

Appendix 1

Belfast City Council



THE NORTHERN IRELAND
INTERNATIONAL HORSE SHOW

Event Direct

Business Plan

1. EXECUTIVE SUMMARY

Introduction

This document is an application for support funding for a four day International Show Jumping Event. This Event is in its third year, and has grown from strength to strength. In this document we show the business plan for the next three years.

The Event

The 2008 event will take place in the Odyssey Arena, Belfast, from Thurs 23 October – Sunday 26 October. (Dates are confirmed and booked with the Odyssey and the Federation Equestre International).

The 2007 event welcomed 32 International competitors, from 11 Nations, 250 National Competitors from across Ireland, North and South. We employed the services of 300 artists and contractors, to participate in the show and to create the theatre experience enjoyed by our family audience.

The audience figures in 2007 grew by a staggering 33%, to 20,000, over the four days of the event.

Event Organisers

This event is organised by the company Event Direct. This company is headed by a board of six directors. This group of six equestrian enthusiasts bring a huge amount of expertise to the event.

Chairman - Joe Sloan of the SHS Group

A huge supporter of equine in Ireland, Joe has the commercial experience to make the event viable as well as business credibility to encourage great support from our business community.

Show Director - Jon Doney

A vastly experienced show director who has judged internationally. Jon is also renowned as a skilled international course builder. He has the contacts to make it all happen; the expertise to ensure the event runs like clockwork and the backup in terms of Mary Doney, Show Secretary, to support the whole event.

Show Producer - Kelvin Bywater

Another vastly experienced producer and director as well as course builder and designer. Kelvin has the knowledge to assess previous challenges and produce a totally new and original event with key elements, such as Internal Retail area, reduced seating layout; high quality fit that added to ambience and corporate area. He also brings a professional theatre atmosphere through use of music and lighting in the arena.

Kelvin also has the contacts and experience to ensure the event is always entertaining, professional and exciting with the correct balance of display and competition.

Director of National Qualifiers - Raymond Jess

Raymond Jess, proprietor of the renowned Mossvale Equestrian Centre, Dromara, brings to the show, not only his expertise but that of his skilled arena team. Together, they have ensured that the National Qualifiers in 2007 grew by a staggering 300%. Drawing on his vast experience of course building, and his business acumen, he has ensured that the national qualifiers for the show have become a must for all national competitors.

Other Directors **Harold Lusk** and **Lewis Lowry**, take responsibility for the professional and inviting corporate facilities offered at the show, including our ringside corporate restaurant, and our sky boxes.

Sponsorship Director, Heather Coyle, has a lifetime of experience in all aspects of the equestrian world, jumping at international level herself and being an integral part of her husband Trevor's huge international career. She has also worked extensively in Sales and is a tutor with NCTC (Irish Sports Council).

History of the Event

The Northern Ireland International Horse Show was a new World Class Event for Belfast, Ireland and beyond, in 2006. The inaugural event was a huge success. However this was on a backdrop of lack of confidence in the International Horse Show product due to previous events, under different management, that lost money, where suppliers were not paid, and sponsors were disappointed and Public bodies received bad publicity.

The Board of Event Direct, through their expertise and professional approach have managed to create an exciting new International Event for the Odyssey Arena "One of the biggest productions ever staged at the Odyssey" Nicky Dunne (Odyssey manager)

Justification for Support

The Northern Ireland International Horse Show has brought many international competitors and spectators to the city of Belfast. The show endeavours to promote the city through it's advertising, it's use of local produce and workers, and in the welcome that is given to all who participate, in any way, in the event. This warm Belfast welcome, has become synonymous with our show, and is talked about at all other international events. Our theme tune for our winning riders is the traditional tune, *Queen of Belfast City!*

The sport of Show jumping has produced from Northern Ireland, a world Champion and the current number one in the world, Jessica Kurten. The strong tradition of equestrianism is promoted and encouraged through our event. We are fortunate, that our sport is one which crosses all divides, both political and religious.

Our show is unique in Ireland, in that it is an eclectic mix of the sport and theatre. We feel that support from BCC can only be mutually beneficial.

Financial Considerations

We are seeking financial support over the coming three years to ensure that the event is built on strong financial foundations, and has the opportunity to grow to fulfil our goal of bringing a world cup event to Belfast and Ireland.

In 2008 we request support of £30,000

2009 we request support of £20,000

2010 we request support of £10,000

The gradually decreasing scale of support, demonstrates our confidence that in the coming years, our show will be self sufficient.

At present the show costs £1,000,000. Event Direct have successfully financed the majority of this sum through, sponsorship, and support from government bodies, along with ticket and corporate sales. Any short come has been covered by Event Direct.

Risks

The show is fully insured and the Odyssey has carried out full risk assessments, prior to the show opening in 2006 and 2007. Risk assessment is ongoing, and part of the Odyssey/Event Direct contract.

2. THE EVENT

Introduction

This section of the document lays out in more detail, the organisational structures of the event, details of the event, and requirements around the event.

The Organisers, the Governing Body and the Event

The board of directors of Event Direct are integral in the organisation of the NIHS. The event is ordered by the governing bodies for National and International Show Jumping.

National show jumping is governed by the SJAI – Show Jumping Association of Ireland. This organisation is a 32 county body, made up of 4 provinces, with their head quarter in Oberstown, Co Kildare. The SJAI supports the show, by providing qualified judges and by taking responsibility for selling special member wristlets, which allow people involved in the sport special access and value for money admission. This brings financial support to the show to the tune of €15,000. This also encourages tourism to the North of Ireland and in turn increases bed nights, used in conjunction with our Event.

International show jumping is governed by the FEI – Federation Equestre Internationale. This body authorises and oversees all international show dates. FEI dictates the rules, structure and prize money for all international shows. The EFI – the Equestrian Federation of Ireland is the Irish Branch of the FEI. They support the event financially; in 2007 they waived their substantial fees and donated €14,000.

The Event

This event draws both international and national competitors, allowing our home grown talent, to compete on the same stage as the best in the world. Our National competitors range in age from 8years upwards.

Local equestrian enthusiasts have the opportunity to volunteer at the show. Our show receives the support of over 300 volunteers, including 60 young students, who make up our arena party. To a man, all of our volunteers have expressed their honour at participating at this International Event.

Event Requirements

The show is held in the Odyssey Arena, Queens Quay, Belfast. Our riders, contractors, display artists, officials and staff are accommodated in some of Belfast's finest budget hotels, including Day's Inn Hotel and Jury's Inn. The participant horses are accommodated in temporary stabling in the Titanic Quarter. This in it's self is a massive undertaking, which requires 2 weeks, build up and 1 week breakdown, supervised by show directors Raymond Jess and Jon Doney.

International participants arrive by land, air and sea, as do their horses, families, grooms and supporters. Over the 4 days of the show, we provide a courtesy car service to competitors. We use local taxi firms for transport to and from the hotels on a daily basis.

The docks are used to bring in our jumping surface, which is 850 tonnes in weight; we are supported by local hauliers in unloading and transporting the surface to the Arena. This surface is in turn sold on to local equestrian centres for reuse.

There is 24 hour security in the Titanic Quarter for our horses and grooms.

Within the Odyssey we have temporary office facilities, for the week of the show, with an onsite media centre, which is utilised by the international and national press.

3. EVENT MANAGEMENT AND DELIVERY

Introduction

This section lays out the management of Event Direct, who are the organisers of the NIHS, and the structure of responsibility with the show. We will also show our evaluation plans.

Project management

The overall management of the event is held by the directors of Event Direct, as detailed above.

Joe Sloan: Marketing, PR and Advertising
Jon Doney: Officials and International and National Entries
Kelvin Bywater: Stage show production, lighting, sound and tradestands.
Raymond Jess: National Qualifiers, Stabling set up, police liaison and stewarding
Harold Lusk and Lewis Lowry: Corporate hospitality

The key milestones for the show are the confirmation of dates, booking of venue and official launch of the show.

Evaluation

Evaluation is undertaken by our PR Company and by research generated by Tourism Ireland through statistics gathered at the show. An economic impact assessment will be undertaken by our PR Company.

4. JUSTIFICATION FOR SUPPORT

Introduction

This section will lay out the link our show has with Belfast City and fits with BCC objectives and NITB objectives. We will lay out the potential benefits brought to BCC from supporting the show.

Belfast Link

Our sport has enjoyed an historical and strong link in Belfast, with equestrian sport being enjoyed at Balmoral for over 150 years. The NIIHS brings to Belfast the opportunity for equestrian enthusiasts to enjoy, in their home town, a spectacle of international class, which is unique in the indoor setting of the Odyssey Arena.

Fit with Belfast City Council Objectives

The NIIHS is a family, fun event, which is inclusive of all background and beliefs. We, in conjunction with NSPCC, succeeded in bringing 3000 school children, free to enjoy our show. This venture, not only brings children, some disadvantaged, a great theatre experience, but also was instrumental in raising over £200,000 in funds for the NSPCC in Northern Ireland.

The show also distributed, in 2007 some 500 tickets to disabled children, through the Riding for the Disabled network in the North.

The show was fortunate enough in 2007 to welcome the Metropolitan Mounted Police to Belfast, forming a unique relationship across all divides.

Fit with NITB objectives

In 2008 we are planning to work closely with the NITB and Tourism Ireland to create and market a package, to attract more out of state visitors. We ran a limited inhouse offer to amateur riders in 2007, and had a positive response, which we intend to build on in the coming years. We have had interest from Translink to package the shows Thursday night and Friday matinee performances with accommodation and Enterprise return ticket from Dublin.

The promotion of this would use Translink marketing distribution as we share the same advertising agency, Navigator Blue .Also Jury's Hotel are interested in continuing to be an accommodation partner and promoting the package via their marketing activities (web etc). We have also spoken to NITB Nassau Street Dublin office, and have the opportunity for their window and office for promotion in September as well as NITB Autumn break brochure.

This package could also be targeted at equine sub groups such as Pony clubs and riding clubs as well as more general Jury's Hotel and Translink client database.

PROMOTION

The NSPCC have already committed to securing 3000 school children from Northern Ireland for the Friday matinee event 2008, we hope to bring this across the border and offer it to southern Primary schools. A number of commercial clients are interested in the sponsorship of this promotion.

The RDA were given 500 tickets in 2007, their response was so fantastic that we are giving them 1000 tickets in 2008.

The SJAI (Show-Jumping Association of Ireland) partnered the show, again, in 2007 and generated Euro 18,000 ticket sales from ROI. This partnership has been agreed to continue and further mailing and promotions to this market will be followed for 2008

EXPENDITURE

EVENT and Equestrian Management	11750.00
Artistes and Participants costs	131733.26
Production/Sound/Lighting/Displays	184275.00
Marketing & Press Office	136887.50
Equipment Hire & Costs	26672.50
Show Insurance	12925.00
Courtesy Cars	2380.00
Venue Hire & Prep. Costs	243507.50
Stable Arena (Titanic Quarter)	24381.25
Officials	55725.00
Affiliation Fee	11192.00
Show Programme	3925.00
Signage	5875.50
Rosettes / Additional Printing / Accreditation	4446.20
Accountancy Costs	4587.50
Contingencies/Reserve	20,000.00
TOT AL EXPENDITURE	880,263.21

2008 Sponsorship Objectives

- Confirm acceptance of major 2007 sponsors
- Increased public social funding
- Increase commercial sponsorship as the show has now a sound reputation and Excellent TV and press coverage
- Retain many of the 2007 names replacing any natural slippage with increase sponsorship opportunities in the Republic of Ireland.

Sponsorship	2008 Amount	2007 Amount
Tughans Solicitors	12000	8000
Foras na Gailege and the Ulster Scot Agency	25000	20000
P Rogers	5000	5000
CCS Chemical Supplies	5000	5000
Anne Smurfit	0	2000
Stena Line	25000	25000
Titanic Quarter	5000	0
Tobermore Concrete	15000	10000
Abbev Upholsterers	5000	5000
NK Fencing	20000	15000
Newsletter	5000	5000
Irish Sports Council	5000	0
Department of Foreign Affairs	0	0
Bank of Ireland	5000	5000
Scarvagh House Stud	0	1000
Bewleys Hotels 138cm	10000	10000
WKD	30000	25000
The Lagan Group	30000	12,000
Horseware	10000	8000
Tiffen Development	5000	5000
Irish News	5000	5000
Maxol	4000	2000
Swift Hire	20000	6000
Irish Horse Board	15000	15000
HSI	15000	0
Commerce Centre	12000	10000
Porthall Stud	5000	5000
Tourism Ireland	10000	10000
Total	303000	219,000

5. FINANCIAL CONSIDERATIONS

This chapter lays out a budget for the show in the coming year, allowing BCC to examine the vital role their funding will have on the show.

Income.

Category	Income	g
Entrance income	Ticket sales	200,000
	Entrance fee	33,000
	Nat Qualifiers	12000
	Wild Cards	12000
Private sector income INCLUDE ONLY CONFIRMED CASH & IN KIND	Private sector sponsorship (<i>detail companies</i>)	303,000
	Advertising revenue	
	Trade stands	20000
	Sale of banner sites	
Corporate hospitality	Corporate hospitality	60000
Merchandising	Programme sales	10000
	CD/DVD/Video sales	
	Sale of promotional items e.g. t-shirts etc.	
Public sector funding (include unconfirmed public funding also)	<i>List funders and amounts</i> Northern Ireland Events Co Irish Sports Council Department of Foreign Affairs	150,000
Miscellaneous	Donations	50,000
	Fundraising	
	Reserves	
	TOTAL	850,000

Major Sponsors promoted the show in their offices and factories, with organised tickets for many clients in 2007. The Lagan Group SHS and NK Fencing along with Belfast City Council all did similar promotions and these will be arranged and promoted earlier for the 2008 event.

Marketing Partnership. Considerable investment in the events web site is to be made in 2008. Opportunities for equine companies to become show partners by featuring posters and ticket promotions on site will be encouraged again in 2008, with a particular concentration on the ROI.

Horse Racing Ireland dipped their toe in the water with the show in 2006. We hope to continue to discuss how HRI can be involved in the show in 2008.

Bed Nights

Below is a table which shows our bed nights used and our projections for the next 3 years.

Visitor Type	Days 2007 Inn	Jury's 2007 Hotel	Other Hotels 2007	Total
NI Horse Show staff/displays and contractors	50rm*6 nights= 300	50*6nights= 300		600
Officials	60*5=300	20*5=100		400
International Competitors	40*4 nights=160	4*4=16		176
National Competitors	100	60		160
Visitors to the show			800	800
Packages			40	40
Annual Total				2176

	2008 Projections	2009 Projections	2010 Projections
NI Horse Show staff/displays and contractors	600	600	600
Officials	400	400	400
International Competitors	200	220	240
National Competitors	160	160	160
Visitors to the show	1000	1200	1400
Packages	1000	1150	1400
Total			
Annual Total	3360	3730	4200

Potential Benefits

Our event takes a team of 200 officials, contractors, display artists and show jumpers, to the city. This team is resident in the city for between 4 – 14 nights. This number is added to the audience numbers of 20,000, many of whom stay in local hotels for the duration of the show. All of our officials are in a voluntary capacity including 60 of an arena party, made up of local equestrian students and enthusiasts.

We would approximate that 75% of the budget will be spent in the area, this would include, venue and carpark hire at the Odyssey, goods and services consumed both at the venue and throughout the city and transport, to and from the city.

Our show has the potential, with support, to become a world cup 5 star show by 2010. This goal, when achieved, will bring large audience numbers, plus the top world riders, and their entourage. This can only be beneficial to Belfast, as it will become part of the international show jumping tour, promoting our city and our sport. Our local talent can look forward to competing on the same stage as their international heroes.

Social Cohesion Social Responsibility Objectives

- Qualifiers open to all areas of Ireland
Eight Qualifiers located throughout Ireland attracting amateur, junior and senior athletes to compete in Belfast.
- Inclusive Family Event
NSPCC Friday afternoon - Children's Day: 3000 children from ROI and Northern Ireland.
- Inclusive Family Event
R.D.A. Saturday afternoon – 500 Riding for the Disabled members from all 30 groups throughout N.Ireland

Economic Impact

- Projected 25000 visitors to the event in 2008, growing by 15% in 2009 and 2010. Hotels used by the show fully booked (see bednights)
- Substantial investment to N Ireland & UK suppliers
- Major advertising monies spent with UTV, Channel Four and billboards
- 2 Part-time jobs created on a permanent basis
- TV coverage world wide, promoting and raising the profile of Northern Ireland and Belfast in particular, on a world wide stage.

6. MARKETING PLAN

Introduction

This chapter will contain our Draft Marketing Plan, highlight the media coverage and demonstrate the branding opportunities available to BCC.

<ul style="list-style-type: none">• Marketing Objectives	
<ul style="list-style-type: none">• To increase the number of visitors from outside the province	<ul style="list-style-type: none">• Direct Advertising• Public Relations• Joint Ventures
<ul style="list-style-type: none">• To increase attendance by promoting the non-showjumping aspect	
<ul style="list-style-type: none">• Attendance Targets	
<ul style="list-style-type: none">• Increase the hospitality area and sell it out	
<ul style="list-style-type: none">• Increase attendance to 10,000 paying customers	
<ul style="list-style-type: none">• Concentrating on increasing direct sales to the Equine industry	

7. RISKS

Introduction

The Odyssey Arena has an in-house Health & Safety team.

APPENDICIES

EVENT OBJECTIVES

Event Aims	Method
<ul style="list-style-type: none"> To build on a very successful event 	Retain Management team and evaluate 2007 event
<ul style="list-style-type: none"> To again bring the show in under cost and to make a small positive contribution 	Ensure responsibilities for budget control is clearly in place as in 2007
<ul style="list-style-type: none"> To increase sponsorship 	Move to ROI and also capitalize on the number of corporate guests who attended the show by following these lists for support in 2007
<ul style="list-style-type: none"> To increase the opportunities for non Internationals to experience the atmosphere 	National Series of Qualifiers will be more extensively promoted and also have greater support due to success of 2007
<ul style="list-style-type: none"> To expand the Friday afternoon schools initiative to include cross border schools 	NSPCC are already investigating this and BVCB to be approached as Sponsor

<ul style="list-style-type: none"> Marketing Objectives 	See Marketing Plan
<ul style="list-style-type: none"> To increase the number of visitors from outside the province 	<ul style="list-style-type: none"> Direct Advertising Public Relations Joint Ventures
<ul style="list-style-type: none"> To increase attendance by promoting the non-showjumping aspect 	
<ul style="list-style-type: none"> Attendance Targets 	
<ul style="list-style-type: none"> Increase the hospitality area and sell it out 	
<ul style="list-style-type: none"> Increase attendance to 10,000 paying customers 	
<ul style="list-style-type: none"> Concentrating on increasing direct sales to the Equine industry 	

CV

JOE SLOAN CV
SHS GROUP

Employment: 694
Turnover: £271.7m
Profit: £26m

THE SHS Group is a fast growing fast moving consumer goods Company which was

founded in 1975.

It moved into new £5m headquarters during the past year from its original Newtownabbey base. Engaging in wholesaling and distribution, among its recent expansions were the Irish interests of Swedish Match, which includes well-known match and lighter brands, and the purchase of Merrydown, the makers of Merrydown Vintage cider and non-alcoholic Schloer.

The company which is 50% owned by Joe Sloan also has business activities in Cheltenham, Bristol, Torquay, Cummock and Dublin.

EQUESTRIAN

Joe Sloan has had huge success in the past few years buying and producing young National hunt horses with his daughter Joanne and Trainer Noel Meade. His daughter Joanne is an accomplished International Showjumper in her own rite and they will be splitting their time this spring between the Sunshine Tour in Portugal, The festival in Cheltenham and Belfast preparing the Northern Ireland International Horse Show.

JON DONEY

Jon has spent many years in show management having run a leading show and Country Fair for over 25 years. For sometime he was show director of the Horse of the Year Show and was a part of the team which revitalised the show to make it a successful event again.

Hugely interested in all aspects of equestrian sport, Jon has advised on equestrian matters world-wide.

Although the equestrian world takes much of his time he also has other business interests including a property business and has recently become involved with events management at his home in Bredon, Gloucestershire

He started designing courses at the age of thirteen and is now organising and designing courses world-wide. His interest in course building was first kindled when travelling the country with his family who were deeply involved with show jumping and racing. When time permitted he hunted with the Duke of Beaufort's hounds.

In 1966 he first built at a major British Jumping Festival, which led to invitations for Hickstead, a premier British Show Jumping Arena, and subsequently many other leading shows around the British Isles. He was appointed to the national course designer's panel in the '60's.

In 1976 Jon joined the British Show Jumping Association as one of their designers, and is now their senior consultant course designer with responsibility for training and appointment of all national course designers and judges. His responsibilities also include the administration of the national judge's panel and Association's show jump department.

In 1978 Jon was appointed to the Federation Equestre Internationale (F.E.I.) course designer's panel and has since built in 25 different countries world-wide.

In 1988 the F.E.I. invited Jon to join the panel of world-wide experts to test and lecture future international judges and course designers. In 1993 he was appointed to the F.E.I.'s highest list of course designers, from which Olympic and World championship designers are drawn.

Jon has designed for many championships and built on every continent at many different venues. Some of the highlights of his recent career include:

- 1994 designed and built the courses for the show jumping competitions at the World Equestrian Games in The Hague.
- 1998 Technical Delegate for the World Equestrian Games in Rome, Italy
- 1999 built the European Championships at Hickstead, GB
- Officiating at Olympic Games
- 2001 Technical Delegate for the European Championships in Arnhem, Holland
- 2005 Technical Delegate for the European Championships in Sanpatignano, Italy.

Jon is also a full member of the F.E.I.'s Judges Panel, a past member of the F.E.I. Pony committee, and is currently serving on The Board of the International Officials Club

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