

Market Rasen Racecourse

‘All About The Horse’

The BIG Jigsaw Challenge



Objectives

- To educate children on all aspects of racing through a fun, interactive team game
- To bring together local children from all enclosures across the Racecourse to take part in a interactive team game with the focus on the journey of the horse and jockey
- To educate children of all ages, taking them behind the scenes of the Racecourse providing facts and information on Racing which in easy to understand and ensures their interest in racing and the welfare of horses is maintained post Raceday
- To provide extra entertainment for children on a Raceday which goes beyond the standard children's entertainment offering. Increasing their awareness of the 'horse' and racing as a whole
- To set Market Rasen Racecourse apart from the rest via community integration through the marketing of 'The BIG Jigsaw Challenge'
- To engage with the local community through communicating the initiate with local schools across Market Rasen, driving attendance.

SHOWCASE
& AWARDS
2016



Delivery

SHOWCASE
& AWARDS
2016

- We had a large Jigsaw puzzle created using an iconic racing image from Market Rasen Racecourse, the jigsaw measured 4m/4m, made up of 12 pieces
- The Racecourse Team facilitated the team game by allocating each jigsaw piece to a subject matter surrounding the 'horse'. Examples being – The Parade Ring, The Winners enclosure, The Weighing Room, The Unsaddling Area
- The children (groups of 12-20) were brought together and given clues as to where each piece might be hidden. On guessing the clues the groups were taken to the relevant areas across the Racecourse and given a 5 minute interactive, fun talk on the subject
- When all pieces were collected the children had to assemble the jigsaw puzzle with each of them receiving a prize with a further large prize for the winner of the tie break question
- Across the Raceday the team facilitated 6 Jigsaw Challenges, each lasting approximately 40 minutes each



Results/Anticipated Results

SHOWCASE
& AWARDS
2016

- 114 children took part in The BIG Jigsaw Challenge
- Feedback from both children and parents were fantastic with one parent saying 'Its great to enjoy a value day out for the family with the opportunity for kids to learn whilst having fun'
- Racegoers have enquired as to when The BIG Jigsaw Challenge will return. Market Rasen Racecourse has committed to running the interactive game on 4 family days throughout the year
- All children that took part in the Challenge went away with a greater understanding of our sport and more importantly a greater understanding of the Racehorse
- After the success of The BIG Jigsaw Challenge the initiative is set to be rolled out across the East Region then Jockey Club Racecourses as a whole
- Oscar Age 12 said "going into the commentary box and seeing places you can't normally go was awesome"
- Izzy Age 8 said – "It was like being a VIP"



Supporting Information



1,487 people reached

Boost Post

Like Comment Share

Louth Golf Club, Peter Garner J, Tracy Drakes and 4 others like this. Most Recent +

-  **Emma Louise Zalewskyj** Kathy Lawrance is this Gemma?
Like · Reply · 2 August at 17:55
-  **Gemma Louise Stackhouse** It is me lol we had a great day and the hunt was so much fun thank you market rasen racecourse for a great day xx
Unlike · Reply · 3 · 2 August at 18:11
-  **Emma Louise Zalewskyj** Thought so! Can't believe I missed it... Was going to book next week thinking it was toward the end of August 😊 xx
Like · Reply · 2 August at 18:37
-  **Gemma Louise Stackhouse** Oh no u missed a great day we love spending time here best racecourse we have been to x
Like · Reply · 2 August at 19:05
-  **Sammy Neal** We had a lovely day, as always at the racecourse. X
Like · Reply · 2 August at 19:26
-  **Kathy Lawrance** Yes, Luke's Mum x
Like · Reply · 1 · 2 August at 19:31

Write a comment...

Promote

THIS WEEK

21,662
Post Reach

822
Post Engagement

3
Book Now

0 of 1
Response Rate

Recent

2015
2014
2013
2012
2011

See Your Ad Here

Market Rasen Racecourse
We are now on sale for our Boxing Day Family Fun Day! Join us for great racing and FREE...

4 3 2

Boost Post

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2016

EXAMPLE TALK: Unsaddling Area

Horses that don't finish in the first 4 will come to this area to be given a drink and washed down. The Grooms will walk the horses to cool them down post race. Some horses will have sweat rugs put on to ensure their temperature remains at reasonable levels. The horses won't stay long in this area, they will go back to the stables to be taken care of before travelling home. After having time to recover the horses will be given some food and more water. After at least 2 hours they will get ready to travel home, they wear boots, a head collar and rugs in the horsebox. The Grooms will remain with them during this entire process.

Ascot Racecourse

Best Campaign

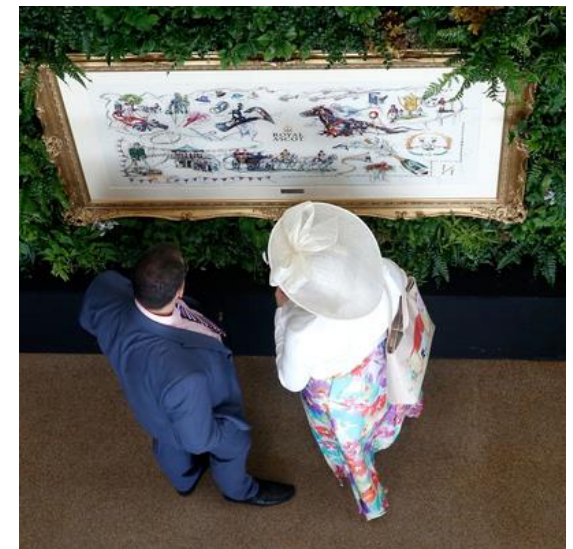
Royal Ascot 2015
'Like Nowhere Else'



Objectives

- Deliver an integrated and versatile campaign over six months to increase engagement around Royal Ascot to build our target audiences' consideration to attend, their conversion and their annual loyalty with timely marketing communications tailored to their differing motivations to attend, expectations and preconceptions of The Royal Meeting (without at any point compromising credibility with racing enthusiasts).
- Ensure a premium brand positioning and reinforce a key USP that Royal Ascot is a result of meticulous preparation across racing, pageantry, food and fashion; an extraordinary array of quality across these fields that collectively create a vibrant and inclusive spectacle that is 'Like Nowhere Else'.
- Increase general admission ticket sales to 223,850 and sell-out Thursday, Friday and Saturday for first time since 2006 while managing yield to support revenue growth of 4.1%. Execute an integrated campaign modelled against historical transactional data to encourage earlier purchase by more returning customers before 1st April (deadline for advantageous pricing for early bookers) and increase full price sales by new purchasers thereafter.
- Define and communicate a clear value chain of hospitality experiences to ensure that the campaign supports a 5.5% sales increase to £7.6m.
- Ensure that innovation and creativity in the campaign is underpinned with analytical sophistication that provides flexibility to track ongoing ROI and evolve the plan to optimise effectiveness.
- Deliver a step-change in customer engagement and underpin the 'Like Nowhere Else' narrative through high quality digital output and timely targeted PR initiatives.
- Further enhance campaign reach by creating toolkits and platforms for sponsors to invest in while helping them meet their own engagement objectives.
- Support a positive customer experience and reinforce the brand positioning through effective use of the campaign across high quality collateral and across venue.
- Use the campaign assets to support in-venue data capture.

SHOWCASE
& AWARDS
2016



Delivery

SHOWCASE
& AWARDS
2016

Phase 1 focused on retaining known customers through engagement with carefully segmented content based on their interests, motivations and previous transactional behaviours served through emails (37 variations across the campaign) and direct mail sent at the optimal time to drive sales. For phase 2 we identified 544,000 new targets across 15 key customer types from postcode profiling tool, MOSAIC who lived within our geographical catchment while sharing similar social demographic profiles and interests to existing customers. We identified that their media consumption over-indexed on radio, digital, newspaper, OOH and TV so built a campaign around these platforms weighted around the projected weekly sales targets.

- Tapestry was an appropriate art-form for our campaign. It has been used to tell stories throughout history and requires both a remarkable level of skill and appreciation of detail. We commissioned an artist to bring together the key parts of Royal Ascot in an elegant and visually intriguing manner, reinforcing the extraordinary details, uniqueness and stature of Royal Ascot <https://www.youtube.com/watch?v=ji6i4U6zmbs>. The tapestry had four sections, each with visual prompts for unique stories across racing, style, pageantry and fine dining which collectively helps make Royal Ascot an event Like Nowhere Else’.
- The master advertisement was cut to create individual executions that led on Racing, Pageantry, Fashion and Fine Dining. These ran individually to attract different audiences (e.g. a user who may have watched our style guide video would be retargeted with a fashion iteration of our digital advertisement) or as a series to collectively reinforce the wider spectacle (on London Underground).
- Users could digitally explore the incredible detail of the tapestry or learn more about these and other stories on our <http://likenowhereelse.co.uk/> micro-site. By centralising production we could edit content to engage various target audiences across digital (own channels or syndication) and PR outreach; service other revenue streams (publishers and broadcast partners) and support the in-venue experience (e.g. Ascot TV). We integrated the campaign across all event collateral. The original artwork was beautifully displayed in the Grandstand. We used snapshots of it to simultaneously dress the venue and reinforce key stories. ‘#Like Nowhere Else’ photo-spots across the site encouraged social media engagement, capturing data for future retention efforts.
- We were able to evolve the plan as the campaign progressed by measuring what was resonating with a diverse audience. We knew exactly what creative / platform combinations were best converting new and previous customers so could up-weight investment. Similarly if social media content showed a strong initial organic performance we could support this with paid media.
- PR initiatives reinforced The ‘Like Nowhere Else’ narrative. Key national, lifestyle and trade press enjoyed a four-course launch lunch from Michael Caines, Phil Howard, Raymond Blanc and Angela Harnett at our February Raceday; our style guide (inspirational high-fashion looks inspired by our dress code) was unveiled to fashion media in conjunction with Fenwick <https://www.youtube.com/watch?v=8tFQk1s7Oy4> and world’s first horse drawn ‘pop-up’ restaurant saw social media prize winners and media enjoy dishes served by the aforementioned chefs who in supported this through their own social media.

Results/Anticipated Results

SHOWCASE
& AWARDS
2016

1. Sell-out of Thursday, Friday and Saturday for first time since 2006.

- 230,000 tickets sold. 8.3% revenue increase on 2014.
- Most ticket purchasers in Grandstand and Silver Ring since 2006.
- Fine Dining revenue increase of 8.6% (£7.8m) with 18,000 hospitality package sales.

2. **Step-change in retention rates:** By 1st April we had increased YOY revenue sales from returning bookers by £900,000 (up 37.5%). Nearly 2000 more returning transactors booked than in 2014.

3. **Record recruitment and record ticket yield:** we attracted 26,000 new bookers, our strongest recruitment performance since 2006. Equally importantly we were able to improve per ticket yield. We maintained strong new group sales despite reducing the timeframe where advantageous pricing was available to them.

4. **Better transparency and improved ROI on advertising**

- Digital - £11.61 return on each £1 spent (up 15% YOY). We had absolute clarity on what was converting new or known customers which will be hugely beneficial for 2016 planning.
- TV advertising <https://www.youtube.com/watch?v=dpNY688XVoU> Sky AdSmart offered pinpoint targeting based on geography, socio demographics and interests (next door neighbours watching the same show would not necessarily both see our ads). Key postcodes saw YOY sales increase of up to 17% during relevant timeframe.

6. **Content strategy underpinned by analysis was effective**

- Website – 25% YOY increase (for key Jan-July period) in sessions. We doubled the traffic from ascot.co.uk to booking engine.
- Social media – we doubled YOY reach and impressions in the 6 months leading up to the event. More than 1m people engaged with Royal Ascot content on Facebook during the Royal Meeting. Twitter engagement averaged 2.88% up from 1.30% last year. #RoyalAscot was used 84,411 times (up 39% YOY) in the seven days before and during the Royal Meeting.
- Email – Delivered £786,000 directly attributable sales (up 13%). Each email sent was worth £0.94. The post purchase emails enjoyed opening rates of 66% (up from 57% in 2014) due to our tailored approach.
- Direct mail – record 11.3% conversion worth £859,000 (or £22 return on each mail sent to 37,500 known customers)

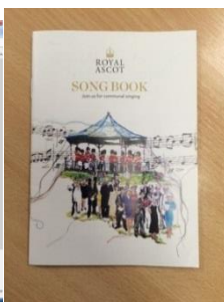
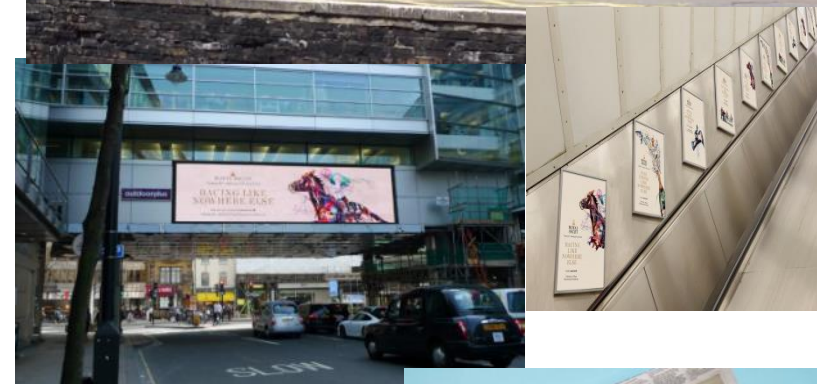
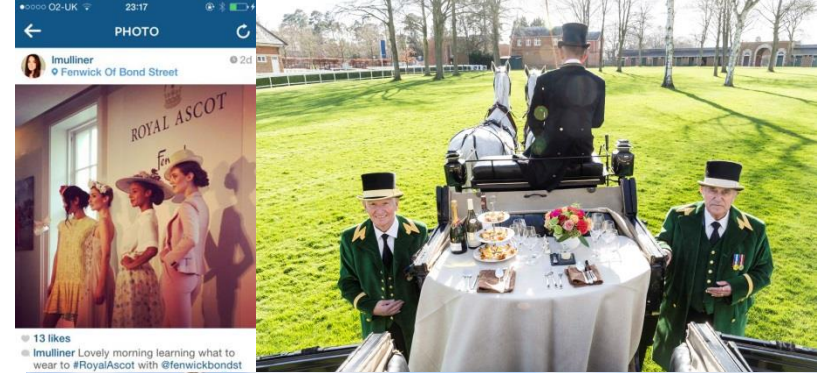
7. **PR** £8.8m of directly attributable and independently measured media value from our consumer PR efforts. We were able to earn over £20m media value from our fashion PR initiatives.

8. **Sponsorship** Our partners embraced the campaign. Stella Artois and Appletiser supported it with OOH advertising while the campaign was used in windows at Fenwick, Harrods, Longines and via Bollinger promotions. Garrard, QIPCO and Stella Artois commissioned or elevated Like Nowhere Else content with channel support to deliver over 400,000 video views. 2015 will be a record year for sponsorship revenues at Ascot. These case studies have supported recruitment and retention of our partners.

Supporting Information

From Top Right Clockwise:

- The style guide <https://www.youtube.com/watch?v=cpHSAPrFrWc> launch and pop-up horse drawn restaurant engaged key influencers, generated social media engagement and media coverage
- The master image was versatile for different platforms and messaging. It was used by Longines and Bollinger in their trade windows.
- Campaign used across venue to support data capture / social media engagement and celebrate key parts of day (Royal Procession, Songbook)
- We produced 42 films that reinforced the Like Nowhere Else narrative and supported our partnerships e.g.
 - Style <https://www.youtube.com/watch?v=X1DOqsbvQPI>
 - Food <https://www.youtube.com/watch?v=o2alCtMQhVE>
 - Racing <https://www.youtube.com/watch?v=AFjoG9hg9t4>
- Our post event survey suggests improved 'Likelihood to Return' (87% very likely or likely) and 'Likelihood to Recommend' the event. 'Sense of Occasion' and 'Best of British' scored highest as prompted descriptors (chosen by 55% and 41% of respondents respectively when they were asked to select three from 25 descriptions).
- Independent survey by SMV Insight showed YOY increase in brand awareness (now 40m of UK population) and uplift in 'Reputation' and 'Quality' values.



Aintree Racecourse

Racing Together Corporate Social
Responsibility and Community

Aintree Community Programme and Racing Together



Objectives

- To gain greater recognition for the work Aintree undertakes in existing community partnerships and relationships
- Integrate the existing work and combine it with a sustainable long term programme of new initiatives and new partners which will help bolster awareness and understanding of Aintree and its importance to Liverpool
- Aintree has been selected as the first 'Beacon Racecourse' as part of the Racing Together National community project. 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 aims to start coordinating and communicating British Racing's community outreach as a two year case study by launching a number of projects initially focusing on educational activities, that make a real difference to local pupils and the community around Aintree. The objective is also to roll this out to other UK racecourses from the learnings at Aintree
- Launch the newly formed Aintree Community Programme at The Betfred Becher Chase Community Day 2014. Showcase The Betfred Becher Chase Community Day as a mini Grand National Festival for the community and give free access to help create a positive feeling about the racecourse and give something back to the local community
- Reputational benefits from being closer to opinion shapers, industry and commerce, the education world and community groups in Liverpool and throughout Merseyside

SHOWCASE
& AWARDS
2016



Delivery

SHOWCASE
& AWARDS
2016

- The **Aintree Community Programme** launched at the **Becher Chase Community Day** in December 2014 when free access was given to the local community – 30k people attended. The mini Grand National included a networking lunch for **70 influential community leaders by the Chairman**, Rose Paterson in the Sefton Rooms, ambassador Katie Walsh activity, side saddle displays, Old Grand National and Becher Chase winning horses were paraded– Hello Bud and Neptune Collonges, extended 82 racecard, live local radio at Aintree, extra facilities and catering, all community partners showcased, extensive promotion
- Since launch, the programme has developed into **five themes** with all programmes designed to ensure focus on the important issues in our community . The five themes include: **Best for Health and Wellbeing; Best for Riding in the Community; Best for Mental Health; Best for Community Engagement; Best for Disability**
- Aintree is working with some exciting partners including **Liverpool FC Foundation, Everton in the Community, The Walton Centre, RDA, Hillsborough Family Support Group, Alder Hey Hospital, Kokora, Barrie Wells Trust and Resonate Music**
- *Projects that have taken place since launch include:* Creating a **70 strong local children's community choir** to sing the National Anthem before the Grand National race in April 2015
- Providing **disabled riding sessions** at Aintree with RDA and Everton in the Community
- Providing several **Dementia Tours** around Aintree for Dementia service users to learn about Grand National history, in conjunction with Everton in the Community
- Undertook a **jockey/trainer visit to Alder Hey children's hospital** on Ladies Day of the Crabbie's Grand National Festival (now in its 12th year)
- **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
- **Racing Together Beacon Racecourse, - Racing to School (stage 1)-** Aintree has invited a dozen local schools and hundreds of kids to Aintree to try horse riding, tour of the weighing room, go to the top of the grandstand and learn about the Grand National. This project is part of Racing Together, which Aintree has been selected for out of 59 racecourses around UK
- **Racing Together Beacon Racecourse – (stage 2) –** A dozen Aintree staff with BHEST to go into local school, Maricourt School, on several occasions to provide workshops and give presentations about jobs at racecourses and how a racecourse operates. Activity to take place from September 15 – June 16 and will engage with approximately 1500 local children



Results/Anticipated Results

SHOWCASE
& AWARDS
2016



- Please click [HERE](#) to see a compilation video of the launch (Becher Chase Community Day)
- A capacity was calculated as 42,000 for the day which **sold out 4 weeks before raceday**
- **Almost 30,000 people** came to the day (previous attendances are approx 6,000 people)
- New racegoers – **42% of bookers** were new to Aintree Racecourse which met our objective of bringing new people to the sport
- **56% of bookers** were from a Liverpool postcode which shows we engaged well with the community
- New Aintree Community Section built on the [Aintree website](#) –please click [HERE](#)
- **New logo** created for the programme:

- Over **50 local disabled children and their parents** have engaged with the programme – more sessions are scheduled in October 15 and January 16 (one with the C4 Paralympic team)
- Over **70 local children and their parents** were part of the first Aintree Community Choir for the Grand National
- Approximately **75 Dementia service users** have been part of the Dementia Programme
- **The annual jockey visit** is now in its **12th year** and was attended by 16 jockeys and trainers including AP McCoy and Paul Nicholls and visited several wards in a two hour visit

Legacy :

- **Racing Together activity– phase one** - approximately **220 children** attended the Racing to School programme at Aintree over the summer – trying riding, grooming, learning about GN etc
- **Racing Together activity - 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 job opportunities at racecourses and learning about the Grand National itself . Plan is to roll out to other UK racecourses
- **Becher Chase Community Day 2015** will build on last year's launch with reduced tickets for the local community, inviting all community partners/charities to showcase their offerings at Aintree, engage with schools around Aintree (invite kids to the racecourse for free), with The Aintree Chairman hosting another lunch in Sefton Rooms for key community/charity contacts
- **Plenty of activity planned for 2016** including launching a community centre at Aintree with Liverpool FC Foundation, launching the Well North Health and Wellbeing at Aintree with the local CCG, providing Aintree tours for military veterans and supporting the homeless and food banks

Supporting Information

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

- **Media** – Aintree Community Programme has a free fortnightly half page in the **Liverpool Echo** covering current community activity – **Click on** – [Echo4Aug](#) and [Echo.18Aug](#)
- **Media** – **Channel 4** covered the Racing to School and Dementia Tour activity in March 2015 for the Morning Line – please click to view – [Channel 4 Morning Line](#)
- **Media** - **ITV Granada** has also the Racing to School programme – please click to view – [ITV Granada - Aintree aiming for the future](#)
- [The Times Alan Lee](#)
- [Liverpool Echo](#) – [Disabled Riding with Everton in the Community](#)
- [Sports Industry Group](#) – [Beacon Racecourse - Aintree](#)
- [Liverpool Echo](#) – [Free access to Aintree for community](#)
- [Everton FC website](#) – [Disabled riding session](#)
- [BHA website](#) – [Beacon Racecourse, Aintree leading the way](#)
- [Liverpool Echo](#) – [Children's Community Choir sing National Anthem](#)
- [Liverpool Echo](#) – [Alder Hey Children's Hospital jockey visit](#)
- [Telegraph online](#) – [Aintree unites to remember Hillsborough victims](#)
- [HEART FM](#) – Click to listen to March's coverage (covered in July as well)

Image collages of programmes and events – please click below:

- [1-Alder Hey Children's Hospital visit in April](#); [2-Disabled Riding session in July at Aintree](#)
- [3- Racing to School session in June at Aintree](#)

Comments and Feedback

- Positive social media feedback from Becher Chase customers–click [HERE](#) for a selection
- **Margaret Aspinall**, Chair of Hillsborough Family Support Group: *“We are very grateful for the continued support we receive from Aintree Racecourse – their programme is going from strength to strength and we're really happy to be part of it.”*
- **Chris Clarke, Everton FC, Community Development Manager**: *“We've had a great start to an extremely important partnership to us. Aintree launched their programme in style. Since then we've partnered extremely well for disabled riding sessions and dementia tours ”*



Ascot Racecourse

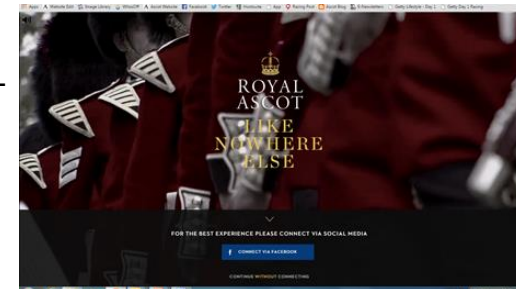
Digital Excellence

Royal Ascot 2015
'Like Nowhere Else'



Objectives

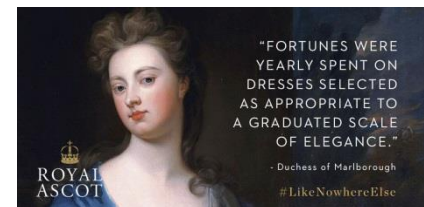
- Drive awareness, consideration and conversion through segmented digital content and an intuitive digital experience to support Royal Ascot weekly sales budget (Tickets and Fine Dining) and overall revenue targets
- Reinforce the Royal Ascot narrative – ‘Like Nowhere Else’ by bringing to life the rich tapestry of stories that make Royal Ascot an event like no other
- Create an integrated Royal Ascot campaign across all digital channels – website, email, digital advertising, in venue and social media - both prior to and during the Royal Meeting
- Create multi-format content to be used effectively across Ascot’s own channels, as well as amplified by stakeholders including industry, media and commercial partners
- Drive spend per head and maintain a high level of customer satisfaction by helping customers post purchase to plan the best possible day maximising cross-sell and upsell opportunities
- Add tangible value to Ascot’s commercial partners’ through Ascot’s digital channels and the content created
- Increase the reach of and engagement in Royal Ascot using Ascot’s social media channels – both in the pre, during and post event
- Support data capture in the lead up to and in venue during Royal Ascot
- Implement a robust insights strategy to gain a greater understanding of the Royal Ascot consumer behaviour across Ascot’s digital channels and an understanding of who Ascot’s digital customers are
- Support Ascot’s new brand positioning – ‘elegant, uplifting and original’
- Support future consideration by engaging with non-attendees during the Royal Meeting



Delivery

- An interactive microsite was built to house the stories behind the Royal Meeting reinforcing its positioning, 'Like Nowhere Else' – www.likenowhereelse.co.uk. Content was divided into the four pillars – Racing, Style, Pageantry and Dining. Content included 42 videos, plus imagery and copy. Each section linked directly to <https://www.ascot.co.uk/royal-ascot-2015-new> for further information about Royal Ascot and to book
- All content on the microsite was deep linked making it sharable across Ascot's own digital channels, plus allowed it to be syndicated by commercial partners, media and stakeholders and allowed users to share stories via their own social media channels extending its reach. All using #LikeNowhereElse
- The microsite formed the core of Ascot's content plan, March-June 2015. Stories were edited into 'bitesize' chunks (eg. 20 sec videos) and released daily on Ascot's Twitter and Facebook pages over the four month period in keeping with relevant 'news' eg. #ThrowbackThursday, #FoodieFriday, anniversaries etc..
- Paid social media was used to extend the reach of content to relevant audiences for each piece of content eg. fashion/racing/food
- A PR campaign syndicated stories from the microsite to consumer, racing and fashion press including competitions to drive lead generation/data capture
- Digital advertising extended reach of content under the four pillars – racing, style, pageantry and dining. Plus re-targeting used.
- Content was used editorially within the 37 Royal Ascot email campaigns to keep emails fresh and engaging
- Content from the microsite was repurposed and used off line (eg. in the Royal Ascot magazine, 'Prepare for your day' collateral and in venue during the event)
- Ascot.co.uk was redesigned to create a more intuitive user experience and to better showcase products. All urls were tagged for effective tracking
- A social media freelance 'team' was employed to deliver content across the five days of the Royal Meeting including daily video, photography and copy
- Royal Ascot 2016 was placed on sale on the opening day of the Royal Meeting

SHOWCASE
& AWARDS
2016



Results/Anticipated Results

- Royal Ascot was a sell-out on Thursday, Friday and Saturday for the first time since 2006. 230,000 tickets sold; 8.3% revenue increase on 2014. Fine Dining revenue increase of 8.6%.
- Step-change in retention rates. By 1st April we had increased YOY revenue sales from returning bookers by £900,000 (up 37.5%)
- Clear step-change in traffic to Royal Ascot with a 25% increase in sessions YOY (1st January to 30th June) and during the event up by 57.78%. 61% of total ticket revenues were delivered online. Royal Ascot event page views were up 130% in the week leading up to the Early Booking Deadline (March) and 200% during Royal Ascot week (June)
- Doubled YOY reach and impressions on social media (Facebook and Twitter) in the six months leading up to the Royal Meeting
- More than 1million people engaged with Royal Ascot content on Facebook during the Royal Meeting, Twitter engagement averaged 2.88%, up from 1.30% last year. #Royal Ascot was used 84,411 times (up 39% YOY) in the seven days before and during the Royal Meeting
- Email communications delivered a 13% YOY increase in attributable sales (totalling £786,000). Each email sent was worth £0.94. Post purchase emails enjoyed opening rates of 66% (up from 57% in 2014) due to our tailored approach through segmentation and use of relevant editorial content
- ROI on digital advertising increased by 15% YOY. £11.61 return on each £1 spent
- 13% of all returning purchasers from last year moved from Silver Ring to Grandstand, many more than those who downgraded
- Brand PR delivered over £8.8m of attributable media value
- Positive use of content by Ascot's sponsors and industry stakeholders
- Qualitative feedback across Ascot's digital channels was positive, with the campaign and content supporting Ascot's brand values – elegant, uplifting and original

SHOWCASE
& AWARDS
2016



Supporting Information

Links to videos produced:

Royal Ascot by numbers <https://www.youtube.com/watch?v=aGh-qQy6pC8>

Racing <https://www.youtube.com/watch?v=QNbJZC2cJVE>

Style <https://www.youtube.com/watch?v=X1DOqsbvQPI>

'How to Train a Winner' <https://www.youtube.com/watch?v=AFjoG9hg9t4>

Style Guide video <https://www.youtube.com/watch?v=cpHSAPrFrWc>

Each of the chefs preparing a signature dish

<https://www.youtube.com/watch?v=bTZqEi9skVc>

A video of each restaurant e.g. <https://www.youtube.com/watch?v=DZi93GtuATg>

A video of each enclosure <https://www.youtube.com/watch?v=RroJIeJxzYo> ;

<https://www.youtube.com/watch?v=iuQ4mISHVow>

A discover Royal Ascot video <https://www.youtube.com/watch?v=5DeHoof3a6o>

The Making of the Royal Ascot tapestry

<https://www.youtube.com/watch?v=ji6i4U6zmbs>

Racing highlights clips covering Royal Ascot greats including Frankel, Black Caviar, Yeats, Frankie Dettori, Johnny Murtagh, Lester Piggott and Henry Cecil e.g.

<https://www.youtube.com/watch?v=HU8XUfRVUO8>

Racing clips of 2015 potential runners in the build up to the Royal Meeting.

https://www.youtube.com/watch?v=x_jTJo8wEOo

A review of each day at Royal Ascot e.g.

<https://www.youtube.com/watch?v=iQFaHBandGY>

SHOWCASE
& AWARDS
2016

Doncaster Racecourse

Events

Christmas Live



Objectives

SHOWCASE
& AWARDS
2016

- To offer a **fun, vibrant Christmas Party concept**, that is new and different to other venues within the locality in size, creativity and value.
- To constantly innovate our Christmas Live product to **encourage repeat bookings** year on year.
- To ensure achievement on the venue's **multi million pound non-racing event budget**.
- To **ensure year on year growth** from the establishment of Christmas Live in 2011.
- To raise business to customer and business to business perceptions of Doncaster Racecourse as a **destination of choice for large scale corporate party events**.
- To incorporate a **new and innovative marketing strategy** to encourage customers to the event.
- To position ourselves against regional competitors (within South Yorkshire and beyond) as the **largest and greatest Christmas event brand**.
- To **offer the best customer service** from the point of booking, experience at the event and post event follow up.
- To **encourage team participation and enthusiasm** to lead to increased sales.



Delivery

SHOWCASE
& AWARDS
2016

- **10% Early bird booking incentive** rate to encourage repeat bookings.
- **Christmas impact week in September**– a whole week dedicated to outbound Christmas Live sales activity to new customers during which we engaged the whole team to enjoy a week of Christmas themes activity, including an office full of Christmas Trees, Reindeers and Mince Pies.
- **Mystery shoppers** to ensure our booking process was of a high standard and enhanced our staff training to ensure the team were equipped to achieve that standard.
- **Innovation** – introduction of different concepts each year, 2014 included: Dedicated Cocktail area, Viva Las Vegas casino area, Bucking Reindeer, Dodgems, Live Band, Live Cabaret show, Fire tricksters, Stilt walkers and much more. 2015 will include all of this, plus a New York Studio 54 theme.
- **Engagement** with the local Chamber of Commerce to secure a **sell-out launch event** for 4 years, with an agreement for this to continue.
- **Brand** Our marketing team built upon the success of the **Christmas Live brand** and continue to introduce innovative campaigns via social media, radio and direct mail
- **Local Economy Enhancement** - engaging local workers across the festive period to deliver the event.
- **Team Training and Engagement** using an enhanced training plan, devised by a dedicated management team of who work across the planning, booking and delivery of the event.
- **Post Event Survey** - dedicated online survey to gain feedback and look for improvements.



Results/Anticipated Results

SHOWCASE
& AWARDS
2016

- We have consistently delivered a fantastic Christmas Party product that **out-performs all other local venues** in size, innovation, activities on offer and value for money. Christmas Live now dominates the local market, forcing competitors to re-evaluate their offer and in some cases finish Christmas Parties altogether.
- Christmas impact week generated £54K in sales to new customers, 35% over the KPI.
- Through constant innovation, a firm sales strategy and excellent customer service we had **4100 of our overall Christmas planned covers for 2015** booked by the end of April through repeat bookings alone.
- **73% of customers** return year on year, exceeding our 60% KPI for repeat customers.
- Christmas Live now **forms 26% of the annual Events Budget**, which has been over-achieved every year and has grown by 381% in 4 years.
- A number of large Christmas Live Customers have since booked other (non Christmas) Events, including: Next, Close Motor Finance, Boots and Sainsburys.
- The introduction of Christmas Live has grown the venue's Christmas covers by **566% in 5 years**, Christmas 2014 was a complete sell out at 9562 Covers.
- Christmas 2015 expected to **sell out before end of October 2015 with 3 nights already sold out by the end of August**.
- **Exceptional customer feedback** year on year.
- Over **150 local staff engaged** to work throughout the Christmas period including a dedicated management team of 22.
- 100% of customers who responded to our survey rated Christmas Live as **Excellent or Very Good**.
- Net Promotor score results show 100% of customers who responded to our online survey stated that they are **very likely to recommend** Christmas Live.



Supporting Information

Visit our website and see how we partied last year:

<http://www.doncaster-racecourse.co.uk/christmas-and-new-years-eve/live-experience.php>

Here's what our customers think:

- *"We go out as a group every year, and given previous years experiences at other local hotel events I didn't have high hopes.....I was SO wrong!"*
- *"The dancers worked their socks off and were good quality. The dodgems and casino were loads of fun and just added a bit of "something different" to the night to keep us all entertained! And then bacon butties at midnight - like I had any room for it!!"*
- *"This is the 3rd year I have attended Christmas live and always really enjoy it! For me it is the entertainment-the singers, dancers, the dodgems and bucking bronco etc. make it very special!"*
- *"Will definitely go again next year....it put all the other Christmas events I've been to in Doncaster to shame!!!"*
- *"staff were absolutely amazing, fantastic night"*

Here's what our team think:

- *"for guests its an non-stop party, for us its non stop fun" Kaylei Millea, Catering Operations Manager*
- *"EPIC!!!, the best party for miles" Nikki Griffiths, Director of Sales*
- *"From 0 to over 42,000 Christmas party goers in 5 years it speaks for itself" Kieran Gallagher, Executive Director*



York Racecourse

Food & Beverage in the Northern End Development at York

Pizza to Parfait, Rosé to Red Berry Cider



Objectives

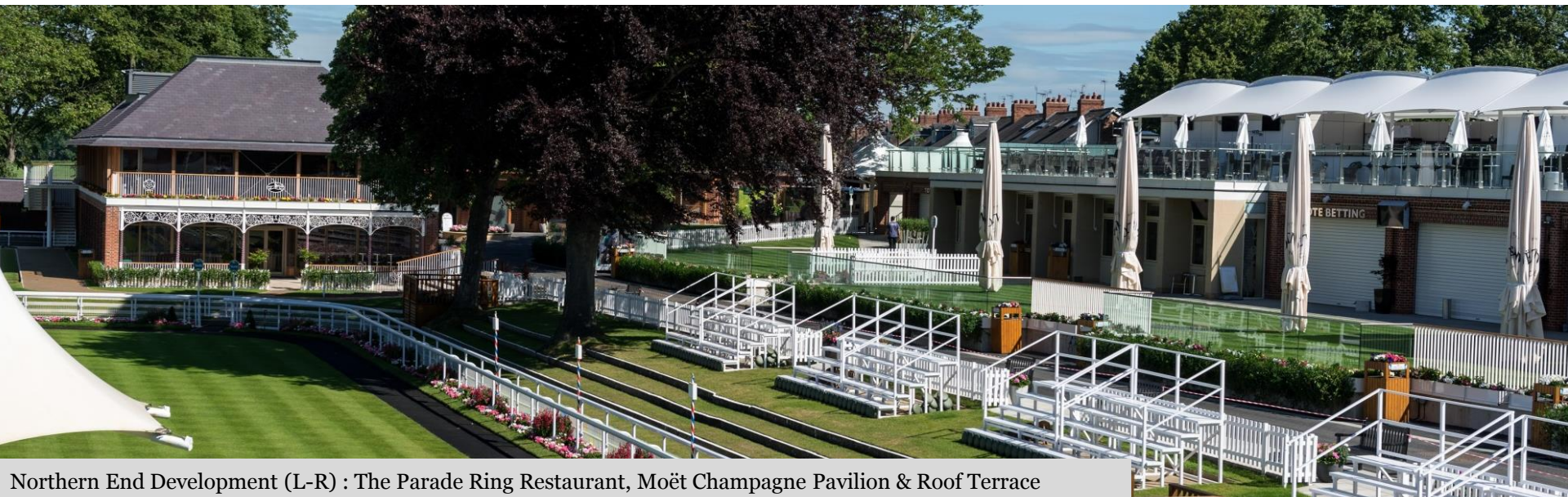
- Create more enjoyable spaces and so encourage attendance
- Transform the Northern End of York Racecourse to be an area that improves the racegoer experience
- Leverage brand partnerships and naming rights
- Redefine the food & drinks offer to meet racegoer appetites
- Increase spend by 10% more than in other areas
- Increase average spend per head by more than in other enclosures
- Respond to racegoer feedback
- Retain the architectural appeal of the area



Listed John Carr Stand & Edwardian Weighing Room Lawn



Moët Champagne Pavilion Internal



Northern End Development (L-R) : The Parade Ring Restaurant, Moët Champagne Pavilion & Roof Terrace

Delivery

- Created series of new buildings and spaces;**
 - fine dining restaurant overlooking the Parade Ring and Pre-Parade Ring
 - new, bigger Moët Champagne Pavilion, increased from 134m² to 780m²
 - new 755m² roof terrace with Parade Ring aspect and seafood bar
 - 3,000m² of level lawn complete with giant branded parasols as shade/shelter
 - create series of individual specialist bars e.g. cocktail, rosé & Chambord bars
 - create series of food outlets e.g. specialist griddle & stone baked pizza ovens
 - open up the terrace space and reveal the 1754 Grade II* Listed John Carr Stand
 - convert former Weighing Room into a racegoer eatery & bar
 - dedicated space for local producers - Wensleydale ice cream & coffee roasted in Poppleton village just 4 miles from the track
- Brought to life in partnership with key brands;**
 - Moët Champagne Pavilion has a touch of glamour, designed and dressed in partnership with the team from Épernay – flagstone floor, gold bar, designer sofas, magic mirrors and champagne bottle art installation
 - Parade Ring Restaurant has a dedicated entrance, welcoming timber clad main room with feature roof window, bespoke Axminster carpet, stunning views and using Villeroy & Boch china to serve the best in fine dining menus, created by a hand picked brigade of chefs
 - On trend Rosé Bar created with imagery, signage, paintwork and stock in partnership with Laurent-Perrier
 - Roof Terrace bar staffed by specialist cocktail waiters
- Learnings from 2014 & wider consultations;**
 - Investment in fibre optic cabling for credit card machines, table couriers & fast serve terminals
 - Additional waitress & tote courier table service
 - Improved back of house facilities adding bigger cellars
 - Dedicated staff rest rooms & toilets so improving morale and effectiveness
 - Request for a ground level space for Owners & Annual Badgeholders met by dedicating a Lawn Bar to their exclusive use
 - Premium range of vodkas, gins, ciders, wines and lagers alongside brand leaders and higher value food offers (e.g. lobster) introduced
 - Redesign of both racecard map and CCTV graphics to promote new areas
 - Dedicated information team positioned in the new area

SHOWCASE
& AWARDS
2016



Moët Pavilion Roof Terrace

The Parade Ring Restaurant

Results/Anticipated Results

SHOWCASE
& AWARDS
2016

- Admission to enclosure (County Stand) grown by 17% over the season nearly double that of Grandstand & Paddock
- New Parade Ring Restaurant at 92% occupancy, without cannibalising other restaurants
- New Moët Pavilion generated 68% more champagne sales than predecessor
- Food sales up by 40% or £25k with sales of over £90k in the area, year to date
- Improved John Carr Terrace drinks sales up 22%, existing Ebor Stand bars up 8%; ytd drinks sales up 36% in the area
- County Stand average spend per head has increased by 8% to £18.84; G&P up 4%
- Credit card raceday sales up by 32%
- Food prices range from £2.95 for a homemade egg mayo sandwich to £120 for all day fine dining menu, via a £3.95 slice of stone baked pizza & a £13.80 seafood platter
- Racecourse viewing from the roof terrace makes it feel part of the live action event
- New back of house facilities enable improved customer service – *‘impressive levels of efficiency and knowledge displayed’* – VisitEngland, judge
- Able to stock to the levels of business demand – not one “stock out” during the season
- Lay bys created to allow demand led retailing, so extra ice creams for sunshine days, hot soup carts in October
- Six figure relationship with Moët for Pavilion and with Laurent Perrier for the branding of key areas such as Parade Ring Restaurant
- Use palette of familiar building materials to York such as red brick, barber pole & wrought iron

Charlotte's Ice Cream



1754 Grade II* Listed John Carr Stand



Owners & Annual Badgeholders Lawn Bar



Edwardian Weighing Room

Supporting Information

SEPTEMBER 2013:

It took some doing: Two winters of work..

But...things improve



Lean to saddling boxes & cramped saddling enclosure



Sloping pre-parade ring with horses crossing racegoer path



The former Moët Pavilion was cramped and at the end of its useful life

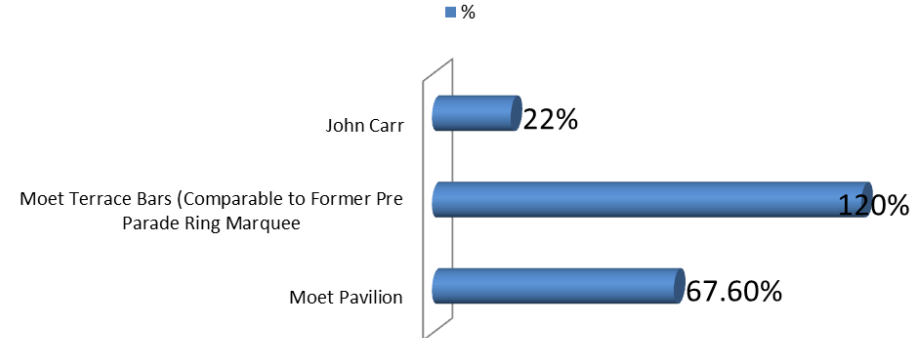


Champagne terrace: so cluttered it hides John Carr Stand



SHOWCASE
& AWARDS
2016

Northern End Development Highlights comparable to 2014



‘The overall layout, the buildings and the open spaces between them are elegant, practical and festive. The buildings are beautifully detailed in a contemporary vocabulary that is neither slavishly traditional nor aggressively modern’
York Design Award, feedback on award winning entry

‘We visited friends on the champagne lawn and it was never over crowded, there is now ample space to buy drinks and the whole refurbishment has worked brilliantly’

Andy Hornby, CEO, Coral

Cheltenham

Operational
Excellence

All hands on deck!



Objectives

- To deliver a full season of racing, from October 2014 through to April 2015, whilst also building a new five and a half story grandstand and developing a number of other areas around the Parade Ring, as part of a £45m redevelopment of Cheltenham Racecourse – the biggest investment The Jockey Club has undertaken in its history
- Imperative that the customer raceday experience was not affected
- Ensure that the standards delivered by the racecourse are of the highest level, not only maintaining positions with audits like VisitEngland but also improving areas where the development work provided opportunities
- There were several deadlines that needed to be hit during 2014/15 season (see index 1) The redevelopment was made up of a number of different projects with different completion dates. Ensure that the choreography of all these projects was successful
- To ensure that all others areas of the business were not affected by the increased time that staff members had to spend on the development
- An impact of the development meant the tented village, circa 30,000m² had to be completely redeveloped - serious issues if this was not delivered as 12,000 covers per day in this area at The Festival
- The crowd numbers for The Festival were not to be reduced, especially relevant on Gold Cup Day (sold out)



Delivery

VICASE
ARDS



25.9.14 – three weeks from racing and still a lot to do, including plenty of tarmacing!!

- A key part of making the site ready for racing, especially for autumn 2014 race meetings which were on very tight deadlines, was ensuring that the team worked together – all hands on deck! Regular meetings held to ensure all areas were covered, different teams provided support to other departments when required
- One of the main tasks for the racecourse team was that when different areas were handed back from the contractors, a huge amount of work had to be completed to get them ready for customers, e.g. #IllBeThere Bar where temporary bar, toilets, power and interior decoration had to be installed within a week.
- In other facilities, pictures needed to be created and hung, walls needed painting – even the smaller details such as installing toilet roll holders needed to be completed before gates opened
- A vital part of all of this was the importance of the customer expectation for each raceday. A large amount of communication work was required to manage the expectation and provide information ahead of the meeting – proactive PR campaign in local and racing media, clear messaging through social media, ecomms, welcome letters and website
- For those staff who weren't so closely involved in the project, monthly tours were arranged to take them around the building site and ensure they had a full understanding of the work being completed
- Wider temporary staff (approximately 5,000 for The Festival) all needed to be informed of impact from redevelopment which was achieved via creation of a staff handbook, JCC manager briefing the day before The Festival and investment in paying all security managers to come in the day before racing and complete a familiarization day and site tour
- Special recommendation to the maintenance team, who spent many long days putting the finishing touches to the new facilities, working some nights until 2am, before a raceday

Results/Anticipated Results

- A number of record crowds at the 16 racedays across the season – total attendance during the season was up 7%, a total of over 450,000 visitors
- All projects ready and finishing touches completed in time for raceday deadlines
- Gates opened on time for every raceday, even if the recently laid tarmac was still slightly warm!
- Redevelopment had little impact on the customer - complaints at The Festival down by approximately 9%.
- The redevelopment provided opportunities for many areas of customer experience improvement including; new improved look and feel of the tented village; two new bars and a new food concept (Quevega's Tapas Bar); creation of space and better movement around the site
- Cheltenham returned to VisitEngland's top 10 racecourses
- Over 33,000m2 of temporary structures were installed for The Festival – all areas were delivered on time and the team overcame all the operational headaches that occurred – large financial return on investment

Quevega's on its first day – November 2014



See You Then Bar Opening Oct 2014



The future

The last remaining deadline of the project is fast approaching, Friday 13th November 2015 (lucky for some!) when the new stand will be officially opened.

All the team at Cheltenham are hugely excited about being able to showcase our new stand to racegoers after over 18 months of intense pressure and increased workloads – blood, sweat and tears have gone into this project!

Supporting Information

Background about the £45million development of Cheltenham Racecourse

Launched in March 2013 by The Jockey Club there are a number of key areas that were to be redeveloped, along with key deadlines

- Plaza area at North Entrance (October 2014)
- Revamp of the Weighing Room (October 2014)
- Two new bars above the Winners Enclosure (October 2014 and November 2014)
- Relocated horsewalk and bridge over horsewalk (October 2014)
- The toilets on the lower ground floor of the new stand had to be complete for The Festival 2015 – serious operational issues if not completed (March 2014)
- The bar on ground floor of the new stand to be useable for The Festival 2015 (#IllBeThere Bar) (March 2014)
- The viewing steps of the new stand were required to provide better views and more space (March 2014)
- Crescent Walkway around the top of the parade ring attaching new bar to new stand and onto horsewalk bridge (Summer 2015)
- Five and a half storey grandstand (March 2016)

There was a total of 15 different projects, the new stand being only one of those. Thirteen of those projects needed to be completed during the 2014/15 season.



York Racecourse

ROA Owners' Experience Award
New buildings and new initiatives



Objectives

- To transform the experience of Owners at York
- To create an integrated team to meet Owners' needs every step of the way
- To introduce high quality, complimentary catering
- To exceed Owners' expectations relating to;
 - Pre and post raceday communication
 - Arrival experience
 - Raceday Facilities
 - Food & Beverage
 - Winning and Placed Connections experience
 - Prize money investment



Owners Welcome Entrance

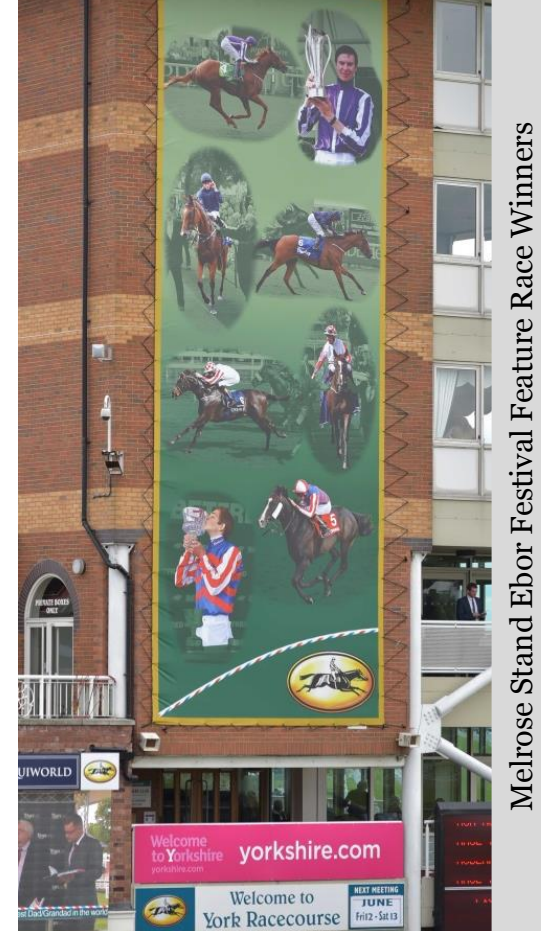
Owners & Trainers Lounge

Winning Connections Rotunda Building

Delivery

- Extensive research, consultation and feedback throughout the planning process for Northern End Development with owners (including those with multiple horses, smaller operations & syndicates), horsemen and stakeholders
- Dedicated Horseman's Liaison Team so Owners have points of contact in all areas; Rachel Blizzard (O&T Entrance), Louise Armour (O&T Dining Room), Bethan Pritchard (Parade Ring) and Sarah Morley (Winning Connections) in addition to William Derby (Clerk of the Course) and Anthea Morshead (Assistant Clerk of the Course). Same team each raceday so familiar faces with a bank of relevant experience and expertise
- Bespoke Horseman's Guide sent to all registered Owners at the start of the season setting out arrangements, race programme, team and contact details - followed up with a letter each meeting both of introduction and in congratulation post race
- Key part of £10 million significant investment;
 - NEW Owner's Welcome Building created; bright ambiance, space to collect badges and have private conversations
 - NEW arrival experience created that sees Owners greeted by the statue of Frankel and the Sir Henry Cecil Gates
 - NEW dedicated Lawn Bar for Owners – adjacent to their specific entrance
 - NEW Parade Ring Restaurant offers a fine dining experience in the centre of the equine activity, where Owners can receive a special discount

Northern End Development: Pre-Parade Ring, Parade Ring, Winning Connections Building, Weighing Room and Parade Ring Restaurant



Melrose Stand Ebor Festival Feature Race Winners

- Bespoke high specification Winning Connections rotunda building serving champagne & showing replay to celebrate their win
- Placed connections to 4th taken for a drink and review of the race
- Winning Connections receive DVD, framed print and tailored USB within 10 minutes of result
- Race replay on request service offered in Owners Lounge
- NEW: each owner of a runner provided with complimentary three course meal in the refurbished Owners' Restaurant
- Record seasonal prize money of £6.7m; up by over £560K
- Every race at the Welcome to Yorkshire Ebor Festival was worth at least £50,000, with prize funds to at least sixth place
- Easy to find trophy collection point in new Weighing Room
- Ebor feature race winners recognised with giant banner, honours boards & sent post-race engraved silver photo frames

Results/Anticipated Results

- Record number of runners at the Welcome to Yorkshire Ebor Festival of 352, record YTD of 1,285 . Record average field size for York of 12.7. Record owners badges issued of 8,412 YTD
- Prominent location and high specification make Winning Connections Room aspirational
- Central location of Winning Connections between Parade & Pre Parade Ring means trainers don't have to choose between celebrating with owners and saddling up for the next race
- Better syndicate experience; improved viewing of Pre Parade Ring and an increased capacity in Winning Connections Rotunda
- 25% bigger Pre Parade Ring improves pre-race viewing & experience for connections
- The reconfigured Owners Restaurant will have provided approaching 3,000 lunches this season
- Dedicated trophy collection point has resulted in all trophies being collected
- Ensured connections in October were beneficiaries of the strong performance of the business earlier in the Summer - further £100k injected into the finale
- *'Thank you so much for your help in the organisation of the two RCA facilities during Ebor' - Sadie Evans, ROA Membership Manager*
- *'Great idea yet again from York. Much appreciated owner' - Paul Morrison, Owner*
- *'Absolutely Fantastic! Louise was brilliant and the staff looked after us really well. 5 star!' - Noel Murray, Market Avenue Racing Club*

SHOWCASE
AWARDS
2016



Winning Connections Rotunda
Building Internal



Owners Lounge



Owners Lawn Bar

Supporting Information

'I have to give a mention to York Racecourse for their hospitality which is top class, the owners of Adam's Ale were treated to a complimentary three course meal in a lovely restaurant reserved for Owners and Trainers. After the race the connections of the winner and the placed horses were taken to watch the replay of the race and have a glass of champagne. This sort of hospitality is really appreciated by owners and trainers alike and ensures everyone connected with a runner has a great day out. On my way out of the track I saw a horse that had got slightly overheated, four people were cooling him down by washing him with cold buckets of water. One of those helping was the Chief Executive and Clerk of the Course William Derby, he was getting soaked with water as well as the horse! Nice to see that amongst all the hustle and bustle of a big racecourse that horses come first.' Mark Walford, Racehorse Owner / Trainer

'What a privilege it was to have a runner at your main festival meeting. Whilst I might be slightly influenced by the fact that Melvin The Grate was great and finished fourth, I would like to congratulate you and your team on providing one of the best raceday experiences we have had as racehorse owners.' Neil Coster, Racehorse Owner

'To thank you and your Team for a wonderful experience at York last Friday. It was a pleasure talking to you. I stick by what I said and that is York is the best racetrack in the country. The work that has taken place has made the whole experience of coming racing even better. I look forward to having many more runners and hopefully winners in future years.' Simon Bridge, OnToAWinner Racing

'I was delighted to receive the announcement that York has increased its prize-money by £100,000 for its final meeting of the season. This is excellent news and will be much appreciated by all owners, especially following so swiftly after your additional investment in the Ebor. Your magnificent overall record level of £6.7m prize-money and the commitment to continuing to invest in the facilities at York to improve the horsemen's experience is very much valued. Indeed, the racecourse's new weighing room, paddock and other new facilities this year have been a total triumph! Thank you and congratulations on the many successes which York Racecourse is achieving.' Rachel Hood, ROA President



Lets celebrate ...

Winning Connections at York

