




BATH
RACECOURSE
SINCE 1811

**KIDS
TAKEOVER**

KEY INSIGHTS:

- Attendances for family race days at Bath have been consistently between 1,000 and 2,000 (general admission tickets) over the last three years. Total attendance relied heavily on walk-up ticket sales which are clearly influenced by external factors; weather conditions
- To change the outcome and grow the fixture, we identified it was essential to change the delivery and the marketing of the family day
- 2016 marked the first Fireworks and Bonfire Night event, which attracted a new and significant family audience to the racecourse. In order to introduce this audience to horseracing we needed to provide them with a compelling reason for them transfer into racing events
- Surprisingly, a relatively large number of ticket purchasers travelled over 20 miles to the racecourse

OBJECTIVE:

Admissions figures have stayed static for three years and we recognised that we needed a 'big idea' to significantly grow our family fixture. The main challenge was that we needed to do this without inflating budgets.

Secondly, we wanted to create racing fans of the future by positively engaging families with horseracing rather than the previous engagement tactic of bouncy castles, face painting etc.

By engaging schools and youth groups with Kids Takeover Racing, we looked to build a platform to grow the love of racing as a sport by engaging children with the initiative, as well as delivering an exceptional social race going experience during the Kids Takeover Racing event.

KPIs:

1. Grow admissions revenue by 35%
2. Remove the weather risk by growing advanced sales above 50%
3. Receive customer feedback scores above 8/10
4. Deliver commercial and attendance growth with no increase in the marketing budget
5. Attract a local audience that can be retained for future events – exceed 60% of visitors travelling less than 20 miles to the racecourse



OBJECTIVES & KPIs

DELIVERED BY BATH RACECOURSE & KEY PARTNERS:

The Kids Takeover Racing concept was created and implemented by the Bath Racecourse team and supported by Racing To School for delivery and Two Circles for marketing.

INNOVATION:

They say never to work with children or animals. We did both with great success! To engage young and energetic children we endeavored to give them almost unprecedented access to a day at the races. Not only were the kids takeover participants excited, all of our external stakeholders were incredibly supportive and enthusiastic. At The Races jumped at the opportunity and arranged for a 'kids takeover' ATR representative to have a go at presenting and even interviewing David Probert. The BHA's permission was integral to the success of the Kids Takeover day. With their support as well as the racecourse team we were able to offer to create 'kids takeover' roles in abundance! We had a participant confirming the going, a raceday photographer, a Clerk of the Scales and commentary under the guidance of a supportive Mike Cattermole. The participants varied in age, from younger children to 16+ considering a career in racing.

Finally, none of this cost anything apart from time!

SPONSORSHIP:

Bringing a sponsor on board was clearly necessary, but finding a sponsor that would add to the day was integral to us! Drive Vauxhall ran competitions online in advance and on the day for young families to win the chance to be a 'kids takeover sponsor' for the day and present the Drive Vauxhall sponsored races.

KIDS TAKEOVER 'RACEDAY ROLES'

- Raceday roles to engage a lucky few children behind the scenes of racing, giving them both a never before experienced level of access and also sharing this to others through documentation of their experience (on screens, social media, PA etc.)
- Roles included:
 - Presenting on ATR
 - Stable Manager
 - Clerk of the Course
 - Clerk of the Scales
 - Photography
 - Race winner presentation
 - Commentary
 - Jockeys/racing (pony races)

RUN DOWN THE TRACK

- An opportunity for a much larger number of children to engage with the racing by putting on silks and running down the track
- Equiciser for children to try out what it's like to race

FAMILY ENTERTAINMENT

- A large amount of non-racing entertainment still available to ensure a first class customer experience is delivered

BRAND

- We engaged with children in the creation of the Kids Takeover sub-brand
- Keeping consistent with the racecourse brand, but giving the children the opportunity to change this – they opted to add/replace the logo with the use of emojis
- Photo shoot with 2 volunteer children to show an element of the fun experience in the event marketing material



DELIVERY

Fantastic feedback received from guests, Kids Takeover participants and industry professionals and one participant has now gone on to enrol at the British Racing School. The event was a huge commercial success, having achieved a 53% increase in admissions attendance.

Such an action packed day ensured that a large volume of high quality content was captured, which is crucial to ensuring the continued growth of the fixture and the following of the sport not only in the Bath and Somerset region but nationally for all racecourses. Following post event interest from schools in Bath and Bristol, we are already working towards a significant increase in school participation in 2019 drawing upon the success of this year and creating a legacy from the campaign.

Evidence:

1. (KPI - Grow admissions revenue by 35%)
Result: Admissions revenue grew by 49% YOY, exceeding the target by an additional 14%.
2. (KPI - Remove the weather risk by growing advanced sales above 50%)
The volume of tickets sold in advance increased by 99%, with share of advanced ticket sales increasing from 45% in 2017 to 52% in 2018.
3. (KPI - Receive customer feedback scores above 8/10)
Result: Survey respondents gave an average of 8.2/10, with scores rated above the racing industry average in all categories
4. (KPI - Deliver commercial and attendance growth with no increase in the marketing budget)
Result: Marketing activity was delivered within the £3k budget.
5. (KPI - Attract a local audience that can be retained for future events – exceed 60% of visitors travelling less than 20 miles to the racecourse)
Increase in attendance by a local audience (0-20 miles) by 18 percentage points YOY from 60% to 78%, 8% above target. 63% of these were within 10 miles, compared to 46% in 2017 and the local penetration within the family target audience was 90% within 20 miles.

Appendix P3 – P4

Appendix P5

Appendix P6 – P8

Appendix P9 – P10



RESULTS





Showcase
& Awards
2018

Goodwood Racecourse

Best Campaign

The Magnolia Cup

Proudly partnered by

GBR GREAT BRITISH
RACING

FONDE EN 1743
MOËT & CHANDON
CHAMPAGNE
★

RACING POST

Racing Breaks



Objectives



The perception of Ladies' Day has come under much scrutiny in recent years, deterring new audiences from attending due to the undesirable impression given by the media. The Magnolia Cup campaign created an opportunity to aid the reversal of the image of Ladies' Day at the Qatar Goodwood Festival (QGF) through engaging, authentic content.

Objective 1: To drive a new perception of Ladies' Day at QGF, to resonate with a wider lifestyle segment of the consumer market.

By shifting focus to celebrating the female riders' participation, we aimed to create emotive content using the real life stories of our riders, as well as including them in our creative for the 'Goodwood Look' campaign.

KPI – Create a multi-tiered delivery of content in relation to the Magnolia Cup stories and maximise their reach through PR, marketing and digital activity, on a regional and national level.

KPI – Create a strong identity for the Magnolia Cup campaign, diversifying our marketing activity to engage with new audiences within the lifestyle sector.

Objective 2: Increase awareness of the Magnolia Cup and the riders through digital video content.

Whilst using the race to help us reposition Ladies' Day, it was also extremely important that we gave the Magnolia Cup a deserved place in the racing calendar, ensuring it is a talking point of QGF every year. All of the riders put themselves through a gruelling fitness assessment and six-month long training programme and we wanted to bring this journey alive to our social audiences.

KPI – To achieve 250,000 video views on videos directly relating to the 2018 Magnolia Cup.

KPI – To demonstrate to our audience the demanding physical challenges our riders have to go through.

KPI – To raise awareness of Cancer Research UK through our riders' stories and how cancer has affected them.

Objective 3: To promote the charity partnership attached to the Magnolia Cup, and, in addition, showcase women in sport

Part of the Magnolia Cup's appeal is the opportunity to fundraise for Goodwood's chosen charity. At the same time, it provides an unmissable opportunity to promote women's participation in the sport.

KPI – To exceed the fundraising total from 2017 for our chosen charity, Cancer Research UK.

KPI – To showcase women in sport, highlighting the dedication and hard work required to achieving the extraordinary levels of commitment required in the sport.

Delivery



Objective 1: To drive new perceptions of Ladies' Day at QGF

- Places were held in the race to invite riders who had a compelling story to tell, aiding media cut through. Stories include Dr Camilla Hickish, who survived cancer twice in her teens, Dr Amanda Cross, a cancer researcher, and Rosie Tapner, a successful model studying at University, giving true authenticity and substance to the race at QGF Ladies' Day.
- A fundraiser was held in London, with media invited to interview the riders and silk designer.
- Two riders were used as models for a parallel campaign, [The Goodwood Look](#).

This was communicated through emails, social, newsletters, local advertising and media.

Objective 2: Increase awareness of the Magnolia Cup through digital video content

- Twelve introductory videos for each rider were launched to our social audience.
- A feature film of Dr. Camilla Hickish was created in collaboration with our charity partner, Cancer Research UK. This was shared across Goodwood's and CRUK's social channels.
- By piecing together jockey profile videos, we involved viewers in the riders' stories, detailing their interest in horses, training and hobbies.
- Six weeks from the event we followed our riders at the British Racing School, filming the fitness and riding tests they undertook to pass the assessment.
- The riders' journey was followed throughout race day, filming the morning course walk, briefing, pre-race preparation and nerves, as well as post-race celebrations and emotions.
- As a follow up and conclusion to the campaign, we visited the 2018 Magnolia Cup winner, Katie Forrest. Both of Katie's parents have suffered from cancer and we captured an incredibly emotional and moving video of her explaining why winning the race was so important to her.

Objective 3: To promote the charity partnership and showcase women in sport

- Comms promoted the race benefactor, Cancer Research UK, steering attention to the race fundraising.
- The designer of the silks was carefully considered; Morvarid Sahafi, designer and campaigner for women's rights, designed silks that celebrated the centenary of the Suffragette movement.
- Swarovski were selected as the presenting partner of the race, because of their support & promotion of female empowerment.



Results



Objective 1: To drive new perceptions of Ladies' Day at QGF

The reach of the campaign was astounding, with print and online circulation of 120 million and Advertising Value Equivalent (AVE) of £890,000, including articles in [Tatler](#), [The Telegraph Magazine](#), [BBC News online](#), [Daily Mirror](#), [CNN online](#) and numerous [regional publications](#). TV coverage included ITV Racing, Racing UK, Good Morning Britain, BBC South and ITV Meridian. Radio coverage included BBC 5 Live, TalkSPORT, BBC Sussex, Surrey, Hampshire, Spirit FM and Heart.

- The 'Goodwood Look' marketing campaign was exceptionally positive, proven by coverage in Tatler and other outlets. Ladies' Day NPS rose from +24 to +68 and customer satisfaction, from 7.3 to 8.6 for Ladies' Day attendees this year.

Objective 2: Increase awareness of the Magnolia Cup through digital video

- Across the project we achieved **266,300 video views**, representing a **1,110% increase YOY**.
- The jockey profile series achieved **45.6k** video views, and in addition #MagnoliaCup was used a total of 1,045 times, with a reach of 3.5M and 45K engagements.
- The [video](#) featuring Dr Camilla Hickish received over **100k** video views alone. This video was also published on Cancer Research UK's [Facebook](#) and Twitter pages.
- The [assessment day video](#) achieved 42% of social views coming from outside our own audience.
- Through the power of social engagement we managed to get Howard Donald (member of Take That) to share [Sarah Cook](#)'s jockey profile!
- Our emotional interview with [Katie Forrest](#) demonstrated the importance of Cancer Research UK, achieving **18.5K** (tearful) video views.
- We were the first racecourse to make use of Instagram's new IGTV feature, and used this to increase exposure of CRUK and Swarovski branding by including their logos.

Objective 3: To promote the charity partnership and showcase women in sport

- Initial figures suggest £220,000 has been raised for CRUK, a 24% increase on 2017.
- The coverage in The Telegraph Magazine, Tatler, [Harper's Bazaar](#) and Johnston Press in particular highlighted female empowerment in the way the race was portrayed.
- All riders gave passionate responses to their followers about the race, promoting their 'life changing' experiences.



Supporting Information

To view some of the key videos and press clippings please click on the links below:

Top Videos:

Magnolia Press Video

Dr Camilla Hickish: Two time cancer survivor and 2018 Magnolia Cup Rider

Magnolia Cup Race Coverage 2018

Katie Forrest Interview: 2018 Magnolia Cup winner

Sarah Cook Jockey Profile

Magnolia Cup Training Day 2018

Magnolia Cup IGTV Videos: <https://www.instagram.com/tv/BlSdMQuBS1o/?hl=en>

<https://www.instagram.com/tv/BkunVDzAtU-/?hl=en>

Online Press:

Express

The Sun

Mirror

WWD

Midhurst and Petworth

Inside Sussex Magazine.

Chichester Post

Press Clippings:

Harpers Bazaar



Tatler



The Telegraph Magazine



Financial Times



Horse & Hound



BBC NEWS

Glorious Goodwood Ladies' Day 2018 in pictures



The Lady



BBC

The Lady

Sussex Life



Showcase
& Awards
2018



ROYAL WINDSOR
RACECOURSE

Operational Excellence 2018

Reimagining Monday Night Racing &
Delivering 27 Unique Fixtures in 27 Weeks



Proudly partnered by

GBR GREAT BRITISH
RACING

FONDE EN 1743
MOËT & CHANDON
CHAMPAGNE
★

RACING POST

Racing Breaks



Objectives

Provide clear objectives as to what you hope to achieve

- Throughout 2017, we saw fundamental elements of the business we wanted to change. This ranged from the overall brand, owners & trainers experience, catering offering and raceday experience.
- We needed to reconsider *all* areas of the racecourse operation at Royal Windsor and create the best possible experience for customers, combining competitive racing with a vibrant “garden party” offering 27 unique fixtures across our 27 week season.
- The overall objective was to create a unique experience every single Monday night and make the racecourse relevant and exciting to new and repeat audiences week in, week out.
- Maximise dwell time on site and by virtue increase Spend Per Head and catering revenue.
- Reposition the racecourse as a fun, vibrant, social place and become “Windsor’s biggest garden party” and ensure that message flows through all marketing communications.
- It was essential to invest in the core product from ground management through to the O&T experience, making the horseman experience as relevant and exciting as the consumer one.

Demonstrate why the initiative is necessary –what intelligence/insight has led to the idea?

- Attendances had been in a slow decline for a number of years, which is a challenge for the industry as a whole. We decided it was time for a new brand-positioning, innovative ideas/themes to open us up to a new audience. Particularly focusing on the social racegoer.
- Insight from historical data showed that fixtures with a strong theme performed much better in terms of kick starting the sales curve sooner, increasing attendance and also held up better against inclement weather.
- In 2017, only 11% of people frequented the racecourse on more than one occasion. Potentially caused by an underwhelming experience but a big opportunity to grow the business.
- Negative feedback from owners and trainers had suggested that an upgrade to that area of the raceday experience was also necessary.

1. **KPI:** Increase attendance by 5%
2. **KPI:** Increase average spend per head by £1 and overall catering revenue by £100k.
3. **KPI:** Increase frequency from 11% to 15%.

4. **KPI:** Grow field sizes from an average of 8.8 to 9.0.
5. **KPI:** Introduce at least 3 brand new themes and have over 80% of the fixtures themed.

Delivery – Week After Week



Marketing

- The marketing team carried out a lot of the initial leg work in terms of market research to decide on the themes. E.g. What has worked historically, when are families more likely to attend, when are the world cup fixtures etc.
- The outcome was insight driven themes that we could take to market early, target a specific audience and start the sales curve as early as possible.

Catering

- Catering formed a huge part of the theming process. Bespoke bars were introduced (most famously, the Golden Pineapple bar), food and drink was on theme (e.g. at Cuban night, burgers and hotdogs were swapped for Ropa Veja!) and we even rebranded our 1866 restaurant for the World Cup to the 1966 restaurant in celebration of England's historic world cup win in the same year!
- As well as helping with the overall experience, we also believed this would create a more immersive experience for the customer and ultimately increase the spend per head.

Operations

- A big change for the 2018 was introducing a big screen on the lawn. Not only did this enhance the customer experience, it also increased dwell time, SPH and helped with the themes (e.g World Cup)
- Facilitating the themes every Monday was a challenge. In July we had 6 fixtures which required significant operational resource, Windsormania, Ronnie Scotts Jazz Night, Gin Festival, Cuban Night, Vegas Night and Ladies Evening.
- For each of these events, the site was reinvented with everything from a pop up casino table to our very first "Windsor beach" on Cuban Night.

Racing

- Last but certainly not least, the core product had to deliver. The Racing department played a big role in improving the O&T experience, unlocking prize money, growing field sizes and keeping the narrative going with key racing fixtures such as The Sky Bet Sprint Series.

Results

Attendances, Ticket Sales & Frequency

- Paid attendance grew from 82,582 (year to date) to 93,287. An increase of 13% year on year, bucking the industry trend.
- Advanced admission sales increased by over £100k (net) year to date.
- Frequency increased from 11% to 14%.

Catering revenue and SPH

- By increasing dwell time on the lawn and theming the F&B, average SPH increased by 0.50p.
- However, with the increase in attendance coupled with increased SPH, we far surpassed our £100k target in additional catering revenue and managed to achieve +£137.6k YoY.

Average field sizes / Owners & Trainers attendance

- Average field sizes in 2017 were 8.8 and grew to 9.1 in 2018. An increase of 0.21 per race. This is significant given the flat industry as a whole showed an average decline of -0.13 per race.
- Owners and trainers attendance has increased by 10.8% with an average increase of 29 guests per fixture.

New themes

- A staggering 22 out of 27 fixtures had a “unique” theme. 81% of the overall fixtures.
- Brand new themes for 2018 included Free Racenight, Cider Festival with live music, World Cup Racenight, Windsormania, Gin Festival, Vegas Night, Proms in the park, Prosecco Festival and Country Fair Raceday.



Supporting Information



ForeverTheLane
@nearerthaheaven



RACING POST



Credit where credit's due: Windsor has turned it around

IN one of my columns last summer I ripped into Windsor over the way it treated owners, particularly in terms of the food they were offered. I'm not complaining now.

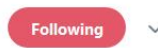
Credit where credit is due. Windsor have made massive improvements, so much so I can say it was a pleasure to have runners at the meeting on Monday.

Whereas before owners had to go to one place to be fed and another to be watered, now there is a single modern, airy room overlooking the racecourse and parade ring.

The food used to be appalling but now there is tasty finger food to enjoy and drinks are served behind the bar by adults who know what they're doing. The team at Windsor deserve a big round of applause.



Matt Chapman
@MCYeeehaaa



All over @WindsorRaces @AtTheRaces. Las Vegas night. Enjoy. Yeeehaaa! 🐎🤘



5:45 PM - 23 Jul 2018

3 Retweets 43 Likes



10 3 43





Showcase
& Awards
2018

Racecourse - Cheltenham

Category – Food and Beverage

Title – Theatre @ The Festival. A new concept in racecourse dining

Proudly partnered by

GBR GREAT BRITISH
RACING

FONDE EN 1743
MOËT & CHANDON
CHAMPAGNE
★

RACING POST

Racing Breaks



Objectives



At The Festival 2018 Cheltenham launched the exclusive new restaurant, Theatre@ The Festival which offered a Pan Asian Theatre experience along with unrivalled views over the final fences of the racecourse. We believe that this is the first time that a racecourse has hosted a Pan Asian restaurant. Pan Asian food is currently at the height of fashion in the London catering industry – a great excuse to bring Asia to Cheltenham!

The exclusive menu delivered a fusion of tastes, with flavours garnished across Asia and delivered via the farms of the Cotswolds.

“We wanted to create a new world-class hospitality experience that encompassed the latest food and drink trends that were catching our eye. Our chefs have spent the past year creating a brand new dining experience fit for the sport of kings and the Theatre @ The Festival offers guests a raceday menu like no other.”

- Phil Roberts, Regional Director at Jockey Club Catering

UNIQUE SELLING POINTS, MANY NOT PREVIOUSLY OFFERED AT CHELTENHAM

- Innovative Pan Asian food concept, using local Cotswold produce
- Premium but relaxed environment (less formal than other restaurants)
- Incredible views across the racecourse
- Unique offering within racecourse hospitality
- Intimate booth style dining
- Bright, modern interior with an oriental twist
- Contemporary individual bento box starters

FINANCIAL OBJECTIVES (Year 1)

- Sell out on at least one day (200 covers)
- Achieve a profit of over £100,000, which can then increase over years 2 and 3
- In year 2, ensure that 33% of covers were rebookings from 2018
- To introduce a new restaurant without impacting sales in other facilities
- To upsell those previously paying less in other, less premium facilities – winning prize of a trip to London theatre for best sales team member

Delivery



From booking to raceday delivery, service and presentation was of the highest standard.

- Tickets were distributed in a bespoke presentation box (below)
- Exclusive metal badge as a keepsake for diners
- Pre Festival exclusive event in London for key clients and press to give them a taster of what to expect
- Beautiful restaurant with space between tables plentiful and decorated in a more modern way to the highest standards (see images)
- Delicious menu sampling food from around Asia (see menu)
- Bespoke cocktails with an Asian twist
- Stunning views of the courses (only five restaurants at Cheltenham offer this)
- Large investment in staff training, with additional spend of £10,000 on training as well as a new app to train staff in advance of their work. Tester day before The Festival commenced



Results



FINANCIAL RESULTS	TOTAL PAX	Retail Selling Price PP (Inc VAT)	Total
Tuesday	146	£ 625.00	£ 91,250.00
Wednesday	140	£ 625.00	£ 87,500.00
Thursday	161	£ 690.00	£111,090.00
Friday	206	£ 800.00	£164,800.00
Total			£454,640.00

- **Sold out** on Gold Cup Day
- Total profit - **£172,392.00**
- So far a total of **220** covers have been rebooked for The Festival in 2019 (25.7% retention currently, expected to cross target soon)
- Hospitality sales for The Festival in 2018 went up by **6.28%**, sales in other facilities were **not** affected
- One sales team member sold **£66,878 plus VAT** - he went to see Les Miserables in London
- Strong customer feedback (as below)

CUSTOMER FEEDBACK	Good or Excellent
Menu	96%
Quality of Food	95%
Speed of service	91%
Venue	99%
Friendliness of staff	99%

- “This is my first time at Cheltenham and the atmosphere in the restaurant is incredible. The Asian fusion is amazing. Spectacular experience.
- “Very good food, fantastic service - couldn't fault it”
- “Booking for next year! Great experience - would definitely come back”
- “Thank you so much for making yesterday so special. The food was delicious, The Theatre really was spot on”

Please watch this video link to get a more in depth view of Theatre @ The Festival dining experience [Theatre@ The Festival - YouTube](#)

Supporting Information



PRE-LUNCH COCKTAILS AND CHAMPAGNE

BENTO BOX

Takoyaki

Brixham crab, spring onions, pickled ginger and tonkatsu sauce

Ginza Sushi Roll

Severn and Wye oak smoked salmon, teriyaki,
Croxtan Manor cream cheese
and cucumber with sriracha and mayonnaise

Peking Duck Pancake Roll

Slow roasted duck, cucumber, coriander and hoisin sauce
wrapped in a rice pancake

Asian Slaw

Fresh vibrant salad, wasabi, soy and lime dressing 

Served with prawn crackers



Local suppliers include;
Severn and Wye Smoked
Salmon – Westbury on Severn
Evesham Herbs and Salad -
Evesham
Longhorn Beef - Ludlow
Walsh Mushrooms - Evesham
Cotswold Dairy and Butter –
Broadway

PAN ASIAN

Lobster and Lobster

Luxurious lobster tail over shaved courgette, pickled shallot, ginger,
lobster oil, coriander cress and spring onion

Black pepper Cotswold fillet of beef

with cucumber kamahi salad and fresh plum sauce

Soy and honey roasted Suffolk cross lamb rump

lightly spiced with red chillies, shallots, garlic and coriander
with root vegetable crisps and Malaysian carrot achar pickle

Miso glazed Norfolk chicken,

Szechuan shallot crumble, bok choy, garlic, soy, sesame,
pickled chillies and spring onion

Miso and Wasabi Tofu

Chopped nameko, shitake, enoki and shimeji mushrooms,
miso liquor and jasmine rice 





Showcase
& Awards
2018

Wetherby Racecourse

Owners' Experience Award

“Owning Excellence”

Proudly partnered by

GBR GREAT BRITISH
RACING

FONDE  EN 1743
MOËT & CHANDON
CHAMPAGNE
★

RACING POST

 **Racing Breaks**



Objectives



Following some poor feedback from Owners regarding their experience at Wetherby over previous years, in 2012/13 we undertook a detailed investigation to identify how best we could redevelop our ageing facilities, with the specific objective of improving the Owners' experience, which resulted in the decision to construct a brand new grandstand at Wetherby to replace the existing facilities.

This project commenced in the Spring of 2013 and it took approx. four years from conception to delivery and the key principles that we were hoping to achieve as part of this project were as follows:

- The creation of a brand-new facility in which Owners can relax and enjoy their day at the races in comfort, with views of both the track and the parade ring.
- Improve the overall visitor experience for all Owners and exceed any predetermined expectations of what having a runner at Wetherby would be like.
- Improve the average number of runners per day.
- Enhance the overall perception of Wetherby within the Owners Community.
- Improve the reward and experience for both Winning and Placed connections.

Delivery



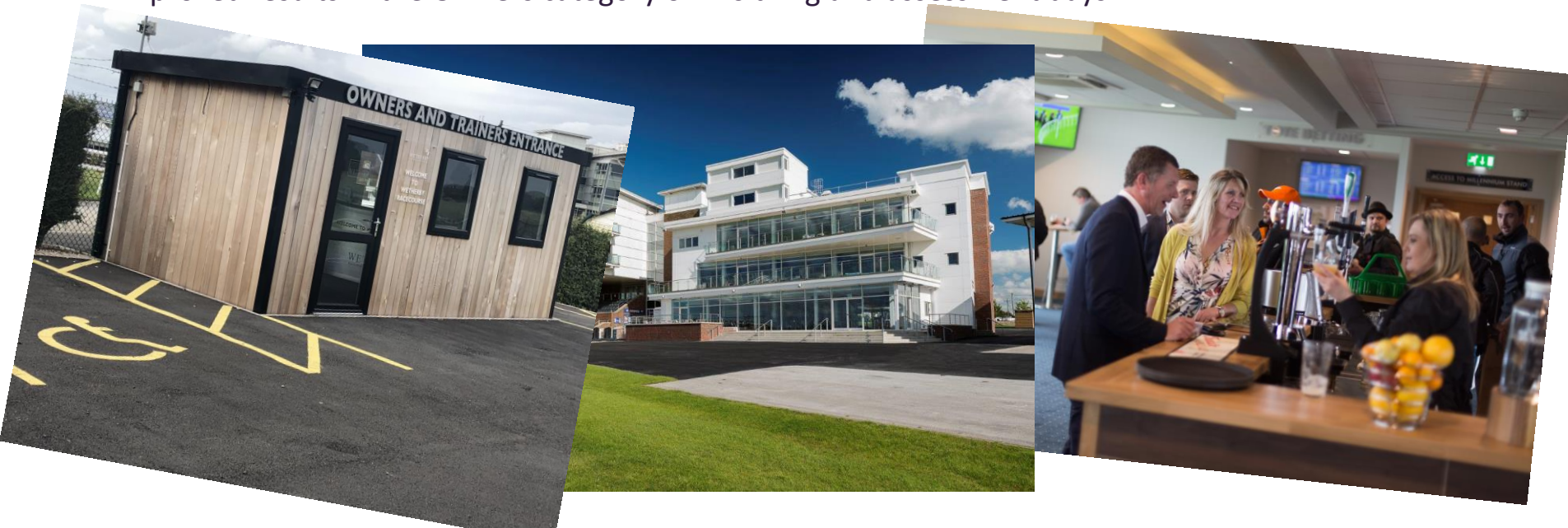
In order to try and achieve our stated objectives, we implemented the following:

- Newly created tarmac car park places, specifically for disabled Owners, located outside the Owners entrance.
- Construction of a brand new Owners entrance building, finally making the old 'chicken shed' redundant!
- Increase in the complimentary badge offering to all Ownership groups to 6 per horse, plus discounts on all additional badges.
- Use of personalised Owners badges for our feature races on bet365 Charlie Hall Day.
- Creation of a brand new Owners facility, *The Riston Suite*, within a new £3.5m Grandstand development called the Millennium West Stand.
- Complimentary provision of up to 6 Bistro vouchers per runner, to exchange for a hot meal in the new Owners facility.
- Provision of two Owners Liaison ladies to host The Riston Suite and make sure all Owners' needs and wants are met on the day.
- Brand new Winning Connections facility, "*Thirst Past the Post*", within The Riston Suite, where the winning connections are entertained after the race.
- Provision of Owners mementos, photographs and a memory stick containing a copy of their race for all Winning Owners.
- Provision of a complimentary bottle of Fizz for the connections of horses placed 2nd, 3rd and 4th in each race, which they can either drink in The Riston Suite, or take home to enjoy at a later date.
- Uplift in Executive Contribution to Prizemoney for 2017/18 of c.12.5% on the previous season.

Results

The results of the various actions that we have implemented are borne out by the following:

- Within the Owners' Stakeholder group, the perception of what a day out as an Owner at Wetherby will be like has increased exponentially.
- We have seen an increase in the quantum of positive feedback from Owners about the new facilities, the food offering and their day out as a whole.
- The provision of Owners Badges has increased year on year with 4,500 badges issued in 2016/17, averaging 225 per day, compared to 5,008 in 2017/18, averaging 278 per day, which is a 23.5% increase.
- 3,640 Bistro meals provided to Owners during the 2017/18 racing season.
- Nomination in the Owners Experience category by the ROA/RCA for the 2018 RCA Showcase Awards.
- Improved results in the Owners category on Visit England assessment days.



Supporting Information

Owners Feedback:

Hi - Just wanted to say another big thank you for your hospitality on Friday... all our syndicate enjoyed it. I wish every course was as nice to deal with – Source: Richard Ord, Owner, November 2018

In many ways a completely different experience, but as at Fakenham a great knowledgeable and enthusiastic crowd and excellent facilities, with a superb spacious owners area with an great racecourse view and complimentary meal and refreshments. The ladies who looked after us after our win were delightful and accommodated our large party (aged 2 months to 60+ years and including two prams) very well – Source: ROA Member, December 2018

The new O and T facility is superb, with excellent viewing over the course; The new O&T facility is excellent; The Owners & Trainers in the new Grandstand is outstanding; New Owners' lounge is quite excellent – Source: ROA, April 2018

O&T Customer Care: 5

O&T Efficiency: 5

O&T Knowledge: 4

O&T Overall: 5

- Source: Visit England Assessment 2017



Klaudia Stokoe
@stovka100

Such a lovely day for racing
[@WetherbyRaces](#) Fantastic new
owner's & trainer's bar, great job 🐎👏



Kubler Racing
@KublerRacing

Great views of the action from
[@WetherbyRaces](#) new owners and
trainers bar



Showcase
& Awards
2018

Sandown Park

The Love of the Sport

Tingle Creek and Becher Chase Double Header – Christmas
Excitement doubled by the thrill of the chase!

Proudly partnered by

GBR GREAT BRITISH
RACING

FONDE EN 1743
MOËT & CHANDON
CHAMPAGNE
★

RACING POST

Racing Breaks



Objectives



The 'Double Header' concept was launched on Saturday 9th December 2017 with Sandown Park, Aintree, Racing UK and Racetechnology working together to offer racegoers an enhanced joint production of CCTV. Both racedays are packed full of quality racing and the racing would take centre stage!

- Highlight the top quality racing across 2 courses on one afternoon to an audience known, via customer insight and research, to be avid racing aficionados
- Encourage racing fans to attend the racecourse without fear of missing any action from the second course
- Increase visual and audio output to ensure the 'away racing' was fully part of the raceday experience and not an afterthought
- Offer on course attendees insight and knowledge from RUK presenters normally only enjoyed by armchair viewers
- Increase on course betting turnover

- # FOURTH RACE 1.45

The Randoxhealth.com Henry VIII Novices' Steeple Chase (Class 1) (Grade 1)

About Two Miles (2M 7F 119Yds)
for novice four yrs old and upwards
Total Prize Fund £50000
Owners Prize Money: Winner £27500; Second £8945; Third £4475; Fourth £2235;
Fifth £1120 (Penalty Value £2845).

1 BRAIN POWER (IRE) (32)

B F Martaline • Clara d'Oy (IRE)
Owner - Mrs Johnnie de la Hay
Wentley, BLAFC, PINKHOOPS, armlets and cap.
12-07

TIMEFORM VIEW

Or go to www.timeform.com

Trainer - Niall McEntee, Lambourn

Breaker - David Harvey

Best Rating ***** Official BHA Rating 14

Age 4 5 6 7 8 9 10 11 12

Jockey

2 CAPTAIN (FR)

Or go to www.timeform.com

RACING IN

ENGLAND

The Download The App At 188Bet Fillies' Juvenile Hurdle Race (Class 1) (Listed Race)

Two Miles About One Furlong (2M 209Yds)
for juvenile three yrs old fillies
Total Prize Fund £23000
Owners Prize Money: Winner £9469; Second £2903; Third £1957; Fourth £977; Fifth £488;
Sixth £244; Seventh £121 (Penalty Value £12379.40)

1 MALAYA (IRE) (36)

B F Martaline • Clara d'Oy (IRE)
Owner - Mrs Johnnie de la Hay
Wentley, BLAFC, PINKHOOPS, armlets and cap.
12-07

Trainer - Paul Nicholls, Dewhurst

Breaker - Mr Athanasios Polyzopoulos

Best Rating ***** Official BHA Rating 14

Age 4 5 6 7 8 9 10 11 12

Jockey

2 GREY WATERS (IRE) (32)

Or go to www.timeform.com

Trainer - P. McEntee, Lambourn

Breaker - David Harvey

Best Rating ***** Official BHA Rating 14

DECLARED RUNNERS 5

Betting Forecast:

1-8 Brain Power (IRE), 9-4 Captain (IRE), 7-4 North Sea Harrier, 8-1 Captain (FR)

Race Summary:

An exciting contest with all 5 worthy of consideration. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.

1-2-3 FAVINAS OSCAR (IRE) 2/5 favourite for the race. FAVINAS OSCAR appears to be the best of the bunch and it should not be surprising for the new arrival after his taking a lead over the other runners in the early stages of the race.



Results

- Race Day attendances increased at both courses
 - Sandown Park +17% Paid Tickets Year on Year
 - Aintree +8% Paid Tickets Year on Year
- Tote
 - One of the biggest beneficiaries of this initiative was undoubtedly the Tote who saw substantial increases on their betting turnover.
 - At Sandown spend on Aintree races increased 56.5% year on year
 - At Aintree spend on Sandown races increased 196% year on year.
- Customer Experience
 - The atmosphere on both courses was enhanced especially around the feature races
 - Creation of a compelling proposition to build on in future years



Supporting Information

The new initiative was extremely well received and customer feedback was very positive.



Really liked the "double header" coverage with Aintree, both the racecard and on the big screens with commentaries. Definitely a plus for racegoers who follow horseracing (as opposed to those on social days out) and feels like valuing your core supporters, who often get side lined in favour of after parties etc.

'People seemed much more engaged in the racing from Aintree and it seemed busier around the various screens in between races than normal at Sandown Park.' Tom Stanley, RUK



Showcase
& Awards
2018

Uttoxeter Racecourse

Community & Corporate Social Responsibility

Saving 75 lives from the UK's third-biggest killer

Proudly partnered by

GBR GREAT BRITISH
RACING

FONDE  EN 1743
MOËT & CHANDON
CHAMPAGNE
★

RACING POST

 **Racing Breaks**



Objectives

Save lives, combat Prostate Cancer

Uttoxeter Racecourse annually delivers a community engagement strategy that aims to deliver health & wellbeing, education, fundraising and social projects within the local community.

Prostate Cancer is the UK's third-biggest killer. Amid concerns men are struggling to get potentially-vital tests on the NHS and with 28% of Uttoxeter's audience being 55-65 year old males (a demographic particularly affected by the disease), a partnership was formed with the local Lions group to be proactive in combatting this as part of the health and wellbeing programme delivered at Uttoxeter Racecourse.

The objectives were to:

- Raise awareness of the risk of the disease to males over the age of 50 living in Uttoxeter
- Create opportunity for local men to receive Prostate Specific Antigen (PSA) Screening
- Identify those at risk from prostate cancer
- Detect and warn those who have an urgent need to seek further tests from their GP
- Signpost and provide information about prostate cancer.



Delivery

As part of the health and wellbeing programme for the last 5 years, Uttoxeter Racecourse have partnered with the Uttoxeter Lions to deliver a free prostate cancer screening to men from the town.

- Collaboration on fundraising initiatives from both Uttoxeter Racecourse and Lions raised a total £7,500 to fund the cost of the screening (£15 per person)
- Marketing of event within the local community, linking in with GPs delivered by racecourse
- Hoops Bistro at racecourse utilised as venue
- Racecourse staff volunteer in management of event - carparking, stewarding, operations, cleaning
- 12 nurses on-site to deliver PSA testing before being sent off to labs
- Café operation to allow public to socialise and create opportunity to discuss prostate cancer
- Access to information on testing and treatment of prostate cancer.



Results

Over the last 5 years the screening event has grown and grown and Uttoxeter Racecourse and partners Uttoxeter Lions are proud to be saving lives within the local community.

- In 2018 **record 510 men** took free PSA test - **up 40% on 2017**
- In 2018 **39 men sent warning letters**
 - 26 red – urgent need to see GP for further tests
 - 13 amber – not at immediate risk but should visit their GP
- **1,400 men in Uttoxeter have been screened** in last 5 years, with **100** of those men receiving a 'red' warning letter, with more receiving amber warnings
- Of those who received letters **75 would have died** had they have not received the screening.



Men of Uttoxeter wait in-line for PSA test



Prostate screening in action

Supporting Information



The results of the Prostate Cancer Screening organised by Uttoxeter Racecourse and Uttoxeter Lions is speak volumes, however what the men of Uttoxeter have to say is heart warming.

“Beyond the results, I think this event has really helped people open up about prostate cancer, which is important because men don't open up about illness or their bodies easily. The event has been a great collaboration with the racecourse that has delivered life saving results.”

Steve Shields, Uttoxeter Lions

“I went last year and I'll be going again. It's silly not to.”

John Harold, Uttoxeter resident

“I got a "red traffic light" indicating a higher-than-normal prostate specific antigen (PSA), which indicated something was wrong. As this had been caught early - and still with no physical symptoms - I had a choice of treatment and, to be honest, all concerned seemed quite relaxed about when the treatment should take place. I want to help raise awareness. I have to say a very, very big thank you to Uttoxeter and Lions for organising the screening in our home town.”

John Fitchett, Uttoxeter resident who was diagnosed with prostate cancer following screening

“The prostate cancer screening at Uttoxeter Racecourse is an invaluable local service, done quickly and efficiently rather than having to visit NHS and other medical services. I got the green light but I know how grateful one or two that didn't were. It is a service that I will continue to use.”

Charlie Moore, Clerk of Course at Uttoxeter Racecourse

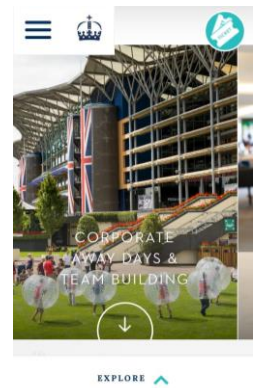
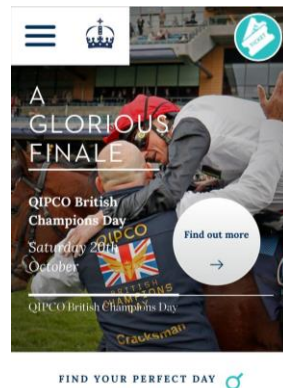
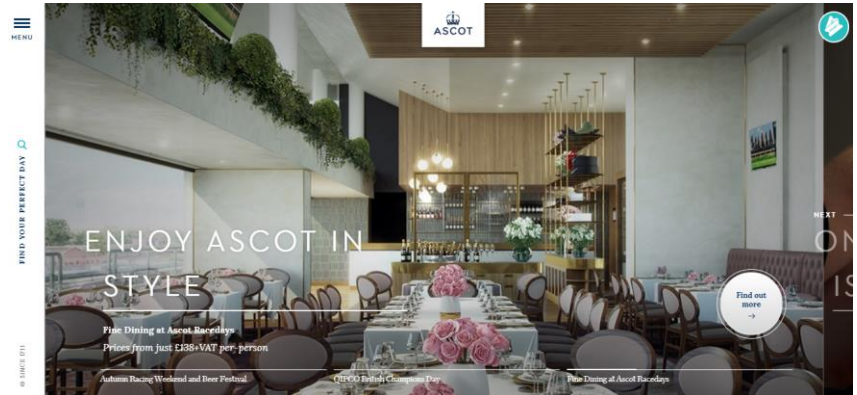


Showcase
& Awards
2018

Ascot Racecourse

Category: Digital & Social
Media Excellence

Mobile first
performance



Proudly partnered by

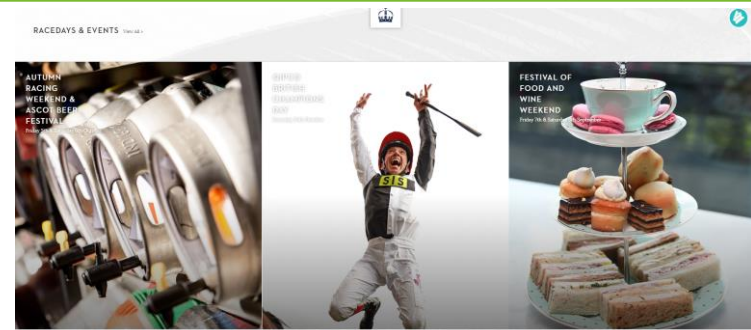


RACING POST



Objectives

Ascot.co.uk was relaunched as a completely revamped site in April 2018, during the key sales period for Royal Ascot. With digital becoming increasingly mobile led, creating a website that presents the Ascot brand in a visually impactful way and crucially converts more users was essential. The new site was also designed to offer increased exposure to our expanding Conferences and Events business. Objectives & KPIs:



1) Create a more streamlined, impactful user journey and drive an increase in ticket sales and revenue:

KPI – Increase E-commerce conversion rate (the number of user journeys that end with a conversion)

KPI – Increase number of transactions and revenue generated – with a particular focus on Royal Ascot

Target: E-commerce conversion rate increase by 15% & increasing transactions from 17,500 to 19,000 between core sales period for Royal Ascot running from 16th April and 18th June.

2) Ensure a more user friendly, engaging experience on mobile:

KPI – Increase session duration, transactions, e-commerce conversion and revenue for mobile visitors

KPI – Increase length of time people spend on the site on a mobile device

KPI – Reduce the number of pages on path-to-purchase on mobile

Target: 25% more transactions on mobile, while reducing pages viewed on mobile before purchase

3) Improve the Conference and Events User Experience on Ascot.co.uk, and drive more page impressions, leads and conversions from website enquiries:

KPI – Increase in page views by delivering a more user friendly and in depth experience for customers

KPI – Drive more direct sales from website enquiries

Target: Increase page views by 25% and enquiries by 10%

Method

1) Create a more streamlined, impactful user journey and drive increased ticket sales and revenue:

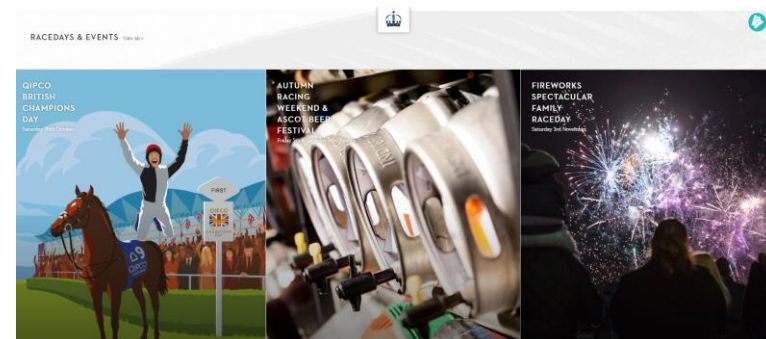
A significant focus when redesigning the new Ascot.co.uk was given to creating a site that highlighted the rich imagery of the racecourse in order to help sell Ascot's broad range of racedays and hospitality products. Clear and easy to identify calls to action were employed across the site, and all information displayed in a visually impactful manner. By studying user behaviour on the the old Ascot.co.uk (using Google Analytics and heatmapping software) as well as post-launch, we were able to significantly improve conversion rates and reduce the number of pages the user was required to navigate before completing a purchase.

2) Ensure a user-friendly, engaging experience on mobile:

The new Ascot.co.uk was built as a 'mobile first' website, while remaining fully responsive across all platforms. A significant factor in this was to move away from a top heavy "mega-nav" menu and to a mobile friendly 'hamburger' menu. Modules on the new site were designed to suit the mobile user experience, with large clear Call To Actions, and a secondary expanding bottom navigation to enable users to search for racedays. Extensive user testing was carried out with focus-groups with equal weight given to mobile and desktop usage prior to launch. It was crucial to ensure that key content pages such as the Royal Ascot Style Guide, information on all four enclosures and the 'Plan Your Day' sections were optimised for mobile and so they were fully restructured to ensure customers could discover and enjoy the content wherever they were.

3) Improve the Conference and Events user experience on Ascot.co.uk, and drive more page impressions, leads and conversions from website enquiries:

The new Conference and Events section of Ascot.co.uk was mapped using detailed feedback from customers and working closely with the sales team at Ascot, to ensure a diverse business offering was brought to the fore. This area of the site was more clearly signposted in the main menu and on the homepage, and Enquire Now CTAs prominent on each page. Areas of Search Engine Optimisation improvement were also identified and detailed keyword and backlink research for key local competitors undertaken.



Results

1) Create a more streamlined, impactful user journey and drive an increase in ticket sales and revenue

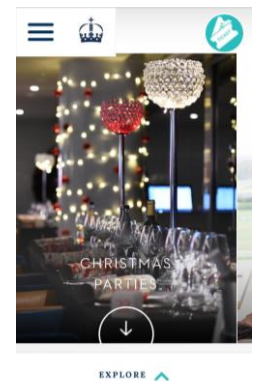
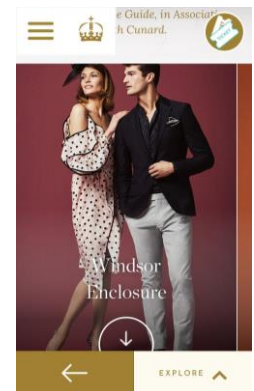
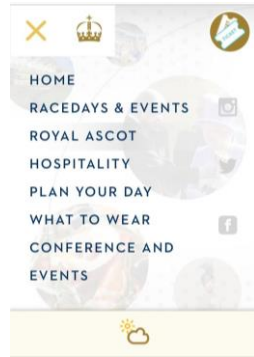
- E-commerce conversion rate **increased year-on-year by 41%** (1.78% v 1.27%)
- Number of transactions **increased by 22%** year-on-year (37,302 v 30,340) and this included an increase from 17,500 to 21,000 during key Royal Ascot sales period
- Revenue **increased by 19%** year-on-year (£4.4m v £3.7m)
- Quantity of items purchased increased by **22% year-on-year** (110,931 v 91,012)

2) Ensure a more user friendly, engaging experience on mobile and drive more conversions on mobile

- Average session duration on mobile **increased by 26%** year-on-year (site average 18.59%)
- Improved user experience with average pages viewed on path-to-purchase **reduced by 20%** year-on-year (3.33 v 4.15)
- Friendly user experience has increased number of visitors to Raceday Fixtures page by 10%
- More than 1.5 million views of 'What to Wear' content pages
- Easier to find Plan Your Day section saw 147% increase in page views (127,785 v 51,546)
- Transactions on mobile were **increased by 54%** year-on-year (16,135 v 10,433)
- Revenue generated through mobile transactions **increased 41% YoY** (£1.6m v £1.1m)
- E-commerce conversion rate on mobile **increased by 50%** year-on-year (0.87% to 1.38%)

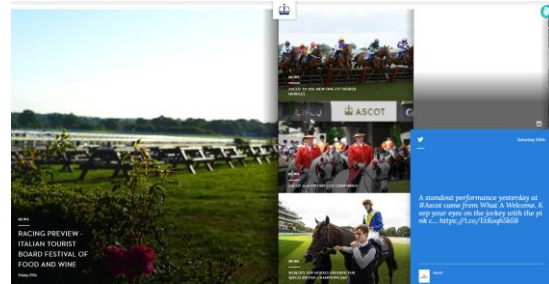
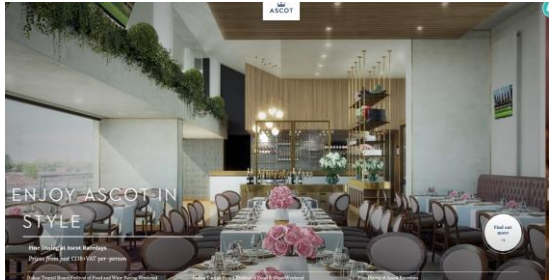
3) Increase page views, leads and conversions for our Conference and Events Business

- Page views for Conference & Events content **rose by 51.95%** year-on-year (31,780 v 18,591)
- Enquiries made through the website **increased by 18%** year-on-year (197 v 164)
- Anecdotaly, the sales team have reported that enquirers have been much more educated on the Ascot C&E offering before speaking to a member of the team, and more phone enquiries have been made.

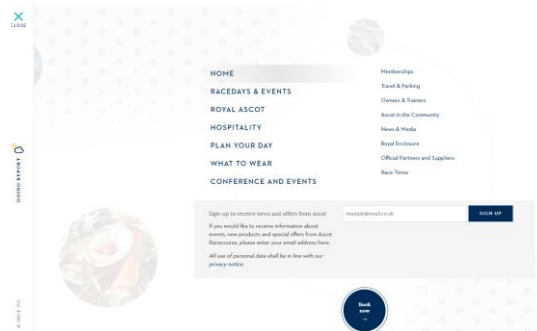


Supporting Information

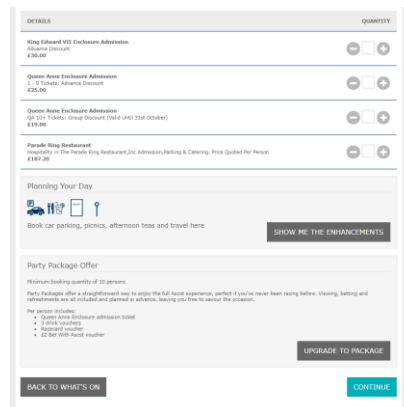
The below screen grabs from www.ascot.co.uk highlight the new user friendly nature of the website which allows customers to access the ticket booking portal for the specific raceday they are looking for in just two clicks.



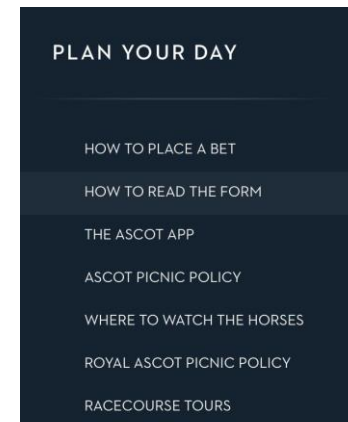
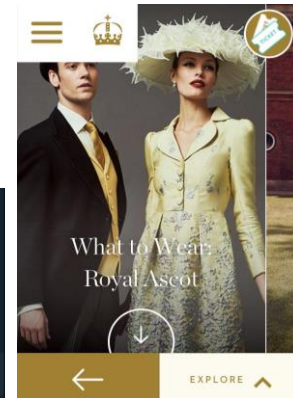
Scrollable homepage makes information easy to find and read in one place with a link to the ticket portal always visible in the top right corner.



Mobile friendly 'hamburger' menu makes the website much more accessible on mobile devices.



Key content pages including 'What to Wear' and the 'Plan Your Day' menu easily accessible on mobile devices.



Clear, simple order page allows customers to find out more about enhancements and upgrade packages at purchase point.