



**THE ARABIAN RACING ORGANISATION**

*Newbury Racecourse, Berkshire, RG14 7NZ*

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**BUSINESS STRATEGY**

## VISION

*“To build a successful and sustainable future for Arabian Racing in the UK and to develop a professional sport that is fully integrated and accepted into the British Thoroughbred Horseracing Industry.”*

## MISSION STATEMENT

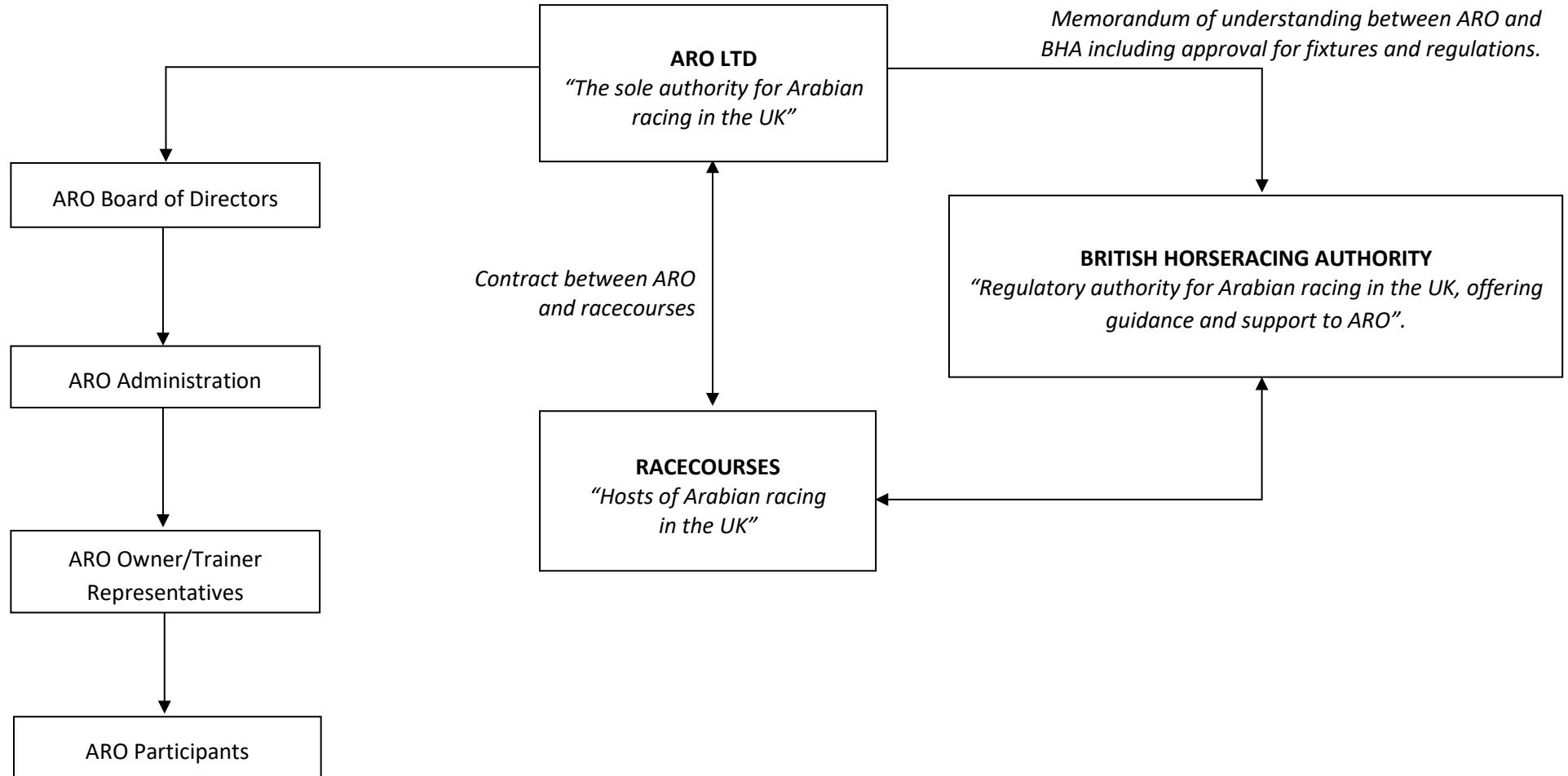
The Arabian Racing Organisation organises, regulates and represents Arabian Horseracing in the UK.

Operating with the support and permission of the British Horseracing Authority, ARO is the sole authority for UK Arabian Horseracing. ARO regulates the sport and works to ensure the ongoing development of Arabian racing within the wider horseracing industry.

## VALUES

- Integrity – to maintain a safe, competitive environment and promote fair play
- Welfare – To prioritize the welfare of the industry participants, both human and equine
- Leadership – to set and monitor standards and create an example for the international community
- Education – to encourage the next generation to participate in the ‘Sport of Kings’
- Legacy – to balance tradition with progression and sustainability of the sport of Arabian racing

## ORGANISATIONAL STRUCTURE



## STRATEGIC GOALS

### Integrity and Regulation:

- Sign Memorandum of Understanding between ARO/BHA to define responsibilities of both organisations
- Agree and sign up to articles in the IFAHR International Agreement
- ARO regulations to fall in line with BHA Rules of Racing (for example, over weight allowances and steroid testing)
- Employ BHA staff at racemeetings in integrity roles
- Increase training of ARO Stewards to BHA standards
- Employ RaceTech at racemeetings and increase integrity technical services (photo finish, additional camera positions)
- Increase dope testing in line with the BHA
- Liaise with BHA Chief Veterinary Officer to improve standards of biosecurity
- Liaise with BHA Chief Veterinary Officer to achieve 'high health status' for Arabian population
- Liaise with BHA Chief Medical Officer to bring into line with the BHA medical requirements
- Progress the consultation with regard to BHA licensed trainers training Arabians
- Progress the consultation with regard to BHA licensing ARO Trainers and approving their premises

Participant Welfare & Training:

- ARO Jockey license fee waived for riders who hold a current BHA Category A or B license
- UK to be included in the Global Arabian racing series for Amateur Ladies and Apprentices to travel and experience horseracing worldwide
- Encourage ARO registered jockeys to register with the Amateur Jockeys Association, to receive training and benefits, ie insurance
- Consult with Racing Welfare to enable Arabian stable staff to be eligible for benefits, help and advice
- Employ a Jockey Development Coach
- Employ professional stipendiary stewards and clerks of the course to ensure jockey safety and riding standards are maintained
- Liaise with the NRC and BRS on training opportunities for our participants
- Develop an Arabian equivalent to (or integrate with) the BHA horse welfare scheme '*the horse comes first*'
- Employ a well-known member of the racing fraternity to act as a spokesperson for ARO and to be a role model for participants

Racing & Betting:

- Strengthen relationships with the RCA, independent tracks and racecourse groups to enable growth of Arabian single races
- Develop a working relationship with a racecourse to be a regular 'home' for ARO's full fixtures
- Progress media rights/streaming rights negotiation with RMG, SIS, Turf TV, TRP, At The Races and Racing UK
- Consult with the Racing Post to develop a database with online access to form, racecards and results
- Full integration of Arabian Raceform site with ARO website to ensure consistency and easy access of information
- Bring ARO racecards in line with TB cards to make them more accessible and recognizable to the public
- Apply for Betting Levy Funding – new scheme in April 2017
- Renegotiate TOTE commission returns, to include a percentage of pool for away betting at ARO fixtures i.e. Chelmsford, and Newbury
- Request race fixture framework in advance from the BHA, to allow for better planning of ARO fixtures/races
- Align international races for the benefit of the horse not the sponsor and to allow progression throughout the season and consistency year to year

Horse Population, Ownership Drive & Customer Growth:

- Maintain breeders incentive scheme to encourage UK based responsible breeding
- Incorporate Heritage Arabian Racing Club bonuses to encourage 'grass roots' members
- Promote the formation of ownership syndicates
- Reinstate a long distance travel concession to encourage trainers to take horses to meetings across the country
- Offer free entry into all ARO organized racemeetings, to encourage families and new supporters
- Boost prize money to encourage overseas participants
- Employ International Racing Bureau to promote our racing and fixtures worldwide to trainers/owners/breeders
- Engage with children via 'kids club', including a horse to be present at the races and children's competitions
- Work with charities to run charity racedays i.e. The Children's Trust
- Employ dedicated PR and Media Executive to promote events and Arabian racing

Administration & Funding:

- Establish a commercially viable base
- Re-evaluate ARO office structure and location, taking into consideration rental expenses and travel costs
- Address the vastly differing costs of racecourse hire – establish an industry standard
- Devise a three year partnership plan, ideally with a European partner, for funding stability
- Ensure all sponsorship renegotiations include ARO administrative fees and are drawn up with three year recurring agreements and cancellation clauses
- Introduce a standard commission rate when introducing new sponsors to racecourses
- Make the necessary changes to ensure increased availability of Arabian racing as a betting product
- Renegotiate media rights agreements (including live streaming on betting websites) to ensure greater value for Arabian races
- Revaluate entry and declaration fees for the higher value group races to be closer to 1% of prize fund

## CONCLUSION

In order to achieve the vision, ARO will need to undergo a number of significant operational changes. These will undoubtedly present a risk but also offer opportunity to progress the sport of Arabian Racing in the UK.

The critical targets that must be achieved in order to meet all strategic goals are as follows:

- Forge closer relationship with the BHA and associated stakeholders (AJA, PJA, NTF etc) to enable ARO to meet integrity and training goals.
- Take veterinary advice to maintain the highest possible Equine Welfare Standards.
- Maintain working relationships with racecourses and the RCA.
- Strengthen links with the media and betting industries to ensure the full potential value of Arabian Racing is being exploited in both domestic and overseas markets.
- Promote Arabian racehorse ownership and breeding.
- Ensure ARO is operating in the most efficient and cost effective way by making significant changes to the business model.

## OPERATIONAL BUSINESS PLAN – RACE NUMBERS

The structure of the UK Arabian Racing season will need to be reviewed. The following plan will offer a sustainable model for the immediate future.

	<b>Current</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<i>ARO Fixtures/Races (incl. DIAR Newbury)</i>	<i>9/55</i>	<i>8/56</i>	<i>8/56</i>	<i>8/56</i>
<i>Single Races on BHA Fixtures</i>	<i>15</i>	<i>18</i>	<i>20</i>	<i>20</i>
<b>TOTAL ARABIAN RACES</b>	<b>70</b>	<b>74</b>	<b>76</b>	<b>76</b>