

Oneida Business Committee Agenda Request

1. Meeting Date Requested: 07 / 27 / 17

2. General Information:

Session: Open Executive - See instructions for the applicable laws, then choose one:

Agenda Header:

Accept as Information only

Action - please describe:

Motion to accept the OGE 3rd Quarter Report for FY2017

3. Supporting Materials

Report Resolution Contract

Other:

1.

3.

2.

4.

Business Committee signature required

4. Budget Information

Budgeted - Tribal Contribution

Budgeted - Grant Funded

Unbudgeted

5. Submission

Authorized Sponsor / Liaison:

Primary Requestor/Submitter:
Your Name, Title / Dept. or Tribal Member

Additional Requestor:
Name, Title / Dept.

Additional Requestor:
Name, Title / Dept.

Oneida Business Committee Agenda Request

6. Cover Memo:

Describe the purpose, background/history, and action requested:

To update the Oneida Business Committee on the performance of Oneida Golf Enterprise d/b/a Thornberry Creek at Oneida for the 3rd Quarter of FY2017

Request a motion to accept the OGE 3rd Quarter Report for FY2017.

1) Save a copy of this form for your records.

2) Print this form as a *.pdf *OR* print and scan this form in as *.pdf.

3) E-mail this form and all supporting materials in a **SINGLE** *.pdf file to: BC_Agenda_Requests@oneidanation.org

Oneida Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

June, 2017

The Oneida Golf Enterprise Corporation (OGEC) is a corporation of the Oneida Nation established to oversee and manage the business known as Thornberry Creek at Oneida.

Narrative Report

Business Practice, Market Overview, Place Within Market:

- Thornberry Creek at Oneida (TCO) is a 27 hole premier golf course settled in a rural prestigious housing development on the Oneida reservation.
- TCO is the Official Golf Course of the Green Bay Packers.
- TCO Legends Course was ranked #10 in the state by *GolfAdvisor* in 2016.
- TCO along with the Radisson, Wingate and Casino was ranked "Best Golf and Casino Resorts" in 2016 by Golf Vacation Insider.
- TCO Legends Course was ranked "Best of the Bay" 2017 best golf course by Green Bay Press Gazette.
- TCO is considered a leader in charitable golf event hosting and a leading choice for future brides.
- Thornberry Creek at Oneida has increased their banquet space from 7,000 to 13,465 square feet adding large windows with spectacular views. This space will accommodate 500-700 depending upon the set-up of the room. We also feature a porch room that accommodates up to 40 people. Included in this space is the Cupola available for smaller wedding ceremonies and intimate gatherings.
- Thornberry Creek at Oneida also offers a full range of conference equipment and amenities for the corporate client.
- TCO hosted 42 special events in the third quarter for a total of 116 special events in the FY 2017.
- TCO hosted 27 golf events in the third quarter for a total of 32 in FY 2017. TCO hosted 1 stay and play in June for a total of 4 in FY2017.

Competitive Analysis:

GOLF

- Competitive analysis is scheduled to be completed in the 4th quarter.

Strategies for Improved Value:

- We continue to cobrand the Thornberry Creek LPGA Classic, Thornberry Creek at Oneida and the Oneida Nation including TV commercials, social media, and print. We were at the height of our advertising in June for the Thornberry Creek LPGA Classic and Shift Visuals recently finished a commercial that will be aired during coverage. The commercial will incorporate TCO, Radisson and Oneida Casino. All of our print ads and social media are cobranded to benefit the Oneida Nation, Thornberry Creek at Oneida and the Thornberry Creek LPGA Classic.
- Ads have been placed in the *Packer Gameday* publication as well as the *Wisconsin Badger Yearbook and the Milwaukee Brewers Game Day Program*; the expected circulation of these publications will be in excess of 1 million
- TCO continues to maximize opportunities with golf outings, weddings and special events throughout the summer months.
- Our brand image continues to be elevated as we're seen and heard across all the major networks: FOX, CBS, NBC and WIXX.
- We now have a full year working under our new operating system so we are able to compare historical data very efficiently.
- TCO continues to be a major supporter in donations and giving within the community.

Material Changes or Developments in Market/Business:

- OTIE has completed the basement renovation; The Locker rooms and renovations to the Eagle Room were completed with one week to spare. We were able to get one practice run in the Eagle Room before it was used for player dining. We are already utilizing the space for golf outings and other events to generate revenue that is lost due to the upstairs being sold out for weddings or golf outings.
- TCO's onboarding process was a struggle this year and we are at approximately 150 team members at our peak right now, which is 50 team members less than the previous year. Part of this is due to using people and positions more efficiently and the rest is due to poor candidates. The quality of candidates proves difficult in the market due to compensation packages and an extremely low unemployment rate. We have had much turn over in food and beverage mostly recently with our Restaurant Manager, Steve Paustenbach. Steve is pursuing other opportunities with an established business in town. Our Current structure is Donelle Walters, Food and Beverage Director, Kendall Tilkens, Banquet, Event and Catering Coordinator, Ken Hein, Executive Chef and we are short two restaurant managers.
- As we continue to create alignment in our branding efforts we have hired Prophit Marketing to help us through the 4th quarter. TCO hired Prophit to maximize marketing, advertising, social media and print ads prior, during and after the Thornberry Creek LPGA Classic.
- The Pub continues to struggle outside of the golfing season and the expectation of growth is minimal unless major changes are made to the concept and product offered.

Market Growth:

- Our social media presence continues to grow, up 5% in the 3rd quarter of FY2017.
- As we get closer to the Thornberry Creek LPGA Classic revenues have begun to flat line for a few reasons; the Legends golf course was limited on play to prepare for the Classic and above average precipitation. Expenses are also up due to increased service efforts and operational costs from equipment breaking or needing to be replaced and preparation for the Thornberry Creek LPGA Classic.
- Pass holder sales continue to grow year over year; up 7% from FY2016.
- Our wedding business is up 30% for FY 2017 from prior year, accounting for dates that are booked with deposits.
- We have sold out all Saturdays in 2017 from mid-April to October except for 3 weekends and beginning to book multiple wedding weekends. With the addition of the practice tee and basement renovations we will be able to offer outdoor ceremonies in 2017 and beyond thus creating additional revenue to the facility.

Pending Legal Action:

- No litigation pending.

Executive Summary

- As we round out the 3rd quarter revenues have stumbled due to unforeseen circumstances with the tournament and weather. Expenses are under budget but high as we want service levels, golf course conditions, marketing and advertising, and food and beverage quality match those of a destination property.
- Locker room and basement renovations are complete and have already added value to pass holders and the facility for golf outings, weddings and other corporate events.
- TCO continues to see growth but the overall team at TCO continues to change due to business and personal reasons. We are doing the best we can with the management team in place and will continue to try and hire or recruit dedicated professionals.
- Wages and total compensation continue to be reviewed due to the lack of potential employees in the marketplace
- TCO continues to venture down avenues for added growth of loyalty and revenues

Quarterly Financial Summary Attached