



**Racing  
Victoria**

# STRATEGIC FRAMEWORK

2018



# STRATEGIC FRAMEWORK

## OVERVIEW

The starting point for our sport's Strategic Framework is our Vision and Purpose:

### OUR VISION

**"RACING FOR ALL"**

More people, more often,  
engaging and enjoying our sport

### OUR PURPOSE

To lead and champion great  
horse racing in Victoria

The Strategic Framework  
has five elements:

### THE CUSTOMER

Why we're here

### OUR VALUES

How the business behaves

### THE RIGHT TO EXIST

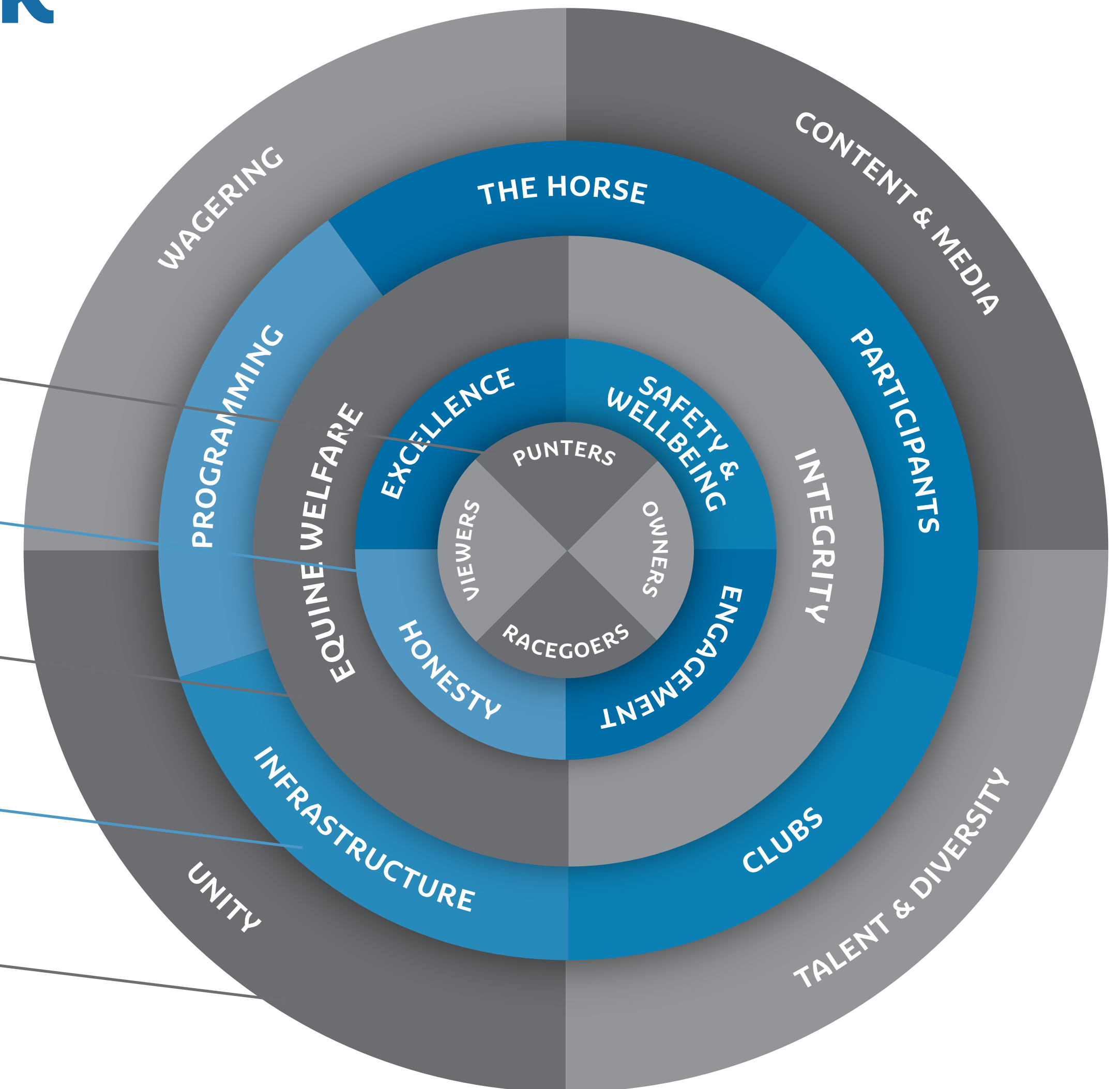
Non-negotiables

### THE BEST RACING

Delivering our Sport

### THE ENABLERS

What we need



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# THE CUSTOMER

## WHY WE'RE HERE

The Customer is at the heart of why we exist. Our aspiration is to grow our entire customer base: more people, more often engaging and enjoying in Victorian thoroughbred racing. There are four categories of customers:



### PUNTERS

Victorian thoroughbred racing to be the wagering product of choice



### OWNERS

Victoria to be the preferred location for owners to race their horse



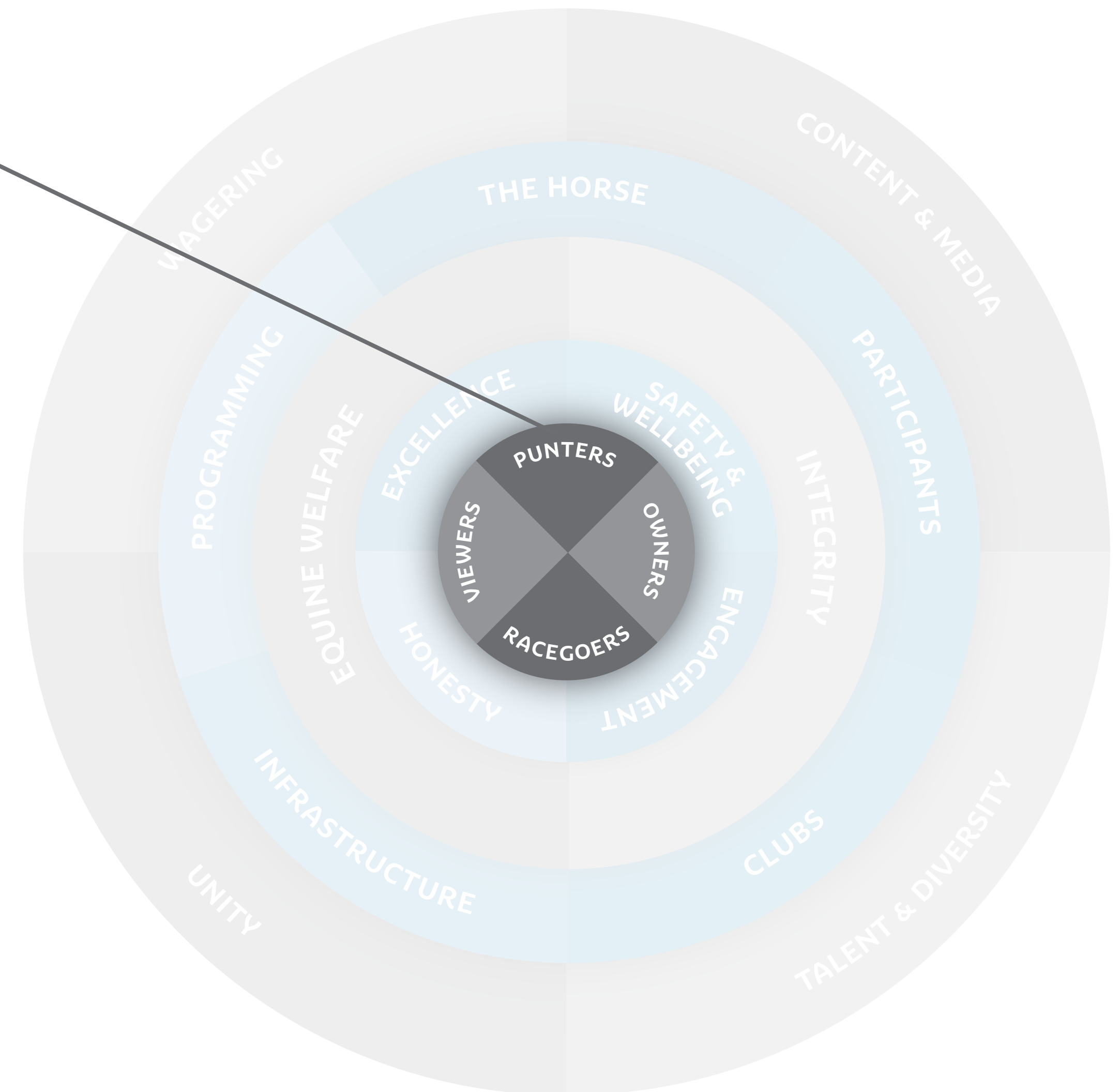
### RACEGOERS

A great day out for more people from a broader cross section of our community



### VIEWERS

Taking our sport to the widest possible audience: allowing people to access our sport anywhere, anytime



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# OUR VALUES

## HOW THE BUSINESS BEHAVES

Our Values are our essential and enduring beliefs. They are the glue that binds us together as we grow and evolve.



### EXCELLENCE

Our role is to provide leadership that delivers excellence in both the current and future state of the racing industry for the benefit of all of its stakeholders



### HONESTY

We are responsible for providing leadership that ensures honest and ethical behavior in every aspect of our industry



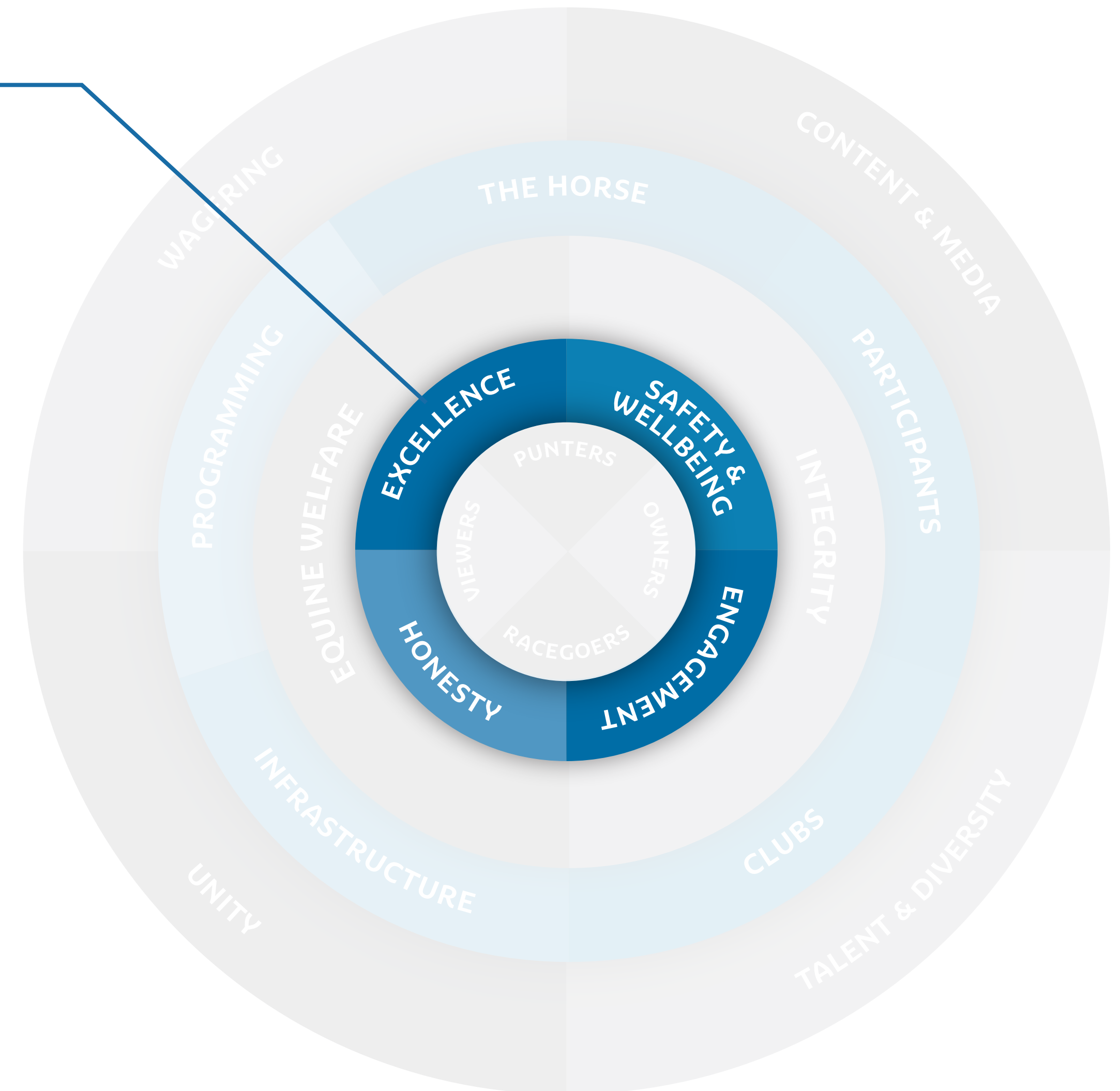
### SAFETY & WELLBEING

As industry leaders we have a duty of care to protect and ensure the wellbeing of the horses and the people who make our sport possible



### ENGAGEMENT

Our effectiveness as industry leader relies on our capacity to meaningfully engage with our industry partners, governments, customers and the community



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# THE RIGHT TO EXIST

## NON-NEGOTIABLES

The Right to Exist are elements of our ecosystem that are non-negotiable and allows society to give us the right to continue operating.



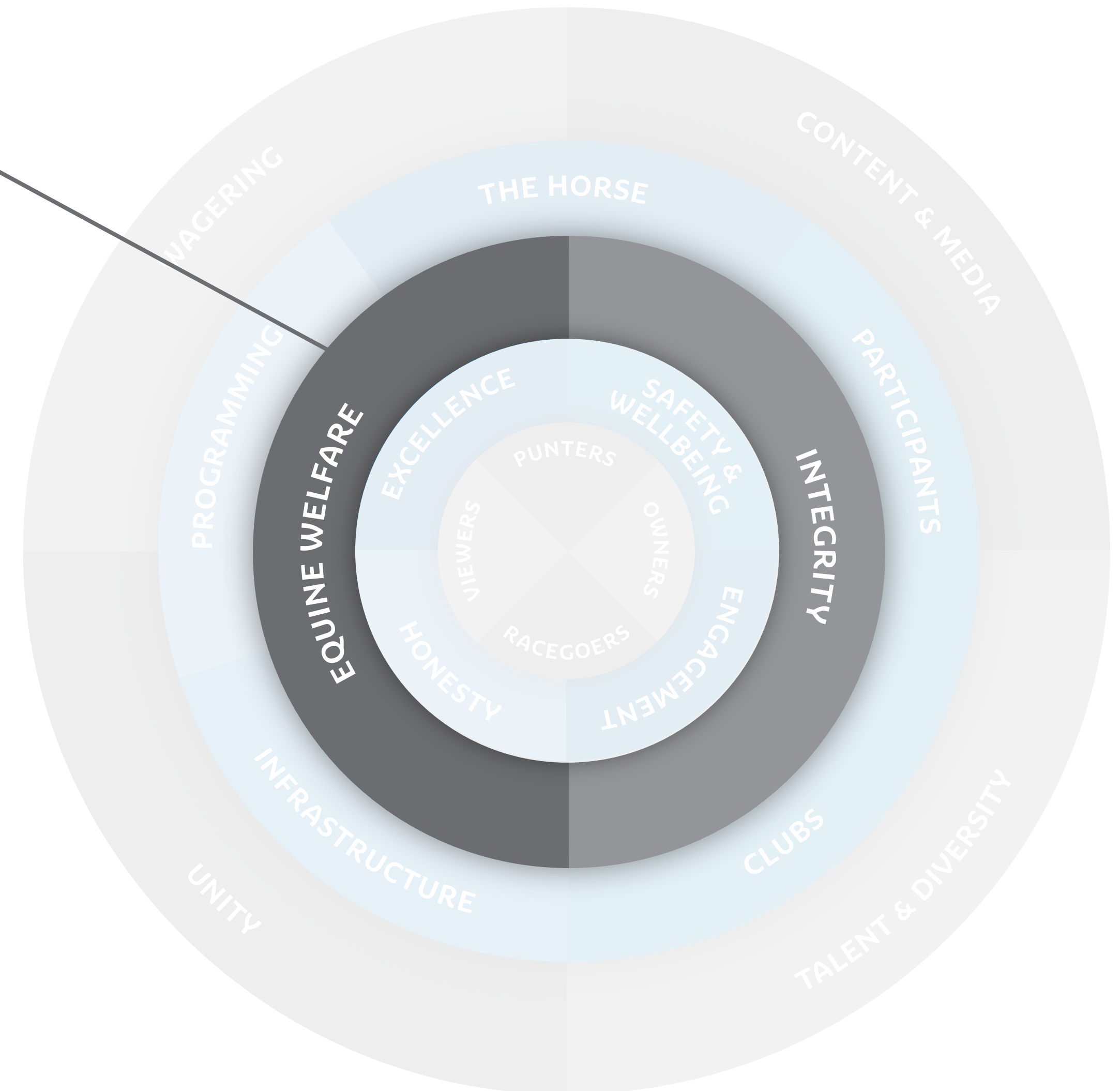
### EQUINE WELFARE

Have all industry participants and owners understand and embrace their responsibilities in relation to equine welfare



### INTEGRITY

To be the leader in Integrity across all sports and with aspirations to continually improve



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# THE BEST RACING

## DELIVERING OUR SPORT

There are five elements that make our racing great.  
To be the Best Racing we need to get all five right.



### THE HORSE

Increase the understanding and appreciation of the horse



### PARTICIPANTS

Victoria to be the best place in Australia to compete in thoroughbred racing



### PROGRAMMING

A program that delivers competitive and attractive racing at every level



### INFRASTRUCTURE

The best quality, appropriate and sustainable infrastructure for customers and participants



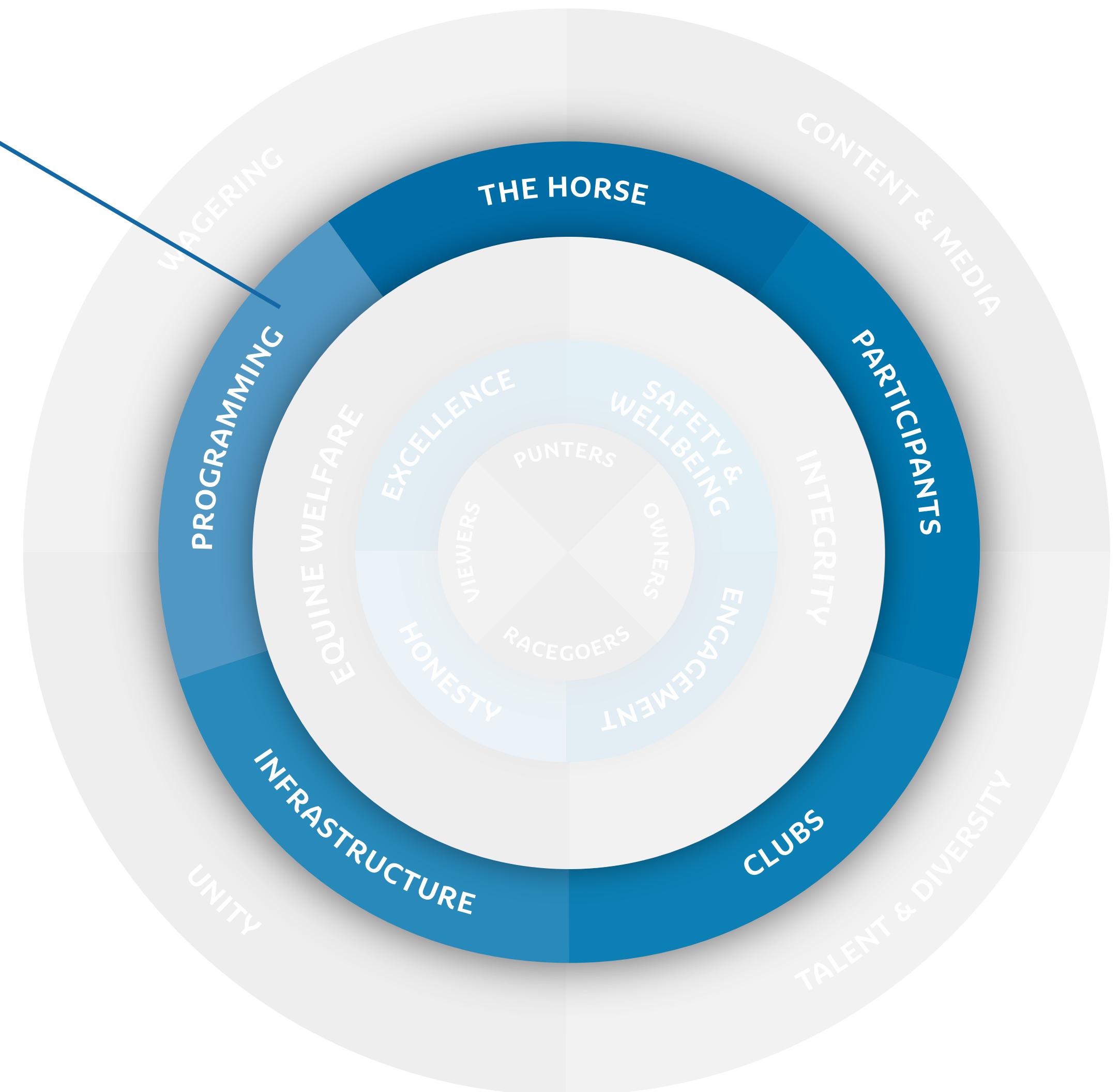
### CLUBS

Racing clubs that people and the community aspire to engage with

### THE BEST RACING

Overall customer satisfaction and competitive success will be measured across a number of areas:

- Maintain the individual number of horses competing in Victoria
- Maintain optimum field sizes to suit the wagering market
- Increase % of trainers that had a metro starter
- Grow the number of interstate trainers with Victorian starters
- Continuous year on year reduction of notifiable incidents
- Support a sustainable and customer-centric infrastructure blueprint across-metro and country
- To grow metro club membership and grow country club community engagement



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# THE ENABLERS

## WHAT WE NEED

The Enablers are the foundation for the success of delivering the strategy.



### WAGERING

Maximising our sustainable income from wagering



### TALENT & DIVERSITY

Best people managing our sport from a diverse range of backgrounds and with a diverse range of skills



### CONTENT & MEDIA

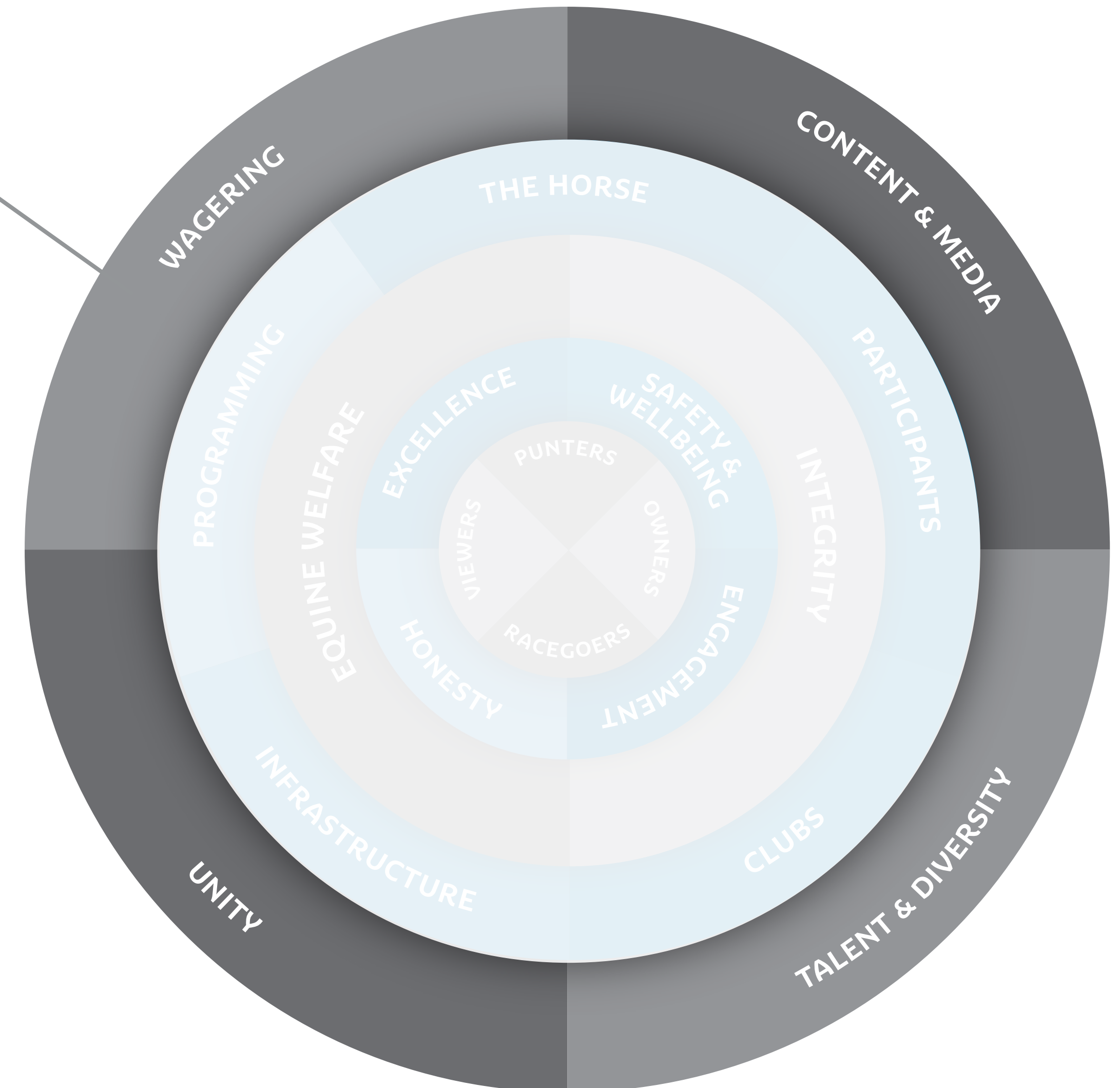
Primary: Taking Victorian racing to the widest possible audience

Secondary: Maximising the audience of our media assets (with a reference to our long term wagering strategy)



### UNITY

RV, clubs, participants and government working together for the best outcomes of the sport



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