



# The Jockey Club

*1750*

# John Baker – Group Director of Operations



# Delivering Excellence

## on race days





“British Racing is fuelled by passion”

“Its about how we treat the team and look after the people...”

“One of the things I have seen with people at the Jockey Club is that they take real pride in what they do...go the extra mile...the customers get the best experience they possibly can.”

# This year The Jockey Club

- Run around 365 race days per year
- Directly employ 455 people on our 14 courses
- Engage over 30,000 temporary staff

On average only 12% of our raceday staff are directly employed

# The Journey

## Jockey Club Racecourses Purpose

Because of our unique experience and heritage and the strength of the Group today, we are able to successfully deliver competitive and best-of-class horse racing; maximising profit and re-investing in our future to ensure the long-term and sustainable success of our business.

Our racecourses deliver an exciting and passionate experience to every customer that is 'close to the action' and great value for money.

Together we are committed to developing and empowering our people through inspirational leadership and working as a team to drive innovation and celebrate success.

We seek respect through treating all of our customers with honesty, trust and care.

25<sup>th</sup> November 2008

# Living and breathing the Core Values

The Jockey Club  
1750  
R A C E C O U R S E S

EIGHT  
Core Values



Best  
RACING



Best  
LEADERSHIP



Best  
EXPERIENCE



Best  
TEAM



Best FOR  
THE FUTURE



Best  
PRACTICE



Best  
PEOPLE



Best  
EVENTS

# How did we get there

- Development of the management team (against values)
- Management Academy
- Values Champions
- Core Values Roadshow to engage with every employee
- Intensive sales training



# How did we get there

- Employee Forum
- Third party supplier engagement
- Undercover Boss
- Design innovative ways to communicate with staff



# The Prize

- Increased attendances
- Improved customer feedback
- More engaged and motivated work force
- Greater synergy between third party suppliers
- Improved Visit England assessments
- One team



# Group discussion

What as an industry can we do to help each other deliver excellence on race days?