



Deepen our understanding of customer preferences

Customer insight

It is our success in understanding and anticipating what our customers want from their leisure experiences that will give our businesses a competitive advantage in the markets where they operate.

As a result of our investment in enhanced management information systems and the creation of insight teams, we have gained a deeper understanding of consumer motivation.

Everything that we do – from the development of concepts like G Casino and Mecca 'Full House' to everyday operational improvements – is built around qualitative and quantitative research into customer preferences and behaviours.

Product and service improvements

Electronic gaming

Progress – Across the Group we have made improvements to the quality of both the product and the service levels applied to electronic gaming. In 2009, we introduced amusements service teams into Mecca Bingo, increased the number of Category B3 'jackpot' machines deployed across the Group from 727 to 991 and continued to invest in server-based gaming technology.

Priorities – During 2010, we will continue to invest in the quality of our electronic gaming product, with particular focus on upgrading gaming machines and electronic roulette in our British casinos and introducing enhanced electronic bingo and video bingo terminals in Mecca Bingo.

Food and drink

Progress – We have made substantial improvements to both the quality of our food and drink and the manner of its delivery. In 16 Mecca Bingo clubs we replaced servery-style catering with cook-to-order meals; and in six of these clubs

we introduced waiter table service. In these clubs we have seen improvements in average spend per visit on food and drink.

Priorities – We will continue to invest in the quality of the dining and drinking experience in our bingo clubs and casinos. In particular, we will extend cook-to-order and table service to at least another 30 Mecca clubs.

Entertainment

Progress – We have introduced a number of industry-leading innovations to make our customer experiences more entertaining. In Mecca 'Full House' clubs we fused music with gaming to create After Dark Bingo and Rock and Roll Bingo – both of which have been instrumental in helping these clubs to reach out to a broader range of customers and extend operational hours.

Priorities – During 2010, we will expand Mecca's After Dark suite of branded late night games, adding poker, quizzes and other forms of entertainment.

Accessibility

Progress – We have continued to seek ways to make the customer experience more flexible and to generate more value from our venues. During the year, we offered 24-hour opening in 17 of our British casinos and we gained licensing approval to do likewise in the remainder of the estate. The move has proved popular with customers and has been a driver of incremental revenue and profit.

Priorities – During 2010, we will extend 24-hour opening to a number of additional casinos and seek to gain extended opening hours for our bingo clubs in tandem with the roll-out of our After Dark brand and our enhanced amusement machines offer.

Customer rewards

Progress – During 2009, we extended our Play Points customer rewards programme to a total of eight of our Grosvenor Casinos and G Casinos, following tests in 2008. At 31 December 2009, more than 75,000 customers were members of Play Points, and in excess of £0.4m worth of rewards had been redeemed via the programme.

Play Points provides us with extensive empirical data regarding spending and behavioural patterns, enables us to target our marketing expenditure more efficiently and has proved popular with customers. In the clubs where Play Points has been introduced we have experienced enhanced levels of operating performance and higher net promoter scores.

Priorities – During 2010, we will introduce Play Points to a further ten casinos at a combined cost of approximately £2.0m. We are continuing to assess opportunities to extend this approach to player rewards across the Group's businesses.

Key performance indicators

Ultimately, we believe that the success of our insight-led approach to business will be reflected in growth in customers and customer visits, which will in turn give rise to enhanced earnings per share. During 2009, total Group customer visits of 22.1 million was slightly ahead of 2008, following a number of years of decline.

As a forward-looking indicator, we use the net promoter score system to assess our effectiveness in meeting and exceeding customer expectations. Net promoter score tracks the net propensity of our customers to recommend (or otherwise) our businesses to their friends. It is based upon quarterly feedback from more than 12,000 customers and the results form a key component of how our management teams are rewarded.

Net promoter score

KPI

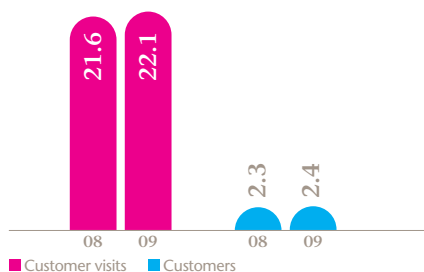
	2008	2009	2010 target
Mecca Bingo	30.1%	38.6%	45.0%
Grosvenor Casinos	–	37.3%	45.0%
Rank Interactive	–	32.8%	45.0%
Top Rank España*	–	–	40.0%
Group	–	36.9%	45.0%

* Net promoter score for Top Rank España was not measured in 2009; it will be measured from 2010 onwards. The lower target for 2010 reflects this circumstance.

Note: net promoter scores are derived by subtracting negative ('detractor') customer feedback scores from positive ('promoter') scores.

Customers and customer visits 2008/2009 (millions)*

KPI



* Customer visits land based only

Visit Mecca Full House
p.16-17

