

Pontefract Racecourse

All About The Horse

THE ART OF RACING RACEDAY



Objectives

SHOWCASE
& AWARDS
2016

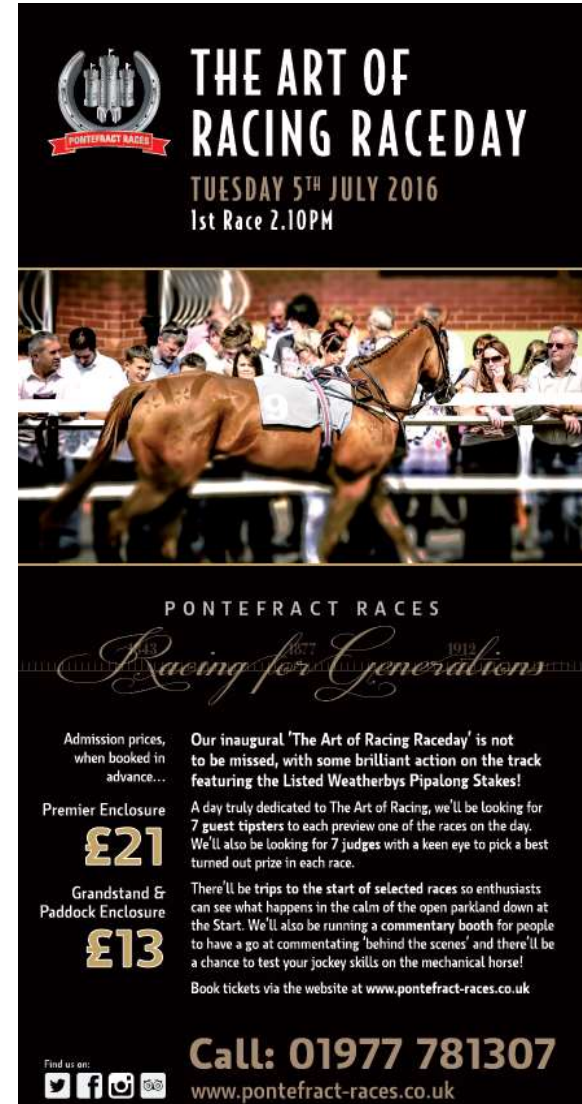
During the Two Circles workshops, we learnt that new racegoers were more inclined to go racing for the social side of the day than for the horse racing and they responded well to 'themed racedays' and 'music events'.

Contrary to this advice, a focus group of some of our regular racegoers and our Annual Badgeholders told us that they did **not** enjoy the kind of raceday where the racing 'emphasis' becomes lost in a 'theme'.

We wanted to create an experiential raceday that connected with both user groups and enhanced the customers' knowledge of, and engagement with, horses, horseracing and the many aspects of the horseracing industry.

We wanted to engage the most 'old school', fervent racegoers, yet show a new audience that the sport provides a fun, social experience. To allow new racegoers to feed off the passion and understanding of racing enthusiasts: in essence, we wanted to use the 'horseracing brand' to attract and encourage new racegoers.

Thus, a new theme day - The Art of Racing Raceday - was born.



THE ART OF RACING RACEDAY
TUESDAY 5TH JULY 2016
1st Race 2.10PM

PONTEFRACT RACES
Racing for Generations

Admission prices, when booked in advance...

Premier Enclosure **£21**

Grandstand & Paddock Enclosure **£13**

Our inaugural 'The Art of Racing Raceday' is not to be missed, with some brilliant action on the track featuring the Listed Weatherbys Pipalong Stakes!

A day truly dedicated to The Art of Racing, we'll be looking for 7 guest tipsters to each preview one of the races on the day. We'll also be looking for 7 judges with a keen eye to pick a best turned out prize in each race.

There'll be trips to the start of selected races so enthusiasts can see what happens in the calm of the open parkland down at the Start. We'll also be running a commentary booth for people to have a go at commenting 'behind the scenes' and there'll be a chance to test your jockey skills on the mechanical horse!

Book tickets via the website at www.pontefract-races.co.uk

Find us on:    

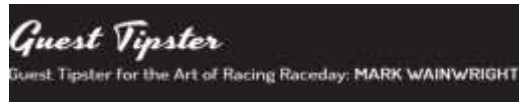
Call: 01977 781307
www.pontefract-races.co.uk

Delivery

SHOWCASE
& AWARDS
2016

The success of the day depended on the implementation of each of the individual components to effectively engage both new and longstanding racegoers.

- Through social media posts and e-mailshots, we looked for 7 guest tipsters, asking each to preview a race on the day. After final declarations, a list of runners was sent to the tipsters who were asked to return their race summary as quickly as possible so that full details could be printed in the card.



Each guest tipster was interviewed over the PA before 'their' race. They spoke about their involvement in racing, why they were at Pontefract on the day and then spoke about their selections and how they thought that the race would unfold.

- Pontefract Sports and Education Foundation have an established relationship with the Racecourse and use this race meeting to raise money. We approached a local bookmaker, Steve Robinson, who agreed to provide a charity bet of £25 to each of the Tipster Selections with all proceeds going directly to the charity.

Jayne and Steve Robinson have provided a £25 bet to be placed on Steven's selection SPIRIT RAISER. All proceeds will go to the Pontefract Sports & Education Foundation.

Guest BTO Judge for the Art of Racing Raceday: KEN LANGLEY

- We advertised for 7 guest judges to choose the 'Best Turned Out' horse in each race and we provided a cash prize for these guests to present to the stable hand in charge of the Best Turned Out Horse in 'their race' in addition to the BTO provided by the race sponsor.
- Throughout the afternoon and using the horses in each race as examples, we discussed the ways in which horses could be 'turned out' paying particular attention to the coat and condition as well as discussing plaits and quarter marks. Using the PA system, we were able to introduce novice racegoers to 'equipment' that each horse may be 'wearing' – highlighting the difference between blinkers and visors as well as being able to discuss nosebands and tongue straps as well as pointing out different bits and bridles and their effect on a horse. Each guest judge was then interviewed in the Parade Ring about what they, personally, were looking for in particular.
- Tipsters and judges were interviewed again after each race and we were able to speak about the 'weighing in' procedure in the Winners Enclosure.
- With 7 different race sponsors, it was imperative that we made sure that their input and support was not ignored. We involved them with all interviews given, often creating friendly rivalry between them and the Art of Racing Guests whilst also encouraging racegoers to understand why guests on course felt that race sponsorship was lucrative for their business.
- Under the tuition of Racetech, we set up a free commentary booth for racegoers to try commentating on a race of their choice. Listening to the raceday commentary first, we were able to offer guidance as to what, in particular, made a race commentary exciting. Those taking part were then presented with a DVD of 'their' race and commentary.
- We hired a bus to take racegoers to see the start of the races. One member of staff acted as a guide, explaining what happens at the start, and the procedures for the stalls handlers and starter.
- We invited students and staff from the Northern Racing College to attend and bring their 'equicisor' for racegoers to try their hand at race riding. They were able to talk to racegoers about their part in the racing industry and the different courses that they offered.
- We invited a local school (Carleton High School) to bring a group of students to take part in the activities. We arranged for the group to have their own bus to the start, judge the Best Turned Out Horse in two races and arranged for their own group discussion with the NRC.



Results

- The guest tipster slots were hugely oversubscribed with the final 7 places being allocated to 2 hospitality guests, an annual badge holder, a race goer who had pre-booked tickets and was celebrating a family birthday, an owner from a syndicate with a runner on the day and two parties who were coming specifically because they had been chosen to be tipsters - a gentleman from Norfolk and a party of 4 from London visiting Pontefract for the first time. Guest tipsters needed to have a good understanding and strong interest in racing and were chosen to cover a wide demographic, both ladies and gents with the youngest tipster aged 22 and the eldest in his 70s.
- The guest tipsters had 4 winners and one second and raised over £400 for the Pontefract Sports and Education Foundation.
- The Foundation have booked their day at the course for 2017 on the condition that it is, once again, the Art of Racing Raceday.
- The Best Turned Out Judge positions were again hugely oversubscribed. The final 7 places were allocated to a 15 year old student at the Northern Racing College, 2 racegoers with pre booked tickets (including a lady celebrating her 80th birthday), an annual badge holder, a horse owner who had never been to a race meeting and 2 places were allocated to students from Carleton High School who judged as a group. Judges were chosen from those who were keen horse people to those who simply had an interest in racing. The school students were chosen to hopefully inspire a new generation of racegoers!
- Following their visit, Carleton High School have arranged to bring more school groups to the Racecourse in the future. Through the Racecourse, they have also booked a visit to the Northern Racing College later this year.
- Without exception, EVERY sponsor commented on the excellent atmosphere at the course and how engaging the day had been for all.
- The commentary booth became very popular with both regular and new racegoers alike keen to test their skills.
- The race buses were extremely popular with around 60 people visiting the start.
- The overall attendance for the day increased by over 10% on 2015.
- We have already had enough applicants to fill the Guest Tipster and Guest Judge positions for 2017, 2018, 2019 and 2020! Needless to say, the Art of Racing Raceday will now be an annual event.



Supporting Information

We had hugely positive feedback on the day, from many owners, racegoers and racing pundits.

On twitter, we received the following commendations:



Andy Richmond @Bickley14 · Jun 28
Excellent initiative - be good to see it well supported



PontefractRacecourse @ponteraces
Ready to experience & celebrate 'The Sport of Kings'?
The Art of Racing Raceday is the perfect meeting for you!



FromTheFront Racing @FTFRacing1 · Jun 28
Our owners were lucky enough to have a winner @ponteraces
#AstralHall

Great to see this new innovative idea...



PontefractRacecourse @ponteraces
Ready to experience & celebrate 'The Sport of Kings'?
The Art of Racing Raceday is the perfect meeting for you!



Stephen Boardman @ste_b85 · Jun 29
This is a superb idea and other courses should follow suit. Well done to Pontefract #LeadingTheWay #ForwardThinking



PontefractRacecourse @ponteraces
Ready to experience & celebrate 'The Sport of Kings'?
The Art of Racing Raceday is the perfect meeting for you!

A couple of our Guest tipsters wrote:

Steven McGawn: *Just a quick thank you from me, I had a fantastic day yesterday (5 winners!) but being the guest tipster really was something special and I would love to do it again, whenever required.*

Hamish Morrison: *I just wanted to say a huge thanks to you and Nat. It was a great experience to be a guest tipster and was one of my best experiences on a racecourse.*

One of our Guest BTO judges wrote:

Jillian McGowan: **The best experience I have had on a Racecourse ever! Well done**

A first timer at Pontefract, Julia Steel, commented on Facebook:

My first time at Pontefract – so much going on and such a fun day! We'll be back!



SHOWCASE & AWARDS 2016

Racecourse

Category: Best Campaign

Title: Warwick May Carnival

Monday, May 2nd – Wonderful Warwick Family Day

Saturday, May 7th – Proudly Warwick Evening Meeting

Wednesday, May 18th – Think Pink Warwick, Ladies Day



Objectives

SHOWCASE
& AWARDS
2016

Although Warwick Racecourse has established and popular fixtures, such as Classic Chase and New Years Eve, no racing fixtures are truly adopted as “must attend events” by the local Warwick and Leamington Spa community.

The racecourse office team, all of which were new to their roles, facilitated and embarked upon a number of formal meetings in the Autumn/Winter of 2015. Meetings were held with the local council (District and County), local residents and community groups, the local media bodies, the Warwickshire promotional tourism group Shakespeare's England, tourism giant Warwick Castle, the Chamber of Trade and the Council-led Tourism and Economics Committee in addition to a number of informal discussions with members and supporters.

These meetings established an overly apparent theme, that the racecourse needed to work on a strategy to reinstate its relevance in the district and furthermore build a bridge with the community, which had been significantly weakened by a highly publicised, unpopular and consequently shelved plan for a hotel at the track. The concept of a new look, fresh image event, that incorporated a focus on Warwick itself was well received by all. All interested parties chorused an enthusiasm to assist in the promotion of what we planned to create.

Objectives:

1. To create an event that appealed to the local residents, get them engaged as extensively and as deeply as possible and make them feel responsible for the occasion's success. Ultimately we wanted a Carnival that the people of Warwick felt was theirs.
2. To find ways that local residents, community groups, organisations and businesses could engage with the event in meaningful ways, that would not only encourage attendance but also potentially deliver a return on their involvement and investment.
3. Since the loss of flat racing from Warwick Racecourse in 2015, there has been a significant shuffling of race fixtures during the racing season which was left running from September to May. It was felt also that the creation of and a May Carnival in particular would create a natural crescendo to our racing year, which until now, just fizzled out merging from flat to jumps and back again.

KPIs

The KPI's to assist us in gauge the success were:

Public Attendance

Hospitality and Restaurant Sales

Sponsorship Attracted

Feedback and Review Consultation

Media Coverage



Tickled Pink Ladies Luncheon



Carnival Promotional flyer showing imagery from all 3 days

Delivery



Formal meetings were staged with existing supporters, sponsors and friends of the racecourse as well as leading community individuals and groups asking them what they thought would appeal. This made our concept a local talking point and mustered ownership, general excitement and a buzz around what we were hoping to achieve. Rather than create just a one hit, one day event, we decided to develop a 3-day Carnival, each fixture maintaining a unique theme. In this way we could target a wider range of groups within the community and guarantee that more people would be engaged, attracting new audiences to the racecourse.

Advertising & Promotion: Traditional forms of advertising were utilised; local papers, radio, PR agency assistance – but the focus was very much local – and in particular letter boxes drops, door to door shop leaflet distribution, local business semi-cold calls worked particularly well. This was supported by co-ordinated social media campaigns on Facebook, Twitter and Instagram.

Local Ticketing Incentives: 1. We invited all local CV34 residents to attend at a discounted price 2. The 50 nearest pubs to the racecourse were contacted personally with special ticketing offers to encourage attendance. 3. We achieved the attendance of all the Town's councillors as well as the local MP. Council staff were invited to attend at a special rate. This was in addition to tiered ticketing options available through our various channels – early bird, advanced and on the day.

The Warwick May Carnival: Day One, (Monday, May 2) was delivered as a family day, a tried and tested race day theme with the highlight being the attendance of the Gruffalo, and 10 different kids activities/rides; **Day Three**, (Wednesday, May 18) was branded Think Pink Ladies Day, which is another popular and established theme. Both were run with a high level innovation, care and energy, but the majority of entertainment and attraction components on the days were in the most part borrowed or inspired by what has happened else where on race days on similarly styled themed events. **Day Two** (Saturday, May 7), the middle day of the Carnival however was something completely new and unique. This fixture was branded Proudly Warwick Race Day.

Proudly Warwick: We approached every community group we could identify in Warwick, sports clubs, schools, social clubs, as well as every business, regardless of the sector they operated in and invited them to participate in the occasion. The day was designed to celebrate all that is good about Warwick, the town. Everybody could be part of it. It was a celebratory occasion. There were multiple ways locals could get involved, beyond general attendance, these included the Proudly Warwick Banquet, a themed lunch drawing inspiration from the castle sold as networking function, all entertainment was sourced locally, headlined by the 50 strong community band, Warwickshire College and other local organisations held mini expos/stalls promoting their services, all local car dealers were invited to display, we also staged a Warwick School re-union.

Carnival Charity Contributions: Day One: Mascot Race for The Children's Trust Day Two: Collections and Awareness for Marie Cure sold out luncheon, called Tickled Pink raising funds for Breast Cancer Care and also raised £22,000 for a Warwickshire Air Ambulance, with an innovative concept, The Jockey Club Challenge. Each Jockey Club racecourse was invited to find a member of staff or someone from the immediate community to represent them in a charity race. The end result was fun, hotly contested and competitive race bringing many fellow Jockey Club staff to our venue and end of season celebration.

Results

There is no question that all three race days delivered a significant improvement on the corresponding fixtures from the previous year, despite far from perfect weather. The first day of the Carnival endured rain and gale force winds, whilst the two other days suffered with heavy downpours throughout the afternoon. The weather failed to dampen anyone's enthusiasm.

Specific Results

- Public attendance – Up 18% to 10,200 people (budget was 8000)
- Advanced sales – Up 46% to 4100
- Hospitality/Restaurant guests – Up 35% to 1965
- Hospitality Income – Up 38% - to £133,000.
- Approximately 50% of all corporate bookings were new customers.
- Sponsorship – Up 55% to £19,560 - Those contacted have expressed a desire to return in 2017.
- All three race meetings combined net income eclipsed the previous year by close to £80,000, this represented a good return on investment, when you consider the total committed advertising spend for the three fixtures combined was £10,000.

* With hospitality sold out we introduced a last minute hospitality “Mini Marquee” package, in the centre of the course that catered for groups of up to 15 people . These also sold out. This innovation will be repeated at fixtures in 2017.



Packed Grandstand – Warwick May Racing Carnival



Jousting Tournament
Part of the entertainment on Day One
Warwick Family Fun Day



WRC Marketing Team in Warwick Square promoting
Proudly Warwick



Competitors in the Jockey Club Challenge that raised
over \$20k for Warwickshire Air Ambulance On Ladies
Day on Day Two

Supporting Information



Examples of the local media coverage



ENDORSEMENTS FROM OUR COMMUNITY

"Warwick Racecourse has for many years been a cornerstone of our community and is continuing to bring local people together with innovative new initiatives such as the Proudly Warwick Day and the May Racing Carnival, as well as boosting our tourism trade. I wholeheartedly support the Racecourse in being awarded 'Best Campaign' at the Racecourse Association Awards and look forward to seeing their continued efforts in being a champion for our local area."

Chris White, MP Warwick & Leamington

"The businesses of Warwick were delighted to be involved in the new May Racing Carnival at Warwick Racecourse. The meetings were well attended and the extra visitors created a special buzz around the town benefitting many of the businesses. We look forward to this continuing and expanding in forthcoming years and the town and the Race course enjoying the benefits."

Sue Butcher Chairman Warwick Chamber of Trade.

"Any event at Warwick Racecourse is a must in anyone's diary. Proudly Warwick Day & the May Racing Carnival generated such a good feel good factor to everyone who went. The passion and organisation which goes into these events is without doubt second to none!!"

Christine Cross, Mayor of Warwick

"Shakespeare's England the Destination Management Company for Warwick and Stratford-upon-Avon districts, Leamington Spa and Kenilworth, was delighted to be able to support Warwick Racecourse with their 'Proudly Warwick Race Day' by taking a table at the event for Members. Everyone had a fantastic time, which was testament to all the hard work put in over recent months by the new Team at Warwick Racecourse. Shakespeare's England hopes to provide greater support for this and other similar events over the 2016/17 season."

Helen Peters, Shakespeare's England

Aintree Racecourse

- Racing Together Corporate Social Responsibility & Community
- Aintree Community Programme – The Next Level

Objectives

- The Aintree Community Programme aims through the power of horseracing and the Grand National to inspire children and adults alike to the best they can be
- The Programme aims to have a structure to ensure it focusses on the important issues in the community and it helps to create a positive feeling about the racecourse and give something back to the local community
- Build on the fantastic work in 2015 and the Programme launch at the Becher Chase Community Day in 2014 combining it with a sustainable long term programme of initiatives and partners which will help bolster awareness and understanding of Aintree and its importance to Liverpool
- Launch the new, innovative and state-of-the-art Peter O'Sullivan Community Hub at Aintree Racecourse on Becher Chase Community Day, 3rd December 2016, to provide a long term focal point for all community activity and a funding stream for the Programme to ensure a long term future for serving the community
- Aintree was selected as the first 'Beacon Racecourse' as part of the Racing Together National community project and 2016 was the second year of the pilot study. Racing Together is the collective banner for British Racing's community engagement activity which seeks to deliver a prosperous future for racing and give something back to communities in which we operate. Aintree's pilot study has started to and aims to continue to coordinate and communicate British Racing's community through a number of projects focusing on educational activities, that make a real difference to local pupils. The objective is also to roll this out to other UK racecourses from the learnings at Aintree
- Reputational benefits from being closer to opinion shapers, industry and commerce, the education world and community groups in Liverpool and throughout Merseyside



Delivery



- Programme has **five themes with a key structure**-all themes designed to ensure focus on the important issues in our community. Five themes include: **Health and Wellbeing; Riding in the Community; Mental Wellbeing; Community Engagement; Disability**
- Exciting partners- **HfT, Barrie Wells Trust, Alder Hey, RDA, Everton FC, Liverpool FC, Walton Centre, Hillsborough Group**

Brand new for 2016

- Aintree has developed a new and sustained relationship with **Liverpool John Moores University to provide Grand National opportunities to hundreds of students** from several departments – Fashion Comms, Fashion Design, History, Drama and Screen School – **Awarded a memorandum of understanding** from University's Pro-Vice Chancellor for extensive support to LJMU students. Aintree hosted **'Showcase' Day** -Ops, Marketing and Comms talked about a racecourse operation to 150 children from various courses
- **Peter O'Sullivan Community Hub** – will be officially opened by AP McCoy at Becher Chase 2016 to provide a long term Hub and structured focal point for all community activity and open for schools/clubs to use and create even greater community links for Aintree
- **Aintree hosted the Racing Together Community Masterclass** in April 2016 – John Baker spoke with Dep Headteacher from Maricourt School and partner Mark Haig from Liverpool FC Foundation – all discussed the importance of community engagement
- **A Grand National Trophy Tour** to four local schools around Aintree with Katie Walsh, Carrie Ford and John Baker in February and a **Grand National Fence Tours** for scores of Maricourt School children in March–both covered by ITV
- Grand National Tours inc several 'touch and feel' sessions for **St Vincent's Blind School**, and other visits for **Kings Leadership Academy, Conwy Riding School, St John Bosco School, Dame Kelly Holmes Trust, Hope School amongst others**
- **Barrie Wells Trust's Box4Kids programme** –provided free hospitality boxes for children from local hospices and hospitals to come and enjoy racing for the first time – now a Jockey Club wide Charity Partner

Successful programmes continued from 2015 to 2016

- Continuing to provide several **disabled riding sessions** at Aintree with Riding for Disabled Association and Everton in the Community and due to the success Aintree has now secured substantial funding from **HfT** to provide even more sessions in 2016
- Continuing to provide dozens of **Grand National Dementia Tours** around Aintree for local Dementia service users to learn about Grand National history, with Everton in the Community – also been extended to **Military Veterans Tours** for local Vets in Sefton
- Undertook **jockey visit to the new Alder Hey children's hospital** on Ladies Day of the Crabbie's Grand National (in its 12th year) and gave Alder Hey kids meet and greets for Aintree music events inc Sir Tom Jones and Jess Glynne
- **Racing Together Beacon Racecourse, - Racing to School (stage 1)**- Second year of Aintree inviting a dozen local schools and hundreds of kids to Aintree over the summer to try horse riding, tour of the weighing room, go to the top of the grandstand and learn about the Grand National. Also, provided **two students two weeks of work experience** learning about a racecourse operation. **Racing Together Beacon Racecourse – (stage 2)** – Second year of a dozen Aintree staff going into local school, Maricourt, on several occasions to different year groups to provide workshops and give presentations about jobs at racecourses and how a racecourse operates

Results

SHOWCASE
& AWARDS
2016

- Please click [HERE](#) to see a compilation video of just some of the Aintree Community Programme activities in 2015/6

Brand new for 2016

- **Liverpool John Moores University** activity included **35 Fashion Communications students** working on module 'Raising the Profile of Ladies Day' ([IMAGE COLLAGE](#)); **25 Fashion Design Students** working on 'Fashion Through the Ages project', both showcased work at Grand National (GN) Festival in Trophy Marque and Racecards; **18 History students** archiving GN history for Autumn module; **dozens of Drama students** who became GN Racemakers and **several Media students** creating GN promo and history videos used throughout GN Festival and in local media ([LINK TO HISTORY VIDEO](#)). All activity showcased at unique LJMU/Aintree event at the Museum of Liverpool in March attended by approx. 120 people inc past jockeys and LJMU Pro-Vice Chancellor ([IMAGE COLLAGE FROM EVENT](#))
- **Peter O'Sullivan Community Hub (formerly Paddock Lodge in Aintree Racecourse)** to officially open in Dec and includes Education rooms, Boardroom for Enterprise Days, SMART House disability room, GN and Aintree's British Grand Prix History Rooms, catering and educational materials – fully timetabled and managed Hub for local community
- **Racing Together Masterclass -Aintree**—scores of people from racing attended engaging day with excellent feedback
- **Grand National Trophy Tour** with Katie Walsh engaged with approx. 310 children in one day—([IMAGE COLLAGE](#))
- **Grand National Fence Tour** with 30 pupils from local Maricourt School in March – ([ITV VIDEO ON NEXT PAGE](#))
- Four GN Tours for **St Vincent's School for the Blind** ([IMAGE COLLAGE](#)) and visits from six other clubs/schools
- A dozen children from local schools sang the National Anthem before GN Race with Laura Wright ([VIDEO NEXT PAGE](#))

Successful programmes continued from 2015 to 2016

- Over **100 local disabled children and their parents** have engaged with the programme between Sept 2015 -Sept 2016— higher frequency of sessions will take place from Jan16 with new partnership with [HfT](#) (C4 VIDEO NEXT PAGE)
- **120 Dementia service users** attended Dementia Programme & approx. **65 military veterans** enjoying GN Tours
- **The annual jockey visit to Alder Hey** is now in its **13th year** and was attended by **18 jockeys and trainers** including AP McCoy and Sam Twiston-Davies and visited several wards in a two hour visit – ([IMAGE COLLAGE](#))
- **Legacy : Racing Together activity— second year - phase one** - approximately **240 children** attended the Racing to School programme at Aintree over the summer . Two pupils enjoyed work experience at Aintree-2 weeks across all deps
- **Racing Together activity – second year - phase two** - approx **1500 children** will be part of stage two which will aim to inspire the future talking and interacting with local schools about racecourse job opportunities and learning about the GN itself . Several Aintree departments attended and spoke. Plan is to roll out to other UK racecourses
- **Plenty of new activity planned for 2017** inc. Community Hub activity and Virtual Reality horseracing tool



Supporting Information

SHOWCASE
& AWARDS
2016

Selection of media coverage of the Aintree Community Programme & Racing Together

- **Liverpool Echo** - Aintree Community Programme has a free fortnightly half page in the **Liverpool Echo** covering current community activity
- **Channel 4** covered one of the many Disabled Riding session in November 2015 for the Morning Line
- **ITV Granada (Click to View)** featured the Grand National Trophy Tour in February
- **ITV Granada (Click to View)** featured Grand National Fence Tour for Maricourt School
- **Channel 4 Racing (Click to View)** covered the Alder Hey Children's Hospital jockey visit
- **Channel 4 (Click to View)** Maricourt children singing National Anthem on Laura Wright
- **Liverpool Echo (Click to View)** – Grand National Legends visit Alder Hey Hospital
- **BHA website** – Aintree Welcomes Dame Kelly Holmes Trust – 26 April
- **BBC Radio Merseyside** – Speaking to John Baker and Katie Walsh during GN Trophy Tour
- **Everton FC website** – A Grand Day Out at Aintree
- **Liverpool Echo** – Aintree improves disabled facilities
- **BHA Website** – Racing Comes Together to focus on Community Engagement
- **Aintree Twitter supporting Give and Gain Day**



Image collages of programmes and events below as well as Results page – please click below:

1-Racing Together Maricourt School ; 2-Kings Leadership Academy College; 3-Dementia and Military Veterans GN Tours

Edward Harcourt, Pro Vice-Chancellor, Liverpool John Moores University, said: *“LJMU was delighted to have collaborated with Aintree on the Liverpool Museum exhibition and the fashion communications/fashion design/drama/history projects to celebrate one of the world's best known racing festivals. The Grand National is a real accolade for the city, it is a significant part of Liverpool's past and continues to this day to give visitors an overwhelmingly positive experience of the city. We are extremely grateful to the Jockey Club for enabling a wide range of students of LJMU to be able to contribute towards this fantastic and unique opportunity and can't speak highly enough of the Aintree staff who made this happen.”*

Julie Bennett, Deputy Head of Maricourt School (Racing Together work), said: *“The opportunities and support from Aintree has been overwhelming and it has certainly given hundreds of our pupils an understanding of a racecourse operations and inspired them to look at working in the sport. We look forward to a long and prosperous relationship for everyone.”*

Faye Williams, work experience student at Aintree, said: *“I just wanted to thank you for the amazing experience because I learned so much which has now got me interested in racecourse operations as a possible future.”*

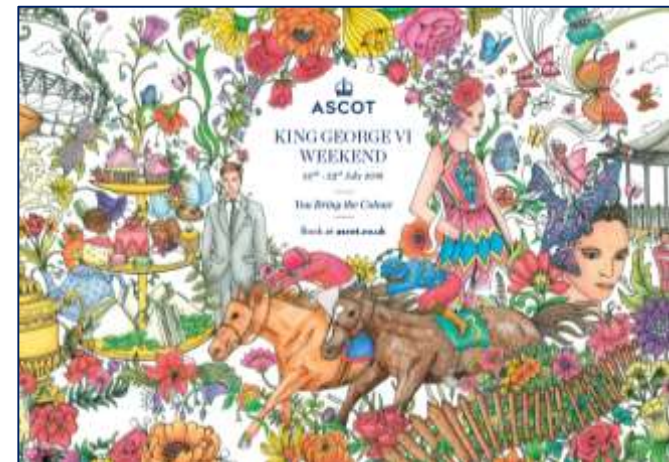
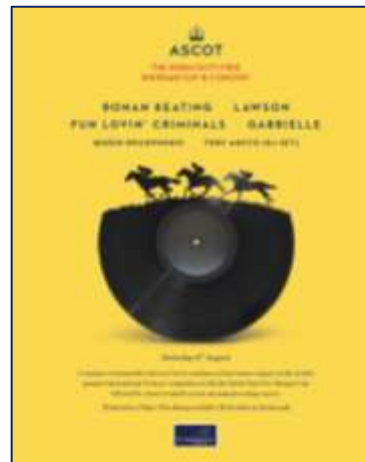
Ascot

Digital & Social Media Excellence

Using video to drive new customer recruitment and deliver sponsor value around our Major Summer Racedays

Objectives

- In the UK, one in 6 waking minutes is spent online and video consumption is responsible for a large and increasing share of that time, so we saw video as an opportunity to engage a digital audience to drive sales for our Prestige Summer Racedays; (1) **Royal Ascot**, (2) **King George VI Weekend** and (3) **Dubai Duty Free Shergar Cup & Concert**, by growing event awareness, understanding, consideration and conversion of new customers. Our marketing budget was flat for these racedays, so we took a strategic decision to reduce our above-the-line spend and invest more in content to support recruitment
- To enhance the campaign further by securing production and distribution funding from our commercial partners by using video content as a vehicle to deliver them an engaged, highly relevant audience of racegoers and non-racegoers as a return for their investment. With £1 in every £2 of advertising spend in the UK now digital it was important to meet our partners' demands to connect them with the exact type of customer they want access to. Media owners are now offering more than eyeballs and it's important we compete with this
- To stay true to our overall brand values '*Elegant, Uplifting and Original*' yet capture the different personalities of these three racedays and integrate content with their respective advertising campaigns. These events were to take place within just two months, marketing campaigns would overlap, and we knew the overwhelming majority of our racegoers would only attend one event so it was important to differentiate the three to attract different audiences
- To use video content on the actual racedays to engage non-attendees across social media to deliver further value to partners and create leads for future event marketing



Delivery | Royal Ascot

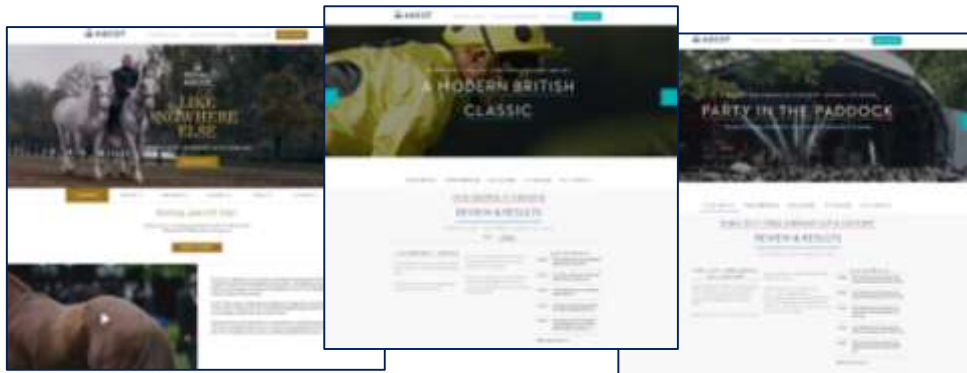


- The summer campaign began with the [Royal Ascot Style Guide¹](#) video in March celebrating Royal Ascot's fashion credentials. The video was viewed over **100,000** times on our YouTube and Facebook channels. Distribution at Telegraph Online, Mail Online, Evening Standard Online, Country and Townhouse, Harpers' Bazaar, FTV.com and MSN secured a further **250,000** views. Further edits of the film were tailored for male/female/fashionista audiences. Stakeholders e.g Hugo Boss, who contributed to the looks, distributed to their community.
- Four 'Then & Now' films were funded entirely by our partners, Longines, QIPCO & Gigaset, yet developed with a consistent identity and released as a staggered series to support ticket sales, pushing the films to a mutually relevant audience based on geography, demographics and interests. [The Queen's Horses²](#) and [The Story of the Royal Procession³](#), did not include partner branding due to the nature of the content but ran with the pre-roll ads, framed with subtle branding. We also produced two films^{4&5} reinforcing our fashion credentials and supporting Longines' 'Elegance is a Timeless Attitude' theme. Narration by digital influencers [Ella⁶](#) and [Jono⁷](#) allowed us to reach their highly relevant communities (to us and Longines) and were viewed by over **500,000** people. Similarly, we released **50** iconic Royal Ascot moments under Appletizer's 'Crown the Moment' campaign across our respective Instagram platforms, contributing **6,000** new followers
- On the eve of the event, we were the first UK sports brand to stream a documentary live on Facebook. The digital premiere of our 60 minute Royal Ascot documentary 'Like Nowhere Else' had a reach of **393,000**
- We continued to innovate with Facebook Live during Royal Ascot; over **180,000** viewers enjoyed the streams, broadcast outside of rights ceded exclusively to our TV partners and showcasing aspirational aspects of the event such as the post-racing Bandstand festivities
- For the first time for Ascot TV we considered how best to serve not only racegoers but non-attendees. Ascot TV – previously screened in-venue only - streamed live on our website from 11-1.30pm. Later in the day we worked within broadcasters stipulations by clipping (via Snappy TV) and distributing (via Twitter) near-live non-racing video vignettes. Fashion edits were cut and sent at 3pm to lifestyle media.
- For the King George VI Weekend in July, video content reinforced the overall 'You Bring the Colour' campaign; less formal/traditional than the Royal Meeting, yet still aspirational. One [video⁸](#) of a Colour Psychologist generated **200,000** views. A time-lapse video of racegoers using our in-venue 'colouring-in' wall provided another social media engagement spike around the campaign
- After capitalising on the adult colouring-in craze for the King George VI Weekend, we jumped on [Drone Racing¹¹](#) to underpin #RacingReimagined for the Dubai Duty Free Shergar Cup campaign to recruit new visitors. Four drones raced around the Racecourse, with some subtle sponsor placement. It was intended to get a new audiences to consider us in a light different to their preconceptions. The main film generated over **200,000** video views across all social channels and was picked up by CNN and The Guardian amongst others. Further edits, one featuring [Hayley Turner at the drone shoot⁹](#) and one with a [montage of crashes¹⁰](#) showed that it was not a CGI production as early viewers had questioned. On Facebook Live we hosted live interviews with headliner [Ronan Keating¹²](#) leading up to and on raceday
- People who had been attracted to visit one of our 3 event pages were retargeted with digital banner event ads but also ads which encouraged further engagement. E.g. a user who had viewed our Panoramic Restaurant page could be served digital ads promoting a new interview with Raymond Blanc anticipating his residency there. New technology served users of third-party websites with video, galleries and information around the King George VI Weekend without them having to leave the host site! These users engaged for an average of **33** seconds with the ad. In Canary Wharf, Royal Ascot video was served in elevators only if the FTSE had moved up, not down. City of London taxis showed our video content to passengers; and on the racedays, the films played out on the big screens adding to the atmosphere & give sponsors further

Results

SHOWCASE
& AWARDS
2016

- We generated over **4m** video views during the campaign period (1st March – 7th August) on our Facebook page alone, an increase of nearly **400%**. Reach from videos tripled to over **17m**. **19%** of all viewers watched at least 30 seconds of the videos
- From this improved awareness, we were able to lure over **250,000** more unique users (up **26%**) to the three respective event pages on the website in the six weeks before each raceday versus the corresponding period a year ago. Dwell time on these pages increased by **43 seconds** from a year ago
- From this improved consideration, we delivered a year on year increase in New customer (previously unknown booker) revenue of **£626,916**. For example, New bookers purchased **5,000** more Royal Ascot tickets than a year ago.
- Over the seven days of racing, video contributed to social media growth on Facebook; reach increased **83%**, shares by **136%** and engaged users by **78%**. On Twitter, impressions increased by **31%** and re-Tweets by **96%**
- Our commercial partners were informed around the final reach, engagement and profile of the audience that their association with a video had delivered. All partners have expressed an early interest in supporting the creation of further digital case-studies around Royal Ascot 2017 with increased investment

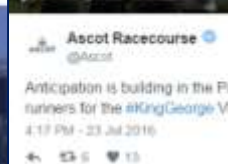


Supporting Information

SHOWCASE
& AWARDS
2016

Useful links:

- 1) Royal Ascot Style Guide video <https://www.youtube.com/watch?v=4NbYaNDwPxY>
- 2) The Queen's Horses video <https://youtu.be/chlFUAQZesU>
- 3) The Story of the Royal Procession video <https://youtu.be/cmIqSStMsao>
- 4) Fashion Films - ladies <https://youtu.be/ZX7pMwlCmjs>
- 5) Fashion Films - gentlemen <https://youtu.be/IbzeQAHyCgY>
- 6) Digital Influencer 'La Petite Anglaise' <http://www.ella-lapetiteanglaise.com/now-lpa-x-longines-royal-ascot/>
- 7) Digital Influencer 'Jono Meades' <https://www.instagram.com/jonoedmeades/>
- 8) Colour Psychologist video <https://www.youtube.com/watch?v=ta8Hr1QqkIY>
- 9) Hayley Turner drone video <https://www.youtube.com/watch?v=6lxJvUv-EfM>
- 10) Crash montage drone wipeouts video <https://www.youtube.com/watch?v=gnaD2zrd8Ag>
- 11) Full edit #RacingReimagined drone video <https://www.youtube.com/watch?v=bHeAb6IZA5c>
- 12) Facebook Live interview with Ronan Keating <https://www.facebook.com/AscotRacecourse/videos/1149215851808772/>
- King George VI Weekend 'Collective' unit <http://collectivedemos.com/YourCoolAd/SheKnows/preview.php?adid=37355539&type=mpu>
- King George VI Weekend colouring in wall time lapse <https://twitter.com/hashtag/KingGeorge?src=hash>
- Royal Ascot – event page <https://www.ascot.co.uk/Royal-Ascot>
- King George VI Weekend – event page <https://www.ascot.co.uk/horse-races-and-events/king-george/saturday#raceday-head>
- Dubai Duty Free Shergar Cup and Concert – event page <https://www.ascot.co.uk/horse-races-and-events/shergar-cup>





MUSSELBURGH
RACECOURSE

SHOWCASE
& AWARDS
2016

Events

The Bi-Centenary Celebration Raceday



- **Stage an historic, unique and memorable** event to celebrate 200 years of racing at Musselburgh.
- **Engage** and connect with the local community.
- **Celebrate and strengthen the brand values** of Musselburgh Racecourse, which are 5 star, atmospheric, progressive, ambitious, values people and being proud of achievements.
- **Raise the awareness** of Musselburgh Racecourse through PR, traditional and online marketing.
- **Make the visit enjoyable** for HM The Queen , The Duke of Edinburgh and the Musselburgh Racecourse team.



•Three years of planning

- Rebranding exercise in 2013 ahead of bi-centenary
- Invitation made in 2014 to The Queen to visit in 2016
- New fixture acquired for Friday 8th July coinciding with The Royal Week in Scotland
- Race Programme designed to provide opportunities for HM the Queen's horses

•**Commissioned a sculpture**, of our crown inspired logo. Designed to mark the historic celebration, represent the "Musselburgh Brand" and project our confidence in our future. Delivered in partnership with a local fabrication firm, the sculpture was ready to be unveiled by HM The Queen on the 8th July.

•**Royal themed identity** created for the day, to drive advanced sales.

•**Community engagement** through the gift of race titles to notable local events that are associated with the Racecourse e.g The Musselburgh Silver Arrow, the oldest continually staged sporting event in history. Representatives from each event attended the day along with beneficiaries of 1500 complimentary tickets distributed to immediate neighbours, community groups, suppliers, residential homes and local charities.

•**Communication:** Race programme was designed as a memento of the day, including information about special Musselburgh people, our history and community activities. CCTV programme included interviews with staff, features on our history and recent investments.

•**Recognition of staff and community** through dedication of race titles e.g Adam Nish who celebrated 50 years service at Musselburgh Racecourse in 2016.

•**Innovative racing and family entertainment** included activities from Scottish Racing, GBR and Racing to School. The charity Sporting Memories and Musselburgh Grammar deliver "memory makers" and The Royal Regiment of Scotland band paraded down the High Street into the racecourse to engage with the town prior to The Queen's arrival. Exhibition Harness Race (traditional event at MRC), Royal themed social media booth and children's DIY crown colouring activity. MRC branded bi-centenary sweets were given to all racegoers on arrival.

•**Legacy:** rebranding our Cafe into "Cafe 1816", which will display an exhibition telling the story of Musselburgh Racecourse since 1816.

•**A dedicated PR and marketing campaign**, used unique content to drive awareness before during and after the event, including a specially commissioned bi-centenary video (watched by 22,000 people), press features on loyal staff and customers and a wonderful film recording the creation of our sculpture.



You Retweeted
Sporting Memories @SportsMemories · Jul 11
Pupils from @musselburghgm preparing to capture memories of racing at @MusselburghRace today www.sportingmemories.org



You Retweeted
Carrie Ford @Carrie_Ford · Jul 8
A budding young jockey, excited ahead of the Royal visit!
@RacingSchool @ScotlandRacing @MusselburghRace



• **HM The Queen and The Duke of Edinburgh** accepted our invitation to visit Musselburgh Racecourse on 8th July – RESULT!

• **Engaged and connected with the local community**

- Over 50% of the 1500 tickets gifted to neighbours redeemed and 100% of the tickets provided to the local charities redeemed.
- A further 30% of the advanced sales were from EH21.
- 73% of the advanced tickets purchased were first time visitors.
- Cemented relationships with key charitable and community partnerships.
- All race titles representing local historical events accepted with dignitaries attending
- 3,399 visitors attended, exceeding our target of 3,000.
- Qualitative feedback on the day from a racegoers specifically commented on how their first visit had been so good that they would return.
- The Musselburgh Museum agreed to stage an exhibition marking 200 years of horseracing at Musselburgh. Part of the activity included an “appeal for memorabilia”. Exhibition took our celebration beyond the track into the heart of our town.

• **Raising awareness of Musselburgh Racecourse:**

- 16% increase in advanced sales for racedays in August and September
- 8% increase in enquiries for non race day events

• **Media Reach**

- STV (ITV) covered the visit with a special feature on the 6pm news, reaching 262,000 viewers.
- BBC Radio Scotland dedicated a feature on Musselburgh Racecourse’s story which had a reach of 948,000.
- Our “appeal for memorabilia” achieved an OTS 380,535 with a PR value of £58,774 and was used in nationwide publications such as The Metro, Racing Post, The Scotsman.
- PR value from the pre and post event coverage reached well in excess of £300,000.
- 54% growth in website users in Jul and Aug, 4% growth in Facebook and Twitter.
- Average daily engaged users on Facebook on bi-centenary day, almost 4 times as big as normal.

• **Loyal service** to the racecourse was rewarded with Adam and Elaine Nish having the opportunity to meet HM The Queen and The Duke of Edinburgh.

• **Strengthening our Brand:** Permission granted to stage The Queen’s Cup in 2017 (only racecourse other than Ascot to be given permission to stage a race after The Queen).

• **Queen’s enjoyment:** HM The Queen had two runners, both placed third on the day.

• **Pride:** an overwhelming sense of pride across the team on delivering a completely unique and memorable day enjoyed by all staff, Royal guests and visitors alike.



Supporting Information

"It has been a great place to work and I am delighted to be part of a great team who works hard to always improve the racecourse"

Adam Nish, Racecourse Caretaker, East Lothian Courier, 30 June 2016



Must watch video content from the Day!

- [The making of our Bi-Centenary sculpture](#)
- [200 years of horse racing at Musselburgh racecourse](#)
- [Highlights of our Bi-Centenary raceday](#)
- [Donnacha O'Brien tells us about his first visit to Musselburgh after riding for The Queen](#)
- [Click here to view our Facebook album.](#)



Examples of our extensive press coverage:

- [STV Bi-Centenary Raceday coverage](#)
- [Musselburgh Racecourse wants your memorabilia for its 200th birthday celebration](#)
- [Long-serving couple to meet The Queen today at Musselburgh Racecourse](#)
- [Musselburgh racecourse to welcome The Queen for 200th birthday celebrations](#)



Cheltenham Racecourse

Food and Beverage

The Princess Royal Stand – a new era
for Cheltenham

Objectives

SHOWCASE
& AWARDS
2016

BACKGROUND

The Princess Royal Stand has been 10 years in the planning, 19 months in the making and 6 months in the using. The building was officially opened by HRH The Princess Royal in November 2015. It was created to update and modernise the lower areas of the main enclosure, where previously buildings (A+R stand) over 70 years old were tired and impractical for the number of visitors. The A+R boxes could house only 500 private hospitality customers, with no public areas.



OBJECTIVES

- Deliver a facility that could accommodate a larger number of all user groups and customers especially the public areas for general racegoer
- Provide an improved raceday experience, with fewer bar queues, more space, more toilets, better technology, improved viewing etc, therefore increasing customer retention and strengthening relations
- Drive revenues through additional facilities, customer spend, partnerships and attendances
- House a number of different user groups on each raceday, including improved experience for those in the public areas
- Create a building that customers enjoyed and found attractive
- Continue to drive recycling as key in all work practices
- Source as much of the food produce from local Cotswolds and south west suppliers
- Create a high-end space on the 4th floor, which rivalled other hospitality facilities not just in racing but also British sport – to be sold out by autumn 2016



Delivery

Six levels created to house a total of 6,500 customers

4th Floor – Cheltenham Club

3rd Floor – Royal Box and 11 Annual Boxes

2nd Floor – Owners & Trainers Bar and The Cotswolds Club

1st Floor – Annual Members Bar and Big Buck's Champagne Bar

Ground Floor – Vestey Bar
Level -1 - 156 toilets

Full back of house provision with six kitchens, staff welfare room (for 250 staff) and a recycling area

Recycling

All staff briefed on full recycling policy, different disposal area in all back of house areas, key messaging used around the stand

Public Areas

Vestey Bar

Named after our previous Chairman

34m of service areas

Pints poured in 6 seconds, rather than 10 seconds

Partnership with Costa, Bottle Green and San Pellegrino

Bistro offering quick and affordable lunch options

Champagne Bar

Named after Big Buck's Bottles, Magnums, Jeroboams & Methuselahs sold

Partnership with Ruinart Champagne

The Cheltenham Club

250 top end guests

Membership for whole season

Menus designed around 'Best of British' (see page 4)

1:10 waiter:customer ratio, most restaurants 1:15

Stunning space with bespoke furniture, high end crockery etc.

Personal sommelier – Alan Holmes

Partnership developed with Bentley

Technology

Huge advances in service delivery via modern catering technology;

64 EPOS tills installed, shortening transaction times by 1/3

30% of revenue was via credit card machines, previously Cheltenham did not offer this service

In Big Buck's Champagne Bar customers could order drinks and pay for them via iPads on tables

Menus displayed digitally above Vestey bars (reduced costs, increased flexibility)

Apple pay utilised
Click and Collect service via Cheltenham app



A busy Vestey bar

Results

Financials

Food and beverage sales in The Princess Royal Stand were 6% up on budget (over £2m in revenue) across all facilities. Increased spend partly due to better service delivery

This provided a 20% growth on food and beverage revenue year on year for the whole racecourse

Food and beverage offers; sandwiches started at £4.95 from Costa outlet through to a Fruits De Mer platter for £70 in the Champagne Bar.

Attendances

5 percent increase across the season from 456,106 to 478,561

Big Buck's Champagne Bar

Drove champagne sales across racecourse up by 3% (28k+ bottles)

The Cheltenham Club

Memberships sold out by Christmas 2015 (eight months early), revenue was £88k over budget

Local producers

Food sourced from Battledown Ales, Coln Valley Smokery, Daylesford Farm, all cheeses produced within 50 miles, Severn Cider and many more!

Recycling

100% food recycling via local business
AdDigestion 100% glass recycling
58% other waste recycled across season (15% growth)

Awards

Cheltenham Racecourse/The Princess Royal Stand recently won STADIA AND ARENA OF THE YEAR at the Sport and Leisure Catering Awards

Food options in the Vestey Bar – fruits de mer (£70), stonebaked pizza (£9.50), chicken with salsa verde potato salad (£10.50)



Supporting Information

SAMPLE MENU – The Cheltenham Club

-- Canapé selection --
-- Freshly baked organic bread, Netherend Farm unsalted butter --
-- Tuna carpaccio, compressed cucumber, pickled Granny Smiths, horseradish cream--
-- The Cheltenham Club Signature Surf and Turf --
--English fillet of beef, butter poached lobster, seasonal greens, baby carrots, watercress cream--
-- Heather honey and thyme panna cotta, pistachio, hazelnut tuile, vanilla poached apricots --
-- The Club Cheese Trolley and Port --
Daylesford organic cheddar, Westcombe cheddar, Hereford hop, Cropwell Bishop stilton, Ragstone goat, Winchcombe organic brie, Wigmore, dried fruit, nuts, celery, grapes, cheese biscuits, freshly baked breads

CUSTOMER FEEDBACK

Guy Henderson, Cheltenham Club member, “Thank you and all the team in The Cheltenham Club for looking after us. We enjoyed two very special days in the Club. We all noticed how much extra had gone in to taking everything up a level. Nothing was too much trouble and the care and attention we all received added so much to the enjoyment of the fabulous racing.”

Judy King, racegoer, “What a brilliant experience the new Princess Royal Stand is. We had a fantastic day in the Vestey Bar, where we could easily watch the racing live from the nearby steps or on the massive TVs around the room. The food on offer in the Vestey Bistro was a good choice and the pizza I had was delicious. I can’t wait to return for Trials Day.”

Charlie Sale, Daily Mail Columnist (not known for dishing out compliments very often!)

The Jockey Club have completed the £45million Princess Royal Stand at Cheltenham on time and on budget. The stand, with its wraparound visibility of both racecourse and paddock area, raises the bar for spectator facilities at every UK sporting venue - not just racecourses.

For the top-floor Cheltenham Club's 250 members paying £5,000 a year for 16 days' racing, £350 per visit with five-star a-la-carte food and the best view in sport is not overpriced, either.

FACTS AND FIGURES

Catering

32 undercounter fridges
120 beer taps
6 working kitchens
14,000 glasses
£1.9m spend in catering equipment (including cutlery, crockery and glassware) and latest catering service technology

Construction

500,000 man hours on site
5000 tonnes of steel
11,600 cubic meters of concrete
300,000 meters of cable installed

Ascot

Operational Excellence

‘Raise the Standard’

Delivering an improved customer experience at Royal Ascot through incremental change



**SHOWCASE
& AWARDS
2016**



Our operational strategy for 2016 was not about delivering any high-profile flagship projects but implementing an understated, subtle evolution of operational performance to improve the racegoers' Royal Ascot experience. Despite welcoming nearly 300,000 guests and 6,000 staff – the majority temporary - we wanted to deliver a customer experience that felt personal to everyone. In recent years, quantitative data from customer exit surveys (online and telephone) has suggested that customers' expectations at the Royal Meeting were largely being met or even exceeded. However their qualitative comments about their experience identified many small operational opportunities that we felt if acted upon, collectively could ensure a marked improvement in customer satisfaction. As such, using the catalyst of our recent rebrand - that had helped us articulate our brand values - we aimed to:

- Deliver our brand promise to ‘Raise the Standard’ and improve customer satisfaction by making incremental changes at service touchpoints. We reviewed the entire ‘customer journey’ for each product experience from booking to event departure to identify areas for improvement
- Underpin a sense of occasion through product innovation and premiumisation. We wanted to continue to develop our offering across all price points to deliver a aspirational experience that reinforced our advertising campaign promise that Royal Ascot is ‘Like Nowhere Else’
- Provide all staff with the training, environment, tools and reward mechanisms to help them deliver this service step-change.
- Integrate heightened security protocols into staff training in order to minimise the impact on customers’ arrival and raceday experience.
- Allow customers to shape their event planning in order for them to enjoy their day more by providing tailored and aspirational pre-event communications
- Improve customers’ stated likelihood-to-return to Royal Ascot 2017. This would give us the confidence to reduce capacities on sell-out days next year (to further improve the experience) without fearing a decline in ticket revenue, hospitality income and in-venue spend



Delivery

- Staff members were inducted to our brand with a new at-home online seminar and the majority given face-to-face training on the eve of the [event](#)¹. Seminars were tailored so staff could translate how our core values ‘elegant, uplifting and original’ should be reinforced through their roles. The Ascot Online Learning Academy tested prospective staff on likely scenarios many exclusive to the Royal Meeting. Training was intended to provide staff with 7 learning outcomes, building their knowledge in key areas previous years had flagged for improvement
- Staff were empowered to handle broader queries and find a solution / answer rather delegating to others; a pocket-sized handbook and z-card supported effective interactions with guests. Daily racing updates, insights and tips were circulated to share with guests as a personal touch. ‘Brand Auditors’ measured and feedback on performance of individuals anonymously to the Management Team.
- A one-day ‘Table Top’ brought together Ascot Management and external teams to ensure that the security process was mapped for different scenarios with a clear chain-of-command, ensuring guests could enter (and exit) the venue in comfort and quickly
- An automated system for logging staff arrival reduced check-in times but also enable experienced teams from previous years to quickly reform. This process had previously been manual and team formation ad hoc. Core teams were supplemented with inexperienced staff who would learn quicker. A number of our most experienced stewards were liberated from formal tasks, simply proactively making guests days better e.g. taking a photo for a guest. A ‘secret tipster’ delighted Fine Diners, inviting them to visit the Parade Ring
- Hospitality staff had one weeks’ training at Le Manoir focused around seven ‘best-in-class’ front and back of house disciplines, overseen by Raymond Blanc (who was also a Chef in residence at Royal Ascot)
- Each ticket booker received a brochure and a series of ‘Plan Your Day’ emails to build anticipation and shape itineraries even if they had only bought a £19 ticket. For example, these emails introduced the trophy presenters with an in-house [video](#)², encouraged [picnicking](#)³, reinforced our [dress-code](#)⁴ and integrated our [sponsors](#)⁵ into the narrative of the day
- Staff were encouraged to identify colleagues whose action’s ‘above and beyond’ reinforced our core values, those earning 3+ nominations became Ascot Ambassadors. We worked with employee agents to tailor face-to-face training to their own methods. We quickly realised that a draconian roll out would not be embraced by agencies. This tailored approach enabled us to extend the ‘AA’ programme to third-party staff, a hugely motivating factor above the usual reward programmes
- Senior Management were each given a £1,000 budget authorisation to fix guest problems. This could be simply replacing a spilt drink or ensuring someone who had lost their wallet got home safely in a taxi. Less than £500 was utilised as there were few problems.
- Dedicated staff welfare areas were introduced with complimentary refreshments, ‘fix-up’ zones and TVs to boost morale, energy levels and performance. TVs were added to show staff the spectacle that they were delivering
- Customer insight underlined the importance to purchase of a ‘sense of occasion’, guests wanting to step out of the everyday and feel special. Our offer was accessible but aspirational, encouraging guests to upgrade via our product hierarchy in attainable steps. In the Queen Anne alone there were 3 picnics and 3 Afternoon Teas. Our booking engine offered tailored enhancements dependent on what was in a customers’ basket. We also provided guests with the opportunity to premiumise and extend their ‘occasion’ e.g. arrive via a special train service with a glass of champagne or even by chartered helicopter. In-venue working sculptors, artists and a rotating screen added to the experience₃
- New collaborations with Bob’s Lobster, Stag & Barber and Woodford Reserve brought in on-trend propositions.

Results

- **5,791** of our 6,000 staff went through a form of face-to-face or digital brand training programmes. The busiest operational hour saw over **1,000** staff checked in - across the week, queue time averaged 7 mins per staff member, vs. 20 mins last year, inclusive of security accreditation, uniform allocation and lunch pick up. 93% staff agreed their welcome had been friendly.
- Increased security meant up to **75,000** people were searched on arrival each day (a ten fold YOY increase) yet average waiting times increased by only a few seconds.
- **92%** of Fine Dining guests rated their Sales Representative as **5/5** for helpfulness, up from 72% in 2015
- **93%** found the pre-communications extremely useful. 'Plan Your Day' email Open Rates grew, with averages approaching **70%**
- Event expectations were met or exceeded for **92%** of guests, up from **87%** in 2015.
- **88%** rated their Fine Dining experience as '*expected*' or '*better than expected*' up from **87%** in 2015. On5, The Village and Panoramic Restaurant all saw a marked improvement with **63%**, **54%** and **51%** saying the experience was better than expected, despite prices often exceeding £500 per person. Trackside rated **100%** for meeting / bettering expectations up from **85%** in 2015
- Returning guests said that their experience was 'better' than the previous year. Of those who came in 2015 and 2016, **33%** rated their experience to be improved YOY
- First time visitors across all enclosures were more impressed than debutants had been in previous years; **46%** stated that the event was '*better than expected*'. In Fine Dining this rose to **55%**, in comparison to **52%** LY
- **75%** stated that they were '*very likely*' or '*definitely*' going to return to Royal Ascot in 2017, in comparison to **70%** in 2015. Uplift across Royal Enclosure, Queen Anne Enclosure, Windsor Enclosure and Fine Dining. Some fine dining experiences saw a marked uplift. Likelihood to return next year saw a **+39%** YOY increase for the Panoramic Restaurant, a **+18%** YOY increase for Carriages Restaurant and a **+16%** YOY increase for the Parade Ring Restaurant
- Guests are more likely to recommend the Royal Meeting to others. Our net promotor score increased from **58** to **71** in Windsor Enclosure and **59** to **63** in Queen Anne Enclosure, this is vs. an all sport match day experience average of **61**
- Service scores for gate staff, stewards, concession staff and hospitality staff increased YOY (from **4.19/5** in 2015 to **4.34** in 2016): They scored higher across Dress standards, Politeness, Knowledge, Efficiency, Enthusiasm, Approachability (from **4.25/5** to **4.36**)
- Ratings improved YOY across the venue for the following factors: Atmosphere, Access to and Cleanliness of toilets, Directional signage, Sense of space, Information announcements and availability, Access into and around the enclosure, Speed of queues at the bar, Speed of queues at the food outlets, Variety of bars, Variety of food outlets, Behaviour standards, Quality and choice of food / drinks (**up .2/5 YOY**)
- Site health and safety management audit was excellent. 31/31 Green across site. No ambers this year.
- F&B operation increased sales by **£660k to £12.5m** by incremental changes e.g. 95% sales uplift in unit where we introduced Bob's Lobster.
- The strength of our exit surveys and customers' stated intention to return has influenced the decision to cut sell-out capacity by a further **3,000** guests in 2017. This will aid further improvements to the raceday experience/ Revenue will be protected through driving ticket yield and in-venue spend. Submission Overview video <https://youtu.be/Nic8aooBM2U>

Supporting Information

SHOWCASE
& AWARDS
2016



Quotes captured from surveys:

"All of the staff members that we came across during the day were warm and friendly toward us. I thought that they genuinely wanted us to have an enjoyable day at Royal Ascot." **10/10**

"All staff we encountered looked to be enjoying their jobs and intent on making our experience a good one. Although the place was busy I felt appreciated as an individual, rather than just a number." **10/10**

"This was a wonderful day and one I shall be talking about for some time, most definitely recommending it for next year." **10/10**

"We would highly recommend a day at Royal Ascot to friends and family who want a special day out with a sense of occasion." **10/10**

Referenced Films:

1. Submission Overview video <https://youtu.be/Nic8a00BM2U>
2. Trophy Presenters Introduction video <https://www.facebook.com/AscotRacecourse/videos/1112692558794435/>
3. Picnicking video <https://www.facebook.com/AscotRacecourse/videos/1106008376129520/>
4. Dress code video <https://www.youtube.com/watch?v=4NbYaNDwPxY>
5. Sponsors video <https://youtu.be/ZX7pMwlCmjs>



Chester Racecourse

Owners Experience



Objectives

Drive the number of runners at Chester each raceday, by cementing Chester as the number one choice for Owners when making the decision on where to run

Provide a significant return for Owners when committing to run at Chester, their continued investment is crucial to the success of our support

Promote inclusivity within the industry, encouraging grass-roots level upwards involvement through a dedicated cost contribution from Chester

Maximise the experience for visiting Owners and surpass expectations

- Ensure we deliver an integral and rewarding service each and every raceday
- Continually measure performance through direct feedback and open dialogue



Being awarded Best Racecourse in Britain (ROA 34th Annual Horseracing Awards, December 2015) cemented Chester as 'Best-in-Class' amongst Racecourse peerage and acted as a catalyst for a bold move to launch a fantastic never before attempted initiative within the industry;

To reward visiting Owners with a minimum £400 payment contribution each time their horse runs at Chester

Adding to an already exemplary package for Owners – six badges, four lunches, half bottle of wine per person, designated table for the day, TV screens able to preview any race from the previous two years; new inclusions for 2016:

- *Buggy service to transport Owners from the new dedicated Owners and Trainers car park to the Owners and Trainers entrance*
- *Winning Owner and Owners of place horses invited to Entertainment Suite for celebratory Champagne and presented with branded leather encased USB stick containing images and footage of their corresponding race*
- *Winning Owner emailed image of closing stages of their race within 10 minutes of finish to use at their disposal electronically and sent hard copies within a week; providing multiple touchpoints and opportunities for sustained relationship growth and open dialogue with Chester*



SHOWCASE
& AWARDS
2016

- 4
- Friday, January 15, 2010 racingpost.com
- # HORSE PLAY
- Just for the fun of it
- ## Owen praise for Chester appearance scheme
- By Lee Mortimerhead
- CHESTER devotee Michael Owen yesterday added his name to those warmly welcoming the week's decision to launch the biggest appearance money scheme in British horse history.
- The independent racetrack outfit this year guarantees every owner a £400 payment each time a horse competes in the already popular venue, which in December was named the sport's leading track in the country by the British Horseracing Association's annual awards.
- The move is expected to coil Chester in the region's £100,000 and will ensure no owner leaves the Roodee with less than £400.
- Clerk of the course Andrew Ross on Wednesday described it as "a pretty special offering" that the racetrack hopes will be "a key driver in persuading people to run at Chester".
- Owen, who employs trainer Tom Dromey in a yard based just 14 miles from the city-centre track, said: "It's a fantastic initiative by Chester, which encourages us to push the boundaries in so many ways."
- "We in Manor (Owen's Stables) need no extra encouragement to send horses back as it's our local track and our owners love it. They're going to love it even more now!"
- Another admirer is the Chester Avenue Racing Club, whose manager Matthew Hiffon said: "We always try to have runners at Chester and if you asked any of our members they would say it's their favourite track as they get looked after so well. The hospitality is fantastic and the free meal cards are given in more like a banquet."
- The £400 payment "will make any difference to us as if we have 12 winners in a horse, a one-tenth share [of £400] isn't going to leave any impact."
- "While it would work in some other
- like Newcastle, where owners probably won't be so keen to run this year."
- "This is going to cost Chester a lot of money, but even today when it runs there already, so really the racetrack is just changing us for the right to run!"
- Trainer Charlie Fiddes added on Twitter: "Fantastic to see an already sparsely raced horse given even further reward to race!"
- Chester has also announced an eight per cent one place fund increase for the Boodles May Festival, which is now worth £793,000, joining the stakes in race wins in the Action Figures Chealier Oaks, up from £480,000 to £560,000.
- THE TREES OF JESSE shows the ancestors of Chase as depicted in a tree which rises from Jesse of Bethlehem, the father of King David. The tree originates from a passage in the biblical Book of Isaiah: "And there shall come forth a rod out of the stem of Jesse, and a branch shall grow out of his roots." This passage refers to the descender of David, and figures depicted in the lineage are taken from names listed in the Gospel of Matthew and Luke. Representations of the tree can
- # Whip bans
- ## IN NUMBERS
- 9 per cent decrease in whips
- ## Hughes: relax guidelines for

[illegible]

Supporting Information

Owners Feedback:

‘Chester consistently provides a great day for owners, whilst today was very special, we have always enjoyed our day regardless of the result.’ - Tony Ferguson

‘Just wanted to say many thanks for putting on such a wonderful lunch for the owners and trainers. The best I have come across in my time as an owner and I wish this could set the standard for other racecourses! I do hope we can return and would like to thank all the staff for such a great day.’ - Ann Black

Online Feedback:

"Best course in England"

★★★★★ 1 week ago | Reviewed by RickA992001

Admittedly we were fortunate to be in the owners enclosure but we did look around the course and everything was tip top. The food we had was the best buffet style I've ever seen and I've worked at racecourses on the hospitality side. We were looked after way above and beyond. Thanks Chester.



Tim Jones This feels like the 'watershed moment' racehorse owners have been longing for. Congratulations to Chester for being bold enough to instigate this initiative. Let's hope that it soon becomes the norm rather than the exception and that the rewards grow making owning racehorses financially attractive for the first time in living memory.

Like · Reply · Message · 15 hours ago

Online press coverage:

<http://www.racinguk.com/news/article/40254/chester-owners-payment-scheme-universally-praised>

<http://www.skysports.com/racing/news/12040/10129789/chester-scheme-universally-praised>

PLEASE CLICK THIS LINK to download further supporting information – Social media, press coverage (online and print) of payment scheme initiative and additional Owners feedback