

EEF Cost of Championship WG meeting
held at the
Arora Hotel Heathrow, The Grove Bath Road, West Drayton,
Middlesex, UB7 0DG, UK

Monday July 23, 2010
10 am until 2.00 pm

Present

Andrew Finding (GB), Chairman
Simon Brooks-Ward (GB)
David Holmes (Italy)
Carsten Couchouron (FEI)

Absent

Isabelle Cazaux (France)
Marco Fuste (Spain)

Secretary, Gill Perkins

Introduction

The purpose of these WG recommendations is to find a solution that will enable the FEI, OCs and NFs to secure more profitable and marketable championships of mutual benefit. The following recommendations are the outcome of the WG's discussions but do not under any circumstances reflect the official position from the FEI. Carsten Couchouron participated in the meeting on behalf of the FEI but the FEI's feedback to the recommendations of the WG will be given once they are officially submitted by the EEF to the FEI. The FEI's aim is to work closely with the WG and the EEF to find solutions.

Recommendations

Carsten Couchouron explained that a comprehensive FEI project with external consultants is currently under consideration with the aim of reviewing the entire process of bidding for FEI Championships.

1. Contracts

- The WG proposes that the FEI investigates a solution for organisers, so that an exchange rate can be fixed in a way in which the risks are shared between the OC and FEI. As OCs often don't have the necessary cash flow to hedge the exchange rate risks at the time of signature of the contract, a solution is proposed for consideration by the FEI whereby the FEI would hedge the exchange rate risk and charge the OCs with interest for cash mobilized by the FEI for hedging.
- Contracts need to:
 - be linked to the tender process and should be signed, by both parties, at the same time
 - require OCs to provide a post championship report that must include full, transparent and honest facts and figures so that a "bid book" (see below) can be developed to give subsequent OCs the guidance they need based on accurate and real experience.
- Establish timelines for FEI and Organising Committees signing contracts. The timelines suggested as a minimum are:
 - Regional Championships, 2 years before the event
 - Worlds, 4 years before the event

2. Establish a Bid Book

- The bid book should be provided by the FEI prior to any bidding process beginning and should include the following:

- Draft contracts
- Tender brief
- Budget template
- Economic impact tool for use by the bidder to help understand the hosting benefits. (**Action:** EEF NFs to secure economic impact detail available in their nations to help FEI collect an overall economic picture in Europe).
- Spectator numbers for preceding 3 years of the same championships
- TV audiences for preceding 3 years of the same championships
- Ticket pricing guide and past history of ticket sales
- Minimum and maximum standards expected for media
- Process for accrediting Media – it is suggested that the International Alliance of Equestrian Journalists (IAEJ) is consulted.
- Office requirement for FEI
- Models for ideal hosting by discipline
- Opening and closing ceremony requirements
- Calendar for hosting championships and suggested ideal hosting timing
- Qualifying standards
- Summary of costs for which the OC, NF's, FEI and athletes/connections are responsible.
- List of benefits received by OC for hosting a championship
- Quota of teams and individuals allowed to enter (see below)
- Guidance to help in securing host state/government funding support
- Guidance on the competition format and number of days of competition – reduced where possible.
- The acceptable costs per head for key personnel:
 - Allowable support personnel (chef, vet, groom)
 - Volunteers/officials engaged by the OC/FEI.
 At 2010 rates, these are recommended at:
 - Rider – details to follow
 - Horse – details to follow
 - Officials – details to follow
 - volunteers – details to follow

(**Action:** Simon Brooks-Ward will provide estimates for consideration)

Note: Britain's high performance agency, UK Sport is responsible for supporting major international events, including BEF, and has a wealth of experience from many sports and their IF's expectations.

(**Action:** Andrew Finding will ask UK Sport to provide some guidance for consideration.)

3. Sporting requirements and presentations

- FEI to establish minimum requirements, for various championships for Opening, Closing and Medal ceremonies. It is recommended that Opening and Closing ceremonies be at the discretion of the OC and can be as complex or as simple (minimum requirement would be flag hand over) as the OC wish. Exception would be for WEG. It is recommended that ceremonies are reduced where possible.
- Opening and Closing ceremonies should not be a financial burden to the OC, preferably cost neutral
- FEI review the officials required. It is recommended that they are reduced, with Appeal Committees, TD's (apart from Eventing) and Veterinary Committees abolished with the roles undertaken by the FEI professional staff.

- FEI's Jumping Committee specifically should review the "Jumping competition format" for the benefit of the spectator and media. The current system is old, uninteresting, complicated and confusing for those who watch it. It is suggested that those qualifying for the individual championship be allowed, at the OCs discretion, to bring two horses (Speed, Grand Prix) in order to create a variety of competitions with no 'dead' days. This should help the championships become more focused and fast moving.
- FEI's technical committees should establish a qualification process that limits the number of teams (see below for numbers) to keep the standard of competition high and marketable; the process should have "top sport" as the guiding principle rather "sport development".
- Team size and individual quotas to be established for senior championships (YRs, Jnrs, Ponies, Children and Para-Equestrian should be considered separately) with a maximum number of riders set as the optimum number that will produce a viable and exciting Championship, suggested:
 - Jumping, 10 teams and no more than 40 individuals*
 - Dressage, 8 teams and no more than 20 individuals*
 - Eventing, current arrangements of 60 – 80 starters is about right; a maximum of 80 should not be exceeded.

Note: * the individuals should come from those already in teams or from those NFs sending individuals but not teams

4. Costs - who pays for what

- Clear concise guidelines need to be included in the bid book covering who pays for what. The following items were discussed and suggested:
 - a rider or team competing will have his/its costs covered only up to the point at which he/it is qualified to compete. The rider or team may stay at the championships but the costs must be borne by his /its NF
 - the OCs should cover the costs of the :
 - team or individual rider while qualified to compete (accommodation, food, transport, etc)
 - transport of horses from the point of embarkation, stabling etc
 - one chef per NF
 - grooms as are needed for each NFs horses.
 - all other support personnel's costs, including vets to be covered by the competing NF

5. TV, Marketing and branding

- Need to establish a more equitable benefit between FEI, OC and EBU
- FEI contract with EBU has no benefit to OC, it is suggested that FEI review this
- FEI to provide guidance – to be in bid book – on the level of TV coverage and production for all levels of Championships
- FEI pay for all costs for the FEI TV Coordinator
- FEI to find a better balance with OC on the number of official branding boards that are allocated to FEI – currently 6 in Eventing contract – and that may be used by the OC

6. FEI

- FEI to review schedule of payments – hosting fee, organising dues etc to assist OCs in their budgeting processes
- FEI to establish a list of benefits to the OC for hosting and paying the fees

- FEI Commercial department to establish a working group in partnership with the Technical Committees, to include a TV broadcaster, journalist, sponsor and OC two representatives (one from a large and one a smaller venue) to establish a better balance for the championships between commercial operations and competitions – such as number of days, classes, and branding. It is suggested that there are no warm up classes or classes for spare horses be included in future.
- FEI to charge OCs a rights fee or an affiliation fee but not both
- FEI set a maximum number of accredited journalists for each championship; this to concentrate on higher standards and reduce numbers.

Summary

In general the key to reducing costs of Championships is summarised by the following need to:

- Reduce the number of riders, horses, support team and officials
- Adjust the formats of competitions (with no warm up classes or classes for reserves) and reduce the number of days of competition.
- Improve commercial viability by:
 - Making the competition more easily understood, it is currently too purist
 - Shifting the emphasis for revenue benefit from the FEI to OCs and the FEI on a partnership basis
 - Improving the marketability of the championships for the FEI, NF's and OCs
- Make planning for OCs easier by having more information on previous championships available.