

Oneida Business Committee Agenda Request

1. Meeting Date Requested: 10 / 26 / 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 4th Quarter Report for FY17.

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 Business Committee on the performance of Oneida Golf Enterprise d/b/a Thornberry Creek at Oneida for the 4th Quarter of FY17.

Request a motion to accept the OGE 4th Quarter Report for FY17.

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:

September, 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 "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 7,000 square feet of flexible banquet space with large windows and spectacular views. This space will accommodate 300 guests at round tables. We also future 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 52 special events in the fourth quarter for a total of 168 special events in the FY 2017.
- TCO hosted 39 golf events in the fourth quarter for a total of 71 in FY 2017. TCO hosted 18 stay and play in the 4th quarter for a total of 22 in FY2017.

Competitive Analysis:

GOLF

- Competitive Analysis were done in the fourth quarter on Trappers Turn in Wisconsin Dells and The Bull in Sheboygan Falls.
- Trappers Turn is a great 27 hole resort style golf club. The club house, practice tee and golf courses are all done well and in a prime location for summer fun. They are paired with the Kalahari Resort in Wisconsin Dells justifying their rates ranging from \$69-\$125 in peak season. They are an indirect competitor during the summer time with the advantage of having a Mega Waterpark attracting families, large hotel and event space and a partnership with Ho-Chunk gaming.

- The Bull is a challenging Jack Nicklaus Signature Design championship golf course. The golf course has many accolades statewide and nationally including their most prestigious Top 100 Public Golf Course ranked #70 by Golf Digest 2015-2016. The golf course is a true Nicklaus Signature design where many guests will love it or hate it as it is very difficult but good shots are rewarded. Rates in peak season range from \$55 - \$150 with an overwhelming amount of memberships/punch cards ranging from \$1,000-\$4,000. Conditions are competitive with TCO but where we lack is the consistent preventative maintenance of course conditions – most recently you see that with our greens being soft and thin and our bunkers being inconsistent. Mostly because of the LPGA we have taken the time and money to begin preventative maintenance to our greens, bunkers, tee boxes, fairways and roughs. The Bull does a fantastic job of flaunting its accolades while providing a satisfactory (good, not great) experience, atmosphere, customer service, food quality and facility wow factor.

Strategies for Improved Value:

- The marketing we did in regards to the Thornberry Creek LPGA Classic and Thornberry Creek at Oneida was valued in the tens of millions. We saw a huge impact in social media during the Thornberry Creek LPGA Classic. See attached for the analytics.
- We were at the height of our advertising in June for the Thornberry Creek LPGA Classic. The commercial we aired incorporated 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 booking into 2018 and 2019.
- Our brand image continues to be elevated as we're seen and heard across all the major networks: FOX, CBS, NBC and WIXX.
- TCO continues to be a major supporter in donations and giving within the community.

Material Changes or Developments in Market/Business:

- The Eagle room was completed in time for the Thornberry Creek LPGA Classic and we have begun to utilize the space with golf outings, corporate events and other parties. We will plan to sell most golf outings the Eagle room so that we can keep the pub and ballroom open for patrons and weddings.
- Staffing was a struggle in FY17. The quality of candidates proves difficult in the market due to compensation packages and an extremely low unemployment rate. We will plan to be proactive for the FY18 season finding new and creative ways to hire and retain team members in our front line service positions. We are happy with our new F and B

management team and will challenge them with recruiting and creating a fun work environment to retain and attract team members. Our current structure is as follows; Donelle Walters, Food and Beverage Director, Kendall Tilkens, Banquet, Event and Catering Coordinator, Ken Hein, Executive Chef, three Restaurant Managers and we are short a Banquet Sous Chef as Kateri Danforth made the decision to go back to school and pursue a different career.

- As we continue to create alignment in our branding efforts we have hired Proffit Marketing to help us through the 4th quarter. TCO hired Proffit to maximize marketing, advertising, social media and print ads prior, during and after the Thornberry Creek LPGA Classic. Analytics attached.
- 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 made a significant jump in the fourth quarter, up 38% and 1425 likes on Facebook alone. We attribute the majority of this to the Thornberry Creek LPGA Classic and Packer promotions we have been running associated with our allotment of Packer tickets from Joint Marketing. Proffit Marketing played a big role in this accomplishment.
- Revenues did flat line in June and July 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.
- Food and Beverage had an incredible year beating FY16 by over \$320,000 and beating budget by over \$40,000. We attribute the stellar year to the Thornberry Creek LPGA Classic and increasing Wedding business.

Pending Legal Action:

- No litigation pending.