



THORN BERRY CREEK
AT ONEIDA

FY2024 First Quarter Business Report



Oneida Golf Enterprise

December 31, 2023

Golf & Related Operations

Business Practice, Market Overview, & Place within Market

- Favorable weather allowed us to permit golfers well into November, shutting down the course the week prior to the Fall holiday
- All greens fee revenue realized in November was not budgeted
- Rate structures are being put in place for the 2024 golf season. We will continue to work on our dynamic pricing structure with the floor price maybe increasing by a few dollars
- Dynamic pricing models will be adjusted to further take advantage of high demand times
- We continue to evaluate ways to attract new golfers to our facility through simulator bookings and lessons
- Industry trends are pointing towards increased usage of 9-hole courses and driving range facilities

Strategies for Improved Value

- More lucrative packages for travelling golf groups through partnerships with local hotels
- Continue training staff on customer service and hospitality tactics that add value
- New “Nine & Dine” program being implemented for Saturday nights, which have proven to be lower volume nights
- New cart fleet with GPS technology and Bluetooth will provide increased value to golfers

Market Growth/Changes

- Increase in simulator-based facilities in Howard, Green Bay, and the Fox Valley are more attractive to casual golfers (the Clubhouse – Howard, WI, GB Indoor Golf – Green Bay, NextGen – Green Bay, X-Golf – Appleton, The Turn – Ashwaubenon)
- Patriot Golf (Pulaski) under new ownership (Fall 2023)

Course & Grounds

- Maintenance programs on schedule for FY24
- Considering several methods to deter Canadian geese from populating the course

Food & Beverage and Event Operations

Business Practice, Market Overview, & Place within Market

- *Bar & Restaurant revenues are well below plan.*
- *Winter business has not hit the levels we anticipated*
 - *Location and competition are both hindrances to off-season business*
- *Increasing/Maintaining winter and spring events is a key to staying at the forefront of consumers’ minds*
 - *Brunches for Winter Holidays, Easter, and Mothers’ Day*
- *Exploring other types of events with local vendors to increase foot traffic*
 - *Craft Parties, Wine/Beer Dinners, Social Events*

Strategies for Improved Value

- *Bar and Restaurant specials will continue as they proved to keep golfers here after their rounds*
- *We will push more aggressive specials in the off-season to continue to draw new customers*
- *Increasing brand awareness through aggressive advertising will be a focus of the off-season*
- *We will explore partnering with entertainment vendors to attract new customers and keep existing customers in the off-season*

Market Growth/Changes

- *D2 is the closest competitor and they consistently draw crowds on nights and weekends when we have the most challenges*
- *The growth of the surrounding neighborhood(s) is something we need to take advantage of by getting our name out and advertising that we are open to the public*
 - *There is a common misconception that we are a private facility*
 - *This may have to do with either reputation or confusion with Oneida Country Club*

Threats to Current Business

- *Our operational cash flow is a major issue right now and is hindering our ability to complete necessary capital projects*
- *We are exploring all areas of our budget, especially labor and variable overhead, to find savings that will increase our cash reserves*
- *We have submitted payment plan structures to land management to cover property tax and land lease payments that are in arrears.*