





**Geographically, Hong Kong is little more than a dot on the world map; it has no horse breeding industry of its own, nor a fully professional football league. So how is it possible that this small place has been able to establish itself among the global leaders in horse racing and football betting, as well as in the quality of its membership services?**

## TOWARDS **GLOBAL LEADERSHIP**

HORSE  
RACING

BETTING  
ENTERTAINMENT

MEMBERSHIP  
SERVICES

馬會於賽馬及足球博彩娛樂  
以至會所服務方面晉身全球典範地位  
的成功之路



HORSE  
RACING

While The Hong Kong Jockey Club can trace its proud history back to 1884, and has always striven for excellence, the genesis of the world-class operation we see today was the foresighted decision to change Hong Kong racing from an amateur sport to a professional undertaking in 1971.

## FORESIGHT & FORTUNE

香港賽馬會

2012

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here has been no looking back ever since, with the past 15 years in particular having seen the pace of progress accelerate and Hong Kong move firmly into the sport's top echelon.

Equally important was the Government's decision to allow off-course betting on horse racing in 1973, as a way of combating the illegal gambling that had already become rampant by that time. This put betting in Hong Kong on to a regulated and responsible footing for the first time and started to generate the huge tax payments and charitable donations we see today. Since 1973, the Club has contributed a massive HK\$310 billion to public spending and donated over HK\$32 billion to charitable and community projects.

World-class racing operations need world-class infrastructure, and the Club's development of Sha Tin Racecourse on reclaimed land during the 1970s was another key step forward. While Happy Valley remains one of the world's most historic and iconic racecourses, it was not capable of supporting the Club's global vision, with horses still having to be walked down a hill from the stables on public roads. When opened in 1978, Sha Tin not only gave racing fans a superb new venue and opened up the sport to New Territories residents, but also enabled the Club to create purpose-built new stabling and training facilities that were some of the finest in the sport at that time.

香港位處亞洲一隅，從寰球地理角度而言可謂微不足道。然而，香港在沒有本土育馬業及全職業足球聯賽的情況下，在賽馬及足球博彩，以至會所服務方面均創造輝煌成就。究竟香港這塊彈丸之地，如何能夠躋身全球賽馬和足球博彩的領導位置，以至提供世界級的會員服務。

香港賽馬會的顯赫歷史始自一八八四年，至今一直貫徹追求卓越的宗旨。馬會今天得享世界級賽馬營辦機構的優越地位，其實肇基於一九七一年將賽馬由業餘體育項目轉為職業賽事的前瞻性決定。自此，馬會勇往直前發展本土賽馬事業，在短短十五年間帶領香港攀登賽馬世界的殿堂。

另一個發展關鍵當數政府於一九七三年批准馬會開辦場外投注服務，以對抗當時已十分盛行的非法外

圍投注活動。此舉率先將香港博彩營運納入規範化和有節制的框架內，由是衍生出今日惠澤全港社群的龐大稅額和慈善捐款。自一九七三年至今，馬會共繳納三千一百億港元稅款，成為公共開支的龐大後盾，更撥捐逾三百二十億港元，資助林林總總的公益及慈善項目。

世界級賽馬營運業務必須輔以世界級基礎設施，馬會遂於一九七〇年代於填海地段發展沙田馬場項目，是另一推動本地賽馬事業起飛的關鍵策略。雖然跑馬地馬場的歷史地位和地標價值，在國際間無可取代，但馬匹圍於其中，仍需使用公共道路往返馬房，可見其規模不足以承載馬會的寰球視野。於一九七八年啟用的沙田馬場，不僅為馬迷提供一個設備齊全的新馬場，為新界居民開闢觀賞賽馬的



沙田馬場（上）於一九七八年落成啓用，讓馬會向世界級賽馬邁進重要一步。跑馬地馬場（下）至今仍然廣受歡迎，是本地賽馬地標。

## 建立 寰球典範

In moving to professional racing and setting out a world-leading vision, the Club recognised that setting the highest possible standards of racing integrity was essential.





With facilities available by the mid-1980s to support world-class racing, the Club put in place a comprehensive plan to internationalise its operations. Prize money was steadily increased and other incentives offered to Owners to bring in top-quality racehorses. Leading trainers and jockeys were encouraged to build new careers in Hong Kong, and top racing officials recruited from around the world.

The city's first international race, the Hong Kong Invitation Cup, was run in January 1988 with entries from Singapore and Malaysia. From those modest beginnings has grown the annual Hong Kong International Races, four top-level races run on a single day each December which attract many of the best horses, trainers and jockeys in the world and have become widely recognised as the Turf World Championships. All four of these races were accorded International Group One status within the space of three years from 1999 to 2002.

Hong Kong also now has two other races each year run at International G1 level, the Audemars Piguet QEII Cup and Champions Mile, as well as three more with International G2 status. Adding further to their prestige, the city's top local and international races attract sponsorship from leading global brands such as LONGINES, Audemars Piguet, BMW, Citibank, Standard Chartered Bank and Kent & Curwen.

The four Hong Kong International Races and the Champions Mile were this year ranked among the world's top 50 Group/Grade One races in a first-ever official listing by the International Federation of Horseracing Authorities (IFHA), an achievement described by the Club's Executive Director of Racing William A Nader as quite remarkable for a jurisdiction of Hong Kong's size. "There is no single meeting in the world with more Group One races on the list than our LONGINES Hong Kong International Races," he points out.

The steadily increasing standard of Hong Kong-trained horses is reflected, too, in their regular appearance in the World Thoroughbred Rankings. It was only in 1998 that

Johan Cruyff became the first to be accorded that honour, but since then more than 50 have made the list, including 16 in the 2012 rankings – an incredible achievement for a jurisdiction of Hong Kong's size. Likewise, since *Fairy King Prawn* became the first Hong Kong-trained horse to win overseas in Japan in June 2000, another 13 horses have followed in his footsteps – the latest being *Military Attack* and *Lucky Nine*, who completed a unique same-day Group One double in Singapore this May.

In moving to professional racing and setting out a world-leading vision, the Club recognised that setting the highest possible standards of racing integrity was essential, so that both local fans and visiting connections had absolute faith in the fairness of the Hong Kong product. Stringent race control is maintained by a specialist team using a highly-sophisticated integrated video patrol system. The Club's Racing Laboratory, which monitors the use of prohibited substances on horses or by jockeys, is recognised as being one of the world's most capable. One of only five regional reference laboratories recognised by the International Equestrian Federation, it has also handled equine samples for the 2008 Olympics and 2006 and 2010 Asian Games.

Besides the Racing Laboratory, a number of other world-class facilities have been added to the Sha Tin infrastructure since the 1980s, including an Equine Hospital and the world's first Parade Ring with a retractable roof. But with space for further development limited and an urgent need to upgrade the now 35-year-old training facilities, the Club is taking another groundbreaking step in building a new Racehorse Training Centre across the Mainland border in Conghua. It will include many new facilities designed to strengthen Hong Kong's world-leading capabilities further, such as an uphill training track.

Meanwhile, over the past ten years, further extensive upgrading of the spectator facilities has been put in place at both racecourses, based on a comprehensive Racecourse

方便之門，更讓馬會得以針對所需，建造全新的馬房及馬匹訓練設施，達至當時業內首屈一指的水平。

隨著賽馬設施於一九八〇年代中期發展至世界級水平，馬會開始制定整體規劃，以推動賽馬營運業務全面國際化。賽事獎金逐步遞增之餘，更透過不同的獎勵方式吸引馬主引入優質賽駒。除網羅全球業界專才外，馬會亦積極吸納頂尖的練馬師和騎師，鼓勵他們在港開創事業新高峰。

香港首項國際級賽事 — 香港邀請盃，於一九八八年一月舉行，競逐名單包括來自新加坡和馬來西亞的賽駒。馬會從這看似平平無奇的起點一路走來，終於創下香港國際賽事的輝煌盛世，於每年的十二月上演一日四場的國際頂級賽事，吸引全球最頂尖的馬匹、練馬師和騎師參賽，成為公認的「世界草地錦標大賽」。由一九九九至二〇〇二短短三年期間，四項賽事均獲升格至國際一級賽地位，成績斐然。

此外，在港舉行的年度國際級賽事還包括同為一級賽的愛彼女皇盃和冠軍一哩賽，以及三項國際二級賽事。加上多項本土和國際賽事獲浪琴表、愛彼錶、寶馬、花旗銀行、渣打銀行及 Kent & Curwen 等國際品牌贊助，令香港賽事更加星光熠熠。

根據國際賽馬組織聯盟（國際馬聯）一項首次發表的排名榜，香港所舉辦的四項香港國際賽事以及冠軍一哩賽，均於今年名列全球頭五十位一級大賽。從香港賽馬相對較少的養馬量看來，難怪馬會賽馬事務執行總監利達賢形容這是輝煌的成就。他指出：「浪琴表香港國際賽事日是全球唯一有這麼多一級賽名列全球五十大賽馬日。」

本土訓練的賽駒近年多番躋身世界馬匹排名榜，反映其競賽水平穩步上揚。回想「告魯夫」在一九九八年實現香港賽駒在排名榜上的零的突破，其後短短十數年間已有逾五十匹本土名駒榜上有名，包括十六匹晉身二〇

一二年排行榜的佳駒，以本地賽區的規模而言，成績委實相當出色。同樣地，自「靚蝦王」於二〇〇〇年六月揚威日本，成為首匹於海外賽事中掄元的本土訓練賽駒後，共有十三匹本地佳駒陸續在海外征途上揚名立萬，包括五月雙雙於新加坡舉行的賽事中同日摘桂的「軍事出擊」和「天久」。

在競逐全球賽馬專業翹楚寶座的路途上，馬會深諳最高的誠信標準在賽事中至關重要，惟其如此方可贏取本地馬迷和海外賽馬團體對香港賽馬產品的廉潔公正投以信心一票。馬會的專家團隊透過先進精密的綜合視像監控系統嚴格規管賽事。馬會轄下的賽事化驗所獲公認達世界頂尖水平，能有效檢測馬匹及騎師體內的違禁物，亦是全球僅五間獲國際馬術運動聯合會指定的馬匹違禁物參考化驗所之一，曾處理二〇〇八年奧運及二〇〇六年和二〇一〇年兩屆亞運會的馬匹化驗樣本。

除賽事化驗所外，馬會自一九八



The Club's innovative and highly popular Race Simulator App.  
馬會大受歡迎的創新「模擬賽馬」App。

Some HK\$3.5 billion has been committed in creating stylish new venues...all designed to make a racecourse visit not just a sporting occasion, but an all-round dining and social experience.



The Club's Chief Executive Officer Winfried Engelbrecht-Bresges is a Vice-Chairman of both the International Federation of Horseracing Authorities and the Asian Racing Federation.  
行政總裁應家柏身兼國際賽馬組織聯盟及亞洲賽馬聯盟的副主席。

**The Asian Racing Federation Secretariat moved to Hong Kong in 2012, putting the city at the fulcrum of Asian racing development. This will be highlighted when Hong Kong hosts the 2014 Asian Racing Conference, taking the city into a further exciting new era.**



Stylish new racecourse venues added for 2012/13 include The Racing Club Noodle Bar at Happy Valley (top), Owners Cabin (above) and refurbished Owners Box 3/F – OB3 (right) at Sha Tin Racecourse.

馬場於二〇一二/一三年度加入多項時尚新設施，包括跑馬地馬場內競駿會的麵條吧（頂）、沙田馬場的馬主新天地（上）及翻新後的馬主廂房三樓（右）。



Master Plan, coupled with a customer segmentation strategy supported by extensive research. Some HK\$3.5 billion has been committed in the first two phases in creating stylish new venues that meet the differing needs of Owners, Members, visitors, and the general public – all designed to make a racecourse visit not just a sporting occasion, but an all-round dining and social experience.

Equally important, emphasises Executive Director of Customer and Marketing Richard C K Cheung, has been the introduction of wide-ranging on-course entertainment programmes at both racecourses, and the development of smartphone apps and interactive services that help demystify the sport for a new generation of racegoers. “Our themed party nights under the Happy Wednesday brand have proved especially successful,” he notes. “They have truly transformed Happy Valley Racecourse into a midweek entertainment hotspot.”

These initiatives have been successful in arresting a declining trend in attendance, making Hong Kong one of the few jurisdictions worldwide to be seeing growth in racing turnover and patronage. In particular, the Club’s innovative blending of sporting and social entertainment is fostering interest in horse racing among the younger generation, which is vital for the sport’s long-term sustainability.

As Hong Kong horse racing has grown in stature, its expertise in racing and betting has become widely sought. Chief Executive Officer Winfried Engelbrecht-Bresges is a Vice-Chairman of both the IFHA and Asian Racing Federation (ARF), while other Club executives hold a number of key positions in regional or international organisations. In addition, the ARF Secretariat has moved to Hong Kong since August 2012, putting the city at the fulcrum of Asian racing development. This will be highlighted when Hong Kong hosts the 2014 Asian Racing Conference, taking the city into a further exciting new era.

○年代開始陸續於沙田馬場增設多項世界級設施，包括一間馬醫院和全球首個擁有開合式上蓋的馬匹亮相圈。但由於馬場發展用地不足，而已有三十五年歷史的馬匹訓練設施亦需優化，馬會再次作出突破，於廣州從化興建全新的從化馬匹訓練中心。新的訓練中心將擁有多項全新設施，包括上斜訓練跑道，以鞏固香港在全球賽馬業的領導地位。

同時，馬會在過去十年持續按「馬場發展大綱」及透過深入研究制定的顧客群組市場推廣策略，於兩個馬場開展大規模的優化工程，改善觀賽設施。馬會就第一及第二期的優化工程，合共斥資約三十五億港元，打造迎合馬主、會員、訪客及公眾各方需要的時尚消閒場地，締造全方位賽馬娛樂、餐飲及社交體驗。

馬會市場及客戶事務執行總監張之杰強調，於兩個馬場引進一系列場內娛樂節目，以及開發智能手機應用程式和互動服務，協助新一代馬迷進一步了解賽馬運動，亦同樣

重要。他表示：「我們透過『Happy Wednesday』品牌舉行的主題派對尤其成功，將跑馬地夜賽打造成週中消閒娛樂熱點。」

此等計劃成功扭轉賽事入場人數的跌勢，令香港成為全球少數在投注額及入場人數兩方面同時錄得增長的賽區之一。馬會大膽揉合賽馬競賽和社交娛樂，成功培養新一代對賽馬的興趣，為賽馬運動的可持續發展奠下堅實基礎。

隨著香港賽馬的地位日益提升，從事其中的賽事及投注事務專才愈加炙手可熱。馬會行政總裁應家柏現任國際馬聯及亞洲賽馬聯盟（亞洲馬聯）副主席，馬會多位行政人員亦位居區內和國際多個同業組織的要職。此外，亞洲馬聯秘書處更於二〇一二年八月遷址香港，鞏固香港作為亞洲賽馬發展樞紐的角色。二〇一四年度的亞洲賽馬會議將於本港舉行，進一步彰顯香港於區內賽馬業界的地位，揭開賽馬發展令人期待的新一章。



# UNMATCHED SUCCESS

BETTING  
ENTERTAINMENT

迎來黃金十年  
足球博彩

一九七〇至八〇年代，賽馬博彩逐漸成為普羅大眾的消閒風尚，促使馬會開發更精巧的電算系統和電話網絡，以應付賽馬日大量的投注交易。回想職業賽馬在香港發展的初期，大部分投注交易均以人手處理，在今天看來讓人無法想像。

馬會早於一九九〇年代初率先應用「投注寶」，於近年亦一馬當先，積極開發網上及手機投注科技，以應廣大顧客對日新月異科技的追求。今天，馬會逾七成投注交易均以無紙形式進行，在相關範疇成為領導全球業界的翹楚。馬會的後勤處理系統在最高峰時段可每秒處理高達三千六百宗交易。

The growing public popularity of horse racing during the 1970s and '80s obliged the Club to develop sophisticated computer systems and telephone networks to handle the huge volume of raceday bets. It's hard to believe now that in the early days of professional racing, most of this was still handled manually.

The Club pioneered the use of Customer Input Terminals from the early 1990s onwards and has been in the vanguard of making web-based and mobile betting technologies available in more recent years to meet fast-changing customer demand. Today it is a recognised world leader in this area, with over 70% of bets now handled paperlessly. The Club's back-end processing systems are capable of handling peak volumes of 3,600 transactions per second.

It was the Club's home-grown expertise in betting technologies, as well as its high reputation for integrity, that enabled football betting to become such a stunning

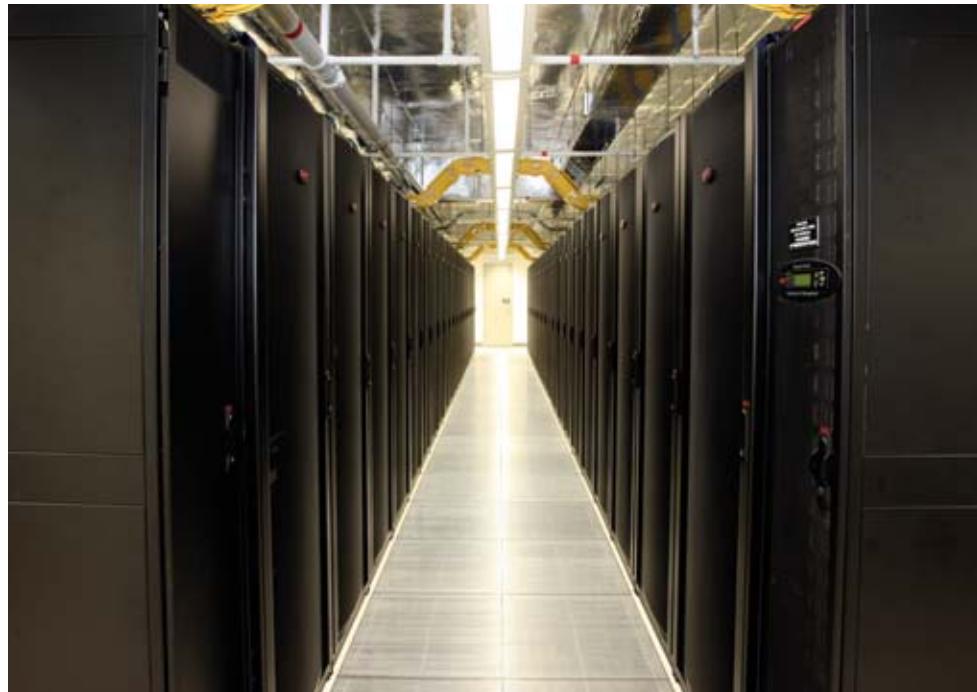
success after the Government allowed its introduction in 2003, once again to combat rampant illegal betting on the sport. Ten years on from that, the Club has become one of the world's largest and most successful football betting operators, despite working under strict limitations on the active promotion of betting products. Football betting has now become a further major contributor to Government revenues and it is no coincidence that the Club's annual charitable contributions have increased by more than 90% in the past ten years.

Not that the roll-out of football betting was straightforward, as horse race betting in Hong Kong has traditionally operated on a pari-mutuel system, under which payouts are determined solely on the basis of money invested in each pool. Football betting, on the other hand, is mostly odds-based, with the Club acting as market-maker. To protect revenue in this new era and ensure that stable and sustainable benefits could be delivered to the community, the Club had to develop sophisticated risk

management systems, which it did largely with in-house expertise. These have proved so effective that the Club's expertise in risk management has become widely sought by other operators in the region. It has provided consultancy and advisory services to the Taiwan Sports Lottery since 2008 and the China Sports Lottery since 2009.

Today the Club's football betting services offer over 70 leagues and cup competitions from all over the world, ensuring an extremely efficient, productive and risk-diversified operation. Nonetheless it is a constant challenge to compete with illegal and offshore operators who make no tax payments, have no limitations on the number of bet types they can offer, and often accept socially-undesirable credit betting.

"Despite the Club's success in directing Hong Kong's demand for football betting to a regulated and responsible channel, the illegal market is still out there and probably as big as we are," stresses Executive Director of Strategic Business Development Henry S K Chan, who has played



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內部研發的先進投注科技，加上享譽國際的廉潔誠信，令馬會於二〇〇三年獲政府批准營辦的足球博彩服務非常成功，再一次有效協助政府打擊非法外圍投注。十年倏忽過去，馬會在恪守嚴格的博彩產品宣傳規範下，仍能躋身全球規模最大及最成功的足球博彩營辦機構行列。足球博彩現已成為另一主要的政府收入來源，其收益更惠及馬會的公益慈善事業，令相關捐款在過去十年間急增百分之九十。

足球博彩服務發展與賽馬不可同日而語，因其機制有別於本港傳統的賽馬博彩，後者採用「同中同分」彩金分配模式，彩金的多寡完全取決於個別彩池累積的金額。足球博彩的運作模式則以賠率主導，由馬會擔任莊家。在這個產品機制下，為確保馬會收益能持續及穩定地惠澤社群，馬會必須開發精密的風險管理系統，相關工作泰半由內部的專家負責，馬會的風險管理專才的出色表現令他們成為區內同業競相羅致的對象。

馬會的風險管理團隊，自二〇〇八年及〇九年起，分別獲邀為台灣運動彩券和中國體育彩票提供顧問及諮詢服務。

今天，馬會的足球博彩服務網羅全球逾七十項聯賽和盃賽，確保相關的營運高效多產，適當分散風險。但馬會仍不斷面對非法及外圍莊家的挑戰，他們不但規避稅網；投注種類不受政府規限；大部分更接受不獲社會認同的信貸投注。

**“Despite the Club’s success in directing Hong Kong’s demand for football betting to a regulated and responsible channel, the illegal market is still out there and probably as big as we are, so our key target in the next 10 years of football betting is to win back the other 50%.”**

a leading role in the Club’s betting developments for more than three decades. “So our key target in the next ten years of football betting is to win back the other 50%.”

In this regard, the Club’s services do enjoy some unique customer advantages – large pools which are better able to absorb the stakes of high-value bettors, a high reputation for integrity and credibility, an extensive range of betting channels, and well-trained and experienced staff.

Also very important is the Club’s ability to provide a one-stop shop for horse race betting, football betting and the Mark Six lottery through its Off-Course Betting Branch network, Telebet and on-line channels. Many customers are regular users of all three services. Public support for the Club’s authorised betting channels is further enhanced by the knowledge that they are run in a regulated and responsible way, and that the proceeds are returned to the Hong Kong community through the Club’s not-for-profit business model.

In turn, the success of the Club’s betting services means that it can continue to invest in developing new customer-oriented technologies and trading solutions, key ingredients for maintaining its leadership position in the years ahead.



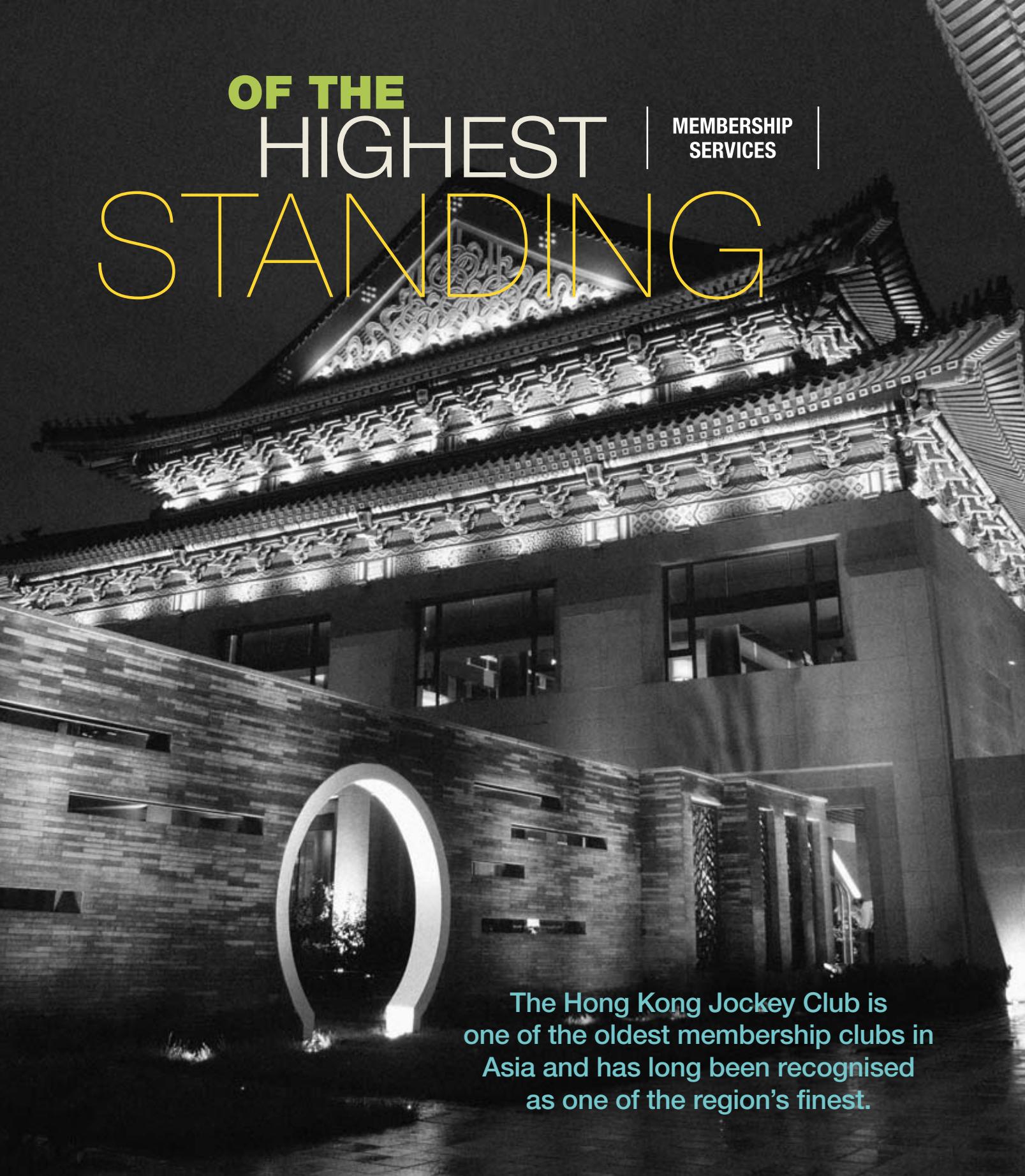
It is no coincidence that the Club’s annual charitable contributions have increased by more than 90% in the ten years since Government allowed the introduction of football betting.

三十年來主導馬會投注業務發展的策略性業務發展執行總監陳承楷強調：「雖然馬會成功將港人對足球博彩的需求納入受規管及有節制的渠道，非法市場仍然活躍而且規模不亞於我們。因此，馬會足球博彩未來十年的主要目標，是奪回非法莊家手上那百分之五十的市場份額。」

在這方面，馬會的博彩服務確享有相當的獨特優勢，包括龐大彩池足以吸納大額投注；蜚聲國際的廉潔誠信；多元化的投注渠道；以及擁有丰富經驗及受過專業訓練的員工團隊。

此外，馬會透過場外投注處、電話投注和網上渠道，提供涵蓋賽馬、足球博彩及六合彩的一站式投注服務，構成非常重要的優勢。現時，馬會不少顧客均有定期投注這三類投注產品。馬會堅守受規範及有節制的營辦方針，加上透過非牟利營運模式惠澤社群的使命，亦令公眾對馬會博彩服務投以信心一票。

投注服務的成功，標誌著馬會可持續投資於最新、最切合顧客需要的科技和投注系統，兩者均為馬會維持領導地位的重要元素。



# OF THE HIGHEST STANDING

MEMBERSHIP  
SERVICES

The Hong Kong Jockey Club is one of the oldest membership clubs in Asia and has long been recognised as one of the region's finest.



# 卓越頂峰 邁向會員服務

馬會積極發展卓越的賽馬和足球博彩服務外，亦以同樣的熱忱打造精益求精的會員服務，但箇中過程更加漫長。早期的馬會已提供優質的服務，為一流會所服務立下楷模。香港賽馬會是亞洲區內歷史最悠久的會所之一，其水平亦被公認屬最優秀行列。

馬會秉持精益求精的宗旨，於過去二十年致力引進更多優質會所設施，配合賽馬發展策略，將會員服務提升至世界級水平。會員事務處於二〇〇一年開展的「卓越之旅」計劃，旨在於各營運層面培養新的款客文化和思維，協助馬會的服務水平攀登行業頂峰。

現時，馬會會員除可享用香港兩個馬場及三間會所提供的頂級餐飲、體育及娛樂設施，更可使用優越的北京會所。北京會所於二〇〇八年啟用，主要款待經常前往首都公幹旅行的馬會會員。

北京會所標誌著一個成功的商業模式，將香港賽馬會的品牌由香港推廣至內地，以吸納兩地會員。北京會所近日慶祝開業五週年，一系列盛大的慶祝活動洋溢熱鬧喜氣。現時，擁有共約八百名內地居住的個人及公司會員的北京會所已成為首都一個熱門的商務及社交場所。會所屢獲殊榮，

馬運動。種種措施贏得會員熱烈響應，在吸引年輕會員享受賽馬體驗方面，成績尤其出眾。

秉承賽馬及足球博彩服務活用最新科技，會員事務處在這方面亦不遑多讓。精密的顧客關係管理系統協助設計更能迎合會員個別喜好的服務。會員事務處近期亦完成網站優化工作，增加手機瀏覽和一系列分享功能，連接Facebook、Blogger及微博等社交平台。會員不僅可以快捷簡便地檢索切合個人興趣的資訊，更可以展開目不暇給的虛擬旅程，走訪四十多個會所設施。更新後的網站可為馬會提供更全面的數據分析，有助更深入了解及迎合會員的喜好和需要。

馬會會員事務執行總監陳錦程表示，一如賽馬運動需要新血支持，會員事務的可持續發展亦仰賴新一代會員注入動力，才能一直秉持馬會的悠久優良傳統。因此，會所設施必需精心規劃，提供適合不同年齡層和生活品味的多元化設施。

馬會現正進行深入研究，期望於不久將來為跑馬地會所進行優化，打造舒適雅致的環境，並提供不同的設施，以迎合各式會員的需要，讓馬會不負其亞洲頂級會所的美名。



The Club provides world-class facilities for its Members in its four clubhouses at Happy Valley (left); Beijing (top centre), which also offers accommodation; Sha Tin (lower centre); and Beas River (right). The upgraded Membership website offers easy-to-find information on Club activities.

馬會於跑馬地（左）、北京（上中）、沙田（下中）、雙魚河（右）提供首屈一指的會所服務，北京會所更提供住宿服務。升級後的會員網站提供清晰簡便的活動資訊。



**W**hile the Club's pursuit of excellence in membership services is no less dedicated than in horse racing and football, it has a much longer history. Since its earliest days, the Club has catered to the elite of Hong Kong society and set quality standards to match. The Jockey Club is one of the oldest membership clubs in Asia and has long been recognised as one of its finest.

Nevertheless, the past two decades have seen huge strides made in uplifting the range and quality of the Club's membership facilities to world-leading standards, commensurate with the development strategy for racing. The Membership Services Division's Journey to Excellence programme launched in 2001 was designed to achieve a whole new mindset and culture throughout the operation, so that the Club's service standards could be benchmarked against the very best in the industry.

Today, the Club's Members can enjoy top-class dining, sporting and social facilities at two racecourses and three different clubhouses in Hong Kong, and also make use of a superb clubhouse in Beijing, opened in 2008 to cater for the needs of Club Members who make frequent business or social visits to the capital.

The Beijing Clubhouse, which recently celebrated its 5th Anniversary with a glittering programme of events, has additionally served as a successful business model in broadening both the HKJC brand and its membership base from Hong Kong to the Chinese Mainland. It now has some

800 Mainland-based and corporate Members in its own right and has become a favourite venue for business and social gatherings in Beijing. Among numerous awards, it was named "Top Clubhouse in China" and "Best Club in Beijing" in 2012. Significantly, it was also honoured for "China's Best Corporate Citizenship" in 2011 by the China Association of Social Workers, reflecting its valuable role in promoting the Club's philanthropic mission on the Mainland.

Moon Koon Restaurant at Happy Valley Racecourse is a Michelin-recommended restaurant and many of the Club's chefs have won regional or international awards for their culinary skills. In addition, to ensure Members can enjoy the highest levels of food hygiene and safety, the Club has secured HACCP accreditation for all clubhouse dining outlets and both HACCP and ISO certifications for those at the two racecourses.

To maintain and strengthen the bond between Club membership and the sport that gave birth to it, the Club is investing considerable efforts into enhancing the raceday experience for its Members. Besides an ongoing programme of upgrades to the Member facilities at both racecourses, the Club organises regular events and competitions to get Members more engaged in the social and sporting aspects of horse racing. These have had some positive results, especially in attracting younger Club Members to the sport.

As in both racing and football, the membership operations have fully embraced the opportunities offered by technology. A sophisticated Customer Relationship Management system ensures that the Club's services can be closely tailored to each Member's personal tastes and preferences. The Membership Services Division's recently upgraded website is now mobile-compatible and supports a range of social sharing functions such as Facebook, Blogger and Weibo. Members can not only identify items of interest quickly and easily, but also take a spectacular virtual tour of over 40 clubhouse venues. The revamped website also generates more sophisticated and comprehensive data for analysis, which helps the Club better understand Members' preferences and needs.

Executive Director of Membership Services Billy K C Chen commented that apart from offering the highest quality service at all touch points, it was vital to attract younger Members to the Club – which as with racing, was seen as essential for ensuring long-term sustainability of the Club's fine tradition. Therefore facilities at the clubhouses must offer the right range and mix to appeal to Members of all ages and tastes.

The Club is now conducting detailed studies of how best in the near future to provide a comfortable environment and facilities catering to different segments at Happy Valley Clubhouse – thus ensuring that The Hong Kong Jockey Club can remain the finest membership club in Asia.