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THE NEW WORLD OF EQUESTRIAN SPORT



RENAISSANCE ERA

In a world dominated by high profile ball-sports, it's tempting to forget about matters equestrian. Big mistake, says **Kevin Roberts**.

IN MANY COUNTRIES, horse sports such as show jumping - once a staple of public-service television - have more or less disappeared from free-to-air screens. At the same time the popular media, with its obsession with football and football, generally has little time or space to spend on the worlds of eventing, dressage, vaulting, reining and driving.

But you ignore horse sports at your peril. Despite the relative lack of prime time media coverage, equestrianism boasts one of the biggest and most engaged fan bases of any, repeat any sport. Every

year, events in sports which are often ignored by the mainstream media attract crowds numbered not in tens but hundreds of thousands to venues such as Badminton in the UK and Aachen in Germany.

These people have a unique relationship with their sport. They don't just watch the sport they live it and breathe it. Many are horse owners and riders. The equestrian economy itself is huge and growing but relatively self-contained and it has, by and large, been this economy which has supported horse sports. And that may have been part of the problem. Horse sports

cover image © Caren Firouz



A YEAR OF YOUTH

As part of a major rebranding exercise, the Fédération Equestre Internationale, is putting a strong emphasis on youth ahead of the inaugural Youth Olympics. By **Andy Fry**.

STARTING IN AUGUST this year, the Fédération Equestre Internationale (FEI) will celebrate the dynamism and enthusiasm of young riders by promoting a Year Of Youth.

As a key part of its activity, it will give young equestrians their own social media platform. Overseeing this outreach effort is FEI communications director Richard Johnson - who joined six months ago from a leading children's charity. "The centre-piece of our activity is the Year Of Youth, which will run right up until the first-ever Youth Olympics in Singapore," he says. "We want to give young riders the opportunity to tell us their stories. This definitely isn't about men in suits speaking on their behalf."

The key to the project is capturing day-to-day insights into the lives of up and coming equestrian stars. "We're primarily looking at 14-21 year-olds who have committed themselves to this sport and progressed to a high level," specifies FEI Youth Director Nici Kennedy. "We want to highlight the fact that equestrianism requires a huge amount of determination - because you're talking about a 24/7 relationship between rider and horse. We want to look behind-the-scenes at what it takes to succeed," she says.

Crucial to the youth project is social media activity: "This is a very media savvy generation," says Johnson. "So we have to let young people use their own language and media channels. If we get it right, it's a way for the sport to connect with a wider audience."

The tone of voice is crucial, says Johnson, "which is why we will do everything we can to empower young people. We will use young journalists to do interviews so that we get the

kind of style and content we're after. We will also provide tools which allow young people to make their own comments online."

If the projects works well, Johnson is hoping it will help dispel the perception of equestrianism as an elitist sport. "Not everyone can afford to compete as an equestrian, but I think the sport is misunderstood. We know from our major events that there is a huge horse-loving population. So we are sure there is a young audience which would be interested in learning more about the tastes and lifestyles of our rising stars."

In the run-up to Singapore, the FEI will seize every opportunity to push its youth credentials. "Some of our commercial activities will talk

directly to a youth audience," says Johnson. "But it will be important to weave this theme into our PR and marketing strategy. We have a number of youth events around the world. And we hope to get our sponsors directly involved in promoting our youth work."

Youth will play a prominent role within the FEI's para-equestrian activities. And it will also feature at the General Assembly in Copenhagen next November, says Johnson. "There will be a Youth Award for the young person who is judged to have contributed most to the sport in the past year. And it won't necessarily be a star rider. It could be one of the people behind-the-scenes, maybe involved in the training side."

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Above: © Alexander Hassenstein - Getty Images Sports/Page 43 © Caren Firouz

have traditionally been somewhat introspective.

That all changed with the election of Princess Haya of Jordan as President of the Fédération Equestre Internationale in 2006. Under her Presidency, the FEI has become an altogether more professional and outward facing organisation, focused on developing its product, the media channels to deliver it and the commercial partnerships to take advantage of it.

Much is made of the passion of sports fans in general, but the passion and real financial commitment of the equestrian community is second to none. That is great news for sponsors and their advisors who, against the background of an ever-changing media environment in which consumers are ever more difficult to reach, are

focused on communicating with target groups through their passions. That in itself is a key building block for the 21st century FEI but you can be sure that they won't stop there. The critical issue is how the building continues and how to extend the audience beyond the equestrian community while maintaining the passion.

Princess Haya believes that if the product is right the audience can be built way beyond the traditional equestrian crowd by creating new heroes for TV and online audiences.

She wants to see the FEI become one of the Top 10 Federations in world sport and she's a determined lady. It looks as though the equestrian renaissance is under way and gathering steam.

CLEAN SPORT

Alongside its focus on youth, another priority for the Fédération Equestre Internationale right now is ensuring equestrianism is a clean sport. **Andy Fry** reports.

SUBSTANCE MISUSE is an issue for any sports federation and it's particularly complex in the case of equestrianism, says FEI secretary general Alex McLin.

"Just like any other sport we want to ensure there is a level playing field. But for us, being a clean sport isn't just a straightforward doping issue, it's a medication issue.

"Because of our strong commitment to horse welfare and protection, we have stringent rules about the use of treatment before competitions."

This means that even traces of innocuous substances like painkillers can result in riders and horses being disqualified from competitions or penalised. "Athletes can make their own decisions about whether to compete while undergoing medical treatment.

But horses can't, which is why we have a presumption against horses competing if they have an underlying health issue which requires them to be taking some medication."

In other words, the FEI isn't just trying to catch cheats who pretend that performance enhancing substances are just pain-killers. It's trying to protect horses from over-zealous trainers who might enter an animal into a competition when it should not be involved at all.

Not surprisingly, this creates added layers of complexity, says McLin, because there is a risk of innocent people breaching FEI rules without meaning to.

As a result, "we do a lot of research into the impact of medication on horses so that we can advise equine professionals on best practice," he explains. "We are developing a comprehensive online education programme which everyone



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registering for competition has to read. So anyone going into an FEI event is aware of what we regard as the preferred treatment and how long it stays in the horse's system."

As far as it is possible, says McLin, the FEI has devised a watertight system for dealing with doping and medication disputes. The internal judicial system is swift and fair while the dialogue surrounding medication is transparent and ongoing.

The FEI's Anti-Doping and Medication Commission is chaired by Dr. Arne Ljungqvist, who represents both the International Olympic Committee (IOC) and the World Anti Doping Agency (WADA).

"This means we can get the right balance between compliance with the major global bodies and the need for rules which take account of the unique situation we have in equestrianism."

One issue that the FEI is seeking to address this year is how to create genuine daylight between doping and medication offences.

"Not surprisingly, there is stigma associated with a positive drug test which isn't necessarily a fair reflection of medication offences, explains Alex McLin.

"So we are drawing up separate rules for doping and medication to try and make sure there is a clear distinction between the two in people's minds."

McLin is also trying to counter the notion that the FEI system is in some way draconian.

"People talk about us having zero tolerance because they see our stance on medication as being linked directly to doping offences. But the fact is that our rules need to be tough to protect horses. That said, we do have discretion built into the system.

"If a horse has had medication just prior to competition then those responsible can tell the FEI in advance so that our appointed experts can make a proper judgement on it."

As you'd expect, the focus of attention is on substances given to horses.

But McLin says riders also have to abide by WADA regulations.

"Human doping isn't such a big issue for the FEI. But we still need to guard against complacency. We don't want to lose sight of this issue because we're so focused on horses."



IT IS DEBATABLE whether sport had ever seen anything quite like it before... or has since. Back in 2006, Her Royal Highness Princess Haya Bint Al Hussein of Jordan swept to the presidency of the Fédération Equestre Internationale, the world governing body for horse equestrian sports. She was a blast of fresh air about to blow the cobwebs out of an organisation which, she says, had become inward looking and somewhat out of touch with modern sporting realities.

It was, in so many ways a momentous occasion. She became the first FEI President to be elected and today, she is the only woman presiding over an international olympic sports federation. That she was only 31 years old and had competed as a show jumper at the Sydney Olympic Games only added to a realisation that things were never going to be the same again. The FEI was in for major change and Princess Haya, whose focus and energy are immediately apparent to all who meet her, was going to make it happen.

Her election was based on a hugely effective campaign during which she delivered a Manifesto for change, laying down the building blocks for a bright future for equestrian sport in an increasingly competitive and cluttered global sports marketplace. Hers was a vision which saw equestrian sport anchored firmly to the principles of the International Olympic Committee, committed to youth, international development and a clean, doping-free environment. Princess Haya's FEI was to be a Federation which acted as a servant to, not master of, its stakeholders and one which operated along the principles of a thoroughly modern business.

Remarkable

Today, that work is well under way. The Federation will soon move to new offices in Lausanne and has looked to the sports market and well beyond to recruit the most appropriate and talented people to fill its key commercial and administrative roles.

Princess Haya's is a remarkable story and one which could have taken many turns. She is the daughter of the HM the Late King Hussein of Jordan and is now married to the Ruler of Dubai and certainly had a privileged upbringing. But anybody who suggests that privilege and passion don't mix is wrong. "My love for sport began at home in Jordan around the time of the Moscow Olympic Games," she explains.

"My father and the family would often discuss political matters, but I remember being fascinated by the conversation about the boycott of the Moscow Games.

"Discussing politics was part of my life but I had never heard my father on this subject before. It made me think deeply about the Olympics and what they meant.

"Then I started to watch coverage of the Olympics and saw athletes reaching the finishing line and crying with emotion or being picked up and supported by their team mates.

"That's when I really fell in love with the

Getty Images Sports



CHAMPION OF CHANGE

Princess Haya rode into the Fédération Equestre Internationale on the back of a manifesto for change. Three years on, she tells **Kevin Roberts** what inspired her and how the future looks.

Olympics and Olympic values. It was something I felt I wanted very much to be part of, a value system I immediately understood and became addicted to." And that early life experience has certainly informed much of Princess Haya's life since, both in competition and at the FEI.

"I watched every Olympics Games after that and it was my dream to be part of that family," she says. "I considered gymnastics but in the end it was equestrian sport that attracted me. My father gave me a horse when I was six years old. She wasn't bought but was orphaned and was being bottle-fed in the stables. We became very good friends and that became the start of my dream."

Jordan has a rich equestrian heritage but, at that time had no organised horse sports structure. There was no National Equestrian Federation and the popular horse sports tended to be tent-pegging and other traditional regional disciplines. Despite this, for the young Princess Haya, the focus was on show jumping and the chance to compete at the Games. When I started dreaming of show jumping I used to watch the big shows in Europe on television and go out to the Engineer's carpentry works and make jumps that looked like the ones which were on TV. I tried to be my own trainer by watching the films and figuring out how to do it."

Ask her staff at the FEI or anybody else who has met her and you'll discover they're not surprised by that level of commitment, focus and determination to succeed - qualities which she took to the FEI via the Sydney Olympic Games.

So how did she feel when she entered the ring to realise her Olympic dream?

"I had emotional moments during the Opening Ceremony but other than that I was focused, as a competing athlete needs to be. My thoughts were only on training, diet and calculating distances... If somebody had spoken to me before I went into the ring I wouldn't even have heard them!"

Today the memories of Sydney linger, but her primary goal in sport is to ensure the success of the FEI and to build equestrian sport throughout the world. A recently announced association with the International Polo Federation - a sport involving horses which sits outside the FEI - is indicative of her approach to building relationships and alliances.

But while her life's direction may have been changed by her Olympic dream, she is essentially pragmatic and businesslike in her approach to the Federation and appreciates that these are tough times for all sports.

"Like all other Federations we have the recession to contend with and that is probably top of the list for everybody right now," she says.

"It has not hampered our forward motion in any way whatsoever but we have definitely had to be very focused and tighten our belts.

"The goals and time lines to get to our objectives still remain the same. We set out on a mission to modernise the Federation and we are 80 per cent done."

Her approach to the modernisation process is extremely corporate, drawing on best practice from global business.

"We sought to institutionalise the way things were done and really create a map of the Federation. That's because if we were to make change happen, we had to have a model of how the machine would ideally work. That had never been done before.

"Our operations manual has 176 processes and procedures. It is a living document which helps with transparency. We look closely at our governance and structure and have instituted many things which just didn't exist before.

"The Federation is looking to be as corporate

"My goal is that people look at us and think: that's a very sleek and nimble machine. I would prefer to lead, not follow."

and professional in its approach as it can be. We want to be as agile as any good company while maintaining the traditions and value systems of equestrian sport. We will remain the window to our heritage and history. But we want to make the machine work better."

So how does Princess Haya evaluate progress to date? "We are 100 per cent better," she says.

"All of those administrative things which were lax and slow have been changed and it has become a much sleeker organisation.

"We have benchmarked ourselves against all the other International Federations - something I did during the election and which created my manifesto. That benchmarking exercise includes the key performance indicators which the IOC uses to judge its federations... that's how we will judge ourselves."

While International Federations under the IOC banner have much to offer each other, the Princess is also aware that they are, in many respects, in competition.

"We are looking at many, many areas of our operations and what can be achieved. For example, one of the questions we are asking is how much of an external public we attract, beyond our committed audience.

How can we beat other Federations to a young audience which so far isn't following sport? How we keep a young audience in our sport?

Observers have looked at the whirlwind effect Princess Haya has created at the FEI and admired her work. But, she says, being regarded as a trail-blazer simply isn't important to her.

"My goal is that people look at us and think: that's a very sleek and nimble machine. I would prefer to lead, not follow."

Confidence

Her confidence in the future of equestrian sport is based not only on her own experiences and role at the heart of the equestrian community, but on the understanding that while the media is less engaged than 15 years ago, the underlying trends of participation and interest remain strong. "If the media interest had peaked 30 years ago I would be worried but 15 years is not a long time. I fully intend to ride on that wave."

"We have a fabulous team now in communications which can deliver our media package. I am comfortable that the generation which was so interested in equestrian sport is still out there," she says.

"The other thing is that it is such an all-consuming sport. Part of what I promised is that the Federation should be more outward-looking and allow the sport to do the same.

To date much of the FEI's revenues have been drawn from within the equestrian community, which Princess Haya describes as "taxation of our stakeholders."

"Normally you tax people and they leave but this was a self-sustaining model. That proves how popular the sport is," she says.

Now the focus is on looking beyond the boundaries of the sport's entrenched community to generate revenue.

"Our commercial efforts are less than five or six years old. With tiny steps we have moved forward and made huge progress and a great difference," she says.

Under Princess Haya's leadership the strategy of the FEI has shifted from branding and promoting the Federation itself, to putting the focus firmly on its product, its equine and human athletes. That strategy, she says, is rapidly gaining traction.

"I think we will very soon see a situation where the FEI as a Federation, will put its athletes forward as the product and offer it to the world outside.

"I am sure the Federation will be confident to take a back seat and that our sports will fly when they get the exposure they deserve because the public sees and relates to athletes who are their heroes and our champions."



Andy Fry on the commercial potential of equestrianism, the steps the FEI is already taking to realise it and on the blueprint for the future.

A QUESTION OF RECONNECTION

THERE ARE FEW SPORTS which can claim to be as physically or emotionally demanding as equestrianism. Not only does it require skill, strength, endurance and bravery, it also relies on great understanding between two highly-dedicated athletes - the horse and its rider.

The problem is that this doesn't always come across to mainstream audiences. While disciplines such as show jumping and eventing still secure coverage on TV, equestrianism as a whole has become something of a minority sport. This is odd when you consider that a flagship event like the Mitsubishi Badminton Horse Trials can attract crowds of up to a quarter of a million. But for the most part, the wider public only really gets interested when the Summer Olympics roll round.

Now though, global governing body the FEI (Federation Equestre Internationale) is seeking to reconnect with audiences, says

commercial director Carsten Couchouron: "Equestrianism has so much to recommend it - but it has drifted away from the mainstream in recent years. We are reinvigorating the sport's brand image so that it will appeal to broadcasters, sponsors and the wider TV audience."

Couchouron joined the FEI from sports marketing agency Infront last year. Based on his experience of working with a wide range of sports, he has identified four main issues for equestrianism: "The first is a need to simplify the overall structure of the sport. There are eight separate disciplines (jumping, eventing, dressage, driving, endurance, vaulting, reining and para-equestrianism) and many more flagship events. We need to organise our calendar so that it is understandable to a more diverse audience base."

The second is to create a united front between the FEI and

individual events. "Equestrianism has grown up in a very organic way - and now has some strong stand-alone events. We have to find a way of bringing those events together in a way that is truly beneficial to all. At the moment, there is quite a fragmented rights scenario - but we are demonstrating that by working in harmony there are advantages for all."

Thirdly, there's the issue of TV production: "As in many sports, the equestrian audience is quite resistant to change because there is such a strong heritage. But we need to create stories that mainstream audiences understand and heroes they want to follow - without doing anything to alienate the sport's loyal fanbase."

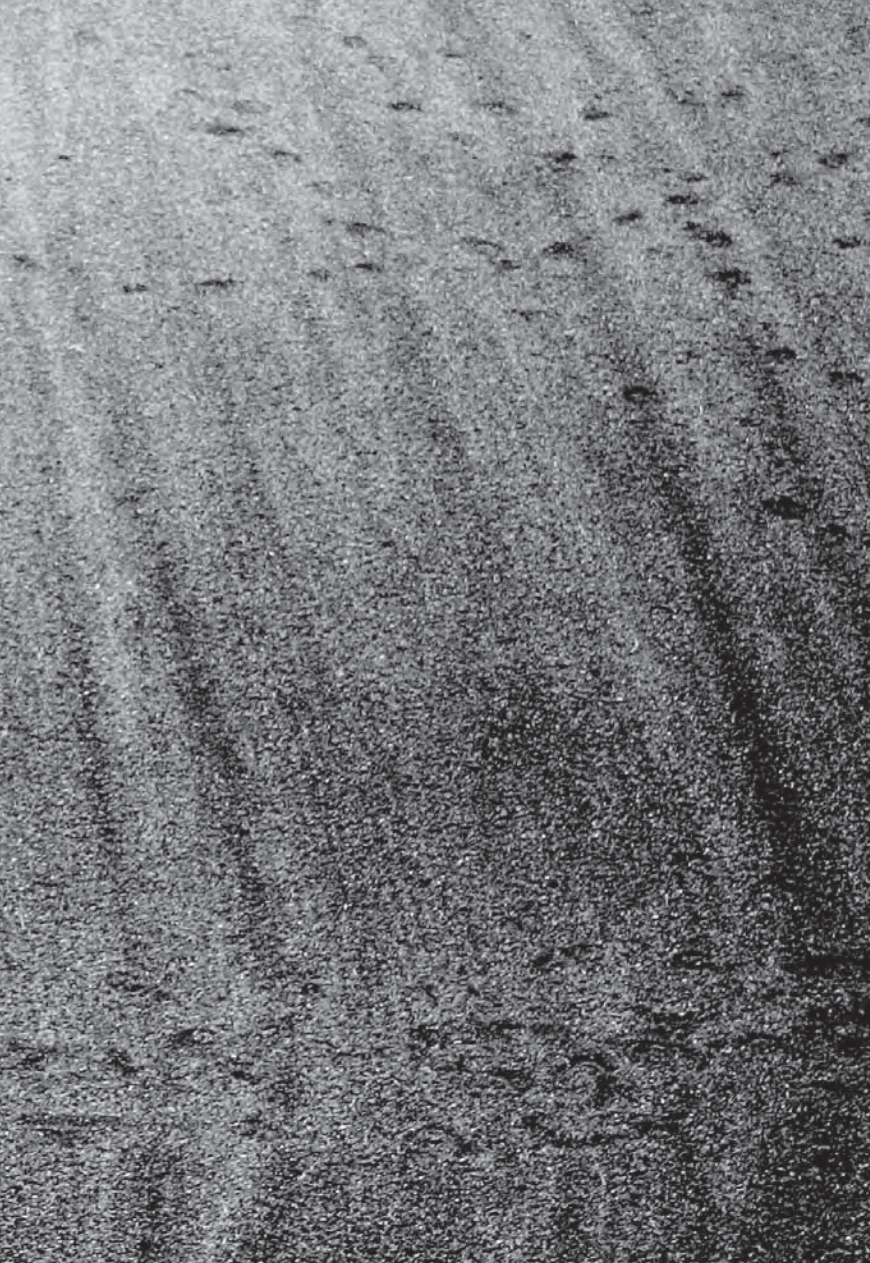
A very basic example of this is the fact that it is difficult to root for someone on TV when you can't see past their riding hat. "We need to look at camera angles, onscreen graphics, commentators and event formats - to see how

we can capture the excitement of equestrianism onscreen. There's a lot we can learn by looking at how other sports have been reinvented. Is it possible, for example, to take a highly-skilled equestrian discipline like dressage and inject the kind of entertainment values you can see in ice dancing?"

Momentum

And finally there's the need to create momentum between flagship events: "We have to keep people interested when the big events have finished - by going more into background stories or creating a place where they can get content on-demand," says Couchouron. "We have to maintain their enthusiasm."

The good news is that the FEI is past the talking phase on most of these points. Already, the senior executive team has done a number of things to raise the sport's profile, says Couchouron: "The first thing we did was reorganise our content



A new commercial era - © Britsch Hansjürgen

strategy so that we had the right expertise in place. Event production is handled by a very experienced company called MBPTV - which has been working with the FEI for two decades. International media distribution is handled by IMG - which has great experience in marketing multi-event sports franchises. And Perform Group has been handed responsibility for broadband channel feiv.org"

The FEI has also started working with big events on ways to market them more effectively. "One of our big breakthroughs was the creation of the HSBC FEI Classics™ - a series bringing five top quality eventing competitions together under the same banner for the first time. The beauty of this approach is that we were able to bring in HSBC as a sponsor across the series. We did something similar with jumping, creating a flagship series and then bringing in Rolex as title sponsor."

There's no question in

Couchouron's mind that new sponsors will be attracted to equestrianism if similar structures can be put in place around other FEI assets: "Equestrianism has a lot of advantages over other sports," he says. "It attracts an upmarket, wealthy audience and is also very family-oriented. Unusually, it is also a sport where women compete equally with men - a fact which has helped build a strong female audience. The breadth of the sport's appeal has already attracted sponsors such as Meydan (FEI Nations Cup™) and Alltech (FEI World Equestrian Games 2010). But we see opportunities for more partners to come on-board."

Appeal

If there has been a question mark against equestrianism, it is the true extent of its international appeal - with continental Europe still very much its heartland. "We do hold continental championships," says Couchouron. "But there are

logistical considerations involved in moving horses which make it difficult to take events all over the world. That said, we are making important moves in this direction. The Alltech FEI World Equestrian Games will be held in the US for the first time in 2010 - at a state-of-the-art facility in Kentucky. It will be aired on the NBC family of channels - which will provide a real lift to the sport."

While the Olympics tends to get more attention, there's no question a Kentucky-based World Games could have a big impact on the FEI's international strategy. Backed by Kentucky-based animal health and nutrition company Alltech, the Games are expected to draw 600,000 spectators. All told, the state of Kentucky expects economic impact of \$150 million.

All the FEI disciplines are developing globally but certain disciplines remain more attractive in certain regions. For example Endurance, which is currently the FEI's fastest growing discipline, has a strong foothold in the Middle East. However, the fastest growth is occurring in South-America and Asia is the region with the strongest potential for growth in the coming years.

"At the same time, we now have our broadband channel feiv.org - which allows us to play live and delayed content. This will give us a real insight into where equestrian fans are and what they are willing to pay. That's the kind of information we can share with broadcasters around the world."

In terms of potential revenue streams for the FEI, sponsorship, TV and new media are clearly important. But Couchouron also believes there is scope to grow the FEI's licensing and merchandising.

And he's not just thinking of hard hats and riding crops.

"We have a relationship with Atari on the My Horse and Me game franchise - which is available for Wii, Xbox 360, PlayStation2, Nintendo DS and PC. That kind of activity is great because it hits a young market.

"Going forward, I think there is a great opportunity to enter new L&M categories.

FEI SPONSOR FILE



ROLEX

Rolex is a long-standing FEI Platinum partner and sponsor of the Rolex FEI World Cup™ Jumping. The quality, passion and excitement of the FEI World Cup™ series, together with its reach, make it an ideal fit for the world's most prestigious watch manufacturer.



HSBC

The global bank is an FEI Platinum partner and sponsors the HSBC FEI World Cup™ Eventing series as well as the HSBC FEI Classics™. Giles Morgan, group head of sponsorship at HSBC, said: "It is really exciting for us to be supporting such a dynamic sport as eventing and we are looking forward to taking our cooperation with the FEI to the next level."



ALLTECH

US-based global animal health company, Alltech will be the title sponsor of the 2010 FEI World Equestrian Games held from the September 20 to October 3, 2010, in the company's home state, Kentucky. The event is the world equestrian championships of the eight equestrian disciplines, bringing together the world's best horses, riders, drivers and vaulters at a single venue.



MEYDAN

Meydan Group LLC oversees the development of the UAE's new iconic horseracing facility featuring a world-class grandstand. The enterprise will also serve as a major business and conference district. Meydan Group is title sponsor of the historic FEI Nations Cup™ Series, jumping's premier team competition, which celebrates this year its centennial anniversary.



Aachen Soers - © Peter Braatz

FESTIVAL TIME

This month the German town of Aachen becomes the capital of horse sports when it stages its annual World Equestrian Festival.

BETWEEN JUNE 26 and July 5, the world's leading competitors in five disciplines- jumping, vaulting, eventing, dressage and driving - will perform in front of hundreds of thousands of spectators in what organisers and visitors alike describe as a truly inimitable event.

Aachen is where equestrian history meets the present day. While it is always difficult to find exact comparisons, it may be the equestrian world's Wimbledon, a bastion of tradition and talent which serves as a showpiece for all that is best in its sport.

Aachen has been a regional capital for horse sports since back in the 19th century but activity shifted to the current venue, The Soers, in the early 1920s. Since then it has staged many events and has provided the stage for some of the most dramatic moments in horse sports history.

In 1927 Aachen staged its first international competitions and in 1929 hosted the first Nations Cup. Over the years it gained steadily in popularity and in 1938 a

massive 120,00 spectators turned out, a figure which now pales in comparison to the 360,000 recorded for last year's festival.

According to Frank Kemperman, who leads the permanent staff of 24 which is responsible for running events at Aachen, it is simply unique.

"It is special because it attracts the best riders, the best horses and has an amazing atmosphere," he explains. "Aachen has become part of the culture of the town, the region and the sporting world. Everybody wants to come here, whether or not they ever go to any other horse sports events. People think of it as THEIR show."

With up to 450 horses and several hundred riders to deal with, along with massive spectator numbers, Aachen represents a massive planning and event management task.

"Our challenge is to always find ways of making the festival better next year for the riders, spectators, sponsors and media," says Kemperman.

"We are always looking for ways to improve the quality of the event and when we make money it is invested back directly into the event and the infrastructure.

"That has to be done in small steps. When you have an event with history you can't make major changes because people don't always like it. Four years ago we changed the day of the Nations Cup, from Friday to Thursday, it seemed a small thing but people still talk about it now!"

"The fact is that we know we have to give something back to the sport and the spectators by constantly striving for improvement, setting an example for and helping other events."

Like all major event organisers, Kemperman becomes absorbed in his projects each year. "When the event is happening I am like the fire brigade, rushing around and dealing with incidents. People ask me whether I enjoy it. And of course I do. But it is much easier to enjoy when it is all over and you can look back on a successful event."

FEI CALENDAR KEY EVENTS 2009

Meydan FEI Nations Cup™

15 May	La Baule (FRA)
29 May	Rome (ITA)
5 June	St. Gallen (SUI)
19 June	Rotterdam (NED)
2 July	Aachen (GER)
17 July	Falsterbo (SWE)
24 July	Hickstead (GBR)
7 Aug	Dublin (IRL)

HSBC FEI Classics™

22-26 April	Rolex Kentucky Three Day Event (USA)
7-10 May	Mitsubishi Motors Badminton Horse Trials (GBR)
11-14 June	Luhmühlen CCI presented by E.ON Avacon (GER)
3-6 Sept	Land Rover Burghley Horse Trials (GBR)
21-25 Oct	Les Etoiles de Pau (FRA)

HSBC FEI World Cup™ Eventing:

10-12 April	Kihikihi (NZL)
2-3 May	Sydney (AUS)
8-10 May	Marbach (GER)
23-24 May	Malmö (SWE)
28-31 May	Tattersalls (IRL)
16-19 July	Minsk (BLR)
23-26 July	Kalispell (USA)
7-9 Aug	Mansfield (CAN)
21-23 Aug	Strzegom (POL) FNL

Rolex FEI World Cup™ Jumping:

9-11 Oct	Oslo (NOR)
15-18 Oct	Helsinki (FIN)
28-Oct-1 Nov	Lyon (FRA)
5-8 Nov	Verona (ITA)
18-22 Nov	Stuttgart (GER)
15-21 Dec	London Olympia (GBR)
26-30 Dec	Mechelen (BEL)

FEI European Championships

25-30 Aug	Alltech FEI European Jumping and Dressage Championships, Windsor (GBR)
23-27 Sept	HSBC FEI European Eventing Championship, Fontainebleau (FRA)
26 Sept	Meydan FEI European Open Endurance Championship Assisi (ITA)