

“Connect” is a word that’s been heard a lot around The Hong Kong Jockey Club in the past year. It’s all part of a Club initiative to make the organisation more responsive and customer-centric than ever before. By connecting better with customers, community partners and each other, Club staff can better understand their needs and thereby help maximise the Club’s return to the community through tax payments and charitable donations.

Through the features and news stories in this 2010/11 Annual Report, we aim to show you how the Club’s determination to connect brings benefits to everyone in Hong Kong.

「連結一致」一詞在過去一年響徹馬會每個角落，是馬會力求「以客為尊」、主動回應顧客訴求的提案。藉著員工之間彼此加深了解，以及進一步連結顧客、社區夥伴和受益社群，馬會上下得以更了解各方的需要，從而透過稅項和慈善捐獻，全力回饋社會。

藉著二〇一〇/一一年度年報內的專題報導和故事，我們銳意展示馬會如何「連結一致」，與社會各界攜手進步，為每一個香港人作出貢獻。

**“WHEN WE
CONNECT,
WE CHANGE THINGS
FOR THE BETTER”**

**Staff programme
helps Club become truly
customer-centric**



It is one of the oldest truisms in business that if you stay where you are as an organisation, you will actually find yourself going backwards, as your competitors embrace changes in the market and keep moving ahead. Change is something that no organisation can afford to ignore, especially in today's world where globalisation and the advent of new technologies mean that market trends move far more quickly and tellingly than ever before.

But in an organisation as large and diverse as The Hong Kong Jockey Club, which has almost 27,000 full- and part-time employees, how can you ensure that all of them embrace the need for change and are able to look beyond their own established roles and responsibilities?

The answer is **Connect**, a programme launched by the Club in July 2010 to encourage its staff members to work more effectively across functional silos – by, quite simply, connecting much better with each other and with the Club's customers than ever before.

The programme forms a crucial part of the Club's initiative to address fast-growing competition in the leisure and entertainment market by becoming more responsive and customer-centric than ever. It embraces a series of structural changes within the organisation that redirect resources to support more extensive customer programmes and facilitate cross-functional collaboration, so as to develop facilities and services that can better meet their needs.

Connect also covers activities that encourage a change in perspective from “inside out” to “outside in” amongst the Club's employees, so that the organisation can become truly customer-centric.

“This is a programme that signals our exciting new focus and energy to push us farther and faster, and become an even greater team,” explains Chief Executive Officer Winfried Engelbrecht-Bresges.

“We are doing well, but we have to keep doing more because the market environment is changing so rapidly nowadays. And the Jockey Club has a particular responsibility to maintain a sustainable and competitive business, because the better we do, the more we can contribute to the community through our not-for-profit model.”

This makes it essential that the Club keeps well connected with its customers by

Staff programmes organised under Connect have included a creative talent contest (below) and Connect talks by high achievers (bottom); while the Club's new website provides a good example of the new spirit of cross-departmental collaboration. 「連結一致」計劃至今已舉行多個員工參與項目，包括一個創意比賽(下)及由資深講者主持的講座(底)；而全新馬會網站則充分體現馬會強調跨部門合作的團隊精神。



delivering products and services that are relevant and rewarding to them, and will help retain their loyalty.

However, the Connect initiative is not solely targeted at strengthening bonds with the racing and betting fans, given the Club's unique role in serving the community at large. Equally important are the Club's many different stakeholders, ranging from Government and legislators to Club Members, community partners and charitable beneficiaries.

By connecting better with all parties involved, the Club aims to build greater understanding of its community role and meet their needs of its stakeholders more effectively than ever.

For example, the Agency Visit Programme, launched in summer 2010, gives Club Voting Members the opportunity to visit some of the community projects funded by the Club's

Charities Trust and talk to the partners and beneficiaries concerned, so that they can see for themselves how the projects are progressing and what further support might be useful.

Likewise the Club's CARE@hkjc Volunteer Team helps serving and retired Club staff develop the spirit of volunteering and better understand the needs of disadvantaged groups in the community, such as the single elderly.

And at the racecourses, meanwhile, the Club now has a team of Racing Specialists on duty at every meeting with the brief of connecting with customers, helping them understand the finer points of the sport, and finding out what further enhancements to the Club's services they would like to see.

Most of all, one of the key objectives of the Connect programme is to encourage staff from different divisions of the Club to connect with each other better and learn more about

Views from the Club's team 馬會員工心聲

Here's how some of the Club's staff view the need to Connect: 以下是部分馬會員工就「連結一致」重要性抒發的見解：



"Our hundreds of Charities beneficiaries each year work hard to improve the lives of millions of people in Hong Kong. Beyond monetary support, treating people fairly and with respect is the best way to encourage them to be the best at what they do and who they are."

Florine Tang, Executive Manager, Charities

「我們每年捐助過百間慈善機構，攜手努力改善香港人的生活。除金錢上的資助外，更重要是給予受助人尊重和鼓勵，使他們有平等的機會發揮所長，在不同的角色或工作崗位上做得更好。」

慈善事務高級經理鄧家鳳



"Today Hong Kong people have endless choices when it comes to entertainment. Even though we run exciting races that have great turnover, things change so fast. We need to be able to quickly adapt and offer our customers experiences that capture their imaginations, so they want to come back again and again."

Jerry Lau, Assistant Sponsorship Manager

「說到香港人的娛樂方式，真是多不勝數。即使我們的賽事極富娛樂性又帶來巨大收益，但時代變得太快；我們要靈活變通，提供顧客想要的體驗，讓他們覺得好玩有趣，這樣他們才會留下來。」

助理贊助經理劉國偉



"Every year we handle more online betting transactions than ever before. Our customers are looking for new ways to use the internet and portable devices. Plus, our internal organisation relies on technology to get our jobs done. We have to work across functions and levels to implement complex projects. This takes good planning, communications and management. Ultimately, we have to take the lead and get things done."

Terence Lin, Lead Architect, IT Division

「網上投注的數量一年比一年多。顧客追求嶄新的互聯網和手機設備，我們內部也需要相應的技術去配合。要完成這麼多複雜的工作，得靠公司上下各部門之間同心協力，再加上完善的計劃、溝通和管理才能做得好。我相信大家一起努力，我們定能繼續領先。」

資訊科技事務處資深設計師連耀榮



"Our customers are very demanding – both of the quality and value we offer. So like a fine recipe, we must balance these two things to create a perfect taste. We need to set the highest standards for ourselves so our customers can taste the expertise and passion we put into every dish. If we do that, they experience the quality touch only we can offer."

Lam Wan-fai, Executive Chef (Racecourse - Chinese)

「顧客付出越多，自然要求也越高。所以我們要像一個好的食譜一樣，兩方面都拿捏得恰到好處，才能煮出讓人滿意的味道。除此之外，我們還要不斷提高水平，讓顧客從每一道菜中感受到我們的專業和熱情。只要做到了這一點，顧客就會知道，我們提供的體驗是無與倫比的。」

總廚師長（馬場一中菜）林雲輝

their colleagues' work, so that they can better appreciate the organisation's multi-faceted roles and the synergy between them.

To help get this message across to employees at all levels, the Connect programme has so far included workshops, seminars, talks by high-performance speakers, Connect-oriented training programmes and a "Powered by Connect" talent contest in which staff were invited individually or in teams to express their vision of Connect in whatever creative way they chose – a dance, a song, a short film, a painting or a photograph.

Already, one year on from the launch of Connect, good progress has been made. A good example is the web team's roll-out last year of a new customer website which brings racing, betting, dining and entertainment information together under a single portal. The new website is also more user-friendly to

"Connect is about mindset and behavioural change, which helps us better understand the needs of our customers and the wider community we serve."

*Winfried Engelbrecht-Bresges
Chief Executive Officer*

customers, especially those new to the sport.

The Hong Kong International Races and the Club's support for the Guangzhou 2010 Asian Games equestrian events are further examples of how Club staff from different divisions have successfully connected with

each other in the past year to deliver excellent customer service.

Another is the success now being enjoyed by the Beijing Clubhouse, where the Club has had to integrate two quite different customer service cultures.

"In all these and many other cases, I want to offer my congratulations to the staff for being prepared to go the extra mile," says Engelbrecht-Bresges.

"This is a constant journey and we will need to keep on reinventing ourselves in the years ahead if we want to remain successful," he stresses. "What is most crucial is that our employees appreciate the need to overcome functional silos, work as a team, reach out to understand our customers and meet their needs.

"Ultimately, everything that we do is for the greater good of Hong Kong. And when we connect, we change things for the better."

「**連** / **結** / **一** / **致**， 共創更好成績」

馬會推行內部計劃，共建「以客為尊」文化



「『連結一致』計劃旨在透過轉變心態和辦事模式，更確切地了解顧客以至整體社會的訴求。」

行政總裁 應家柏

在 只爭朝夕的商業競賽中，企業不進則退已是老生常談，惟有與時並進，積極求變以適應市場需要，方能決勝千里，在強敵環伺的商業世界中突圍而出；尤其在全球一體化的今天，日新月異的科技帶動市場趨勢瞬息萬變，企業更不能固步自封，漠視市場變遷。

但對於規模龐大、業務多樣化，聘有近二萬七千名全職和兼職員工的馬會來說，如何能有效地團結上下，把握改變契機，確保各階層員工均致力提升自己的能力和權責，為整體的成功出一分力呢？

答案就是馬會於二〇一〇年七月推出的「連結一致」計劃，透過建立更團結一致的團隊，時刻與顧客保持更緊密的連繫，以鼓勵馬會上下表誠合作，取得更卓越的成就。

這項計劃是馬會對應娛樂行業日趨激烈的競爭，致力發展「以客為尊」文化，更積極地回應顧客需求的一股主要推動力。計劃包括一系列的架構轉變，旨在調度資源，以推行更大型的顧客計劃，以及協調跨功能合作項目，發展更切合顧客需要的產品和服務。「連結一致」計劃亦包括連串活動，鼓勵員工從顧客的角度檢視績效表現，真正做到「以客為尊」。

馬會行政總裁應家柏解釋：「這個計劃不僅標誌著我們的新方向和力量，更可推動我們進一步加快成為更優秀的團隊。」

應家柏認為：「我們的表現已很好，但我們必須為適應急速轉變的市場而做得更好，以維持業務的可持續性和競爭能力；因為只有做得更好，我們才可透過非牟利營運模式，為社會作更大贡献。」

馬會必須提供適當而富吸引力的產品和服務，才能繼續與顧客緊密連繫，獲得他們的忠誠支持。

但「連結一致」計劃的目標不單單是加強馬會與馬迷及投注人士的關係。馬會是個獨特的機構，其服務對象是整個香港社會，因此我們的不同持份者包括政府、立法會議員、馬會會員、社區夥伴及慈善捐獻的受惠單位對我們同樣重要。

馬會期望透過與各持份界別建立更緊密的關係，加深他們對馬會在推動社區發展方面的了

解，同時更有效地回應他們的需求。

例如藉著二〇一〇年夏季開始推行的非牟利機構探訪計劃，我們希望拉近與受惠慈善夥伴的關係，讓馬會遴選會員可近距離認識受捐助機構及其服務對象，共商計策，進一步回應社會各界的實際訴求。

同樣地，我們透過馬會義工隊連繫在職和已退休的馬會員工，協助他們建立匡助社群的義工精神，加深對獨居老人等弱勢社群的了解，進而關顧他們的需要。

同時，我們亦建立了一隊賽馬專家團隊，於每個賽馬日在馬場當值，連繫顧客，協助他們了解賽馬運動精妙之處，同時聽取顧客對馬會服務的意見，以作進一步的提升和改善。

「連結一致」計劃其中一個主要目的，是鼓勵不同部門的員工加強連繫，對彼此的工作加深了解，從而更認識馬會所擔任的不同角色，以及彼此之間的協同效益。

為了向各階層員工傳達「連結一致」的理念，計劃至今已舉行多個工作坊、研討會和由資深講者主持的講座；以「連結一致」為主題的培訓課程；以及「連結・觸動・力量」創意比賽，鼓勵員工以歌曲、舞蹈、短片、畫作及照片等媒介，表達他們心目中「連結一致」的意義。

「連結一致」計劃推行至今僅一年，但已取得良好進度。其中一個例子是網站團隊去年推出的全新馬會網站，匯聚賽馬、博彩、餐飲及娛樂資訊，為顧客帶來更簡便的網上體驗，對入門顧客尤其方便。



香港國際賽事及馬會支援舉辦的廣州二〇一〇年亞運馬術比賽，亦能進一步闡明馬會各部門員工如何在過去一年成功地連結一致，為顧客提供最優質的服務。而融會兩種顧客服務文化的北京會所，亦是另一成功例子。

應家柏說：「對上述及其他類似例子，我都衷心恭賀員工能做到積極主動，爭取成功。」

應家柏強調：「這是一個漫長的歷程，只有不斷變革，我們才能繼續取得成就。最重要的是每一位員工都充分理解打破職能隔閡、發揮團隊精神的重要性，我們要主動連繫顧客，了解並照顧他們的需要。我們必須謹記，我們肩負著貢獻香港社會的終極任務。當我們連結一致，我們便能讓事情變得更好。」