

# ***2009 Tournament Managers Seminar***



**2009 Summer NABC**

**Friday, July 24 Washington, D.C.**

**By Ken Monzingo**

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## Negotiations: The Partnership



Developing a partnership with your host venue is critical. The hotel is your friend. The hotel is your business partner. Nothing is gained by putting unnecessary demands on them; they have a job, you have a job. The best way you will get what you want and need is if they feel you are important to their job. The hotel is your present and future partner if you are to be successful.

We are (or can be) at big disadvantages in our negotiations due to the lowball prices we insist upon. We don't pay rent, we don't spend much in their restaurants, we don't spend much in their bars, and we don't pay rack rates for guest rooms, or full rate parking. We make up for it some by cultivating mutual respect and by purchasing multiple food & beverage (F & B) functions for our players.

However, compared to just about any other major association, we are cheap. It's not that we're bad guys, it's just that mostly our people are here on their own nickel. No expense accounts, no corporate accounts, no vacation money. Nothing. The hotel might understand this, but, if they think about it long, and see poor results from us, they won't like it. Trust me on that.

The primary attributes we have going for us are: dependable repeat business, filling meeting and sleeping rooms in their slow times, a very sound treasury, and lots of smoke and mirrors.

## Understanding Venue Contracts & Agreements

- You need insight into the process, and should always beware of what is not obvious.
- Guarantees will make or break your tournaments ... *Read - reread - the small print!*
- Study, and learn from memory, every term of your contract - ask many questions.
- Prepare a mental list of "needs and wants" clearly identified as such - review it often.
- Let the venue know which points are hard and fast, and which can be negotiated.
- Be prepared for not only which items you can give on, but know how far you can go.
- Get it all in writing. Don't figure you have a permanent relationship with anyone.
- Sales managers and/or convention services managers can change in the blink of an eye.
- Develop winning partnership agreements on *all* aspects. They win, you win, we win.
- Don't expect all successes, there has to be some give and take ... Play poker, but bluff.
  - Sometimes you should fold a winning hand to win a larger one later.



## Once Basic Venue Agreements are in Place

- Remember, we are here for only one week. They have 51 other weeks to fill.
- Be patient and cognizant of hotel time frames. They have lots of other customers.
- Openness and cautious honesty about what you have to spend and need to accomplish usually leads to mutually acceptable agreements - especially with the catering manager.
- Don't plan too much too early, but set agreeable partnership deadlines and meet them.
- Beware of the little extras: extra mikes, extra rooms, extra presentation equipment, etc
- Schedule at least one pre-con meeting with heads of all hotel departments.
  - Learn hotel department heads and contacts by their first names and cell numbers.
  - Make note of who's on duty at all hours of the day - especially late night.

### Dirty Dozen initial Hotel Negotiation Check List

1. Make Workable Food & Beverage Guarantees - update often.
2. Get Ample Staff Rooms and Staff Room Rates - ask and ye shall receive.
3. Discuss all Terms of accrued Comp Rooms.
4. Understand Attrition and Forgiveness - ask if accrued comp rooms count?
5. Request a computer link to Daily Room Night counts (Passkey, etc).
6. Ask for full day for Move In and ample Move Out time. Ask about loading docks.
7. Define our bridge player Heating & Cooling problems to everyone who'll listen..
8. Insist on maximum Lighting & ample Water Stations and constant inspection.
9. Don't leave without obtaining some Parking Discounts and In-'n-Out procedures
10. No Resort Fees Please!, Reduced or no Internet Access charges.
11. BEWARE! Audio/Visual Charges will bite you hard, including director mikes.
12. Insist on clean (especially ladies) Rest Rooms and lots of paper (yes, insist).

*Get all you can in writing! Remember Hotel CSM & staff members change very often.*

### Questions on Attrition et al you should ask Hotel

- Ask for a late bridge rate reservation cut-off date - the later the better of course.
- How long will the hotel sell rooms at the bridge rate *after* the cut off date?
- If short of our guarantee, can we release room nights on a daily basis? (Doubtful)
- Attrition: Can we release 5% on one night and 5% on another night? (Doubtful)
- Does the 10% mean of the total block? (By their definition, not ours)
- Does this mean 10% of total block or 10% of each night for different nights?
- If you don't make your block guarantee, what are the negotiable survival options?
- If walk-in rates are lower than bridge rates will the hotel renegotiate? Or forgive shortage?
- Are room kickbacks available? If so, how and to whom, and what are the terms?

# Your Tournament Budget



Expenses include director fees, (plus their housing, travel & per diem), caddies & the caddie master, daily bulletin printing & editor, advertising, food & beverage commitments, Hospitality Suite, awards, prizes, appliques, hand records, free plays, sanction fees, flyers and banners, web site, pre-duplicated boards, decorations, chairman expenses, entertainment, etc

- Income is the number of *paid* tables, depending on your entry fees @ \$40-\$60/table.
- Sponsorship, fundraisers, etc are difficult to find or do, but stretch the budget nicely.
- I study your budget often and work on correcting/altering it. I do mine every single day!

## Pacific Southwest Regional, April 2-8, 2007

### Estimated Expenses

|                                          |        |
|------------------------------------------|--------|
| ACBL Bulletin Ad                         | \$300  |
| Forum Ads                                | 600    |
| 2007 I/N Mailing                         | 385    |
| ACBL Sanctions                           | 7671   |
| WC Sanctions                             | 4224   |
| Give-Aways                               |        |
| Appliques Easter Egg                     | 170    |
| T-Shirts 2009 NABC                       | 250    |
| Labor                                    |        |
| Ken Monzingo per diem 7 @ 75             | 525    |
| Leticia Magana artwork                   | 100    |
| Sergio Mendivil computer work            | 100    |
| Ken Mileage \$30 (Sam's Card)            | 30     |
| Daily Bulletins 7 @ 100                  | 700    |
| Photography                              | 100    |
| Hotel Tips                               | 150    |
| Web Site Maintenance                     | 150    |
| Directors 16177 1425 4679 3936 =         | 26,217 |
| Caddies & set up                         | 3805   |
| Bridge Supplies Dischner                 | 3100   |
| Pre-duped Boards                         | 1000   |
| Hospitality Suite                        |        |
| Candy & Hospitality Suite 252 + 893 65 = | 1210   |
| Office Staples supplies inc Lecture pads | 65     |
| Printing                                 |        |
| Daily Bulletins                          | 979    |
| 2006 Flyers                              | 801    |
| Free Play Certificates                   | 40     |
| Hotel                                    |        |
| Food & Beverage                          | 24,500 |
| Audio/Visual (mikes)                     | 920    |
| Offices Re-Key (3)                       | 300    |

*Sample Regional Budget*

## Hospitality: The player's new Best Friend



- Host a Player Hospitality Suite if you choose (I don't).\*
  - This usually hurts hotel business for their dinner and/or cocktail hour.
  - Could be a liability or problem if you serve too much hard liquor.
  - Tends to be the same crowd daily - especially if drinks are offered.
- Nightly Player Food Functions
  - Ask for non-finite, hard to count, items like soups, or chile.
  - Finite items that are easily counted: ice cream bars, sandwiches.
  - Order about 80-85% of the current house attendance.
  - Stay in the \$4.00-\$6.00/person range, *before* gratuity/tax.
- Sunday Lunch: comp it, or subsidize it, or neither (charge for it)?
  - Comp is best, but finances & expenses often determine otherwise.
  - Include this in your F & B contractual commitments with catering.
- \* Hospitality Suite may best used as a perk for early (10:00/3:00) players lunch.
- Table give-always are disruptive, messy, time consuming, often unappreciated.
- The Hospitality budget is usually determined by your venue F & B agreements.

## How much to Spend?

- You can use a Hospitality Per Table Allowance (not my favorite).
  - Varies greatly by venue charges & estimated attendance.
- Using Previous Year's accounting with current economy precautions.
  - Balance expectations against prior profit/loss budgets.
  - What is expected this year? What is acceptable? What is out of line?

## Section Top Awards



- Many major suppliers online -- shop there often, stay in \$4.00-6.00 range.
  - Buy in large quantities, ask for price breaks, sale items, and close outs.
  - Popular: T-shirts, stuffed animals, clothing bags, convention card holders.
  - Not very Popular: Coffee cups, cheap pens, playing cards, medallions.
  - Google up: Stumps, Shindigs, Windy City, Oriental Market decorations.

## Custom Applique & Decoration suggested suppliers



- Online Appliques: [advanteemb@optonline.net](mailto:advanteemb@optonline.net) (Darren) is good and inexpensive.
- Promoting You, Inc. [jim@promotingyouinc.com](mailto:jim@promotingyouinc.com) (Jim Davidson)
- Ted Rogers of Palm Springs: [thespian.tr@gmail.com](mailto:thespian.tr@gmail.com)
- Order large quantities @ 40-50 cents each - usually with a \$40-\$60 set up fee
- For decorations I like Oriental Marketing, Stumps, Shindigz, & Windy City

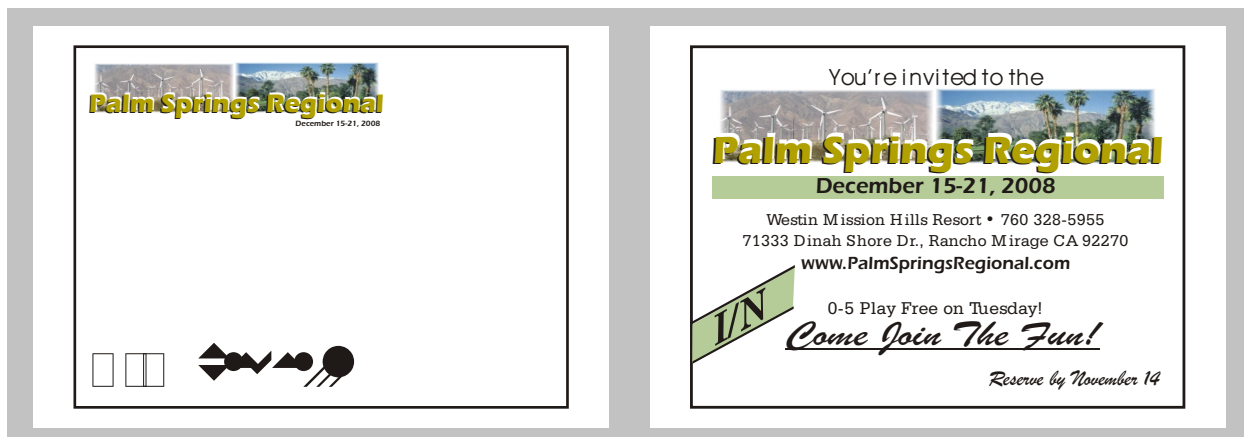


## ***ACBL Bulletin Ads (160,000 circulation)***

- Expensive @ \$920 half page, 160,000 circulation (also online at [www.acbl.org](http://www.acbl.org)).
- Place as stand alone ad or as a combo with other district regionals (share the cost).
- *Bulletin* deadlines are brutal compared to others - prepare ad early, 2-3 months out.

## **I/N Invitation Post Card mailings**

- Very Expensive project but can be effective, especially good for new customers.
  - I/N Post Card invitation Production: design about \$50.
  - Printing: about \$200 (if printing at least two tournament cards at a time).
  - Ink Jet card labeling at the printer about \$100.
  - Postage: Using a postage permit: about \$300 (2009 rates).
- I/N Labels: Order from ACBL via Head Director. Usually mail 1200 or less pieces.
- You may select prime zip codes to mail your regular tournament flyers as well.



*Sample Post Card, front and back*



# The Tournament Web Site



*Sample Web Page*

## Production charges: webmaster

- Normal Web Site construction charge: \$100-200
- Domain Name (annual charge \$10-20)
- Monthly cyber monthly space charge (\$7.50)
- Link your site to ACBL web pages and to ACBL regional tournaments page.

## Include Hotel Reservation Information

- Post a hotel reservation link with bridge rates (get a Passkey computer link from host hotel).
- Include a history, photos and/or virtual tours of the venue, the property, and the host city.
- Show adjoining or nearby shopping areas and favorite eateries, or maybe alternate hotels.

## List all your Tournament Contacts

- Tournament Chairmen, phone & e-mail
- Caddie Chairman, phone & e-mail
- Partnership Chairman, phone & e-mail
- Display both Tournament Schedule & Daily Activities

## Features: Tournament Highlights

- Guest Speakers, Teaching Seminars, Workshops, Entertainment
- Special Games, GNT, NAP, I/N, Barometer, IMP Pairs, B-A-M etc.
- List your Daily and Nightly Hospitality and location.

## Daily Tournament Schedule (back side of your flyer)

- Work the play schedule out in detail with the head director - trust him/her.
- Do not be too creative on your own, ask questions and do what works.
- Discuss daily starting times and alternatives before setting them.
- Final schedule must be okayed by ACBL's Butch Campbell.

# Free Online Publicity

## E-Mail Blasts at no charge

- ACBL will send an e-blast to requested districts; include tournament sanction number.
- Starwood Properties and others will send e-blast they produce to *their* list; a nice perk.
- Your local ConVis may send an e-blast if you ask; surely worth a try.
- Ask a local travel agent to sell a group rate tournament package and to use their e-list.



*Sample e-mail Blast*

## Free Print & TV publicity



- Convis may donate city flyers, maps or host venue literature and sometimes provides city registration gifts and supplies.
- Plant news stories (and photos) early with the home town daily & weekly newspapers, plus monthly periodicals.
- Invite your local TV station news directors to send crews to the tournament - arrange an interview with someone special.
- Daily Bulletins should include stories or ads promoting your next unit/district upcoming regionals (twice is good).

# Tournament Directors

## Current *per session* rates from ACBL



- National & Assistant National Directors: \$155 plus per diem (varies)
- Associate Tournament Directors: \$142 plus per diem
- Tournament Directors (TD): \$115 plus per diem
- Tournament Assistants (TA) rates are negotiable
- Mileage and per diem are IRS allowable (currently \$0.56/mile)
- Be informed, directors *do not* get these full session fee amounts.
- You may request a preferred Head Director.
- You may reject any director you do not want.

## The ACBL Regional Tournament

- Some Current Regional Entry Fees
  - District 17: Arizona, Colorado, New Mexico, Nevada \$11.00
  - District 20: Oregon, Reno, \$10.00
  - Hawaii: \$12.00
  - District 21: Bay Area California \$10.00
  - District 22: Southern California \$11.00
  - District 23: ALACBU (Los Angeles County) \$11.00
  - District 24 New York \$15.00
  - NABC Regional events: (\$20.00 NABC+ events) \$16.00

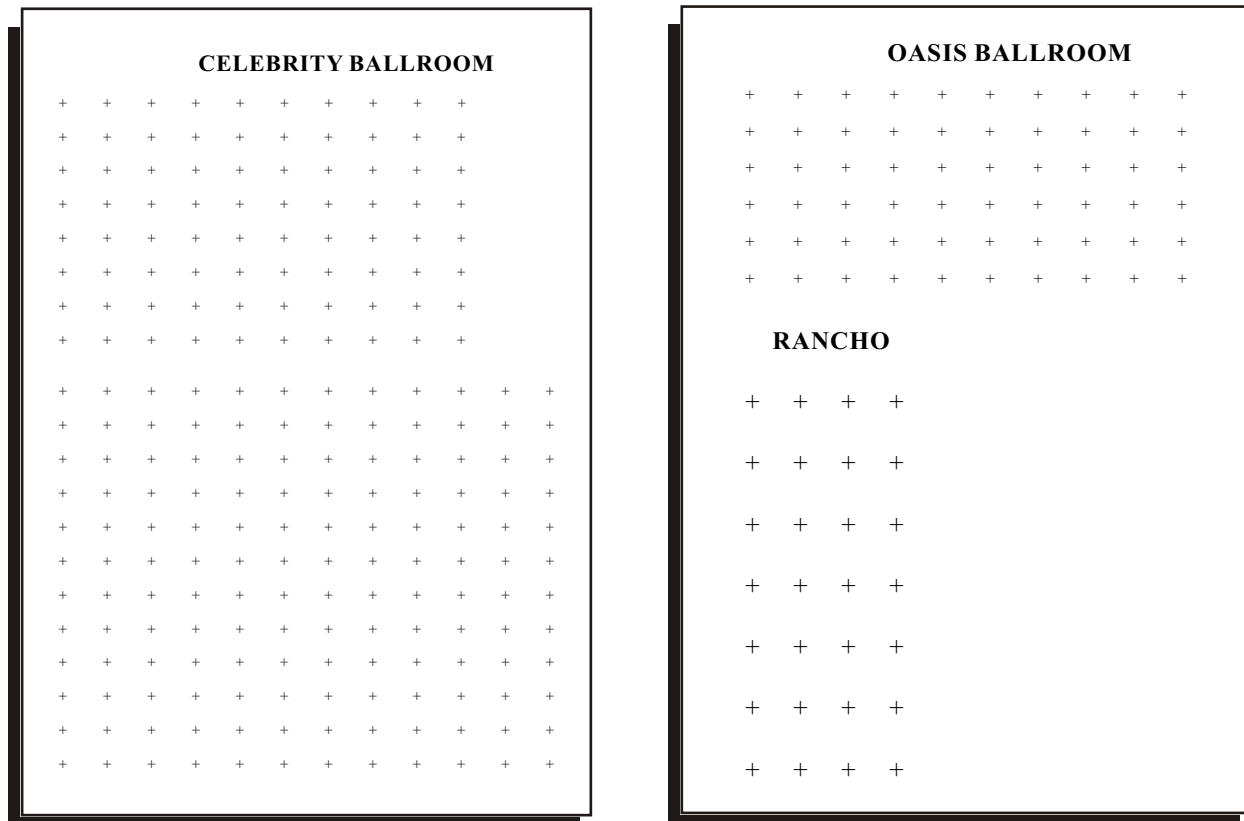
## Tokes and Personal Expenses

- Your overpayment pauper wages are negotiable Ha! ... invest wisely!
- You should draw about \$30-\$50 a day in five's & tens to toke worthy hotel workers.
- All your travel and out-of-pocket expenses should be reimbursed - keep receipts.
  - Mileage, Postage, Printing, Office Supplies, Decorations, Gifts, e.g.



# Playing Room Floor Layout

- Floor tables: (1300-table) 120; (1500-table) 160; (1700-table) 200; (3000-table) 320
- Card tables should be separated by 8-foot centers, a little more is better, less is tight.
- Use 80-90 sq. ft. of space per table on the floor (70 is tight) - again, more is better.
- Office space is needed for the head director, also desired for caddie room and storage.
- Secure a private work room for pre-duplicating the bridge boards - if you do so.
- A lobby/foyer is preferred for tournament/city information and hospitality tables.
- Direction signs should be clear throughout as to where games are sold and played.
- If a snack bar is used, it should be near any 10:00/3:00 early games' lunch break.
- Allow ample floor space for several water stations, entry selling area, supplies tables.
- Have several large trash cans spread out strategically throughout the playing area.
- What are the hotel's rules about hanging our Knockout brackets on walls? Find out.
- You need a large, visual area for the bookseller, away from the game entry sellers.
- *Every one of the above are very important!*



*Sample playing room layout*



# Monitoring Room Night Sales

*Starwood, and other hotel chains will provide a critical online link to your daily attendance "pick up" and "delegate" lists - ask for one. Important and interesting!*

- Log on and check your "pick ups" daily - very vital predictions for catering & staffing.
- Project your final room tally by comparing against past year's tournament room nights.
- Beware of huge numbers of cancellations in final week - it's guaranteed to hurt!
- Be prepared to reduce your block when necessary ... stay aware and don't get short listed.
- Be familiar with your clientele - who's coming, who's missing - call 'em up!
  - Check for clients who bring pros with them - send them personal invites.
  - If needed, make sure all district board members have rooms - check with them.
  - Verify that all your comps and staff rate rooms are assigned correctly.

The screenshot shows a web browser window with the URL <http://www.starwoodreporting.com/StarGroups/Reports/reportBuilder.asp?reportID=387722&ReportingName=48492526>. The page title is "STAR groups reports builder" and the sub-header is "Pickup List". The report is titled "Historical Pickup" and is for "1008 - The Westin Mission Hills Resort & Spa" and "2076 - American Contract Bridge League". The report shows data for the period from 11-Dec-08 to 26-Dec-08. The data is presented in a table with columns for each date and a total column. The rows include Contracted, Total Sold, Over / Under, No Shows, and Cxls.

|              | 11-Dec-08 | 12-Dec-08 | 13-Dec-08 | 14-Dec-08 | 15-Dec-08 | 16-Dec-08 | 17-Dec-08 | 18-Dec-08 | 19-Dec-08 | 20-Dec-08 | 21-Dec-08 | 22-Dec-08 | 23-Dec-08 | 24-Dec-08 | Total |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------|
| Contracted   |           |           |           | 57        | 301       | 403       | 453       | 453       | 403       | 303       | 70        |           |           |           | 2,449 |
| Total Sold   | 0         | 0         | 3         | 42        | 278       | 371       | 408       | 408       | 346       | 267       | 69        | 1         | 1         | 0         | 2,192 |
| Over / Under |           |           |           | -15       | -23       | -32       | -47       | -45       | -57       | -36       | -7        |           |           |           | -262  |
| No Shows     | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0     |
| Cxls         | 0         | 0         | 0         | 17        | 52        | 57        | 65        | 70        | 57        | 47        | 18        | 0         | 0         | 0         | 383   |

*Sample*

## Monitoring Room Nights Palm Springs Regional, December 15-21, 2008

|                        |      |                      |      |                       |                   |
|------------------------|------|----------------------|------|-----------------------|-------------------|
| August 26 . . . . .    | 411  | October 22 . . . . . | 1642 | November 6 . . . . .  | 2023              |
| September 2 . . . . .  | 632  | October 24 . . . . . | 1686 | November 7 . . . . .  | 2036              |
| September 14 . . . . . | 919  | October 28 . . . . . | 1771 | November 10 . . . . . | 2106              |
| September 22 . . . . . | 1006 | October 29 . . . . . | 1788 | November 11 . . . . . | 2125              |
| September 24 . . . . . | 1075 | October 30 . . . . . | 1803 | November 14 . . . . . | 2162              |
| September 25 . . . . . | 1118 | October 31 . . . . . | 1817 | November 16 . . . . . | 2167              |
| September 29 . . . . . | 1184 | November 1 . . . . . | 1844 | December 1 . . . . .  | 2239              |
| October 1 . . . . .    | 1272 | November 3 . . . . . | 1908 |                       | 329 cancellations |
| October 13 . . . . .   | 1508 | November 4 . . . . . | 1954 | December 2 . . . . .  | 2192              |
| October 14 . . . . .   | 1529 | November 5 . . . . . | 1975 |                       | 383 cancellations |

*Sample*

## Staff Rate Rooms

- Normal hotel allotment is 10-20 staff rate rooms, we ask for more, but not expected.
- Traditionally a staff rate is about 70-80% of the convention (bridge) rate.
- Best staff rate usage is for the directors, since we are responsible for their rooms.
- Staff rate rooms used should always apply towards your total room night guarantee

## Directors Room List

- Estimated Directors needed: Small Regional 6; Medium 8; Large 12; Very large up to 18.
- Head Director will provide you their directors list with their arrival/departure times.
- Directors often prefer to pay their rooms themselves, that's okay, make sure hotel knows.
- Director lodging can be rectified by HD and a full report given to you and the treasurer

### Sample Rooming List

#### Rooming List

|                                                 |          |               |
|-------------------------------------------------|----------|---------------|
| Two Bedroom Suite Charles & Louise Rhea         | 12/14-22 | Comp          |
| Resort Suite for Dan Morse 2008 ACBL President  | 12/15-22 | Comp          |
| Resort Suite for Jim & Corinne Kirkham National | 12/14-22 | Comp          |
| Resort Suite Jerry Fleming 2009 ACBL President  | 12/17-22 | House Account |
| Resort Suite upgrade CEO Jay Baum or TBA        | 12/14-22 | House Account |

#### House Account

|                |          |     |   |
|----------------|----------|-----|---|
| Audrey Grant   | 12/14-16 | ROH | 3 |
| Jody Pedri     | 12/18    | ROH | 1 |
| Bill Grant     | 12/18    | ROH | 1 |
| Alice Leicht   | 12/18    | ROH | 1 |
| Joe Conti      | 12/18    | ROH | 1 |
| Bart Friedberg | 12/18    | ROH | 1 |

|                                                          |          |   |
|----------------------------------------------------------|----------|---|
| Resort Suite upgrade for<br>Jerry Fleming ACBL President | 12/17-22 | 5 |
| Resort Suite for upgrade<br>CEO Jay Baum or TBA          | 12/16-21 | 5 |

**Tournament Directors** (put Ken Monzingo, Roberta Grubb and as many tournament directors as possible in Bldg 5 ... other directors in Bldg 6 if possible)

|                     |          |                 |               |
|---------------------|----------|-----------------|---------------|
| Betty Bratcher      | 12/14-22 | <b>Room 501</b> | Staff Rate    |
| Dianne Barton-Paine | 12/15-21 | Bldg 5          | Staff Rate    |
| Nancy Boyd          | 12/15-22 | Bldg 5          | Staff Rate    |
| Scott Campbell      | 12/15-21 | Bldg 5          | Staff Rate    |
| John Gram           | 12/15-21 | Bldg 5          | Staff Rate    |
| Patty Holmes        | 12/14-21 | Bldg 5          | Staff Rate    |
| William Michael     | 12/15-21 |                 | Staff Rate    |
| Jean Molnar         | 12/15-21 | Bldg 5          | Staff Rate    |
| Matt Smith          | 12/15-22 | Bldg 5          | Staff Rate    |
| Gary Zeiger         | 12/15-22 | Bldg 5          | Staff Rate    |
| Arleen Harvey       | 12/16-21 |                 | Bldg 6 or ROH |
| Peter Knee          | 12/15-20 |                 | Bldg 6 or ROH |
| Gloria Lee Ray      | 12/16-20 |                 | Bldg 6 or ROH |
| Michael Weber       | 12/16-19 |                 | Bldg 6 or ROH |
| David White         | 12/16-19 |                 | Bldg 6 or ROH |
| William Wittmann    | 12/15-21 |                 | Bldg 6 or ROH |

#### 44 Accrued Comp Rooms (assuming 2200)

|               |          |               |   |               |
|---------------|----------|---------------|---|---------------|
| Roberta Grubb | 12/14-22 | <b>Bldg 5</b> | 8 |               |
| Ken Monzingo  | 12/14-21 | <b>Bldg 5</b> | 7 |               |
| Teri Atkinson | 12/14-22 | ROH           | 8 |               |
| Ken Horwedel  | 12/14-21 | ROH           | 7 | Bldg 6 or ROH |
| Brian Russell | 12/14-21 | ROH           | 7 | Bldg 6 or ROH |
| Mick Riccio   | 12/15-21 | ROH           | 6 |               |
| TBA           |          |               | 1 |               |

*Sample room list*

## Accrued Comps

- Normal is one comp night accrued for each 50 room nights paid, including staff rates.
- Suggested comp use is for your partnership chairmen and/or caddie chairman.
- Assign unused accrued comp rooms to those worker rooms you must pay anyway.
  - Establish a house account for any room responsibilities not included above.

## Contractual Comp Rooms

- Varies, but usually consists of one or two free 2-bedroom suites for run of tournament.
- Run of tournament means previous Sunday check in and second Monday check out.
- Contract often includes 2-4 complimentary junior suites for your VIPs - ask for 'em.
- Contract often includes a few upgrades: junior suites at regular bridge rates etc - ask.

## Tournament Supplies

- Who furnishes your tournament supplies, and at what cost? Stay on top of this.
- Tables should be cleaned and/or covered in vinyl tops or hotel cotton cloths if available.
- Bid Boxes are very fragile - and difficult to keep updated and shipped - TLC here.
- Look into investing in your own supplies and tables - with storage and transporting.
- Decide if the new electronic table score pads are for you. I like them a lot.
- Duplication of boards is about \$12.50 a set - a duplicating machine runs about \$4000.

### Minimum Supply Needs for Palm Springs Regional December 15-21, 2008

|                                       |                    |                                                         |
|---------------------------------------|--------------------|---------------------------------------------------------|
| Regular Convention Cards              | 16,500             | (33 packs)                                              |
| Swiss Team Convention Cards           | 10,000             | (20 packs)                                              |
| Each color pickup slips               | 9,000              |                                                         |
| Each color team pickups               | 3,000              | (9,000 total)                                           |
| Each color pair entries               | 750                | (white, yellow, green, orange, pink, blue)              |
| Each color team entries               | 1000               | (white, yellow, green)                                  |
| Computer Paper                        | 2 cases            |                                                         |
| Rubber bands                          | 2 big bags size 19 |                                                         |
| Masking Tape                          | 10 rolls           |                                                         |
| Extra Cards                           | 40 decks           |                                                         |
| Pencils                               | 4,000              |                                                         |
| Tables                                | 350+               | (all you have)                                          |
| Boards                                | 30 sets            | (all you have)                                          |
| Table Markers                         | A-Z                |                                                         |
| Bid Boxes                             | all                | (including the ones for D23 sectionals – ok'd by Cecil) |
| Pencil sharpeners                     |                    |                                                         |
| All section markers, poles, standards | A-Z                |                                                         |
| Timers                                | - all we have      | - be sure to send the one with the tripod               |

*Sample*

## Guaranteed Complaints



- Players hate to be cold
- Players hate to be hot
- Players hate to be out of water
- Players hate to pay for parking
- Players hate loud noise
- Players hate long lines
- Players hate senseless delays
- Players hate rude partners
- Players hate rude opponents
- Players hate rude directors
- Players hate dirty rest rooms
- Players hate smokers near the exits
- Players hate over priced meals
- Players hate poor hospitality
- Players hate long announcements.

## Be Prepared

- Be aware and be prepared for all the above - they will come, you *will* hear them!
- The hotel will never believe you about how much water we drink. And ice.
- The hotel will not believe you about the people jams we have at every session end.
- Keep things moving, insist on starting on time, no delays or long lines if possible.
- Be on call at all times or have a qualified assistant available to cover for you.
- Keep your personal bridge play to a minimum (or be very well covered).
- Check with the DIC often to hear complaints relayed to the floor directors.
- Publish firm policies on no smoking, parking, hospitality, and lunch breaks, etc.
- Have a dependable conduct & ethics person ready in case of committee needs.
- Treat the Daily Bulletin as your image - keep it attractive, timely & interesting.
- Do not, under any circumstances, argue with the hotel in public (rarely in private).
- Discuss all player problems with the head director *before* acting on them.
- At tournament end, give the hotel a list of all players who played. Saves room nights.
- Prepare a final report for your board -- one you have updated daily.
- Report on pre tournament, continuity during tournament, and post tournament comments.
- Present a final budget, with receipts, which you have updated throughout.

## Volunteers

- You may need a good Hospitality Person, Probably not yourself or your best friend.
- You need a good Assistant Chairman (not your bridge partner) to cover you.
- You may need a tournament photographer (even if you have to pay one).
- You certainly need a good Daily Bulletin editor (even if you have to pay one).
- You need a good, dependable Partnership Person, or committee, and experienced help.
  - Partnership volunteers are most needed, most used, and most tokened.
  - Have partnership people available for partnership one hour before *each* game.
  - Have chairs for the players to sit in while awaiting partnership pairings.Have a local fill-in or two ready to play in case of a single.

## Free Plays

- Be generous with volunteers, but multiple free plays are for the *worthy* workers only.
- District board members are normally given free plays, noted as such.
- Guest Speakers are normally given one or two free plays per lecture, noted as such.
- Conduct & Ethics persons are often given a free play if they participate on a committee.

## Caddies

- The caddie chairman and the caddies are *not* volunteers - they are paid workers.
  - Caddie chairman about \$300 plus a room for the week; caddies \$25-35/session.
  - The chairman can often double as a caddie and/or as a set up worker.
  - Decide early if you plan to pay any parking for chairmen and/or caddies.
  - The head director is the final word on the caddies as to behavior/work.

## Hospitality

- If you provide a Hospitality Suite, consider the 2-bedroom comp suite (Sunday-Monday).
- Evening food functions are very much appreciated - announce them in the Daily Bulletin.
- Nobody cares who won a door prize (except he/she who won it).
- Fresh fruit is an excellent early day give-away, but can be very expensive from hotel.
- Throwing trinkets on the table during game time usually disrupts and delays play.
- Soft candy is loved, hard candy is a waste and cheapens your hospitality image.
- Players love free coffee.
- Players love free coffee.
- Players love free coffee.
- See above



## ***Questions you may have to Answer***

**The hotel approaches you to give up a meeting room for a wedding party. What do you say?**

- ☐ Poor Bastard!
- ☐ Can I do the cake?
- ☐ Sure, the more the merrier. (marryer?)

**The attendance drops dramatically on Friday and you have ordered 400 Sunday box lunches. What can be done?**

- ☐ Attempt to cut the order down immediately.
- ☐ Bring 'em on and serve seconds.
- ☐ Start rehearsing your excuses for the board.

**You plan a lot of food/booze in the Hospitality Suite. Can you use the bellman to unload your Costco stash?**

- ☐ Not recommended, try the night desk clerk.
- ☐ Sneak it in yourself during the midnight hours.
- ☐ Toke the hell out of the bellman.

**A player is yelling obscenities at the Front Desk Clerk. What do you do?**

- ☐ Invite him to stay with you in your room.
- ☐ Invite him to go visit Aunt Ella for a month or two in Des Moines.
- ☐ Join in the melee and get your two cents worth in.

**Two players get into a real fight at the table. What is your responsibility?**

- ☐ Root for the underdog and call the round.
- ☐ Declare the winner and get out of harm's way.
- ☐ Cry wolf ... aka *"Director, Please!"*

**You are passing out free ice cream bars and you run short with 55 people left standing in the line and still more in the room. What to do?**

- ☐ Pretend you never had any to begin with.
- ☐ Send the caddie master to Ben & Jerry's.
- ☐ Toke the hell out of the hotel server person and look hopelessly lost.

**The hotel will not honor your \$1.00 per cup agreed-upon coffee price for players. You are under attack from 12 red faced screaming players, what now?**

- ☐ Blame it on the lousy economy. Hide in the corner and call for the CSM.
- ☐ Blame it on the insurgent revolution in northern Columbia.
- ☐ Hunt for a very small hotel worker to jump on.

**Your district (or unit) board wants to bring their own bottle wine to their board meeting. Is this possible?**

- ☐ Of course, ask permission, or just hide 'em in your purses.
- ☐ Possible yes, probable yes, practical, yes, pitifully cheap, well yes.
- ☐ Ask President Obama to assign a bipartisan assistant to decide. (None exist.)

**It's 9:30 a.m. and the Daily Bulletins have not arrived. What to do?**

- ☐ Quick, start passing out *US Today*.
- ☐ Recycle yesterday's leftovers with a smile.
- ☐ Call 911 ... aka Kinko's ... and/or get on your bicycle.

**Lucy approaches you and says if you don't switch starting times to 10:00/3:00 she will boycott your backside.**

- ☐ Show her your ... ('show you mine if you'll show me yours).
- ☐ Show her respect - quote numbers and make lots of senseless small talk.
- ☐ Show her no mercy and argue your ... off - don't take this crap!

**The board praises you to your face, but blasts you to hades behind your back. What now?**

- ☐ Take a few members down there with you and set up the room for a real hot game.
- ☐ Light up a bigger fire topside, feed it well. Blame ALL of them.
- ☐ Quit in anger, pout in self pity, sit home waiting for the apology.
- ☐
- ☐ At the end of the tournament you are almost 200 room nights short of your guarantee. The hotel presents you with an invoice for \$20,000. What to do?

Put it on your Citi MasterCard quick to get the AA miles.

Call them all a bunch of lying, undermining money grabbers.

Begin post negotiations with your best look of dismay and stupidity.

## Lessons learned

- If you give the hotel an ultimatum, you better have an alternate venue - we are gone!
- If you give the district (or unit) board an ultimatum - *you* are gone!
- If you expect to grow in attendance every year you are headed for some big losses.
- If you scrimp on hospitality, you show very little respect for your players.
- If you expect bargains from the hotel forget it - appreciate them if you do get some.
- Do not expect players to understand room rates must go up each year or two.
- Do not expect players to understand you did the best you could on parking.
- Do not try to justify your session starting times to a militant player.
- Do not expect players who are too hot to agree with those who are too cold.
- If you can't tolerate the ire from a few, you need a new hobby.
- If you can't take some back-stabbing gossip from jealous people - see above.
- If you don't invite your players, they won't come - advertise and publicize.
- The best advertisement for next year is a happy customer this year.
- Unless you are Las Vegas, entertainment is wasted - hospitality is always appreciated.
- Ensure the Daily Bulletins are delivered *before* the first games each day. Recycle.
- Keep announcements down during game times ... nobody cares, they came to play.

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# Speak the Speak

- **Property:** The hotel. Any hotel. Your host hotel.
- **Venue:** The playing location ... city, hotel, convention center, garage.
- **CSM:** Convention Services Manager. **CFO:** Chief Finance Officer.
- **A/V:** Audio visual. Usually a private firm working in cahoots with the hotel.
- **Air Wall:** The large sliding walls that can section off areas of a big banquet room.
- **Skirts:** The material used to “skirt” tables in a convention hall or meeting room.
- **Pipe & Drape:** Drapes hung from portable piping used to separate rooms or areas.
- **Table Centers:** The distance between the center of one table to the center of the next.
- **Rounds:** Round tables used mostly for banquets or serving food in meeting areas.
- **BEO:** Banquet Event Order, everything you need to know about requested food functions.
- **Gratuity:** An 18-22% charge tacked on to any hotel catering event - before taxes!
- **Resort Charge:** A \$25 daily tack-on charge the hotel *attempts* to add to your room rate.
- **Room Night:** Each night a (known) bridge delegate stays in the hotel at the bridge rate.
- **Room Guarantee:** Amount of room nights you promise the hotel your group will use.
- **Your Room Block:** The daily room night guarantees you promise to fill each day.
- **Pick Ups:** Total nights “picked up” from your contractual room guarantee block.
- **Penalty:** Wasted bucks you might have to cough up for empty rooms if you fall short.
- **Attrition:** Escape clause to shave your suffering room night guarantee by about 10%.
- **Run of House:** All (lowest price) rooms at the bridge rate available that you may use.
- **Snack Bar Guarantee:** To provide snack bar service in playing areas you might have to guarantee the hotel a certain amount of sales ... and often pay the seller a "salary" to boot!

## Dictionary

**cad·die** [kad-ee] ? Show IPA noun, verb, -died, -dy·ing. –noun

1. Golf. a person hired to carry a player's clubs, find the ball, etc.
2. a person who runs errands, does odd jobs, etc.
3. caddie cart.
4. any rigidly structured, wheeled device for carrying or moving around heavy objects: a luggage caddie. –verb (used without object)
5. to work as a caddie.

**cad·dy** [kad-ee] ? Show IPA

–noun, plural -dies.

1. a container, rack, or other device for holding, organizing, or storing items: a pencil caddy; a bedspread caddy.
2. Chiefly British. tea caddy.

*Bet you didn't know that!*

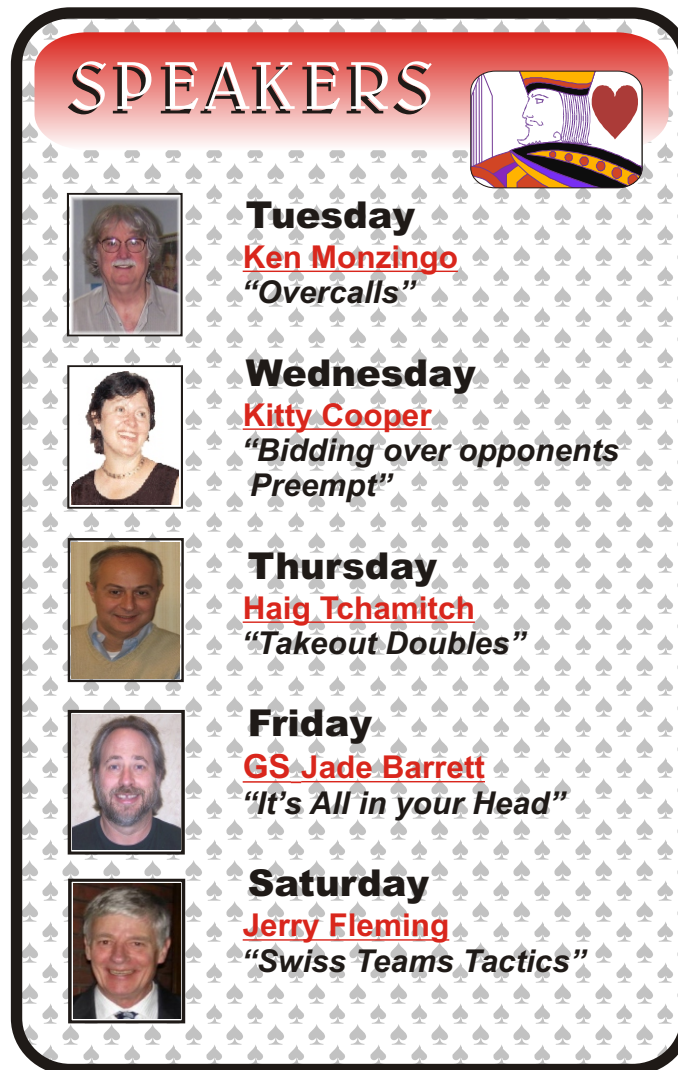
**at·tri·tion** [uh-trish-uhn] ? Show IPA –noun

1. a reduction or decrease in numbers, size, or strength: Our club has had a high rate of attrition because so many members have moved away.

# Image



- Your tournament reflects the image of You, your Unit and/or your District - look good!
- Don't shy away from producing classy, colorful ads, welcome banners and flyers.
- Greet your people with a smile when they arrive. Bridge has not begun yet.
- Decorate your halls, tables and rooms if possible - look pretty.
- Always maintain and offer the highest quality of player hospitality you can afford.
- A penny saved now can often be a customer lost next year - and years to come.
- Serve good hospitality foods, soft snack candy in bowls ... tasty foods & grog.
- Create pretty, custom appliques that reflect your tournament, the season, or the city.
- Use nice posters with photos for your expert guest speakers. Promote them.



Sample Speaker Poster