations. All have the common thread of declining financial resources and the desire to tap into new sources of income. A fundraising golf tournament can be a fun, unique, and financially rewarding venture. The purpose of this project was to develop an operations manual based on the principles of management to assist in coordinating, marketing, and executing a fundraising golf tournament.

Table of Contents

List of Figures

CHAPTER 1

Introduction

Fundraising events take on many forms. They include raffles, auctions, candy bar sales, pancake breakfasts, benefit dinners, casino nights, musical benefits, jog-a-thons, bike-a-thons, to name just a few. Fundraising events can range in size from a candy bar sale that raises $200 for a Girl Scout Troop to the AT&T Pebble Beach Pro Am golf tournament that in 1995, set a record by raising $1.7 million for state and local charities. Although the two events differ greatly, both are good examples of the central process of fundraising: obtaining funds to support needed services.

Many organizations, small and large, non-profit and for-profit, engage in fundraising. Although nonprofit organizations often depend on charitable funds for their survival, so too are some for-profit organizations turning to fundraising to supplement current income.

A fundraising golf tournament can be an enjoyable and lucrative event for any organization and may evolve into an annual, self-perpetuating occurrence. A successful fundraising golf tournament requires careful planning and coordination. Both the concepts of management and marketing are vital to its success. Management is concerned with directing the resources of an organization toward the attainment of its goals (Parkhouse, 1991). It is concerned with setting goals, motivating people toward achieving these goals, and coordinating their activities. The four functions of management according to Parkhouse are planning, organizing, leading, and evaluating.

Marketing is all the business activities involved in the moving of goods or services from the producer to the consumer. To successfully market a product, a marketing strategy and plan must be developed. The marketing plan is composed of interdependent facets, the marketing mix, that vary with the nature of the product (Parkhouse, 1991). The marketing strategy manipulates these facets to successfully capitalize on a market opportunity.

Given the amount of literature that is found on golf tournament fundraising and the usefulness of the golf tournament to suit the fundraising needs of a broad range of organizations, there is an obvious interest in utilizing this type of fundraising activity. While researching the literature on golf tournaments, a generous amount of information was found on the benefits that an organization can gain from holding a fundraising golf tournament. However, what was lacking was a detailed, beginning to end approach, to the organizational process.

Through discussions with various individuals who have had experience in organizing golf tournaments (see Appendix B for a list contributing individuals), it was found that many organizations attempt to host golf tournaments without any prior knowledge of golf. Ray Apolskis, Director of Marketing for Pasatiempo Golf Club in Santa Cruz, California, stated that probably 80-85% of the time it is a non-golfer who is put in the position of organizing the event. Unfortunately, they are completely unaware of the basics of golf and lack the knowledge to create a simple, enjoyable, and lucrative event. Thus, a body of information that presents the organizational protocol in simple and direct terms can be highly desirable

and useful to those who desire to execute such an event but lack a working knowledge of the process.

The purpose of this project was to develop a manual that presents a protocol for executing a successful fundraising golf tournament. The manual will utilize the components of management and incorporate marketing concepts to develop simple guidelines that any individual(s) can follow.

Limitations

The study will be limited to:

1. the inexperience of the author in the actual organizational process of fundraising golf tournaments.

The experience of the author in organizing golf tournaments is limited by the fact that she has been a member of only two tournament committees. The author's knowledge of the organizational process has been reached through the experience of the aforementioned tournaments, the fact that she is a golfer and has a good understanding of the game, the research she has conducted in the areas of event fundraising, event marketing, and fundraising golf tournaments, and the expert opinion and knowledge of acquaintances who have participated in and helped with organizing numerous tournaments. Thus, although the author has little experience in the organizational process, it is felt that she has a sufficient background and knowledge base from which to produce a body of information that is desirable and useful.

Definition of Terms

Closest to the Pin: On a predesignated par three, whoever hits the ball closest to the hole (ball must be on green) after one stroke wins the contest.

Corporate Sponsor: The main idea behind a corporate sponsorship is to offer a "package deal" to get businesses involved in the tournament. For example, for $500 a business will receive green fees for four players, a tee sign advertising the business name, and an accolade at the dinner following the tournament. The corporate sponsorship should act as an added incentive for supporting the tournament.

Course Handicap: A course handicap is the number of handicap strokes a player receives from a specific set of tees at the course being played (USGA Handicap System Manual, 1994).

Donor: Any individual or business who donates money, gifts, resources, etc. to the tournament.

Entry Fee: The fee that is charged for playing in the tournament.

Established Handicap: An established handicap is a handicap given by the USGA, the United States Golfing Association.

Format: The rules that govern the play of the tournament.

Foursome: A group of four that plays the entire course together.

Green Fee: The fee that the golf course charges to play the course (some courses offer packages deals that include round of golf, cart, and dinner).

Gross Score: The score of the individual or team before the handicap has been subtracted.

Handicap: The average score, expressed in strokes over par, for an individual. For example, an individual with a 15 handicap will average 15 strokes over par for an 18 hole course. The purpose of handicaps is to allow players, who have varying degrees of playing skill, the opportunity to compete on a equitable basis (Professional Golfers Association [PGA], 1988).

Index: According to the USGA (United States Golfing Association), a USGA index indicates a number that represents the potential ability of a player on a course of standard playing difficulty. A golf index is expressed as a number taken to one decimal place, and is used for conversion to a Course Handicap (USGA, 1994). To convert an index to a course handicap, the index number is located on the course handicap table, revealing the corresponding course handicap (See Course Handicap).

Longest Drive: A popular contest for tournaments. On a predesignated hole (a straight par 4 or par 5), whoever hits the longest drive in the fairway, wins the contest. Ordinarily, there is a men's and women's longest drive.

Management: Management is concerned with directing the resources of an organization toward the attainment of its goals (Parkhouse, 1991). It is concerned with setting goals, motivating people toward achieving these goals, and coordinating their activities.

Marketing: Identifying the needs and wants of a target market and integrating all activities of an organization towards satisfying those needs (Semenik and Shaw, 1989).

Marketing Concept: The marketing concept emphasizes customer satisfaction while achieving the objectives of the organization. It is also called market orientation.

Mulligan: A mulligan is a replacement shot for a poor shot from the tee, the fairway, or putting green. They are sold at the registration area with some tournaments issuing a ticket for each mulligan and other tournaments leaving it up to the honor system. Mulligans can not be used on prize hole. For more information on mulligans, see tournament manual, Appendix D.

Net Score: The score of the individual or team after the handicap has been subtracted.

Par: Score that a scratch player should make on any given hole.

Public Relations: An organization's overall effort to create a positive image for itself with its market and the community in which it operates (Parkhouse, 1991).

Scoring: Scoring involves tallying the scores for each team or individual and presenting the information. The golfers are only responsible for recording the correct score on each hole. It is the responsibility of the scorer to add the total score correctly.

Scramble: The most popular format for fundraising events as it is effective with all levels of ability. Each player hits from the tee. Players choose the best shot and all play from that location. Each chosen shot is tallied for one stroke until the ball is holed.

Scratch Player: A zero handicap player.

Shotgun: All players begin at the same time at different holes on the course. Thus, completing play at approximately the same time.

Sponsor Sign: A sign posted at a hole that advertises the individual or business who has supported the tournament by purchasing the hole sponsorship (see tournament manual, Appendix K).

Successful Golf Tournament: A successful golf tournament is defined as a tournament that generates a profit and provides a fun and enjoyable experience for the participant. Golf tournaments vary greatly with respect to many factors (i.e. size, number of participants, amount of money made, etc.) Thus, it would be difficult to put a monetary standard for success on a tournament. However, it is strongly felt that a successful golf tournament will produce a profit as well as bring participants back the following year.

Tee/Hole Sponsor: A individual or business who "buys" a hole for a specified amount and in return, receives advertisement in the form of a sponsor sign posted at a hole (see tournament manual, Appendix K).

Tee Prize: What the tournament gives to each participant of the tournament as a gesture of appreciation for their support (see tournament manual, Appendix J).

Tournament Committee: The committee which is in charge of the event.

CHAPTER 2

Review of Literature

Fundraising has become a necessary ingredient in the success of many small and large organizations. Whether it is a nonprofit organization striving to maintain their existence or a large corporation seeking to supplement current income and broaden their consumer market, knowledge and experience in the area fundraising is invaluable.

A fundraising golf tournament is one of countless forms of fundraising, yet its popularity as a vehicle for raising funds continues to increase. As with any fundraising project, a coordinated and organized approach is critical to the event's success. What follows is a review of materials regarding the fundraising process, factors that contribute to successful fundraising, and a review of management and marketing concepts with respect to fundraising. The purpose of the review is to familiarize the reader with the components of fundraising, proper fundraising techniques, and how the concepts of management and marketing can contribute to the overall success of the fundraising campaign.

It has recently been said that a dramatic increase in giving is in the making and some have even predicted a "decade of altruism" (Hamilton 1994). According to Hamilton, the reasons for this increase is due to three unrelated economic and demographic factors:

1. Charitable giving increased in the 80's and this trend is expected to continue as fundraising and fundraising techniques become more common and sophisticated.

2. The last 40 years have been very successful for many older Americans. As this generation passes its wealth to new beneficiaries, much of it will be going to children and other family beneficiaries. Hamilton (1994) writes that this will cause an unprecedented intergenerational transfer of money. The recipients will be older compared to previous generations and financially successful in their own right.

3. The baby-boom generation is reaching its peak giving years. Baby boomers will be giving more and will have more to give due to their own success and their inheritance from the intergenerational transfer (Hamilton, 1994). This group of people includes over 30 percent of the population and they are now reaching the age (40's and beyond) at which people traditionally contribute more time and money to philanthropic activities. Charitable giving rose 3.6 percent in 1994, reaching $130 billion with $114 billion (88 percent) coming from individuals (Hamilton).

Although their wealth is accompanied by higher costs, Hamilton (1994) asserts that they are better off than their parents were at the same age. This is due in part to changes in living matters, including later marriages and fewer children. The outcome of this is that their giving potential is quite high as they reach their peak giving years (Hamilton).

Whether or not giving comes to full fruition within this decade remains to be seen. Nevertheless, the resources are there, the charitable impulse is there, and the needs are there (Hamilton, 1994).

Hamilton's theory is encouraging for groups, organizations, small businesses, etc. who rely on outside sources of income for their existence.

Fortunately, if a fundraising project is planned and organized well in advance, it does not have to be difficult. Moreover, a fundraising event can be a fun and exciting source of income for any organization.

Often times events are seen as time-consuming, risky, and don't justify the money and effort invested in them. On the contrary however, George (1994) states that special events can produce a number of benefits which go much further than the money raised and can have a revitalizing effect on the fundraising group or organization.

Some positive aspects of event fundraising include the fact that besides raising needed funds, they can be an excellent public relations tool (Bearse, 1984). Events can develop and enhance an organization's image and profile in the community (George, 1994). Furthermore, events can attract new donors and increase the size of the support base for the future.

Additionally, there is increased contact with existing donors which provides the opportunity to build a relationship between the donor and the organization. George affirms that the more positive contact a donor has with the recipient, the more likely they are to increase commitment in the future. Furthermore, with an event, there is the option of involving prominent local people or celebrities to draw more participants and increase revenue.

Although a fundraising event requires more time and energy than many other types of fundraisers, if it is organized and prepared for well in advance, it can evolve into a lucrative source of income. Coordinating a fundraising event requires combining separate elements that function

together to create a successful event. Stier (1992) provides a conceptualization of the fundraising process (see Figure 1).
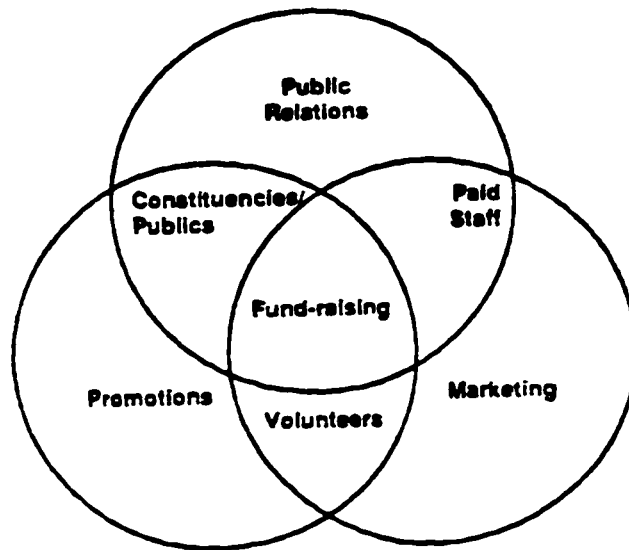
Figure 1. Components of Fundraising

(Note. From "Understanding fundraising in sport," by W. F. Stier, 1992, Sport Marketing Quarterly, 1, p. 42. Copyright 1992 by Fitness Information Technology, Inc. Morgantown, WV. 26504-4425. Reprinted with permission).

At the core of this model is the actual fundraising activity. The fundraising process is dependent upon successful relationships among various individuals, both staff and segments of the public towards whom the fundraiser is targeted (Stier, 1992). The fundraising process can be augmented through the use of specific marketing, promotions, and public relations tactics that enable successful implementation of the project. According to Stier, critical to the entire fundraising process and fundamental to its success is the

planning of all the details within a specified time frame.

The figure and explanation of fundraising by Stier indicates that a successful fundraiser requires a planned and organized approach. In other words, it is a product of sound management. Management is concerned with directing the resources of an organization toward the attainment of its goals (Parkhouse 1991).

Management can more accurately be described by explaining its functions (see Figure 2). Parkhouse (1994) states that the functions of management have traditionally been labeled: planning, organizing, leading (directing), and evaluating (controlling).

Function	Description
Planning	Setting objectives, selecting activities to achieve those objectives, and allocating resources to each set of activities
Organizing	Breaking down the total work into specific jobs, assigning these jobs to qualified personnel, and establishing coordination through departmentation and hierarchy of authority
Leading	Motivating and directing members of the organization
Evaluating	Assessing organizational effectiveness and member performance to ensure that everything goes according to plan, and taking corrective action if necessary

Figure 2. Managerial Functions (Note. From The Management of Sport (p. 137), By B. Parkhouse, 1991, St. Louis, MO: Mosby-Year Book. Copyright 1991. Reprinted with permission).

Planning

The first function of management is planning. Planning includes setting objectives and employing activities to achieve them (Parkhouse, 1991). Planning sets the domain and direction for fundraising activities. The success of fundraising efforts will directly reflect the effort spent on the planning process.

If the above definition of planning is applied to fundraising, the objective becomes raising money and the method is the fundraising event. This is a simple interpretation, but a good starting point. If examined further however, questions start to arise such as: How much money needs be raised? What fundraising events will produce the needed revenue? How much will the expenses be? Are the necessary resources available?

Brody and Goodman (1988) recommend a four-step examination process to determine if an organization should consider the undertaking of a fundraising event. Although this examination process is used to screen a number of possible fundraising events, it can also be applied to a specific event to determine its potential success.

Step one is to fit the fundraising event within an overall strategic plan of the organization. In step two, the negative and positive aspects of conducting a fundraising event are reviewed. Step three involves listing possible ideas for fundraising events. And in step four, the selection is narrowed by conducting a feasibility analysis (Brody and Goodman, 1988).

It is important for a fundraising event to fit within the larger goals of the organization. Step one encourages an organization to engage in overall

strategic planning before beginning fundraising. According to Brody and Goodman (1988) strategic planning defines an organization's mission, sets long-range goals, and formulates broad strategies to achieve these goals. These strategies then become the framework for planning in the organization's functional areas such as fundraising, human resources, finance, and marketing (1988).

An organizational strategic plan includes: (a) a mission statement that reflects the basic concept and character of the organization, (b) the organization's goals, (c) the objectives to be accomplished, (d) a plan of the activities the organization must pursue to achieve its objectives, (e) the financial objectives for the next year as well as the next several years and, (f) a plan of activities the organization must take to achieve the financial objectives.

A fundraising event is not separate from the overall strategic plan but is an integral part of it (Brody and Goodman, 1988). Most organizations are driven by their budget needs and constraints; these are addressed in the strategic plan. A budget is a written plan of what the organization expects in income and expenses for the next calendar year. In addition, budgeting aids in controlling expenses and sets guidelines for standards of operation (Parkhouse, 1991). Budget needs are a determining factor in the amount and type of fundraising activity chosen.

Step two calls for reviewing the negative and positive aspects of conducting an event. At this point, an organization should consider reasons why not to undertake a fundraising event as compared to reasons why they

should (Brody and Goodman, 1984). In this way, the disadvantages and potential problems of event fundraising can be explored and hopefully mistakes can be avoided. Furthermore, the positive aspects usually outweigh the negatives and can provide excitement and anticipation of the upcoming possibilities.

Negative reasons often include the fact that events have high production expenses relative to the income generated, events are highly demanding and require staff and volunteer time, and an event may lose patrons after several years (Brody and Goodman, 1988).

Advantages of fundraising events are that they can provide money and resources that otherwise might not be obtained. Some constituents are more receptive to contributing to an organization's fund raising event rather than to direct solicitation (Brody and Goodman, 1988). Also, an event can attract new supporters beyond the organization and establish relationships for future support. Furthermore, an event is a excellent public relations tool and the advantage of public awareness may be of greater value to the organization than the actual money raised (Brody and Goodman).

Step two also includes a prevent analysis. The prevent analysis consists of exploring two fundamental questions: "How much money does the organization need to raise?" and "Are the people-resources to undertake a fundraising event available?" (Brody and Goodman, 1988).

The first question reinforces the idea that it is important to have a financial objective in mind before deciding on an event (Brody and Goodman,1988). This is directly related to the organization's overall strategic

plan. If the financial objectives have been addressed in this plan, then the amount needed through fundraising will have been calculated. The organization's budget needs will determine the type of fundraising event that is necessary. If a budget calls for raising $5000 from an event, this suggests one kind of activity. If it calls for $35,000, this suggest another type of event. If an organization's sole purpose is to raise a large amount of money, a fundraising event may not be the best approach. Rather, a solicitation drive that asks for funds directly is often more profitable in relation to time, energy, and money expended (Brody and Goodman).

Also, people-resources are extremely important. Committed, hardworking, creative, experienced people are essential (Brody and Goodman, 1988). Are there people available who are willing to invest their time in making an event a success? Siderowf (1994) suggests including high profile members of the community if possible. The inclusion of these individuals will draw other people in the community and bring with them a vast amount of resources (i.e. business, media, concession, and advertising contacts). Selecting individuals who are respected by the community and are willing to work will greatly assist in all fundraising endeavors.

Step three calls for listing possible fundraising events and using creative thinking as part of the development process (Brody and Goodman, 1988). This can also help improve current events that are losing momentum. Creative thinking is important because it can lead to developing a niche for your event in a highly competitive charitable

marketplace (Brody and Goodman). Creative thinking means taking risks, thinking imaginatively, giving up old traditions, and exploring new ideas. By doing so, an organization can prevent an event from losing patrons as well as stay ahead of the competition (Goodman and Brody).

The fourth step is conducting a feasibility analysis. The feasibility analysis is a screening tool used to eliminate all but the most desirable event ideas (Brody and Goodman, 1988). It includes seven significant questions:

1) Is the event appropriate for the organization and community?

2) Will the event appeal to the organization's members?

3) Does the organization have the capacity to undertake the event?

4) Will the event provide sufficient funds to warrant the effort?

5) Can the event accomplish objectives beyond raising funds?

6) Does the event have a good track record?

7) Can the event compete successfully?

The event should be sensitive to the nature of the organization and the community. For example, a fundraising event like a Monte Carlo Night may conflict with the values of certain organizations and its members. Also, events require both financial and personnel resources. One event may require a large up-front expense whereas another event may not (Brody and Goodman, 1988). This is a factor that an organization should consider when working with limited financial resources. An initial working budget can be prepared listing income items and expense items in order to give an organization a rough idea of what to expect.

Another consideration is time demands in relation to potential income. An event that requires a great amount of volunteer and staff time but has an income that is 5% percent of the budget may want to be reconsidered (Brody and Goodman, 1988). In addition, if this is the case, it is likely that time and resources are diverted from other important activities where it is more important. However, some events require minimal time and effort from staff and volunteers and tasks can be incorporated along with other organizational duties (Brody and Goodman).

Finally, Brody and Goodman (1988) state that the final selection should by made asking the question "What are the needs of our potential customers and which event is most likely to satisfy these needs?"

The fundraising event is a product. It is a product that is created with the intention of raising needed funds and sold to consumers in return for their satisfaction of having benefited a needy cause. Thus, in order for the product, a fundraising event, to be successful, it must meet the needs of the potential consumer.

Marketing is sometimes referred to as the essential component to identifying the needs of others and then meeting those needs (Stier, 1992). The foundation of marketing is exchange, in which one party provides to another party something of value in return for something else of value (Stanton, Etzel, and Walker, 1994).

There are three broad marketing orientations that have traditionally been identified. These include product orientation, sales orientation, and

market orientation. Product orientation is based entirely on the desires and strengths of the organization. It assumes that a good product, fairly priced, will find consumer acceptance (Semenik and Shaw, 1989). With respect to a fundraising event, an organization may decide on an event (the product) based entirely on the desires and the strengths of its members (Brody and Goodman, 1988). This approach focuses exclusively on the wishes of the organization and ignores the interests of the potential audience.

Sales orientation assumes that no matter what the qualities of the product are, consumers will not buy enough unless the company provides aggressive and extensive sales and advertising (Semenik and Shaw, 1989). Sales orientation is characterized by a heavy reliance on promotional activity to sell a product. Sales orientation often brings overly aggressive selling and unscrupulous tactics that often gives selling an undesirable reputation (Stanton et al. 1994).

In market orientation, it is the task of management to identify the needs and wants of a target market and integrate all activities of the organization toward satisfying those needs as efficiently and effectively as possible (Semenik and Shaw, 1989). It is a more recent marketing philosophy and focuses not just on the product but on meeting the changing needs and wants of the consumer (Brody and Goodman, 1988).

The latter is the most widely used and functional of the three orientations. The major benefit of market orientation is that it focuses all functional areas on the goal of customer satisfaction (Semenik and Shaw, 1989). It emphasizes customer orientation and coordination of marketing

activities to achieve the organization's performance objectives (Stanton et al.,
(1994). This is called the marketing concept. Stanton et al. (1994) asserts that
the marketing concept is based on three beliefs. They are as follows:

1. All planning and operations should be customer-oriented.

2 . All marketing activities in an organization should be coordinated.

3 . Customer-oriented, coordinated marketing is essential to achieve
the organizations performance objectives.

Successful marketing of a product using the market oriented approach
requires coordinating the marketing elements together so they satisfy the
market in the most effective and efficient way (Stanton et al., 1994). The
development of a marketing plan that charts the marketing strategy, tactics,
target market makes this possible.

A marketing plan is based on the strategic planning process of an
organization (Kotler, 1988). Recall that strategic planning defines an
organization's mission, sets long-range goals, and formulates broad strategies
to achieve these goals. These broad strategies then become the framework for
planning in the organization's functional areas such as marketing (1988).

The marketing plan focuses more narrowly on a product and develops
a detailed marketing strategy for achieving the product's success (Kotler, 1988).
Parkhouse (1991) states that the marketing plan is a guide for the marketer. It
provides an organized approach to planning the strategies and tactics that will
be used. Stated in simple terms, the plan is deciding now, what we are going
to do later, including how and when we are going to do it (Stanton et al. 1994).

Through an analysis of the literature on marketing plans supplied in

Stanton et al, (1994) components of a marketing plan for a fundraising event were extracted. These components include:

1. Situational analysis
2. Target market
3. Marketing goals
4. Marketing strategy
5. Marketing tactics
6. Implementation
7. Evaluation

The situational analysis covers external-environmental forces and internal non-marketing resources that can impact the marketing process (Stanton, et al., 1994). Internal forces affecting the organization's marketing activities include human resources, financial resources, skill and experience of personnel, etc. These factors are generally controllable by the organization whereas the external forces are largely uncontrollable (Stanton, et al. 1994). The external forces include competition, economic conditions, demographics, political and legal forces, and cultural forces.

As part of the situational analysis, many organizations perform a SWOT assessment (Stanton, et al., 1994). This activity includes identifying and evaluating its most significant strengths, weaknesses, opportunities, and threats. Stanton states that in order for an organization to reach its marketing goals, it must capitalize on its key strengths, overcome or lessen its major weaknesses, avoid significant threats, and take advantage of the most promising opportunities.

Identifying the target market is the next stage in the marketing plan. The target market refers to the audience at which one directs a marketing program. The target market is a result of market segmentation. Market segmentation is the process of dividing the total market for a good or service into smaller groups so the members of each group are similar with respect to the factors that influence demand (Stanton et al. 1994). There are four major bases that segment the consumer market: (a) geographic, (b) demographic, (c) psychological, and (C) behavioral.

The next stage of the marketing plan is determining the marketing goals to be accomplished. These should be based on the organization's resources and desired target market and should help the organization achieve its overall marketing objectives (Parkhouse, 1991). They are the specific goals that will be achieved through the implementation of the marketing plan. The goals should be clear and specific, ambitious, but realistic, consistent with one another, and stated in writing (Stanton et al.,1994).

After the marketing goals have been identified, a marketing strategy is developed. The marketing strategy identifies threats and opportunities in the market and positions the product accordingly. Shaw and Semenik (1989) assert that the goal of the marketing strategy is to discover a niche for a product - some part of the market that provides an opportunity.

Tactics are the specific activities undertaken to assure success of the strategy (Shaw and Semenik, 1989). They are a detailed course of action, or formula, by which a strategy will be implemented (Stanton et al., 1994).

They can be described in terms of the four P's of marketing (product, price, promotion, and placement). Through the manipulation of the four P's, collectivity known as the marketing mix, a strategy can be developed that helps the producer reach the consumer (Parkhouse,1991).

However, sport has been considered to have certain characteristics that make the sport product unique. Thus, an approach beyond mainstream business marketing is often required (Parkhouse, 1991). These characteristics include: intangibility, unpredictability, perishability, emotional attachment and identification, and public consumption (Parkhouse). In light of these factors, the sport marketing mix is made up of eight P's. The eight P's include: product, planning, packaging, promotion, price, place, positioning, and perception. These elements can be manipulated, emphasized, combined, integrated to help achieve the appropriate mix (Parkhouse, 1991).

The next stage of the marketing plan is implementation. This is the operations stage during which an organization attempts to carry out its marketing plan (Stanton et al. , 1994). Once the desired marketing mix has been achieved, it needs to be effectively implemented. According to Stanton et al., effective implementation requires organizing the marketing effort, staffing the organization, and directing people to carry out the marketing strategy .

The last stage of the marketing plan is evaluation. Without evaluating, an organization cannot tell whether a plan is working and what factors are contributing to its success or failure (Stanton, et al. 1994). The evaluation process is a three step task: 1) find out what happened, 2) find out

why it happened, 3) and decide what to do about it. The evaluating process is extremely important for determining future success based on past performance.

Organizing

The next step in the management process is organizing. Organizing gives a framework or structure that coordinates and focuses all resources (staff, volunteers, physical resources) towards the success of the event. According to Parkhouse (1991), the first responsibility of organizing is to break down the program of activities into specific jobs. Once these tasks are clearly defined, they are assigned to the right person(s) for completion according to their knowledge and ability. In writing on the rules for successful fundraising, Redwine (1994) states "don't try to do it all yourself" and "involve as many individuals as possible." This suggests utilizing the resources of others in planning and executing a fundraising project.

The planning stage suggested recruiting a group of committed, hardworking individuals who will make a unified effort in carrying out the organizational activities. If individuals can be recruited who are respected by peers in the community, they can be a great asset for drawing others into the project (Bayley, 1988). A high degree of community support is a prerequisite to any effective fundraising campaign (Weinberg 1990). By involving as many people in the community as possible, the chance for success is greatly increased.

If there is not an already established fundraising director or chairman, one should be designated. According to Brody and Goodman (1988), the

major responsibilities of the event chairperson includes the following: Plan meetings, prepare agendas, identify decision-making issues, distribute materials, conduct meetings firmly but flexibly, keep the discussion on track, define objectives and tasks for every committee by meeting with each committee chairperson to identify responsibilities, make sure costs are held within the budget, keep rest of organization informed of the event, and provide troubleshooting assistance to those who need it.

The importance of the committee cannot be underestimated. Under the direction of the chair, the committee will identify all the tasks and demands and using an organized approach, see to it they are completed. The development of work plans, time schedules, and resource lists are critical. The responsibilities of each individual and sub-committees, if they exist, should be made clear. Tasks should be assigned to individuals or groups based on their personal skills, assets, and contacts within the community.

Redwine (1994) writes that in successful fundraising, the number one rule is to "try to get it for nothing." In other words, whatever commodity or service you decide to sell, give away, or raffle, try to have it donated by a merchant or vendor. Acquiring local support, sponsorships, donations, and prizes is critical to the success of the tournament. Many businesses can be approached to make donations of merchandise, services, etc. (Redwine, 1994). Whether it is small hometown business or major corporation, the potential donor should be approached in a professional manner by a knowledgeable and organized individual (Brody and Goodman, 1988).

Mixer (1993) states that the goal of all asking activities is to create social exchanges that benefit both parties by producing funds for the organization and satisfaction for the donors. Hence, successful solicitation requires having an understanding of the asking process. The asking process has three essential stages (Mixer, 1993):

1. Process of cultivation, or preparation

2. The act of asking

3. Completion of the social exchange

The cultivation stage makes the prospect aware of the need for the service that donations will support (Mixer, 1993). Ideally, this awareness will give the potential donor an emotional feeling for the cause and the need to be met. The purpose is to establish a donor/donee relationship with the individual accepting the organization as the vehicle to meet the need that is presented. This hopefully will produce a long term donor relationship (Mixer).

The act of asking begins with presentation of the request to the prospect. To respond to the request, the prospect must feel the importance of the need and realize the capability of the organization to meet it (Mixer, 1993). Furthermore, the prospect must feel that their donation will make an impact.

The final stage of the asking process occurs when the donor feels that a reasonable transaction has taken place, with satisfaction of internal donor motivations reinforced through external influences (Mixer, 1993). Immediate acknowledgment of gratitude for the gift starts the completion process. This is followed by other types of personal and social rewards suitable to the

contribution. These can take the form of thank-you letters, awards, honors, use of donor names in newsletters, or peer acknowledgment (Mixer, 1993).

Leading

The third function of management is leading (directing). Leading with respect to management is concerned with motivating and directing members of the organization. Brody and Goodman (1988) assert that the leadership of an event can often make the difference between mediocrity and a memorable and successful fundraiser. The primary goal of the leading function is to influence workers to carry out their jobs effectively to attain the organizational goals (Parkhouse, 1991). The fundraising chairperson should exhibit leadership qualities as well as foster and cultivate leadership qualities in others.

According to Parkhouse (1991), leaders differ in their personality, knowledge, and ability and thus act in different ways depending on the situation. Leadership qualities are not easy to define because they generally emerge out of a particular situation with a particular group (Brody and Goodman, 1991). However, a good leader can adapt their leadership style to suit the particular mix of situational and member characteristics.

Brody and Goodman (1991) assert that there are certain leadership characteristics that contribute to the successful running of most events. These leadership qualities include: enthusiasm, ability to work well with people, ability and willingness to give time, organization skills, willingness to take risks, dedication and commitment, and an entrepreneurial approach.

A leader has a sense of excitement and passion for their groups and

projects. They believe in what they are doing and are able to encourage others to share their enthusiasm (Brody and Goodman, 1988).

Furthermore, leaders make people feel good about the work they are doing. They encourage and support without criticizing (Brody and Goodman, 1988). A good leader is willing to delegate responsibility, share plans with volunteers, and are open to all suggestions. They respect people and their ideas, recognize volunteers for their contributions, and inspire people to expend extra effort (Brody and Goodman).

Leaders will make the current project a priority for their time. If needed, they will work long hours to accomplish the task at hand. In addition, a true leader can visualize how all the pieces of a project combine to produce success. They will then develop a work plan and timetable to achieve success (Brody and Goodman, 1988).

Leaders are risk takers and are willing to solve problems to prevent failure. They are willing to take new approaches at the risk of failure if it means improvement and they have a relentless dedication to "getting the job done" (Brody and Goodman, 1988).

Finally, Brody and Goodman (1988) state that the most impressive leaders operate as though it were their own business at risk. They will work 12-14 hour days if needed and will act as if the event will affect their personal reputation. A good leader will strike a needed balance between doing all that is needed to be successful while at the same time, being sensitive to other members and volunteers.

Ideally, a fundraising committee will be comprised of individuals who

all have some good leadership qualities. Some may excel in one area and others may excel in another, but each can influence the others as well the outcome of the fundraising event. According to Parkhouse (1991), there are four forms of leadership used in managing people in an organizational setting: a) Instrumental leader behavior, b) achievement-oriented behavior, c) supportive behavior, and d) participative behavior. Instrumental leader behavior is aimed at controlling and coordinating members' activities and facilitating their performance (Parkhouse). Achievment-oriented behavior sets challenging goals for the subordinates and expresses confidence in them. In supportive behavior, the leader expresses concern for the members and the group. In participative behavior, the leader permits the members to participate in the decision making processes.

Some individuals may have the gift of leadership while others may have the instinctive drive to be a great fundraiser. What makes a good fundraiser? According to Stier (1992), there are six general skills that are often possessed by successful fundraisers. These include: (a) Basic skills, (b) dedication skills, (c) image skills, (d) technical skills, (e) interpersonal skills, and (f) conceptual skills.

Basic skills are those competencies expected of any reasonably educated, trained, experienced professional (Stier, 1992). Basic skills include reading, writing, speaking, and comprehending. Stier states the basic skills distinguish the educated individual from the uneducated in our society.

Dedication is exhibited by the willingness of the fundraiser to do what is needed with regards to effort and time to be successful (Stier,1992). Image

pertains to the fundraiser's reputation and how the fundraiser is perceived by others. Stier maintains that this is an all-important perception and is established and reinforced by all that the fundraiser is and by everything the fundraiser does and does not do.

Technical skills are those that involve technological areas that have become a significant part of the marketing and fundraising realm in recent years (Stier, 1992). This includes, but not limited to, computer literacy, graphics, printing, and photography.

Interpersonal skills are the skills that enable fundraisers to work with people, staff, and volunteers as well as other publics or constituencies. Finally, conceptual skills involve comprehending "The big picture" (Stier, 1992). Being competent in this area includes being able to make appropriate decisions in light of the needs and limitations of the organization (Stier). This involves understanding the importance and priority of fundraising and a fundraising event within the overall strategy of the organization.

Stier (1992) adds that a good fundraiser takes risks tempered with good judgment based upon fact and data. Furthermore, a good fundraiser is willing to learn from one's own experiences as well as the experiences (successful and unsuccessful) of others.

Evaluating

The final function of management, evaluating, assesses organizational effectiveness and member performance and is concerned with verifying whether efforts have achieved the specified goals (Parkhouse, 1991). A comprehensive and thorough follow-up is important for the future success

of the event. A follow-up meeting that evaluates the fundraising efforts from beginning to end is pertinent. Bearse (1984) suggests taking the time to write a summary of events and making an effort to note ways that the project can be improved. Both positive and negative aspects of the event should be listed and then discussed with the tournament committee and chairperson. This information should then be consulted and utilized for planning for future events.

Staecker and Reid (1994) state that in a well prepared environment, in which the big picture is understood and all participants know their roles, the actual fundraising effort is remarkably uncomplicated and relatively easy to conduct. To support this statement, a model is provided for nonprofit organizations that shows how, by starting with the larger strategic issues, fundraising can be successfully conducted (see Figure 3). This model can be easily adapted to suit any organization, small or large, non-profit or for profit, and any fundraising activity.

Step one is considered to be the most important component. Fundraising rests upon the organization's missions, goals , and objectives (Staecker and Reid, 1994). The leaders of the organization need to agree upon and be able to clearly articulate what is to be accomplished and why. Staecker and Reid state that if total agreement can't be made, step two should not be pursued; fragmented vision guarantees fundraising mediocrity and missed potential.

In step two, the programmatic efforts are defined and the costs are budgeted. Staecker and Reid (1994) assert that it's very important to put them

33
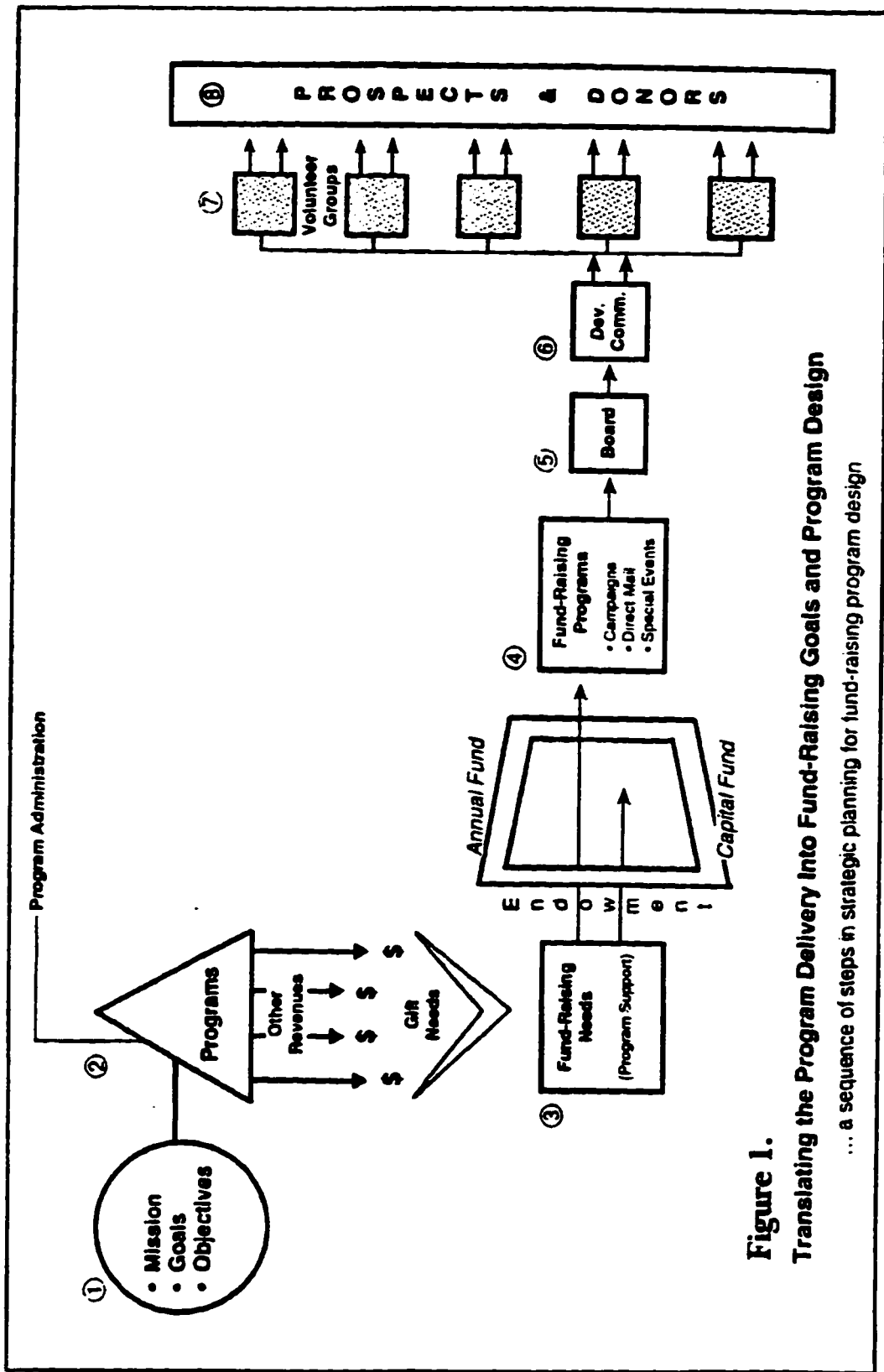
Figure 1.
Translating the Program Delivery Into Fund-Raising Goals and Program Design

... a sequence of steps in strategic planning for fund-raising program design

Figure 3. Strategic Planning for a Successful Fundraising Campaign
(Note. From "Understanding the fundraising process," by D. Staecker and J. Reid, 1994, Nonprofit World,
1, p. 9. Copyright 1994 by the Society for Nonprofit Organizations, 6314 Odana Road Suite 1, Madison, WI,
53719 (608-274-9777). Reprinted with permission).

in priority. All support and overhead costs of the organization (including fundraising costs) should be totaled. Revenues received from all sources not associated with philanthropy should be subtracted and the remaining amount is the "gap" that fundraising efforts will address. Reid and Staecker (1994) contend that until this step is completed, details of how to raise funds are "exercises in fantasy."

Step three calls for the organization to determine if the gap can actually be met. The organization needs to discuss what it can do to narrow the gap and what fundraising efforts will best provide success (Reid and Staecker, 1994).

Step four marks the beginning of the actual fundraising activity that will be used. In this model, the organization is assumed to have various programs for which fundraising efforts will be used. Since some fundraising methods best support certain types of programs, it must be determined which is most suitable. Reid and Staecker, (1994) claim that building a plan of action which matches needs and capabilities is vital. The plan is then executed through the involvement of others (Steps five, six, and seven) and is aimed at reaching the constituency in Step eight.

According to the model, step five shows that the organization must initially have the support and commitment of its leaders. If it is a nonprofit organization, the board must submit their moral and financial support. It is important that giving be a top down process with the people who best understand the needs and mission leading the giving (Reid and Staecker, 1994). Other donors will expect these individuals to be supporting the cause

and will assume their giving as part of the support (Reid and Staecker).

After commitment from the organization's board or leaders is secured, the members of the development committee are sought. If it is a small organization with few members, these would be the individuals who are involved in leading and assisting with fundraising activities. This next level of involvement creates a wider circle from which to seek support. This group of people, according to Reid and Staecker (1994), are a vital link to the public. They augment the momentum created by the leadership of the board. Their success is used to invigorate the giving and asking performed by volunteers and other members of the fundraising project.

Step seven calls for including volunteers or other members of the fundraising effort in the asking process. Reid and Staecker (1994) state that involving motivated askers is essential. Asking activity is intensified at this step as individuals give and ask others to give. Successful leadership at the core of the organization creates an excitement that permeates the fundraising structure.

According to Reid and Staecker (1994), the end goal is not a destination but a joining. The efforts and dedication of the people involved in coordination of the fundraiser meet people who recognize the commitment, react with enthusiasm, and wish to be part of the fundraising event and support its cause.

CHAPTER 3

Methods

Development of Manual

A fundraising golf tournament can be a unique and lucrative means of raising money. The event can be as simple or as elaborate as desired and can be organized and marketed to suit the needs and objectives of the fundraising entity. This project was done to identify the process by which a successful fundraising golf tournament is coordinated and executed.

The project utilized the four functions of management (planning, organizing, leading, and evaluating) to develop a manual that addresses all necessary activities required for the event's success. The four functions of management were selected by the author because it was felt they provided an accurate, functional, and comprehensive framework for presenting and utilizing the information.

According to the Parkhouse (1991), the planning function of management involves setting objectives and employing activities to achieve those objectives. Organizing is concerned with breaking down the total work into specific jobs and assigning these jobs to qualified personnel. Leading pertains to motivating and directing members of the organization. Evaluating involves assessing organizational effectiveness and member performance in achieving the specified goals.

Initially, a thorough exploration of the literature regarding event marketing, fundraising, and golf tournaments was conducted. All information deemed relevant was recorded via note taking technique. In

addition, the author assimilated personal information gained through the experience of serving on two tournament committees, observations made at golf tournaments as a non-participant, and observations made at golf tournaments as a participant.

Following this, seven individuals identified as having experience in organizing tournaments were contacted for potential interviews (see Appendix B for a list of these individuals). The individuals interviewed were acquaintances of the author and individuals who had been recommended by these acquaintances. The interviews were conducted by telephone or in person; whichever was most accommodating for the individual. The information was recorded via note taking technique.

The interviews were informal and allowed the subjects to speak freely about their experiences in organizing fundraising tournaments. Broad questions (see Appendix C for sample questions) were presented with respect to the overall organizational process, the function of the tournament committee, as well as specific questions concerning the appropriateness of the management framework, ways to increase revenue, unique tournament activities, etc.

The final step was to arrange and present the information within the management framework. Ultimately, a manual was produced that conveyed the procedure of organizing a fundraising golf tournament in a coherent and practical manner.

Evaluation of Manual

After the manual was developed based on the above method of

research, it was given to 10 professionals in the field of fundraising and/or golf. They were asked to complete an evaluation (see Appendix D) regarding the information presented. They responded to questions concerning the clarity of the manual, its organization, thoroughness, and practicality. In addition, they were encouraged to add comments and suggestions.

CHAPTER 4

Results

The "How to Organize a Fundraising Golf Tournament" manual may be found in Appendix A. The manual is a result of the previous chapters and is an application of information derived from literature and expert opinion of people in the field.

The remainder of this chapter focuses on an evaluation of the manual and the results of the evaluation. The manual was reviewed based on its clarity, organization, thoroughness, and practicality. This information can be found on the pages immediately following.

Evaluation

The "How to Organize Fundraising Golf Tournaments" manual was given to ten different people for evaluation. An additional copy was later given to an individual who expressed an interest in reading the manual (see Appendix E for a list of evaluators). The evaluators were asked to read the manual and then respond to statements regarding the clarity of the manual, its organization, thoroughness, and practicality. A Likert Scale was used to measure their response (1= strongly agree, 5 = strongly disagree). In addition, they were encouraged to add comments and suggestions. See Appendix F for evaluation results.

Of the eleven copies that were dispersed, nine were returned. Of the nine returned copies, one evaluator had given the manual positive remarks but had neglected to answer the survey questions. This copy was disregarded.

The manual received high marks from all evaluators. There were no major complaints, but minor suggestions for improvement. All commented on the thoroughness and depth of information presented. Several suggestions were made regarding presentation. It was stated that presentation of the material was as equally important as content. Although the manual is well organized analytically, it was suggested that a "slightly altered physical reorganization" could be beneficial. Since the document contains a sizable amount of information, all pertinent, it was emphasized that presenting the data in an orderly manner could enhance the overall clarity of the document.

Based on this feedback, changes were made to the table of contents and the body of the document. The major components of the manual were

organized in the table of contents under chapters, headings, and subheadings. This served as an outline of the manual's major themes as well as provided quick and easy reference to specific information. The content of the paper remained unchanged but was visually altered to correspond with the components in the table of contents.

It was also suggested that the sample tournament time line (page 24 in manual), originally contained in the appendices, be moved further up in the appendices or even replaced by a checklist. Based on this feedback, it was decided that the time line would be placed in the body of the manual so the information could easily be referenced as the corresponding dialogue is read.

Overall, the manual received high marks. All evaluators felt the document was a very informative and could be a very useful tool.

CHAPTER 5

Discussion

The purpose of this project was to develop a manual that presents the protocol for executing a successful fundraising golf tournament. The research originally conducted on fundraising tournaments revealed the majority of information focused on why golf tournaments were a good fundraising activity with minimal information being found on the process of executing a successful fundraising tournament.

Given the current popularity of fundraising golf tournaments, there is an obvious interest by a broad range of organizations in utilizing this type of fundraising activity. This has resulted in many tournaments being hosted by individuals who are unaware of the basics of golf and lack the knowledge to create a simple, enjoyable, and lucrative event.

The aim of this project was to create a manual that presented the organizational protocol in simple and direct terms. It was felt that such a body of information could be highly desirable and useful to those who desire to execute such an event but lack a working knowledge of the process.

Based on the evaluators responses, the information contained in the manual is very relevant and a detailed and accurate overview of the fundraising process has been achieved. Overall, the manual received high marks and positive comments. The greatest suggestion was to make the manual as visually appealing and orderly as possible, as this could enhance the overall clarity of the work.

One evaluator responded to question 13 ("If one was to organize a golf

tournament for the first time, this manual would be a realistic and useful source of information") by circling a "one" for useful and a "three" for realistic. It would have been advantageous if this question had been two separate questions; one question addressing the manual's usefulness and one addressing whether it was a realistic body of information for organizing tournaments.

Nevertheless, the response to the question suggested that the information was accurate but may not actually be used as a resource by the public. However, as evaluators attested, the information is both accurate and useful, and it is felt that such a body of information can be modified to better suit the market.

The changes made to the document in response to the suggestions on presentation directly address the practicality of the manual. It is felt these changes enhance the overall effectiveness of the information and, in the real world of organizing tournaments, present a more functional body of information and hopefully, a more realistic resource guide. The next step would be to market the manual as a "helpful guide" to individuals or groups who are interested in executing their own tournament.

It is felt that future projects can be improved upon by including a checklist leading up to the day of the tournament. A checklist could be a useful addition in that it would contain all necessary tasks as well as how far in advance of the event they should be completed. In addition, a condensed version of the manual would be beneficial. This could serve as a quick reference guide to key information and would eliminate the inconvenience

of searching through pages of text.

      In closure, the resultant manual that has been presented has achieved the original goal of the project; to create a detailed manual for organizing fundraising golf tournaments. It appropriately addresses a general audience by presenting the information in a clear and simplistic manner. It is felt that the manual can be an effective instrument in helping to organize a fundraising golf tournament.

References

Bayley, T. D. (1988). The fund raiser's guide to successful campaigns. New York: McGraw-Hill Book Company.

Bearse, W.F. (1984). Annual golf tournament can be a lucrative event. Athletic Business, 8, 100-102.

Brody, R., & Goodman, M. (1988). Fund-raising events - strategies and programs for success. New York, NY: Human Sciences Press.

George, S. (1995). Special events: are they worth the trouble? Fund Raising Management, 26, 22-24.

Hamilton, C. H. (1994). The coming boom in giving: how you can benefit. Nonprofit World, 12, 8-12.

Kotler, P. (1988). Marketing management. Englewood Cliffs, New Jersey: Prentice Hall.

Lauer, L. (1995). How to use a total marketing approach to renew your organization and make an impact. Nonprofit World, 13, 51-55.

Mixer, J. R. (1993). Principles of professional fundraising. San Francisco, CA: Jossey-Bass Publishers.

Parkhouse, B. L. (1991). The management of sport. St. Louis, MO: Mosby Year Book.

Professional Golfers Association. (1988). PGA tournament manual. United States.

Redwine, B., & Redwine, S., (1994). A quick study in fund-raising ideas. Campus Activities Programming, 27, 50-52.

Shaw, R. T., & Semenik, R. L. (1989). Marketing. Cincinnati, OH: South-Western Publishing.

Staecker, D., & Reid, J., (1994). Understanding the fundraising process: eights steps every nonprofit leader must know. Nonprofit World, 12, 8-10.

Siderowf, T. (1994). How to run a charity event. Golf Digest, 45, 104-106.

Stanton, W. J., Etzel, M. J., & Walker, B. J., (1994). Fundamentals of Marketing. New York, NY: McGraw-Hill.

Stier, W. J. (1992). Understanding fundraising in sport: the conceptual approach. Sport Marketing Quarterly, 1, 41-46.

United States Golfing Association. (1994). USGA handicapping system manual. United States.

Appendix A

Golf Tournament Manual

This appendix contains the actual "How to Organize a Fundraising Golf Tournament" manual. It is a result of the previous chapters and is an application of information derived from literature and expert opinion of people in the field.

How to Organize a Fundraising Golf Tournament

by
Jeanne S. Tinkess

Table of Contents

Organizing continued...

Chapter 3 - Leading

Chapter 4 - Evaluating

Appendices

References

List of Tables

Contributing Individuals

The following individuals contributed their knowledge of fundraising golf tournaments to help create this document. Their time and assistance is greatly appreciated.

Ray Apolskis: Director of Sales and Marketing for Pasatiempo Golf Club in Santa Cruz, California and an extensive tournament organizer.

Evelyn Brown: Second year Tournament Coordinator of The Monterey Bay Area Summer Classic, a fundraising tournament benefiting the Girl Scouts of Monterey Bay.

Marianne Carson: Assistant to the President of Coast Commercial Bank in Santa Cruz, California and an active charity tournament chairperson.

Chris Duff: Thirteenth year Tournament Coordinator for a charity tournament benefiting Multiple Sclerosis Community Services (MSCS) of Salinas, California.

Gary Loustalot: Director of Golf at De Laveaga Golf Course in Santa Cruz, California.

Joel Murray: Former Tournament Coordinator of the Aptos Seascape Men's Club. Committee member of the Sal Bilardello Memorial Celebrity Golf Tournament, a seven year tournament at Pasatiempo Golf Club that included professional baseball players.

Carolyn O'Donnell: Originator of the Monterey Bay Area Summer Classic, a charity event benefiting the Girl Scouts of Monterey Bay Area, and previous three-year Tournament Coordinator of the event.

Introduction

Golf tournaments have become a very popular form of fundraising. Their attractiveness to a variety of organizations has resulted in a large portion of tournaments being organized and executed by non golfers or individuals with little golfing experience (R. Apolskis, personal communication, October 2, 1996). The purpose of this manual is to present the organizational process for executing fundraising tournaments in simple and direct terms. It will serve to inform the non golfer primarily, with general and specific information on the procedure. The definitions, beginning on page 7, will aid in the understanding of common golf verbiage that may be unfamiliar to non golfers.

Overview of Organizational Process

The manual utilizes the four functions of management as its framework. The management framework was selected by the author because it was felt to be a good illustration of the general protocol for directing the efforts of the organizational process. The selection of this framework was further supported by the opinion of individuals interviewed for the project. Evelyn Brown, Tournament Coordinator for the Monterey Bay Summer Classic, a golf tournament benefiting the Girl Scouts of Monterey Bay, felt that using the framework to communicate the organizational process could be a helpful approach (E. Brown, personal communication, October 3, 1996). Ray Apolskis, Director of Sales and Marketing for Pasatiempo Golf Club, felt that the use of a management framework for organizing a tournament was a good idea as each element is required in achieving a successful event (R. Apolskis, personal communication, October 2, 1996).

The management framework is comprised of the four functions of management: planning, organizing, leading, and evaluating. Planning involves setting objectives and employing activities to achieve those objectives. Organizing is concerned with breaking down the total work into specific jobs and assigning these jobs to qualified personnel. Leading

pertains to motivating and directing members of the organization. Evaluating involves

assessing organizational effectiveness and member performance in achieving the specified goals.

This manual will describe the purpose of each function and explain the procedures that are

carried out to achieve the end goal: a successful fundraising golf tournament.

Definition of Terms

Closest to the Pin: On a predesignated par three, whoever hits the ball closest to the hole (ball must be on green) after one stroke wins the contest.

Corporate Sponsor: The main idea behind a corporate sponsorship is to offer a "package deal" to get businesses involved in the tournament. For example, for $500 a business will receive green fees for four players, a tee sign advertising the business name, and an accolade at the dinner following the tournament. The corporate sponsorship should act as an added incentive for supporting the tournament.

Course Handicap: A course handicap is the number of handicap strokes a player receives from a specific set of tees at the course being played (USGA Handicap System Manual, 1994)

Donor: Any individual or business who donates money, gifts, or resources, to the tournament.

Entry Fee: The fee that is charged for playing in the tournament.

Established Handicap: An established handicap is a handicap given by the USGA, the United States Golfing Association.

Format: The rules that govern the play of the tournament.

Foursome: A group of four that plays the entire course together.

Green Fee: The fee that the golf course charges to play the course (some courses offer packages deals that include round of golf, cart, and dinner).

Gross Score: The score of the individual or team before the handicap has been subtracted.

Handicap: The average score, expressed in strokes over par, for an individual. For example, an individual with a 15 handicap will average 15 strokes over par for an 18 hole course. The purpose of handicaps is to allow players, who have varying degrees of playing skill, the opportunity to compete on a equitable basis (Professional Golfers Association [PGA], 1988).

Index: According to the USGA (United States Golfing Association), a USGA index indicates a number that represents the potential ability of a player on a course of standard playing difficulty. A golf index is expressed as a number taken to one decimal place, and is used for conversion to a Course Handicap (USGA, 1994). To convert an index to a course handicap, the index number is located on the course handicap table, revealing the corresponding course handicap (See Course Handicap).

Longest Drive: A popular contest for tournaments. On a predesignated hole (a straight par 4 or par 5), whoever hits the longest drive in the fairway, wins the contest. Ordinarily, there is a men's and women's longest drive.

Management: Management is concerned with directing the resources of an organization toward the attainment of its goals (Parkhouse, 1991). It is concerned with setting goals, motivating people toward achieving these goals, and coordinating their activities.

Marketing: Marketing is concerned with identifying the needs and wants of a target market and integrating all activities of an organization towards satisfying those needs (Semenik and Shaw, 1989).

Marketing Concept: The marketing concept emphasizes customer satisfaction while achieving the objectives of the organization. It is also called market orientation.

Mulligan: A mulligan is a replacement shot for a poor shot from the tee, the fairway, or putting green. They are sold at the registration area with some tournaments issuing a ticket for each mulligan and other tournaments leaving it up to the honor system. Mulligans can not be used on a prize hole. For more information on mulligans, see Appendix D.

Net Score: The score of the individual or team after the handicap has been subtracted.
Par: Score that a scratch player should make on any given hole.

Public Relations: An organization's overall effort to create a positive image for itself with its market and the community in which it operates (Parkhouse, 1991).

Scoring: Scoring involves tallying the scores for each team or individual and presenting the information. The golfers are only responsible for recording the correct score on each hole. It is the responsibility of the scorer to add the total score correctly.

Scramble: The most popular format for fundraising events because it is effective with all levels of ability. Each player hits from the tee. Players choose the best shot and all play from that location. Each chosen shot is tallied for one stroke until the ball is holed.

Scratch Player: A zero handicap player.

Shotgun: All players begin simultaneously at different holes on the course. Thus, completing play at approximately the same time.

Sponsor Sign: A sign posted at a hole that advertises the individual or business who has supported the tournament by purchasing the hole sponsorship (see Appendix K).

Successful Golf Tournament: A successful golf tournament is defined as a tournament that generates a profit and provides a fun and enjoyable experience for the participant. Golf tournaments vary greatly with respect to many factors (i.e. size, number of participants, amount of money made, etc.). Thus, it would be difficult to put a monetary standard for success on a tournament. However, it is strongly felt that a successful golf tournament will produce a profit as well as bring participants back the following year.

Tee/Hole Sponsor: A individual or business who "buys" a hole for a specified amount and in return, receives advertisement in the form of a sponsor sign posted at a hole (see Appendix K).

Tee Prize: What the tournament gives to each participant of the tournament as a gesture of appreciation for their support (see Appendix J).

Tournament Committee: The committee which is in charge of the event.

Chapter 1 - Planning

Planning involves setting objectives and employing activities to achieve those objectives. Planning is a crucial element in the organizational process, especially for a first time tournament. Simply put, planning is what you are going to do and how you are going to do it. The main objective of a fundraising golf tournament is to raise money. The planning process gives direction to your efforts in achieving this objective.

Of the individuals who provided information for this project, none used a strict marketing plan in organizing their tournaments. However, all indicated that planning a tournament using elements of marketing is paramount. Carolyn O'Donnell, originator of the Monterey Bay Classic benefiting the Girl Scouts of Monterey Bay Area and previous three-year Tournament Coordinator of the event, stated that a written marketing plan wasn't used in planning her tournament, but the marketing approach was dominant in all decisions (C. O'Donnell, personal communication, Oct. 2, 1996). Thus, since a written marketing plan wasn't found to be necessary in organizing the event, but utilizing a market-oriented approach in creating the tournament is, a brief summary of marketing and the role it plays will be given.

The Importance of Marketing

The foundation of marketing is exchange, in which one party provides to another party something of value in return for something else of value (Stanton, Etzel, and Walker, 1994). When subjects were asked what constitutes a successful fundraising golf tournament, the unanimous response was "generating income" and "making sure the players have fun."

A market-oriented approach addresses these two key components. Market orientation emphasizes customer satisfaction while achieving the objectives of the organization. By incorporating the market oriented approach, the chance of success is greater; the tournament is planned to satisfy the players while yielding a profit for the organization.

The marketing elements that were found to be fundamental to planning a tournament were specifying a target market and the four P's of marketing. The target market is the audience

at which marketing efforts are going to be directed. This is the group of people which will be solicited to support the cause and includes potential participants, sponsors, and donors. The four P's of marketing are tactics which are employed to assure that the producer reaches consumer with a product that is desired. They are product, price, promotion, placement. How these elements are dealt with is largely dependent on the desire of the organization and the decisions that are made in planning the event. With respect to a fundraising golf tournament, the participants must feel as though they have received something of value for the money paid and sponsors should feel as though their support benefited an admirable cause.

Product is concerned with creating a golf tournament that participants will enjoy and is unique among the many golf tournaments that are held. The product can be enhanced by including entertaining variations to the game, fun activities, quality prizes, good food, etc. Price pertains to the various options for pricing a tournament. Pricing a tournament low may bring more people. Pricing a tournament high may discourage people, but bring more money per player. Promotion is concerned with how the public is informed of the tournament and can include mediums such as advertising, personal selling, promotion, and publicity. Placement refers to the geographic location of the tournament. Private courses are more expensive but provide players with the opportunity to play an exclusive course. Public courses are less expensive allowing a lower entry fee, but do not possess the prestige and exclusivity of a private course.

Pre-Event Assessment

Planning a tournament should begin well in advance of the actual event; at least a year. The individuals responsible for organizing the event should be certain that there is full support and commitment from the top administrators and Board of Directors of the organization. Thus, a meeting should be arranged in which the idea is presented to this group of people for acceptance.

It is essential that an organization have the resources and capacity to accommodate the event. A fundraising golf tournament requires a great amount of work. If the dedication and

willingness are not present to make it successful, it would be better not to have the event at all (R. Apolskis, personal communication, Oct. 2, 1996). A poorly run tournament can do more harm than good for an organization.

Brody and Goodman (1988) suggest that an organization conduct a feasibility analysis before embarking on a fundraising venture. The feasibility analysis includes seven significant questions that an organization should ask itself before initiating a fundraising event. The word "golf tournament" has replaced the word "event" to more appropriately address the content of the manual. The feasibility analysis has been included because it is felt that it can aid in planning a better tournament. The seven questions of the feasibility analysis include:

1) Is a golf tournament appropriate for our organization and community?

2) Will a golf tournament appeal to our organization's members?

3) Does our organization have the capacity to undertake a golf tournament?

4) Will a golf tournament provide sufficient funds to warrant the effort?

5) Can a golf tournament accomplish objectives beyond raising funds?

6) Do golf tournaments have a good track record in this organization and/or community for being successful fundraising events?

7) Can a golf tournament compete successfully with other fundraising events being held in the community?

Determine Objectives

The decision to hold a golf tournament should be followed by identifying the objectives to be achieved. Obviously, the main purpose of a fundraising tournament is to generate revenue. However, the approach taken to raise the funds can vary. One organization may desire an extravagant tournament with well known personalities followed by a lavish dinner, complete with a pricey entry fee. Another may be holding a first time tournament with the main objective of attracting a certain number of participants and offer a low entry fee to ensure achieving the goal.

It was found that the goals of tournaments varied. A particular local tournament had

the modest goal of securing 72 players for their first tournament with the plan of increasing this number in the future (J. Murray, personal communication, October 15, 1996). Another tournament set a monetary goal of $5000 and did what was needed to reach it (C. O'Donnell, personal communication, October 2, 1996).

Whatever the desired goal(s) may be, they should be identified early on so as to direct the remainder of the tournament. Some factors an organization may want to consider are:

a. raise funds/ increase income

b. establish an annual fundraising event

c. promote an organization or charity within community

d. increase community support base

e. increase membership

Form Tournament Committee

Establishing a tournament committee is a critical element in planning for a golf tournament (G. Loustalot, personal communication, Oct. 3, 1996). A well diversified committee can pool its resources and knowledge, divide the many operational and administrative details, and in doing so, produce an enjoyable and lucrative event. Appendix A contains several examples of how utilizing committee resources can benefit the tournament.

Ideally, committee members should be people who have an interest in the charitable cause, are members of the local business community or have contacts there, are knowledgeable golfers themselves, and have the time to dedicate to the fundraising effort. These are not prerequisites for members, but a committee composed of individuals representing each area is going to find it easier to orchestrate a successful tournament.

Evelyn Brown, Tournament Coordinator for the Monterey Bay Summer Classic, stated that she employed a committee that, as a whole, contained all the necessary ingredients of a well diversified committee. This included people with contacts in the business community, the golfing community, people who had knowledge of the game, and people who had enthusiasm for the cause.

Marianne Carson, Assistant to the President at Coast Commercial Bank in Santa Cruz, California and an active charity tournament chairperson, stated that the committee is key and should consist of individuals interested in the organization, and who have the free time to commit to the effort (M. Carson, personal communication, October 9, 1996).

Securing individuals who have the time to dedicate to the tournament is a major factor. It would be ideal if all committee members had the time to commit fully to the event. In reality however, most individuals are so busy with work and family that there is little time remaining (C. Duff, personal communication, October 17, 1996). It may be necessary for several leaders of the tournament to take responsibility for most of the administrative details and allow others to focus on getting donations/sponsors during their free time or volunteering on the day of the tournament.

In selecting members for the committee, it is beneficial to start with the immediate members of the organization. These individuals are familiar with the organization and its support base and have a desire to see that the event is a success. Additionally, close supporters of the group and influential people from the business community should be approached. Notable and influential community members are a selling point themselves. Not only do they draw others to the event, but the public is more inclined to support a charity that is supported by a prominent community member (Siderowf, 1994).

A tournament coordinator should be appointed and is charged with the responsibility of "running the event" (PGA, 1988). The tournament coordinator is responsible for having the final say on all vital decisions. He/she should be an administrator, should be organized and enthusiastic, and must have the time to devote to planning and running the event (PGA, 1988).

In addition to a tournament coordinator, it may be beneficial to elect a committee chairperson. In this way, the administrative details required to effectively manage both the committee and the tournament can be shared. The tournament chairperson is responsible for conducting effective and efficient meetings based on an agenda of priorities and properly delegating authority or, finding the "right person for the right job" (PGA, 1988).

The major responsibilities of the committee chairperson include planning meetings,

preparing agendas (see Appendix B for example agenda), identifying decision-making issues, distributing materials, conducting meetings firmly but flexibly, keeping the discussion on track, and defining objectives and tasks for each meeting (Brody and Goodman, 1988).

Select Date and Facility

Due to the increasing number of charity tournaments, it is important to book a tournament at least a year in advance, as the most desirable dates are booked early. The date of the tournament and the selection of the golf course may be chosen concurrently or independently. One factor remains paramount however, and that is the choosing of a golf course that will appeal to your prospective participants (Siderowf, 1994).

Factors such as weather, daylight, weekdays or weekends, course availability, and competition from other tournaments should be taken into consideration. Depending on your geographic area, some months of the year are more desirable for outdoor activities than others. For example, in the Monterey Bay Area, tournaments that are held in April through October will probably not encounter rain. In contrast, these same months in Florida are accompanied by high humidity, heat, and rain, and are not the most enjoyable time for outdoor activity.

Depending on the time of year a tournament is booked, the amount of daylight is a consideration. Some golf courses have lower afternoon rates. If an organization is looking to save money, booking a tournament during Daylight Savings allows them to take advantage of the lower rates. Also, if a tournament is booked on a weekday afternoon in the winter, it is necessary to begin early enough so that daylight does not run out.

Prices vary depending on the day of the week and the time of year the tournament is booked. Booking a tournament during the off-season, as opposed to prime time, may save considerably on course fees. Weekday rates are lower than weekends with the lowest rates being weekday afternoons (J. Murray, personal communication, October 15, 1996). If a private club is chosen, the tournament may have to be played on a week day when the club is closed to its members. Thus, tournament fees will be higher and some individuals may not be able to participate because of business conflicts.

A very important consideration in selecting the tournament date is competition with other tournaments (J. Murray, personal communication, October 15, 1996). There are many charity golf tournaments being played throughout the year. To avoid conflict with other tournaments, it is wise to call and consult with the golf course professionals to see if there are any events being played on the same day or week as the tournament being planned.

In addition, factors such as banquet or dining facilities are a consideration if the organization is planning a tournament luncheon or dinner. Most golf courses have tournament packages that include cart rental, green fees, course refreshments, and banquet dinner. This option may be less expensive, as well as more convenient than having the golf tournament at one location and the dinner at another (J. Murray, personal communication, October 15, 1996). This can be researched easily by contacting different courses and asking for the tournament options and available rates.

Name Tournament and Design Logo

A tournament should be named early in the planning process. The committee should start sharing the plans for the event with their golfing friends and acquaintances. One of the biggest forms of publicity is word of mouth (M. Carson personal communication, October 8, 1996). If the organization does not have a distinguishing logo, one can be created for recognition purposes. It should appear on all forms, fliers, clothing, etc. As people frequently hear or see the name of the tournament or logo, they will assume a certain level significance (Lauer, 1995).

Determine Format

Tournament formats should be chosen with the participants and their ability in mind. Some formats are better suited for competitive, high caliber golfers whereas other formats are more geared to casual players. The scramble format is the most popular format for fundraising tournaments. It is important to make a charity tournament fun and enjoyable, and the scramble format better accommodates this type of atmosphere (Siderowf, 1994). See Appendix C

for an explanation of the scramble format as well as other popular formats that can be employed.

Decide Number of Players

The size of the tournament should be decided early on to enable planning at the golf course level and organizational level (J. Murray, personal communication, October 15, 1996). First, the golf course must be accommodated. When utilizing a course for a tournament, you are essentially buying space on a course that would be utilized by golfers if there were no tournament.

At the time a golf course is secured for a tournament, a contract is signed guaranteeing a certain number of players. Especially for new tournaments, it is often better to plan conservatively. If a contract is signed guaranteeing 120 players and only 80 players turn out, the tournament may be responsible for paying for 40 unused spots. A reasonable and conservative number of players for a first time tournament is 72. This would be one foursome per hole on a 18 hole golf course. In this way, the organization mitigates the risk of having to buy unused spots. After the first or second year of a tournament, it will be easier to accurately estimate the type of turnout that is possible and a larger event can be planned.

The number of players can be negotiated with the golf course and can be larger or smaller depending on how many participants are expected. Larger tournaments can have up to 144 players which would be two foursomes per hole on an eighteen hole course. Some charity events are actually played in fivesomes which allows for 36 additional players but results in a long 18 holes of golf and is not highly recommended (Siderowf, 1994). Between 120 and 132 players is ideal. At this level the tournament maintains a relatively smooth flow of play which is important for the enjoyment of the participants.

The number of players that are expected also has an impact on planning the rest of the event. The number of participants will directly affect the budgeting of the tournament, as well as factors such as planning a luncheon or dinner, the number of tee prizes, the amount of raffle or auction items, and how many volunteers to recruit.

Establish Budget and Prices

A budget is essential to good tournament planning (PGA. 1988). Establishing a budget requires estimating both income and expense of the tournament (see Table 1 for potential income and expense items). The PGA Tournament manual states that a rough draft of the budget listing all expenses is usually prepared prior to establishing an entry fee. However, in some cases it may be more practical to reverse the planning procedure by first determining the entry fee and then forming your budget within the limit of the estimated income (PGA. 1988).

Table 1

Potential Income and Expense Items

Income Items	Expense Items
Entry Fees	Green Fees
Sponsor Donations	Golf Carts
Raffle/Auction Proceeds	Scoring
Other Activities Proceeds (games.	Tee Prizes
mulligans, etc.)	Prizes (i.e. closest and longest)
Dinner Only (for non-golfers)	Sponsor Signs
	Food and Beverage
	Mailing
	Awards
	Printing (brochures. fliers. rule sheets)

Note. Any of the expense items can be underwritten depending on the organizations ability to solicit sponsorship.

It is very important to be as specific as possible when calculating both income and expense. What you will charge depends on the amount you hope to raise, the expenses you

anticipate, the going rate of other tournaments, and the number of participants you hope to
attract (Brody and Goodman, 1994). The PGA Manual recommends estimating income in this
way:

```
_____ Entries @ _____  =  _____
_____ Sponsors@ _____    =  _____
            Donations                        _____
            Raffle                           _____
            Other Income                     _____
            TOTAL INCOME                      _____
```

Entry fees for local charity golf tournaments normally cost between $100 to $250 and
can be as much as $500 (Siderowf, 1994). In talking with experienced tournaments organizers,
it was found that the majority of charity events are priced between $100 and $150. Hole
sponsorships can be sold for $150, corporate sponsorships for $400-$500, with major corporate
underwriters for as much as $2500 (E. Brown, personal communication, October 3, 1996).
These figures are all examples and will vary depending on the tournament.

The entry fee should cover at least golf course expenses, dinner expenses, tee prizes,
printing and mailing expenses (see Table 2 for sample entry fee). Ideally, there will be a small
portion remaining that goes directly to charity as well as covers unexpected expenses (J.
Murray, personal communication, October 10, 1996).

The example on Table 2 shows that for every entry fee, $17.00 will be donated to charity.
However, if portions of the tournament can be underwritten by sponsors, the profit margin will
increase. For example, if businesses can be found to sponsor the dinner, tee prizes, prizes for
longest drive and closest to the hole, the profit margin increases to $52.00. Hence, the
importance of soliciting for hole sponsors, raffle prizes, major corporate underwriters, etc.
should not be underestimated, as this is where revenue is increased.

Table 2

Sample Entry Fee

One tournament entry fee	=	+ $100.00
Golf course charge for green fee and golf cart		- $40.00
$20.00 per player for dinner		- $20.00
$5.00 per player for tee prizes		- $5.00
$5.00 per player for sponsor signs		- $5.00
$10.00 per player for prize fund		- $10.00
$3.00 per player for printing and mailing		- $3.00
Profit Margin		$17.00

Decide on Other Activities

Adding unique elements to a golf tournament can be an excellent way to create a more enjoyable event and increase revenue. It is essential that people feel as though they are getting value for what they have paid. With the current abundance of tournaments, it is important to make your event attractive without costing the charity money (R. Apolskis, personal communication, Oct. 2, 1996).

Some of the traditional and well liked activities are the longest drive, closest to the pin, and hole in one contests (see Appendix D for an explanation of these activities and others). Other options include a putting contest, various games on the course, food holes, beverage holes, and a cigar hole. Celebrities or well known golfers can be a big attraction. For example, a charity tournament benefiting the Girl Scouts of Monterey Bay has a PGA professional conduct a golf clinic prior to the tournament (C. O'Donnell, personal communication, October 2, 1996). All activities should be cleared with the course first as some courses may have restrictions in place.

An awards dinner following the event is a fun way to end the day. Many golf courses offer tournament packages that include cart rental, green fees, and course refreshments.

Often. this is more convenient for both players and the organization. The dinner provides a good opportunity to thank participants. volunteers and sponsors. An auction or raffle can be held at this time. both of which are excellent sources of income.

Chapter 2 - Organizing

The organizing component of the management process calls for breaking down the total work into specific jobs and assigning these jobs to qualified personnel for completion. Basically, it's putting the plan into action.

Develop Time Line

For organizational purposes, a time line should be developed and distributed to all committee members that includes dates of committee meetings, deadlines for contacting sponsors/golfers, mailing dates, a media release date, etc. (C. O'Donnell, personal communication, Oct. 2, 1996).

The time line should be be altered to suit the needs of the organization (see Table 3 for sample time line). The time line serves as a run down of the important dates leading up to the day of the event. It is important that committee members be made aware of meeting dates and deadlines for contacting potential sponsorships.

The first several months of meetings should entail the planning of the overall event (see previous section). Approximately six months prior to the event, a "save the date" postcards can be mailed. They are a quick and simple bit of information informing people of the date, time, location, and cost of the event (C. O'Donnell, personal communication, October 2, 1996).

Ideally, participants should be contacted three months prior to the event. Contact should be made each month for the three months leading up to the event with a last chance effort right before the event (R. Apolskis, personal communication, October 2, 1996).

Potential sponsors should be contacted five to six months prior to the event as many, especially long-time sponsors, like to be notified early. Also, early solicitation allows more opportunities for the sponsor to gain exposure on promotional literature (C. O'Donnell, personal communication, October 2, 1996). A sponsor contact sheet can be developed that lists potential sponsors and contact deadlines. This is a useful method to ensure that committee members communicate with sponsors (see Appendix E for sample sheet).

Table 3

Sample Tournament Time line

ABC Tournament Time Line

November	4	Golf Committee meets
December	2	Golf Committee meets
January	6	Golf Committee meets
February	14	Mail "save the date" cards
	18	Golf Committee meets
March	4	Golf Committee meets
	11	Mail Tee Sponsor forms
	18	Mail golfer forms
April	8	Golf Committee meets
	15	Second mailing to sponsors
	22	Second mailing to golfers
	29	Make phone contact with sponsors
	31	Media release
May	6	Golf Committee meets
	13	Final contact with sponsors
	20	Tee sponsor deadline
	20	Third mailing to golfers
	30	Golf Committee meets
June	2	Make phone contact with golfers
	6	List of foursomes to golf course
	10	Golf Committee meets
	14	1997 ABC Charity Tournament

Contact can be made by direct mail or phone, or a combination of the two. Generally, direct mail is used first, followed by phone contact. Heavy phone solicitation is usually required as the event nears to confirm participation.

A date should be set to inform the media of the tournament. This can include local

newspapers, community calendars, public service announcements (free, but very high in demand), television, and radio. Deadlines for submitting information and guidelines for formatting should be verified with each source. However, mounting a costly publicity campaign is not necessary and the least expensive modes of media should be used (Bearse, 1984). It was found that this type of advertising generally does not bring more golfers (E. Brown, personal communication, October 3, 1996). Rather, if you choose to use media, the underlying attitude should be for public awareness. Conversely, if there is an enthusiastic committee at work, your best publicity will come through personal contact (Bearse, 1984).

Organize Committee Meetings

As previously stated, planning a golf tournament begins early, at least a year in advance, with selecting a date and securing a facility. Since the date and facility must be secured so far in advance, individuals from the organization who are leading the event (i.e. the tournament director) may perform this responsibility prior to any formal committee meeting or even the formation of a committee.

Depending on the status of the tournament, the planning and organizing processes will vary. A first-time tournament may want to start holding monthly committee meetings as early as 10 months prior to the actual event (Pelletier, 1985). A repeat tournament that already has a support base in the form of sponsors and participants may not meet until four months prior to the event (Marianne Carson, personal communication, October 8, 1996). The committee should meet monthly during the early planning stages and more frequently as the tournament nears (Siderowf, 1994).

Committee meetings should be organized and structured. To avoid wasting valuable time, a meeting agenda of items that need to be addressed should be prepared and distributed at each meeting (see Appendix B for sample agenda). It should be remembered that some committee members may be volunteering their time and have their own employment demands.

Determine Committee Assignments

The function of the committee is to pool resources, divide responsibilities, and share tasks. A practical way to handle the many tasks of the tournament is to assign members of the committee to oversee various parts of the tournament. Ideally, committee assignments will draw on the expertise of the members and the resources to which they have access (Siderowf, 1994).

Committee members will be responsible for expediting their area of responsibility based on committee approval. Some assignments may require the help of additional people in which case a subcommittee can be formed under the supervision of the individual assigned to the task. The assignments listed below are a combination of suggestions from individuals interviewed for this project as well as the experience the author has had serving on two committees. Each tournament committee will have differing strengths and weaknesses and assignments should be altered to suit the specific needs of the committee. Some committees may not need to assign a person to all the listed operations. Rather, they may have several individuals who handle the majority of tasks. Some material presented may overlap and how the information is used will vary. Committee assignments can include:

1. Fliers/Pamphlets
2. Raffle/Prizes
3. Course Coordination
4. Foursomes
5. Tee Prizes
6. Sponsor Signs
7. Registration
8. Food/Drink
9. Record Keeping
10. Volunteers
11. Appreciation

1. Fliers/Pamphlets

All forms (pamphlets, fliers, sponsor forms, etc.) should be designed and printed according to committee specifications and approval. This includes getting price quotes, design options, and estimated printing time. For recognition purposes, graphics for all printed materials should be consistent. A month should be allowed for writing, design, and proofreading, and another 2-3 weeks for printing (Brody and Goodman, 1988). It is important to remember that the first scheduled mailing is approximately three months prior to the event. Preparation of the items should begin four to six weeks prior to this date. All forms should be made as appealing as possible with the event being promoted by printing major games and prizes on forms (Bearse, 1984). See Appendix F for types of printed material that can be used and Appendix G for a sample tournament entry form.

2. Raffle/Prizes

A thorough record of raffle, auction, and prize items should be kept. The individual(s) responsible for this assignment should be a motivated individual who, ideally, has contacts with local retailers and others in the business community. All committee members should utilize their resources for possible donations, but this individual is responsible for tracking the items and reporting the status of the prize fund at committee meetings.

3. Course Coordination

Communication should be maintained with the golf course regarding all rules and regulations. A protocol should be established for scoring, displaying scores, posting sponsor signs, and use of measuring equipment for longest drive and closest to the hole contests. Scoring can either be done by the course (this may incur a fee) or the tournament (see Appendix H for calculating scores). Inquiry should be made regarding use of the facility's scoreboard (if one is available) and equipment for longest drive and closest to the hole as these may require a deposit. Clarification should be made regarding the procedure for placing tee signs on the day of the event. Some courses prefer to handle this responsibility themselves. In addition, a

designated individual should be responsible for removing tee signs and other equipment once golfers have completed the round of golf.

4. Foursomes

Records should be maintained on all foursomes so that each participant pays the appropriate fees. The groups of foursomes should be established and single players should be assigned to groups of two's and three's. A List of foursomes should be submitted to the course by the designated course deadline. Team handicaps should be calculated (see Appendix I for handicapping procedure). Official scorecards should be filled out with team handicap noted on each prior to the day of the tournament. Tee assignments should be made for each foursome (the hole upon which each foursome will tee off). Often, the golf course will handle grouping foursomes and making tee assignments. It is important to communicate with the golf course on the responsibility of these tasks so that last minute confusion is avoided. It may be best to have one person responsible for both this task and course coordination (see above), as it is better to have one person communicating with the golf course rather than several (J. Murray, personal communication, October 15, 1996).

5. Tee Prizes

Tee prizes and tee prize sponsors should be investigated based on committee interests and budget concerns (see Appendix J for a list of tee prize options). All findings should be presented to the committee for approval of the desired prizes. An appropriate amount of time should be allowed for design and shipping (if needed). Distributing tee prizes in a bag is a convenient way for golfers to keep track of items. Tee bags should be packed and ready to be distributed before the day of the tournament to avoid last minute rushing and confusion.

6. Sponsor signs

Sponsor should be constructed to committee specifications. Signs should have a professional appearance and clearly state the name of the business, phone number, and

address (see Appendix K for sample sponsor sign). A sign that is well-made, structurally and graphically, can be used for future tournaments. Construction should be such that the sign can be posted securely in the ground. The size of sponsor signs should be large enough to be read easily but not obstruct the tee area (i.e., 2'x3'). This individual(s) should also be responsible for posting tee signs the day of the event and immediately removing them following the conclusion of the tournament.

7. Registration

The registration area should be arranged in compliance with course guidelines and all necessary items should be present at the registration table (see page 34, Table 4 for a list of items needed). Inquiry should be made into the availability of tables and chairs prior to the day of the tournament.

8. Food/drink

Options for food and drink on the course should be investigated. Contacting businesses for possible sponsorship should be done early (at least a month). If food or drink are going to be provided (hopefully sponsored) the necessary course arrangements should be made. Some options include situating drinks on each par three (volunteers will already be there closest to the hole) or using a beverage cart from the course (if it is allowed) and having volunteers drive. If there is going to be a buffet or sit down dinner at the facility, the number of people, price, and menu options should be decided upon based on committee approval. If something other than a meal at the golfing facility is occurring (i.e., barbecue, picnic, etc.), the desired locale should be secured and the number of volunteers needed should be determined. This approach may require additional volunteer work if the arrangement does not offer a set up or food preparation.

9. Record keeping

A list of all confirmed participants and sponsors, as well as incoming pledges, commitments, and donations should be maintained. As the event nears, the information

should be assessed to determine who needs to be contacted to confirm commitment (Bearse, 1984). In addition, keeping precise records will assist in establishing a detailed database of all donors, participants, sponsors, etc.

10. Volunteers

Volunteers should be recruited for activities and general assistance on and off the course. The organization and its members should be targeted first for possible volunteers. All committee members should assist in locating individuals who might donate their time (i.e. friends and family). The more activities and games included in the tournament, the more volunteers required. The efforts of the volunteers will need to be coordinated prior to the event. For organizational purposes, it may be helpful to create a table (see Appendix L) that lists all activities and notes the number of volunteers needed for each; requesting input from the committee members overseeing the assignments (Brody and Goodman, 1988).

11. Appreciation

Immediately following the event, thank-you letters should be mailed to all participants, donors, and sponsors. A good idea is to individualize the letters by inserting a sentence or two reflecting particular contributions or to include the total amount that was raised for the charity. A possibility for showing appreciation to large contributors is to take an add out in the newspaper following the event listing all major sponsors. Donors will appreciate seeing their name in print and it is good publicity for the tournament (Bearse, 1984).

Solicit for Sponsors, Players, Prizes

"Who," "What," and "How"

Finding tee sponsors, donors, and securing participants should be a committee wide effort (J. Murray, personal communication, October 10, 1996). The majority of the profit from a charity tournament comes from selling tee sponsors and getting corporations involved in sponsoring various parts of the tournament (R. Apolskis, personal communication, October, 2,

1996). How does a committee secure this sponsorship and support and where does it come from? Basically, you select your target market and go after it; offering them something of value in return for their support (R. Apolskis, personal communication, October 6, 1996). Refer to "what" on page 32 for further explanation.

Planning to acquire this support can best be described in terms of "who," "what," and "how" (C. O'Donnell, personal communication, November 2, 1996). "Who" refers to whom you are going to target for possible sponsors, donors, and players. "What" refers to what you have to offer them in return for their support. "How" refers to how you are going to go about contacting them.

"Who"

"Who" pertains to the people and businesses that the committee is going to target for sponsorships, donations, and participation. The members on the committee are key and should use their resources and contacts in the community for any type of support that is possible (M. Carson, personal communication, October 8, 1996). Initially, the committee should compose a list of all potential sponsors and proponents beginning with people and businesses closest to the organization. Brody and Goodman (1988) identify three constituencies to approach for support in event fundraising:

      (a) core constituency

      (b) incidental constituency

      (c) general community constituency

The core constituency consists of those closest to the organization. This includes members of the board, key donors, major supporters, active members, and clients (Brody and Goodman, 1988). Furthermore, these individuals should be queried on others, businesses or otherwise, who may be interested in supporting the cause (E. Brown, personal communication, October 3, 1996).

The incidental constituency includes former members, inactive members, active members' families, friends, and business associates, as well as vendors of the organization

(Brody and Goodman, 1988). In addition, knowledge of people or groups in the community who actively support charity events can be beneficial.

The general community constituency consists of people who are not directly involved with the organization but have potential to participate in the tournament because they believe in the cause, have an affinity for a local organization, or enjoy golfing (Brody and Goodman, 1988).

Of the list of potential sponsors, committee members should be assigned a group of prospects to contact; starting with persons with whom they are familiar. They should be responsible for making contact with these people and hopefully securing some form of support.

"What"

"What" refers to what the organization is offering in return for support. It is important to make it attractive for people to be involved, regardless if they are sponsors, donors, or players (R. Apolskis, personal communication, October 2, 1996). Sponsors and donors should be made aware that they will be joining others in supporting an admirable cause. In addition to supporting the charity, sponsors and donors should receive a tee sign advertising their name on the course and recognition at the tournament dinner. Some tournaments will give major sponsors or donors a free foursome in the tournament. If there is a major corporate underwriter of the event, their name should be present on as many things as possible (i.e. registration table, tournament program, fliers, banners, etc.).

Participants should be informed of the charity they are supporting and be given details about the tournament. For example, enticing information can be included on the participant form. The form should be made attractive and include some of the major gifts that will be available in addition to some of the activities that will be taking place. This should be followed up with an organized check-in, a memorable day on the course, and an enjoyable dinner with plenty of raffle prizes.

"How"

"How" refers to the way in which the target market will be contacted. Generally, initial contact should be made through direct mail two or three times (depending on your budget) before the event. This should be followed by telephone contact requesting their support. Heavy phone solicitation is usually necessary for three weeks prior to the event. This is especially true for participants, as it is during this time, and in this manner, that most player commitments are secured (R. Apolskis, personal communication, October 2, 1996).

However, personal solicitation may be more successful than a request for support through the mail. This is especially true when securing sponsorships. Committee members should follow up the first mailing with a call to each of their target prospects to discuss possible support and arrange an appointment to meet with the person.

A personal solicitation should be conducted in a professional manner. The committee member should be knowledgeable about both the prospect (past giving record, position in the community, exposure to the benefiting organization) and the benefiting organization (its history, traditions,programs, and compelling points of the appeal) (Hamilton, 1994). The nature of the event should be explained, as well as the charity that their donation will support.

When asking the prospect for support, an effort should be made to sell the cause rather than the price tag. In other words, the prospect should be asked to join the organization in doing something meaningful for the charity rather than for the dollar amount (Hamilton, 1994). If possible, other businesses or community members who are supporting the cause should be identified as their support may influence others to give (J. Murray, October 15, 1996).

The Day of the Tournament

The day of the tournament should be enjoyable for everyone: participants, committee members, volunteers. The amount of effort put into creating the event will enhance the enjoyment for all. Members of the tournament committee should plan to arrive three to four hour before the starting time. This allows for time to help see that no details are overlooked (Bearse, 1985).

Registration

The registration table should be placed in a centralized location and this location cleared with the Pro Shop. The registration area should be supplied with chairs for staff and volunteers and should be situated in a manner that allows for prompt and efficient registration of participants (PGA, 1988). See Table 4 for a list of items that the PGA recommends be present at the registration table.

Table 4

Registration Table Items

Pencils	Scoring pencils should be provided for golfers.
Pens	For registering participants.
Scorecards	An official scorecard should be issued to each foursome.
(official and blank)	Blank scorecards should be available if more than one person wants to keep score.
List of foursomes	This should have all players' names in the group with the corresponding hole and cart assignment.
Alphabetized player list	This allows for faster check-in of players. List should note other members of foursome and whether payment has been received.
Cash box	A cash box should be present for individuals who need to pay and for collecting additional money required for activities on course.
Receipt book	So receipts can be issued for day-of-tournament payments.
Charge slips	For Visa/Mastercard payments (if organization is equipped to handle this payment method).
Rule sheets	An explanation of rules, format, and instructions should be given to players (see Appendix M for sample rule sheet).
Paperweights	Paper will need to be secured in case it gets windy.
Trash Cans	For proper disposal of trash.

Registration should begin at least one hour before the starting time. As participants register, they should receive their tee prize, a rule sheet, and be directed toward the driving range and putting green. An official scorecard should be issued to each foursome. It should be explained that the scorecard is to be turned in immediately after the event, either to the pro-shop (if the course is doing the scoring) or to a designated individual for scoring.

A hospitable gesture is to have the tournament director greet the participants as they register. For example, Evelyn Brown greets each participant of the Monterey Bay Summer Classic with a handshake and an expression of thanks. As tournament director of this event, she feels that it is important that participants know their support is appreciated (E. Brown, personal communication, October 3, 1996).

Approximately 10 minutes before the event, the tournament director or golf course official may wish to assemble all participants to explain the format, rules, and nature of the competitive events (i.e. longest drive contest and closest to the pin contest). This is not mandatory but provides a good platform for gathering all the participants together and welcoming them to the event.

During Tournament

Once the tournament has begun, there will be approximately four to five hours before the conclusion of play. This allows ample time for any preparation needed for the post event activities. The following are items that should be managed while the tournament is in progress:

1. Remove registration table
2. Set up scoring table (if tournament is doing the scoring)
3. Make preparations that are needed for displaying scores
4. Prepare prize breakdown (see "Awards" below)
5. Verify that all raffle/auction items are present and displayed
6. Assure dining area is arranged as desired

Post Tournament

The function that takes place after the event can be a dinner, buffet, luncheon, barbecue, etc. There is no right or wrong activity as long as it is comparable to the entry fee. During this time, appreciation and thanks are expressed, awards are presented, and a raffle or auction is held. Whether it is an elaborate affair with cocktails and a sit-down dinner, or a barbecue with hot dogs, beer, and soda, the potential for fun and enjoyment is equal.

Awards

A Master of Ceremonies should be secured prior to the event to announce the winners and perform the raffle/auction duties. This can be a committee member, representative of the organization, or someone who enjoys the spotlight. Prizes are generally given for the three lowest net scores and the lowest gross score in addition to the winners of the closest to the pin and longest drive contests.

Because it is a fundraising tournament, prizes are usually conservative. Often, golf courses will designate a certain amount of each entry fee to be used for gift certificates. These gift certificates are donated to the tournament and make ideal prizes for the winners without costing the charity anything (R. Apolskis, personal communication, October 2, 1996). For example, $50 gift certificates from the pro shop can be given to each member of the winning foursomes and to the two individuals who won the longest drive and closest to the hole contests.

Raffle/Auction

A raffle or auction can be a profitable way to bring a fun and exciting conclusion to the day. Offering exciting prizes can be a big incentive to guests to buy raffle tickets. It is at this point where the the effort of the committee to get desirable prizes donated (and lots of them!) will be rewarded (R. Apolskis, personal communication, October 2, 1996). For example, just the presence of one major raffle prize (i.e., a trip to Hawaii) will entice people to buy extra tickets. If an auction is going to be held, all items should be displayed on the tables. Also, a printed

program describing each item can be dispersed.

Raffle tickets should be sold during check-in and immediately following the event. If there is a cocktail hour before the start of dinner, a volunteer(s) should sell tickets during this time. Buying more tickets should be made attractive to participants and guests. For example, if tickets are being sold at eight for $5.00, income can be doubled by offering 20 tickets for $10.00.

Chapter 3 - Leading

The leading component of management pertains to motivating and directing individuals of an organization (Parkhouse, 1991). Brody and Goodman (1988) state that the leadership of an event can often make the difference between mediocrity and a memorable and successful fundraiser. The primary goal of leading with respect to organizing a charity tournament is to influence committee members and volunteers to carry out their job effectively.

Leadership within Tournament Committee

Chris Duff, who has coordinated a local charity tournament benefiting MSCS (Multiple Sclerosis Community Services) for 13 years, stated that the greatest leadership characteristic to have in organizing a charity tournament is to have a "passion about what you are doing" (C. Duff, personal communication, October 17, 1986). If the people at the core of the event (the tournament director and committee members) are enthusiastic about the event, this enthusiasm will permeate all levels of the fundraising effort (Staecker and Reid, 1994).

Good leadership must originate with the individuals running the tournament (i.e. the tournament director and the committee members). A good tournament director will have a sense of excitement and enthusiasm about the event. He/she will be dedicated and committed to its success. By constantly keeping a positive outlook, enthusiasm will be cultivated in other members of the committee (Brody and Goodman, 1988).

Committee members should share a similar enthusiasm. Organizing a tournament is time consuming. They should have the time and desire to dedicate themselves as needed to the planning, organizing, and executing of the event (M. Carson, personal communication, October, 8). The tournament committee should pool its resources, ideas, and experience, and divide responsibilities and tasks. Ideas should be shared and discussed in order to arrive at a decision that most benefits the organization and event.

The tournament coordinator should be able to delegate responsibility. Although the coordinator may not know all the details of each area of responsibility, he/she must ensure

L

39

that the person that is responsible for a particular area, does (PGA, 1988). The committee members should take responsibility for their assignments and report of progression at scheduled meetings. If subcommittees are necessary, the committee member assigned to the tasks becomes the chairperson of the subcommittee. As chairperson, they should see to delegation of tasks (if needed) within the subcommittee and report to the tournament committee on the status of the responsibility.

Setting goals for the tournament can be constructive in facilitating the motivation of the committee. Both moderate and substantial goals can be good incentive factors. For example, goals such as achieving a specified number of players, raising a certain amount of money, securing a particular number of hole sponsorships, or acquiring a dinner sponsor, can all be useful in generating added motivation. All goals should be reasonable and realistic and relative to the tournament (Redwine, 1994).

Leadership of Volunteers

Volunteers are a necessity. If they have not been used prior to the event, they will be needed the day of the event. It is important that volunteers are treated as a valuable part of the tournament. Brody and Goodman (1988) state that overt appreciation is one the best ways to motivate volunteers. The tournament will get the best results from volunteers by making them feel important and needed, no matter how menial the task.

Prior to the tournament, all volunteers should be instructed precisely about their duties by the committee member in charge of the assignment. Each volunteer should be informed of the exact place and time they are to be on the day of the tournament in addition to how long they will be needed. This will make for a smooth running tournament, as well as eliminate unnecessary ambiguity for the volunteer (Brody and Goodman, 1988).

It is important to make the experience fun for the volunteers. For example, volunteers can be brought coffee or doughnuts the morning of the event. Tournament T-shirts or mugs can be given to each volunteer in addition to a seat at the dinner. At that time, the tournament director can extend appreciation to all who assisted with the event.

Chapter 4 - Evaluating

The fourth and final function of the management process is evaluating. It is concerned with the effectiveness of the organizational process in achieving the desired goals. An evaluation of the tournament is essential for the future success of the tournament (C. Duff, October, 17, 1996).

The tournament committee should meet for a review of the event as soon after it takes place as possible. The event should be reviewed in an objective and impartial manner, avoiding individual accusations (Brody and Goodman, 1988). Areas of evaluation can include, but are certainly not limited to: (a) meeting goals and objectives, (b) effectiveness of committee, and (c) day of the tournament. The focus should be on how to improve the event and what will need to transpire to assure the improvements. All suggestions and ideas should be written down and used to improve future tournaments (Redwine, 1994).

Evaluating Tournament Goals/objectives

An assessment of tournament goals/objectives should be performed (financial and non financial). If the objectives were not met, steps should be identified that will facilitate attaining each. Areas where cost can be cut and income increased should be a primary focus (C. O'Donnell, personal communication, October 2, 1996). The involvement of sponsors and donors should be assessed with ways to attain more involvement noted. Participation should be evaluated and if lower than desired, strategies for increasing participation should be identified.

If all objectives were fulfilled, ways to improve upon them in the future should be noted. Or, it should be determined if the goals and objectives were set too low (Brody and Goodman, 1988). Tournament planners may want to establish higher objectives for the following year.

Evaluating the Committee

The effectiveness of the committee in achieving the necessary tasks should be assessed. Did all the committees function to accomplish what they were supposed to? If not, why? Changes should be noted for making the organizational process more effective and practical.

Evaluating the Tournament

An overview of the day of the tournament should be completed. This includes assessing the tournament itself, as well as the dinner, raffle, etc. The committee should take note of tournament components that did and did not work well. Was registration organized? Did people seem to enjoy the activities on the course? Were there enough volunteers present? Was the awards ceremony and dinner enjoyable? Was the raffle/auction financially rewarding? Were there enough raffle/auction items or could there have been more? What comments were made by tournament participants?

Conducting a thorough evaluation of the tournament and utilizing the results in planning other tournaments is fundamental. If an organization is willing to assess their own performance in running the event and make modifications where necessary, the event can only be improved upon.

Appendix A

Utilizing the Tournament Committee

The following are just a few examples of the many ways committee members can contribute to the success of the event. A creative and diversified committee can create a tournament that is fun and exciting.

1. A committee member of the Dan Bilardello Memorial Tournament at Pasatiempo in Santa Cruz, California knew a local travel agent who donated a trip to Hawaii every year. For $10.00 you could participate in "shootout" after the event. Whoever was closest to the pin on the designated par 3 won the trip. It soon became one of the highlights of the annual tournament.

2. In another tournament, a committee member had a brother who was quite adept at computer graphics and designed all the invitations and fliers for free.

3. A charity tournament in Florida was able to auction off five Dan Marino autographed footballs for between $150 - $200 each because a friend of a friend of a committee member had access to them.

Appendix B

Sample Committee Meeting Agenda

ABC Golf Tournament Meeting

March 4, 1996

Agenda

I.   Review tee sponsor contact list

II. Review and approve registration form

III. Review current list of foursomes

IV. Update and discussion on possible tee prizes

V.   Review upcoming dates on time line

Next Meeting April 8, 1997, 6:00 - 7:00 p.m.

Appendix C
Tournament Formats

Scramble: The most popular and certainly the one favored for fundraising and charity tournaments is a scramble format (Siderowf, 1994). The scramble format is most effective with all levels of ability and is easy to handicap without established handicaps. Everyone gets to participate equally and high handicappers feel as though they have contributed to the teams success.

Format: Each player hits from the tee. Players choose the best shot and all play from that location. Each chosen shot is tallied for one stroke until the ball is holed.

Best Ball: This format is most effective with players of more equal ability. Established handicaps are mandatory and it is harder to get casual golfers to participate in Best Ball events.

Format: There are two, three, or four player per team. Each player plays his own ball on each hole. The lowest net score from the team (the score after handicap is subtracted) is recorded as teams score for each hole.

Stroke Play: This format is most effective with players of equal ability. Established handicaps are mandatory or can be played at gross score with no handicap. It is hard to get casual golfers to play in Stroke Play events. This is the type of play used in all PGA tour events.

Format: Each player plays his own ball for 18 holes. The lowest score wins the tournament. Stroke Play events are usually slated for 36, 54, or 72 holes.

Parent-Child (Junior/Senior): With so many younger players in the game, this format could prove to be both successful and special. This format provides a great opportunity for a youngster to play in a tournament. In addition, it is a good occasion for a parent and child to enjoy a day on the course

Format: Both drive the ball and hit each other's ball for the second shot. Then each team selects a ball to play and alternates until the ball is holed.

Appendix D

Fun Tournament Activities

Tournament activities and features can have two purposes: (a) make the tournament enjoyable and fun, or (b) make the tournament enjoyable and fun while increasing income. The activities listed below (or creative variations of them) can serve one or both of these purposes. These are just a few of the many activities that can be employed to boost enjoyment and income. If there is a nice prize (i.e. a color television) being offered for wining one of the contests, it should be displayed at the registration area as an added incentive for participation.

Mulligans: Mulligans should be sold at the registration area. An example price for a mulligan would be $5.00 each with a deal at three for $10.00. Some tournaments limit the number of mulligans that can be bought; this keeps play fair and the tournament pace moving. Others suggest increasing revenue by not limiting the number of mulligans (R. Apolskis, personal communication, October 2, 1996).

Photographing each foursome: A nice gesture is to have a volunteer take a picture of each foursome and send it with the thank-you's.

50 yards for $5.00: Have a particular hole where the participants can tee off 50 yards closer for $5.00.

Rope (string) golf: Each person gets one foot of rope (or string) for each number of their handicap. At any time during play, the participant can can use any portion of their rope to move the ball. The rope is cut off for the amount that the ball was moved.

Joker Poker: Participants need to buy into this game at registration. For $5.00, the participant receives a slip of paper that has spaces represented for all par threes (see below for sample Joker Poker form). At each par three, a volunteer has a deck of cards that the participant chooses one card from. The card is recorded by the volunteer on the participants paper. If the player hits the green, they get to choose another card which is recorded on the slip of paper. At the end of the round, whoever has the best poker hand, wins the contest.

JOKER POKER

3	5	7	15	17

MAKE THE BEST 5 CARD POKER HAND POSSIBLE.

Raffle hole: At a par three, have a personable individual offer a team buy-in. The whole team can buy in for $20.00. If any one of the foursome hits the green, each person in the foursome gets 20 raffle tickets. Key: make it attractive to play! It costs nothing to give away raffle tickets (R. Apolskis, personal communication, October 2, 1996).

Closest to the pin: On a predesignated par three, whoever hits the ball closest to the hole (ball must be on green) after one stroke wins the contest.

Closest to the pin variation: Draw a 10' circle around the hole on a par three. For $10.00 per team, if anyone of the foursome hits inside the circle, they receive a gift certificate or a certain number of free raffle tickets.

Variety holes: These types of holes cost nothing to the charity and provide a memorable experience for the golfers. These can include a pizza hole, steak hole, beverage hole, cigar hole, etc. Often local businesses (i.e. restaurants beverage companies, etc.) will come to a tournament and hand out free samples of their product. This is excellent advertising/PR for the business and the golfers love it.

Blindfold hole: Each participant must wear a blindfold when teeing off at this hole.
Hole in one: On a par three, whoever makes it in the hole in one stroke, wins. This hole can be insured by a business such as the National Hole in One Association. For a fee, they will insure a par three or all par threes offering such prizes as a new car, a golf vacation, free airline tickets, etc. Offering such extravagant prizes is a great advertising tool. To reach the National Hole in One Association: 8350 N. Central Expressway, #730
Dallas, Texas 75206-1679
1-800-527-6944

Longest drive: A popular contest for tournaments. On a predesignated hole (a straight par 4 or par 5), whoever hits the longest drive in the fairway, wins the contest. Ordinarily, there is a men's and women's longest drive.

Special shots: These include such varieties as allowing each player a throw instead of a swing (i.e. if they are in a trap or behind a tree, they can throw the ball instead of hitting it), have them drive with a baseball bat, putt with a pool cue stick, etc.

A Shootout: If a major prize can be secured (i.e. a Hawaiian vacation), offering an event like a shootout can yield additional revenue. For approximately $10.00 (depending on the prize), participants get one shot at a designated par three. Whoever is closest wins the prize.

Use a local Pro: Recruit a local, well-known long driver who will donate an afternoon on the course. For $2.00, this individual will drive the ball for any participating team.

Appendix E

Sponsor Contact Sheet

	1997 ABC Golf Tournament Sponsor Contacts					
	Sponsor (name/phone number)	1st Contact (deadline date)	2nd Contact (deadline date)	3rd Contact (deadline date)	Final Contact	Sponsor Forms Due
1						
2						
3						
4						
5						
6						
7						
8						

Appendix F

Types of Printed Material

Brochures: A brochure can be used for a variety of purposes including an information piece for potential underwriters, an invitation, and a registration form. A brochure should describe the tournament in simple, clear terms and provide people with a reason to support the event (Brody and Goodman, 1988).

Fliers: Fliers are an excellent tool for both promotion and as the primary entry form (see Appendix G for sample entry form). They can be included in any mailings that the organization sends or can serve as mail pieces themselves. In addition, they can be left in piles at key location in the community as well as handed out in person (Brody and Goodman, 1988). For some tournaments, a flier will be the only entry form used. A flyer should contain the name of the charity and tournament, the date, time, and place of the event, a registration area for names and handicaps of participants, an address so the the entry can be returned to the organization, and a phone number if more information is needed.

Programs: Programs can be used to provide information for the participants on the day of the event. They can include an agenda of events (i.e. registration 10:30 - 12:00, lunch from 11:00 - 12:00 p.m., Shotgun start at 12:30, cocktails from 5:30 - 6:00) information about the organization, a list of volunteers, financial supporters, and additional information specific to the tournament (i.e. list of auction items) (Brody and Goodman, 1988).

Appendix G

Sample Entry Form

1st Annual JANUS OPEN Golf Tournament

You are cordially invited to participate in the 1st Annual JANUS OPEN Golf Tournament to benefit JANUS PERINATAL.
We sincerely hope you can join us for a fun day and some great golf.

WHEN: Monday, October 9th, 1995 • 1 P.M. Shotgun
WHERE: Aptos Seascape Golf & Country Club.(688-3213)
ENTRY FEE: $100.00 per player.

18 Holes of golf w/ cart
Drinks on course
One dinner ticket
Closest to the pin on
All par 3's w/ prizes.
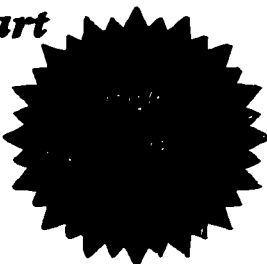
Scramble Format

Long Drive Hole

JOKER POKER

PRIZES WILL BE AWARDED
TO THE WINNING TEAMS !!
(raffle following dinner)

NAME	HDCP or last 5 scores	PHONE	LIMITED TO FIRST 72 GOLFERS
_____	_____	_____	Make check payable to JANUS OPEN GOLF
_____	_____	_____	Mail entry form to JANUS OPEN GOLF 200 7th Avenue Santa Cruz, CA. 95062
_____	_____	_____	
_____	_____	_____	Extra Dinner Tickets __$25.00

You do not need a team to enter ! You will be placed on a team based on your handicap.

I will need ___ extra tickets.

Appendix H
Scoring

Scoring involves adding up the scores of the official scorecards correctly and presenting the information. The options for scoring and presenting scores should be discussed with the course so the desired method can be chosen.

The golfers are responsible for keeping their own score; recording how many strokes it took on each hole. For example, in a scramble tournament there will be one score per foursome on each hole. The players are not responsible for the total score. It is the responsibility of the scorer to correctly add up each nine hole score. The sum of the two nine hole scores will equal the gross score. The handicap is then subtracted from the gross score (if applicable) and the remainder equals the net score.

Some golf courses will do the scoring for a tournament but it may incur a fee. Depending on the course, there may be a computer available that can do the scoring. This makes the process much quicker and easier, especially if there are numerous participants. However, not all courses have a computer that is set up to do this. If the scores are being done manually, it is beneficial to have at least two people doing the scoring. One person can tally the scores while the other records the scores.

In presenting the information, it is favorable to be able to display the scores so they can be viewed by the golfers. Some golf courses may have a scoreboard that can be utilized. The scoreboard should be neatly written and contain the names of each individual or team and their corresponding scores (gross and net). Another option is to calculate the scores and reserve the information until a designated time during the post event gathering. At this time, the winners can be identified and presented with their prizes.

Appendix I

Handicapping

The purpose of handicaps is to allow players, who have varying degrees of playing skill, the opportunity to compete on an equitable basis (PGA, 1988). A handicap is the average score, expressed in strokes over par, for an individual. For example, an individual with a 15 handicap will average 15 strokes over par for an 18 hole course.

There are numerous ways to handicap an event. For the sake of simplicity, two easy and basic methods of handicapping will be presented. For a charity tournament, you want to be able to handicap the event fairly for both those with established handicaps and without established handicaps.

It should be noted on the entry form that a person does not need an established handicap in order to participate. All that is needed is the score from their last three or five rounds of golf. If the last five rounds of golf are requested, the highest and lowest scores are dropped and the remaining three are averaged and the individuals handicap is figured based on this number. This discounts the lowest score since it may be a result of ego anyhow, as well as prevents securing a higher handicap by reporting a false high score. Or, if the last three scores are requested, the average of the three is simply utilized.

The options presented are handicapping options for scramble tournaments since this is the format that has been recommended for fundraising tournaments. The first option is to take 10% of the the total team handicap and subtract it from the gross score (J. Murray, personal communication, October 15, 1996). Thus, if a foursome had individual handicaps of 7, 11, 19, and 23, the total team handicap would be 60 with 10% of the team handicap being six. Thus, six strokes would be subtracted from the gross score. The second handicapping option is found in Table Ia and was acquired through an interview with the Director of Sales and Marketing for Pasatiempo Golf Club (R. Apolskis, personal communication, October 2, 1996).

Table Ia

Handicapping Golf Scores

Handicap	Average Score	Adjustment
0-9	70-79	+1
10-19	80-89	0
20-29	90-99	-1
30+	100+	-2

Applying this handicapping method to the individual handicaps of 7, 11, 19, and 23, no adjustments are made as one stroke is subtracted for the high handicapper but one is added for the low handicapper.

Either handicapping option would be appropriate for a charity tournament. The first option provides a very fair system of handicapping individuals with high and low handicaps alike (J. Murray, personal communication, October 15,1996). The second system of handicapping is one of the easiest and quickest ways to handicap an event (R. Apolskis, October 2, 1996).

Appendix J

Tee Prize Suggestions

Mugs

Golf Towels

Golf Balls

Tees

Shirts (with name and logo)

Sweatshirts (with name and logo)

Vest

Hat (with name and logo)

Visor (with name and logo)

Divot repair tool

Golf Umbrella

Snacks (peanuts, cookies, gum, etc.)

Travel bag

Sport watch

Any golf related item

Appendix K

Sample Sponsor Sign

This hole sponsored by

First National Bank

27 Pacific Avenue, Santa Cruz
426-1578

Appendix L

Sample Volunteer Chart

Activity	Contact Person	# Volunteers Needed
Registration		
Beverages		
Joker Poker Holes		
Raffle Hole		
Hole in One Witnesses		
Raffle Ticket Sellers		
Blindfold Hole		
$5.00/50 yds.		
Putting Contest		

Appendix M

Sample Rule Sheet

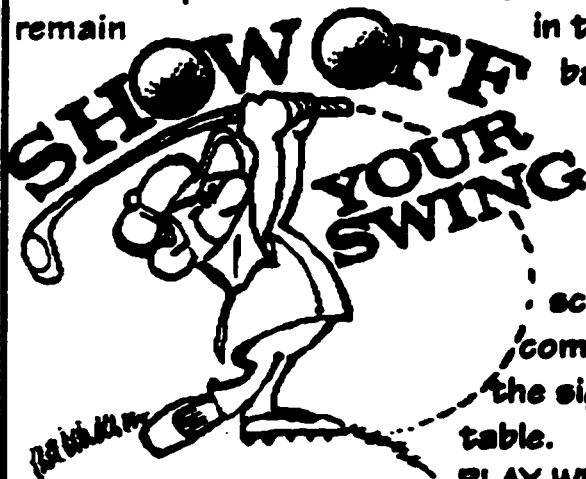# 1st Annual JANUS Open

RULES OF PLAY

Format will be a 4 person scramble, each players tee shot must be used a minimum of 2 times.

Mulligans will be available for those players who wish to purchase them prior to the tournament at $5.00/ Mulligan.

Mulligans may be used at any time EXCEPT to QUALIFY for Long Drive or Closest to the Hole.

On each hole, each player will tee off, the best shot will be chosen, all players will then play from the selected spot. Play to continue in this manner to the conclusion of each hole.

For all shots "through the green" which is fairway and rough, ball must be played within one club length, NO NEARER THE HOLE. Any ball in a trap or hazard may be moved one club length, but must remain in the trap or hazard. On the green, ball must be played within 6 inches of the spot. DO NOT "TAP IN" MISSED PUTTS, OR THAT SCORE MUST STAND!!!

Consult the back of your scorecard for all Local Rules. At the completion of the round, please turn in the signed scorecard to the scorer's table.

PLAY WELL, & HAVE FUN :)

References

Bearse, W.F. (1984). Annual golf tournament can be a lucrative event. Athletic Business, 8, 100-102.

Brody, R., & Goodman, M. (1988). Fund-raising events - strategies and programs for success. New York, NY: Human Sciences Press.

Hamilton, C. H. (1994). The coming boom in giving: how you can benefit. Nonprofit World, 12, 8-12.

Lauer, L. (1995). How to use a total marketing approach to renew your organization and make an impact. Nonprofit World, 13, 51-55.

Professional Golfers Association. (1988). PGA tournament manual. United States.

Parkhouse, B. L. (1991). The management of sport. St. Louis, MO: Mosby Year Book.

Redwine, B., & Redwine, S., (1994). A quick study in fund-raising ideas. Campus Activities Programming, 27, 50-52.

Shaw, R. T., & Semenik, R. L. (1989). Marketing. Cincinnati, OH: South-Western Publishing.

Staecker, D., & Reid, J., (1994). Understanding the fundraising process: eights steps every nonprofit leader must know. Nonprofit World, 12, 8-10.

Siderowf, T. (1994). How to run a charity event. Golf Digest, 45, 104-106.

Stanton, W. J., Etzel, M. J., & Walker, B. J., (1994). Fundamentals of Marketing. New York, NY: McGraw-Hill.

United States Golfing Association. (1994). USGA handicapping system manual. United States.

Appendix B

Contributing Individuals

Ray Apolskis: Director of Sales and Marketing for Pasatiempo Golf Club in Santa Cruz, California and an extensive tournament organizer.

Evelyn Brown: Second year Tournament Coordinator of The Monterey Bay Summer Classic, a fundraising tournament benefiting the Girl Scouts of Monterey Bay.

Marianne Carson: Assistant to the President of Coast Commercial Bank in Santa Cruz, California and an active charity tournament chairperson.

Chris Duff: Thirteenth year Tournament Coordinator for a charity tournament benefiting Multiple Sclerosis Community Services (MSCS) of Salinas, California.

Gary Loustalot: Director of Golf at De Laveaga Golf Course in Santa Cruz, California.

Joel Murray: Former Tournament Coordinator of the Aptos Seascape Men's Club. Committee member of the Dan Bilardello Celebrity Golf Tournament, a ten year tournament benefiting the American Cancer Society and included professional baseball players.

Carolyn O'Donnell: Originator and three year tournament Coordinator of the Monterey Bay Summer Classic, a charity tournament benefiting the Girl Scouts of Monterey Bay.

Appendix C

Interview Questions

1. How accurate of a framework do you feel the four functions of management are for a manual on how to organize fundraising golf tournaments?

2. How far in advance should planning begin and what are the first steps that need to be taken?

3. How important is the tournament committee and what role do they play?

4. What is the best way to inform the media of your event?

5. What is the best approach for marketing a fundraising golf tournament? What type of marketing plan is developed?

6. How do you go about getting sponsors, donors, and local backing for the tournament?

7. How do you coordinate the volunteers that are needed?

8. How important is evaluation and what sort of evaluation process do you use?

9. How many categories of winners should a fundraising tournament have?

10. What type of prizes are most appropriate for this type of event?

11. What type of activities, other than the tournament itself, add to the success of the event?

12. What makes a fundraising tournament successful?

52

Appendix D

Evaluation of Fundraising Golf Tournament Manual

Please respond to the following survey questions by circling the number that you feel is most appropriate (1=strongly agree, 5=strongly disagree). If desired, please feel free to add comments and suggestions after each question. Any and all input is valuable as it is the desire of the author to produce a manual that is as useful as possible.

1. The content of the manual is well organized.   1 2 3 4 5

2. The manual is simplistic and understandable.   1 2 3 4 5

3. The manual gives accurate and thorough insight into the   1 2 3 4 5
    process of organizing a fundraising golf tournament.

4. The functions of management are an appropriate means of   1 2 3 4 5
    presenting the information.

10. The procedure for the day of the tournament is thorough   1 2 3 4 5
    and accurate.

11. The role that leadership is given in the overall success of   1 2 3 4 5
    the event is appropriate.

12. The information presented on evaluating the tournament   1 2 3 4 5
    can be effective.

13. If one was to organize a golf tournament for the first time,   1 2 3 4 5
    this manual would be a realistic and useful source of
    information.

Additional comments and suggestions:

Appendix E

Evaluators

Dan Bilardello: Ten year Tournament Coordinator for the Dan Bilardello Celebrity Golf Classic, a celebrity tournament featuring professional baseball players and benefiting the American Cancer Society.

Evelyn Brown: Second year Tournament Coordinator of The Monterey Bay Area Summer Classic, a fundraising tournament benefiting the Girl Scouts of Monterey Bay.

Tom Dempsey: Former assistant Golf Professional at Aptos Seascape Golf Course.

Christine Kidwell: Political consultant whose job entails campaign management and extensive public relations.

Len Mayfield: Former Tournament Chairman and Men's Club President for Aptos Seascape Golf Course.

Matt Murray: Committee member of all Dan Bilardello Celebrity Golf tournaments in addition to an extensive player/organizer of a variety of fundraising tournaments.

Joel Murray: Former Tournament Coordinator of the Aptos Seascape Men's Club, committee member of all Dan Bilardello Celebrity Golf tournaments and an extensive player/organizer of a variety of fundraising tournaments.

Carolyn O'Donnell: Originator and three year tournament coordinator of the Monterey Bay Area Summer Classic, a charity event benefiting the Girl Scouts of Monterey Bay.

Appendix F

Evaluation Results

	Evaluators							
	#1	#2	#3	#4	#5	#6	#7	#8
1. The content of the manual is well organized.	1	1	1	2	1	1	1	1
2. The manual is simplistic and understandable.	1	1	2	1	2	1	1	2
3. The manual gives accurate and thorough insight into the process of organizing a fundraising golf tournament.	1	1	2	1	1	1	1	2
4. The functions of management are an appropriate means of presenting the information.	1	1	1	1	2	1	2	1
5. The role each function of management plays in organizing a tourna-ment is made clear.	1	1	1	1	1	1	1	1
6. The extent to which marketing is used in organizing a tournament is presented accurately.	1	2	1	1	1	1	1	1
7. The purpose and importance of developing a well organized committee is conveyed accurately.	1	1	1	1	1	1	1	2

	#1	#2	#3	#4	#5	#6	#7	#8
8. It was made clear that not all committees will require the same committee protocol presented. Rather, committee functions should be tournament specific.	1	3	2	1	2	1	1	1
9. The protocol for acquiring sponsors and donors is accurate and presented clearly.	1	2	1	1	1	1	1	1
10. The procedure for the day of the tournament is thorough and accurate.	1	1	1	1	1	1	1	1
11. The role that leadership is given in the overall success of the event is appropriate.	1	1	1	1	1	1	1	1
12. The information presented on evaluating the tournament can be effective.	1	2	1	1	2	1	1	1
13. If one was to organize a golf tournament for the first time, this manual would be a realistic and useful source of information.	1	1/3	1	1	1	1	1	2

April 12 ,1996

Dear Publisher,

I am a graduate student at San Jose State University in

San Jose, California. I am writing to request permission

from the author to reproduce a figure contained in a

1992 issue of Sport Marketing Quaterly. I would like to

to use it in my review of lierature for my thesis. It

is figure 1 on page 42 and is titled:

Figure 1. Components of Fundraising

The author and title of the journal are:

EDIT LINE REQUIRED:

On Stier, W.F. (1992). Understanding fundrasing in sport: the

conceptual approach. Sport Marketing Quarterly, 1, (1),

41-46. *Fitness Information Technology, Inc. Morgantown, WV*
Reprinted by permission

26504-4425

Your assistance is greatly appreciated!

Sincerely,

Jeanne S. Tinkess

My address is: Jeanne S. Tinkess

                   660 Sugar Pine Rd.

                   Scotts Valley, Ca. 95066

                   (408) 438-1578

5/20/96
Approved, provided
credit line accca to
included in thesis
No fee required

April 24,1996

Dear Publisher,

I am a graduate student at San Jose State University in

San Jose, California. I am writing to request permission

from the author to reproduce a table contained in a text

book. It is table 9-3 on page 137 and is titled:
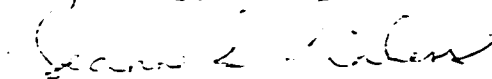
Managerial functions.

The author and title of text are:

Parkhouse, Bonnie L. (1991). The management of sport; its

foundation and application. St. Louis, MO: Mosby-Year Book.
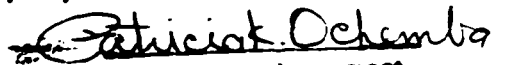
Purpose for request = Thesis

Your assistance is greatly appreciated!

Sincerely,

Jeanne S. Tinkess

My address is: Jeanne S. Tinkess

660 Sugar Pine Rd.

Scotts Valley, Ca. 95066

(408) 438-1578

August 5, 1997

Dear Jeanie:

Thank you for your telephone call asking permission to reprint items from the *NONPROFIT WORLD*. The Society for Nonprofit Organizations is happy to grant permission.

The Society requests that you include on the reprints the following note:

This article was published in the *NONPROFIT WORLD*, (Volume 1, #6,), and is reprinted by permission. The *NONPROFIT WORLD* is published by The Society for Nonprofit Organizations, 6314 Odana Road Suite 1, Madison, WI 53719 (608-274-9777).

Many thanks for your interest.

Sincerely,

Jill Muehrcke
Editor, *NONPROFIT WORLD*