

Upselling The Race Day Experience

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- * 210K racegoers visit Doncaster Racecourse annually
- * For our **free race day** on 29 April 2011 (Royal Wedding Day), **our venue capacity** was **reached** some three weeks ahead of the event
- * 30K free tickets were issued – a St. Leger size crowd
- * We invested **£100,000 in infrastructure** incl. 15 additional high spec toilet units, additional big screens, 2000 sets of outdoor furniture, 30 Police officers, 40 additional stewards, 350 additional catering staff
- * On the day, only 23K free ticket holders came through the gate
- * Nevertheless, the free race day **crowd of 23K** became one of the largest free Royal Wedding events happening in the UK
- * How did we upsell to such a large crowd?



The Royal Wedding Challenge

- * Whilst Kate Middleton was busy keeping her dress design under wraps, we had a challenge of our own...

How can we communicate a series of upgrades available to 30K free race day customers, and convince them to commit to ancillary spend ahead of arrival?

- * Put simply, we needed up upsell – like never before...
- * With this, we developed a concept that we have adopted into business as usual





Upselling The Old Way

- * Upselling gets a bad name
- * Some staff can actually shy away from upselling the old way
- * Customers are wise to it - they want to save money – not spend more



Upselling with Integrity

Do you want



fries

with that



- McDonald's has success through consistency
- But upselling doesn't have to be as tacky as this
- **Upselling with integrity** is not as easy!



Key Objectives in Upselling to our Free Race Day Customers

- * To **create desire** and tempt customers to **upgrade and enhance** their forthcoming experience (in this instance, our free race day)
- * To develop dialogue with customers along their anticipation period – to help build **lasting relationships**
- * **To get it right at every level**, investing in the right areas at the right time (marketing, ticketing, set-up, on-the-day product delivery)
- * To increase **future re-booking** potential by creating **brand preference**
- * To support our business vision of being **financially successful** in every way



Our Way Of Thinking About Upselling

1. Decide which
demographic the
customer falls into



2. Find a relevant
racecourse 'extra'
to offer

**Customer
Satisfaction**





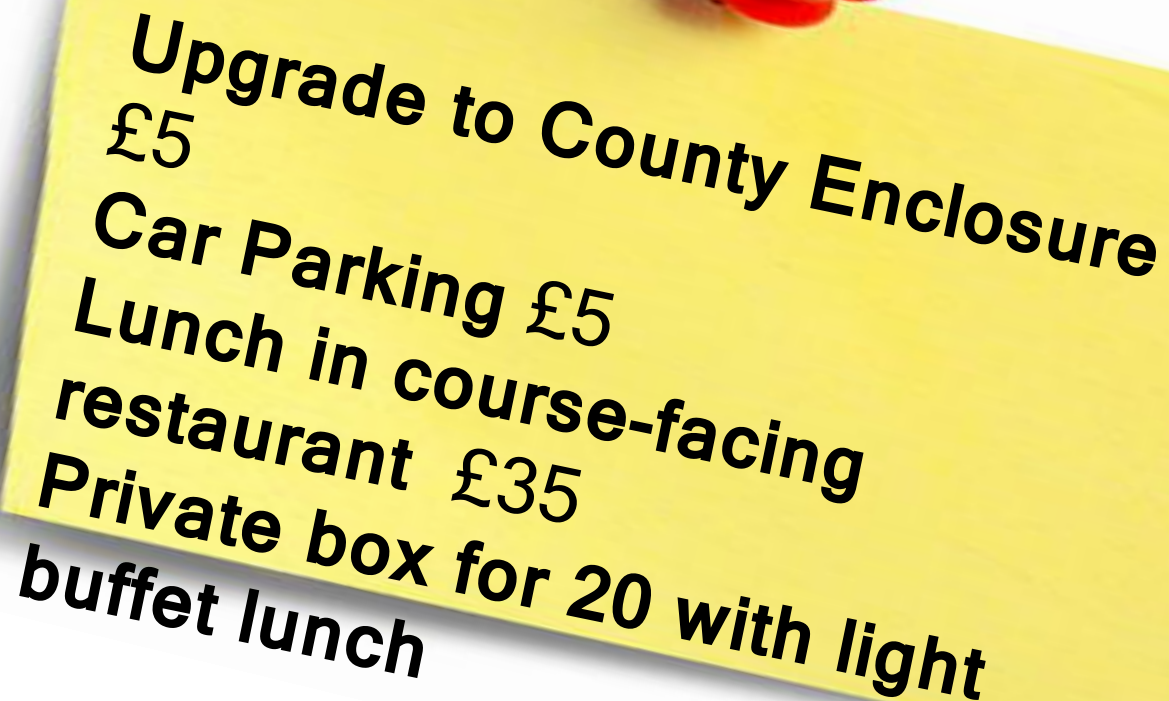
Upselling with Integrity

- * We had to believe that the quality of each of the ancillary **experiences** exceeded the cost to the customer
- * We wanted the customer to forget all about paying us £35 for a great meal in our restaurant - and only remember that we were able to offer them **something extra special**
- * The product has to be special enough to make the customer feel even more compelled to want **to return**
- * When you do it right - **there's no shame in upselling with integrity**





Our Free Race Day Ancillary Product Range



**Upgrade to County Enclosure
£5**

Car Parking £5

**Lunch in course-facing
restaurant £35**

**Private box for 20 with light
buffet lunch**



How we increased ancillary spend through eCRM and social media

- * We anticipated a more 'relaxed' on the day ancillary spend, mainly due to it being the first day of a long bank holiday weekend...
- * So we focussed all our efforts on **securing ancillary spend in advance**



Free Race Day Marketing Process

Further email contact by
segmentation

1. **Customers respond** to
marketing on
Facebook/Twitter – our
social media audience grew
rapidly overnight!

Our offer goes viral. Money saving
forums and social media mentions

2. **Customers visit**
racecourse website and
make application for free
tickets – data captured



5. **How can we help?**
Communication to customers
prompting them to 'Ask us
anything!' and giving
reminders on dress code, etc -
even weather forecasts!

Anticipation phase - fashion
tips via a blog and links to our
'how to bet' guides

4. **Email contact** to
customers who have yet
to choose an upgrade
Fixture date minus 3 weeks

3. **Customers advised**
of extras available –
Time to book and brag!

Relationship developing –
we're starting to **gain trust**
and can begin to confidently
recommend **relevant**
upgrades

- * Over **12,500 online submissions** for some **30,000 free tickets in just three weeks**
- * **30% of customers** requesting free tickets originated from **outside the region**. More surprising locations included **Sweden, Poland and Jersey** – this can be attributed to the viral
- * A great proportion of customers that applied for free tickets chose to **upgrade** to County Enclosure
- * Incumbent customers recognised the **great value** of the restaurant and hospitality products
- * **Our pre-arrival marketing comms strategy** helped tempt **upgrade spend to the tune of £33K**
- * **Venue capacity** was **reached** some three weeks ahead of the event. The **crowd of 23,000** became one of the largest free Royal Wedding events happening in the UK. Press coverage **included front page of *The Times Sport*** (Sat 30 Apr 2011)
- * Operationally against **customer satisfaction KPIs** & financially against budget, the event was a **huge success**
- * A **boost to the visitor economy** - evidence from hotels across Doncaster confirm that hotel bedrooms were sold out in advance as we tempted consumers to chose to **return** to us for racing the following day (Sat 30 April 2011)
- * Hundreds of people turned to our **social media outlets to say ‘thank you’** and to tell us how much they enjoyed their day. Continual contact strategy in place and **circa 30% have returned** at least once since

Questions

