



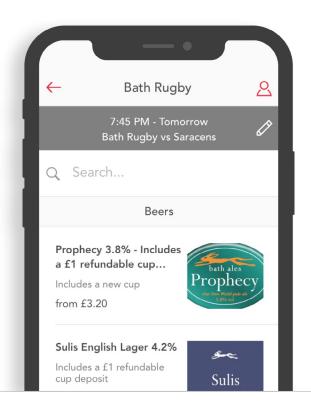
Bath Rugby is one of the oldest rugby clubs in existence. With the prestige that comes with a long history, come difficulties in terms of venue infrastructure. The popularity of the club regularly sees the stadium bursting at the seams with supporters and it can be a squeeze to move through the crowd towards the bar at half-time. The bar staff are experienced and work quickly, yet waiting times can be significant; thousands of customers want to be served within a short time frame, either pre-match or at half-time.

The club is on the path of change, gearing up for the construction of a new stadium to be completed by Summer 2021 and is eager to improve supporter match day experiences before this. While the operations team knew it couldn't change the physical structure of its stadium, it could adapt to reduce the queues causing bottlenecks and poor crowd flow. In Preoday's mobile and online ordering service it saw an opportunity to put its ideas into action, improving the customer experience while increasing long-term revenue potential.





Trialled in 2016/17 and active from the start of the 2017/18 season, the service has been a regular feature at games. Pre-order collection points are clearly signposted and kept separate from traditional till-points so as to prevent consumer confusion. As supporters began to download the app and place orders, operations have been adapted to suit demand; pre-orders now account for up to 8.5% of bar revenue.











Following the introduction of preordering before matches and at halftime, Bath Rugby has seen up to an 80% increase in the bar's transaction values, compared to non-app sales. Moreover, customer use of the app has increased year on year leading to a doubling of revenue and order numbers through the app between 2017 and 2018. Customers who use the app have come back again and again - almost 2/5 (37%) of customers in 2018 had ordered before in 2017 and in fact used the app more frequently. In 2017 the average number of orders per customers was 2.86; in 2018 it was 3.83 meaning that on average each customer made an extra order each. As one customer said, "Seeing others use the Tap and Go app is akin to watching Roko [Bath Rugby player Semesa Rokoduguni] storm down the wing whilst the rest of us are stuck in the scrum."





Alex Cohen, Operations Director at Bath Rugby, said:

"We are aware that our current infrastructure means there are limited actions we can take to physically change the length of queues at the stadium, however pre-ordering has already proved that a simple change in operations can have a significant impact. While the normal queue might be 100 people deep, our click and

collect queue rarely has more than five people in it, and that's because of the speed of the service.

We believe strongly in the potential of the Preoday platform and have been spurred forward by the excellent feedback we've had from the supporters making use of it, and enjoying a smoother match experience, week after week."