

Innovation of Zwolle International

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'How to innovate equine sports event Zwolle International in 2011, to meet the demands of the Municipality Zwolle for getting the subsidy?'

Research Report

In assignment of:

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Abstract

English

This bachelor thesis investigates how the organization Zwolle International can innovate on the program to maintain the subsidy of the municipality Zwolle, which is one of the largest sponsors for this equine event. In a letter the municipality states the program is not innovative enough. In a phone call they notify that a new subsidy system is being developed. This new subsidy system can imply that Zwolle International might not be entitled for subsidy in 2011.

In three ways, information is gathered to find the answer on how to maintain the subsidy for 2011. Written sources are used such as literature about innovation, information about the equine sector, reports of the municipality Zwolle and information about the event organization. A questionnaire is used to discover the opinion of the visitors of Zwolle International 2010. People closely involved in the event are interviewed, to explore the situation, to gain more information and to get their perspective on innovating Zwolle International.

The results of the study are that the visitors and the interviewees would like to see more variation and entertainment in the program. The 303 respondents of the questionnaire score the event a 7,7 on average. The literature search gives insights on trends going on in the equine sector, such as innovation on performance and equine welfare. Reports of the municipality give insights in the policy and the event budget.

The implications of this information are translated into recommendations for adapting the program in 2011, such as including more shows, workshops, clinics, congresses, network events and an innovation fair.

Nederlands

Deze bachelor thesis onderzoekt hoe paardensport evenement Zwolle International het programma kan innoveren met als doel het behouden van de subsidie van de gemeente Zwolle. Dit is een van de grootste sponsors van Zwolle International. In een brief naar de organisatie schrijft de gemeente Zwolle dat ze het huidige programma niet innovatief genoeg vinden. Ook hebben ze telefonisch laten weten dat de subsidie criteria worden geëvalueerd en aangepast. Een nieuw subsidie systeem kan betekenen dat Zwolle International niet in aanmerking komt voor subsidie in 2011.

Vanuit drie perspectieven is informatie verzameld om een antwoord te geven op de vraag hoe het evenement de subsidie kan behouden voor de editie in 2011. Verschillende geschreven bronnen zijn gebruikt, zoals literatuur over innovatie, informatie over de paardensector, rapporten van de gemeente Zwolle en informatie over Zwolle International. Om de mening van de bezoekers van Zwolle te peilen is er een enquête uitgedeeld tijdens het evenement in 2010. Een aantal personen die veel met het evenement hebben te maken zijn geïnterviewd om de situatie beter te verkennen, om meer

informatie in te winnen en om hun zienswijze op innovatie voor Zwolle International te verkrijgen.

De resultaten van de studie zijn onder andere dat zowel de bezoekers als de geïnterviewde personen graag meer variatie en entertainment in het programma willen zien. Het gemiddelde cijfer dat door de 303 respondenten van de enquête aan Zwolle International werd gegeven was een 7,7. De literatuur studie gaf inzichten over de trends in de paardensector, zoals innovatie met betrekking tot het verbeteren van de sportprestaties en op het gebied van paardenwelzijn. De rapporten van de gemeente geven inzichten in het beleid en het evenementen budget van Zwolle.

De implicaties van dit onderzoek zijn vertaald naar aanbevelingen voor het aanpassen van het programma in 2011. Voorbeelden zijn het invoegen van meer shows, workshops, clinics, congressen, netwerk evenementen en een innovatiemarkt.

1. Introduction

The equine sports event Zwolle International has had a make-over in 2009. From a stallion show with the main focus on breeding, the event was transformed into an international jumping and dressage competition. The event is prolonged from 10 to 14 days. Zwolle International is highly dependent on sponsor-money. One of the financiers is the municipality Zwolle. The subsidy request for 2010 of €50.000 has been reduced to €18.350,-, which is the same sum as in 2009. In a letter of October 13th 2009, the municipality expressed the reason for this: the program of the event is not innovative enough. Zwolle International faces a challenge for the edition in 2011. In a phone call the municipality announced that the municipality is re-evaluating the subsidy-system for 2011, and Zwolle International might not be entitled to the subsidy for the edition of 2011. If the municipality would decide to withdraw, this means that one of the biggest sponsors will be lost. The total budget of Zwolle International is €595.000.

The assignment from the organizing party EQ International to the researcher is to examine how Zwolle International can preserve the subsidy for the 2011 edition of the event. The researcher has worked at the event before, during a practical placement at EQ International and later in several functions.

2. Literature Review

2.1 Zwolle International

Zwolle International is an equine top sports event that organizes competitions in mainly dressage and jumping. In the IJsselhallen 2 riding arena's, stables, grand stands, VIP-loges and stands are build. The estimated number of visitors in 2009 is 25.000 (EQ International, 2009).

History

Zwolle International started as an equine event around 1988, when a group of people saw opportunities to organise an event for horse-breeders between the harness-horse inspection on Saturday and the cattle-market on Friday, both organised in the IJsselhallen in Zwolle. (Dubbeldam, 2010) For the harness-horse inspection, grand stands and a riding arena were already build up in the IJsselhallen. The program lasted from Saturday until Wednesday. 'Zwolle', formerly known as International Stallion Show, gave the stallion-keepers the opportunity to show their horses and breeders could select the right stallion for their breeding purposes. For years the after-stallion inspection of the KWPN was part of the program. The stands where mainly rented out to stallion-owners. In 2001 the cattle-market on Friday stopped due to regulations of the foot-and-mouth disease. This made it possible to lengthen the program. When stallion-keepers started to show their horses on their own premises and organised their own events around this, the owners lost interest to show the stallions in Zwolle. As a response to this, the organisation decided to transform the event and shift it towards a sport-event (Dubbeldam, 2010).

The organization

The board of 'Stichting International Stallionshow' is responsible for the organization of the event. There are 5 board members, who assigns EQ International to organize the event (Lodewijk, 2010). EQ International builds the complete event from start to finish. Their responsibilities are in the fields of the sports, logistics, facilities, PR and communication and sponsor acquisition. There is also a Zwolle International committee, with the goal to carry out the practical tasks of organizing the event (Dubbeldam, 2010). There are board meetings and separate commission meetings, 3-4 times per year. One member of the board will attend these commission meetings (Lodewijk, 2010). EQ international has a weekly meeting, in which the projects are discussed.

The program in 2010

In 2010 the event was organized from 2nd until 16th of January, which is 16 days. Table 1 gives the general outline of the event. The program was developed by the project manager and approved by the board.

Day	Program Part
Saturday 2 January	KWPN Harness horse inspection
Sunday 3 – Tuesday 5 January	Jumping youth
Thursday 7 – Saturday 9 January	Dressage: CDIJ/CDIY /CDI*** Youth and seniors. Show: presentation dressage stallions Show: Moorlands Totilas and Edward Gall
Sunday 10 January	Dressage: National/basic dressage (ZZ, Z2, inter I, prix st georges, grand prix tinello dressagecup
Monday 11 -Tuesday 12 January	Jumping: Zwolse trading days 1.10-135 2
Thursday 14 January	International Jumping CSI **, Evening: Harnesshorse evening with shows
Friday 15 –Sunday 17 January	Jumping international CSI** + GMB competition Show: presentation stallions. Show: Six bar, harness horse master class Show: 1.35 luckylosers hunt

Table 1 (EQ International, 2010a), Annex II

Publicity

Zwolle International advertises in multiple equine related magazines and newspapers (EQ International, 2010b). This starts 2 months before the event. Advertising boards and posters are placed in and around Zwolle. Several customer-actions are held, e.g. with rider shops and the primary schools in Zwolle. They advertise in media of Wegener. The total publicity budget in 2010 was €15.000 (EQ International, 2010b).

Competition

A big competitor for Zwolle International is Den Bosch, here is the KWPN stallion-inspection organized nowadays. In Basel, Switzerland a 4 star jumping event is organised, which attracts top-riders, at the same time of Zwolle International. (Dubbeldam, 2010). In the Netherlands Zwolle International takes place at the same time as Indoor Veendam, consequently public and riders have to choose between 2 events.

Sports

The official status of Zwolle International is established by the FEI, the international equestrian federation, is CSI two star in jumping and CDI three star in dressage. Both for dressage and jumping the ranking can go up to five stars (e.g. CSI five star) The FEI provides guidelines for qualification of the competition. In short it means most financial measures should be taken to get a higher qualification (Federation Equestre Internationale, 2010). The higher the ranking, the higher the price money has to be. In a CSI one and two star event, the price money is between €49.999 and €149.999. A CSI five star the price money should be €500.000 and up. The amount of the prize money is a motivator for riders to start at a certain show.

There is a world ranking list for jumping riders. It is called the Rolex ranking 2010, and published on the website of the FEI. The higher in ranking, the more successful the riders are. The most successful riders attract lots of audience and media, which is important for success of the event. Besides that the higher the level of sports is, the more prestige the event has.

Besides the increased prize money, the organisation will have more additional costs. With levelling up the event by stars, the organizing committee must pay more facilities for riders and grooms, like hotel costs and meals. The maximum price for the rider per start goes down when the level goes up.

The maximum number of starts in the grand prix in jumping decreased when the level increases (Federation Equestre Internationale, 2010). This means that there are less starts and less income per start for the organising committee. For edition 2011, Zwolle International wants to grow from a two star event to a three star event in jumping (Honingh, 2010).

Budget

Zwolle International is mainly financed by sponsors. Sponsors decide to invest in Zwolle International because of the network opportunities, the promotion of the company and selling products. There is no full list of sponsors available, due to confidentiality matters. Other income and costs of Zwolle 2010 are briefly described in table 2.

Income		Costs	
Sponsors	-	Employees	€54.491
Subsidy Zwolle	€18.350	Print matters	€8.951
Sales entree	€33.167	Publicity	€13.431
Supportersclub	€3.000	Location	€265.918
Starting-fee CSIJP	€37.875	Catering	€60.000
Starting-fee CSI2*	€113.696	Shows	€6.431
Starting-fee CDIJYP2*	€27.300	Organization costs (EQI)	€40.000
Starting-fee CDI3*	€8.450	Variable costs (KNHS, FEI, Price money)	€144.511
Trading days	€15.000	Sales/acquisition	€500
Veteran jumping	€2.785		
Sales of electra, stable bedding etc	€17.658		
National dressage	€625		

Table 2 (EQ International, 2010c)

Sponsoring

The different ways of sponsoring consist of barter-deals, stand-rent, hospitality or boarding. In the hospitality Zwolle International offers a day-out for the employees of the company (Honingh, 2010). Companies can also use these facilities to invite business contacts and in this way create network opportunities. In return companies receive boarding to bring their company name under the attention of the visitors. The sum of money the event can ask, is closely related to the amount of publicity an event generates (Honingh, 2010). If e.g. the NOS broadcasts the events, the prices for advertisement boards go up. In 2010 around 89 companies sponsored the event, from rates going up to an amount of 35.000 euro.

Innovation of events

Zwolle International currently mainly innovates on bases of evaluation of the last edition (Honingh, 2010). The board and EQ International inspect what can be improved in the upcoming edition.

2.2 Municipality Zwolle

The subsidy request from Zwolle International to the municipality for 2010 of €50.000 has been reduced to €18.350,-, which is the same sum as in 2009. In a letter of October 13th 2009, the municipality expressed the reason for this: the program of the event is not innovative enough (annex III). Zwolle International faces a challenge for the edition in 2011. In a phone call the municipality announced that the municipality is re-evaluating the subsidy-system for 2011. This is confirmed in the program-budget 2010 of municipality Zwolle (Gemeente Zwolle, 2010a). There is a chance that Zwolle International might not be entitled to the subsidy for the edition of 2011.

Zwolle wants more dynamics in the offer of events in the city (Gemeente Zwolle, 2010a). For the period of 2010-2012 an extra budget is taken up for this. This budget will be used to subsidize new events and end the subsidies of existing events. Thus money is made available to subsidize new events. In order to decide which events will get the subsidy, a system will be developed in 2010. The citizens of Zwolle will have a say in this matter as well. Interesting is that the municipality gives their definition of what is innovative: *'Innovative: activities or projects that are distinguished from the existing offers and have not been done before in Zwolle'* (Gemeente Zwolle, 2010a)

In the 'Algemene Subsidie Verordening' Zwolle 2010 (Gemeente Zwolle, 2010b) the municipality states the rules and regulations for requesting subsidies. Clearly it is stated that only events that fit in the goals of the policy of municipality Zwolle can be considered for subsidies. The subsidy criteria are:

1. to enforce the cultural, sportive or touristic climate of Zwolle as stated in the cultural, sportive and touristic policies;
2. the event contributes to the profiling of Zwolle being a lively and appealing city;
3. the event contributes to the touristic attractiveness of Zwolle;
4. the event will promote the city with its appearance;
5. the visitors of the event will generate extra spending in the city;
6. the event needs to fit in the event calendar of Zwolle, on aspects of nature, time and quality level;
7. the event has enough artistic quality;
8. the event is original and innovative;
9. the event is experimental in nature; will add something special to the cultural offers of Zwolle; gives new realization of the regular offer; will provide in cultural area's that are lacking at that moment; will contribute to the good cultural image of Zwolle and/or will attract a lot of visitors.

Additional criteria for sports events are that the event has qualified itself by the national sport federation and is included in the national or international competition calendar and has the highest level in the concerned sport. (Gemeente Zwolle, 2010b)

In the program budget and policy for 2010 (Gemeente Zwolle, 2010a) of Zwolle the municipality writes it wants to stimulate the economy. It states that events will help to strengthen the touristic sector and stimulate people to appreciate Zwolle as a lively city. In the same document it is mentioned that Zwolle wants to increase from 10 events in 2008 to 13 events in 2013.

In the future multiple-year plan- goals, (Gemeente Zwolle, 2010a) Zwolle states it wants to be a city where special and appealing sports performances are delivered. It is one of the goals of Zwolle to host 4 national sport events per year and once per two years an international sports event.

The municipality wants to encourage development in sports-for-all, which means basic sports. Agreements are made with top athletes to use their expertise and knowledge for application in the basic-sports (Gemeente Zwolle, 2010a). Sportservice Zwolle and Steunpunt Topsport will use top athletes and top-clubs for diverse activities. In this policy, the sports for disabled people are important. New criteria for topsport-events are developed in the four-year implementation agreement with the Topsport Steunpunt. At the end of 2010 this project will end and will be evaluated.

The municipality wants to continue to participate and organize network-events for entrepreneurs (Gemeente Zwolle, 2010a). Additionally, it wants more congresses in Zwolle. This at the initiative of entrepreneurs, united in Congresstad Zwolle. In the same document the municipality mentions a moving and extension of the IJsselhallen in the coming years.

In total, the budget of the municipality for events is set at €166.000. The event needs to pay at least 60% of the costs out of other sources. With an event budget of €595.000 Zwolle International can get a maximum subsidy of €238.000. In the program of sports Municipality Zwolle a budget of €884.000 for events and €213.000 for encouraging top sports is reserved.

Municipality Zwolle did research at the events in Zwolle in 2006 (Gemeente Zwolle, 2007). In this research it appears that the International Stallion Show is one of the least visited events in Zwolle, and only 22% of the respondents have heard of the event. The event scores an 8 out of 10. People visited the International Stallion Show mostly for the activities and performances (67%). People in Zwolle get information on events mostly from local newspapers, advertisement boards along roads and from newspaper 'The Stentor'. Out of the report (Gemeente Zwolle, 2007) it appears that only 4% of the respondents said that the International Stallion Show contributes to the positive image of Zwolle. In the respondents' opinion too many events organized during the summer and spring. Events could be spread more equally over the year.

2.3 Innovation

Because the municipality has indicated the program is not innovative enough, in this paragraph is described what innovation is and what research is known on this topic.

In table 3 the definitions of innovation, change and creativity are listed.

To change:	To alter, make different, move from one state to another.
Creativity:	The state or quality of being creative. The ability to create.
Innovation:	The act of introducing/implementing something new, a thing that is introduced as a novelty.

Table 3 (Sloane, 2003)

The difference between creativity and innovation is clearly stated by Tidd & Isaksen (Isaksen, 2006): Creativity is the thinking of novel and appropriate ideas. Innovation is the successful implementation of those ideas within an organization.

The importance of innovation is expressed by a lot of researchers and businessmen. Paul Trott (Trott, 2005) even starts one of his books with: *'Corporations must be able to adapt and evolve if they wish to survive.'* Mr. Christopher Freeman states it even more firmly. *'Not to innovate, is to die'* (Freeman, 1982).

Paul Trott explains and illustrates the importance of innovation by listing companies that have established themselves as technical and market leaders, and have shown an ability to develop successful new products. He states that in almost every industry the dominant companies have demonstrated an ability to innovate. Also, shown in history, industrial technological innovation has led to substantial economic benefits for the innovative company and the innovative country. Examples are the steam engine, the locomotive and the electric light bulb (Trott, 2005).

In 1848 Marx already elaborated about the dynamics of economy (Marx, 1848). He noticed the uncertainty and changes in industries, products and demands. Almost a century later the first research on innovation started with research done by Prof. Schumpeter (Schumpeter, 1934), who was the first economist to see the importance of new products as stimuli for economical growth. The level of understanding the significance of the subject of innovation has been improved significantly since the theories of Schumpeter. Researchers started to acknowledge the importance of differences within firms e.g. (Myers, 1969), the importance of creative individuals and the changes in society and market. Tidd & Isaksen underline that in order to 'join in the game' a company should be prepared for the increasing pace and volume of change, the growing complexity and the intensifying competition and globalization within the economy and society of today (Isaksen, 2006).

Apart from innovation being important, the current researchers agree that innovation is not a single action but a total process (Kotter, 1999); (Myers, 1969); (Isaksen, 2006); (Trott, 2005). It is not just the conception of a new idea, nor the invention of a new device, nor the development of a new market. The process is all these things acting in an integrated fashion. (Myers, 1969) Both Trott and Tidd & Isaksen support this process-approach of innovation, though Tidd & Isaksen focus more on the management and leadership part of the innovative process (Trott, 2005); (Isaksen, 2006).

Innovation can be both improving things and doing things differently (Trott, 2005) Change can be both incremental and discontinuous. Change can tend both towards total rigidity or total chaos. (Isaksen, 2006) It is the leader's job to find the right balance (Stacey, 1993).

Innovation knows different levels within the company.

- Product or service : changes in the things that an organisation offers
- Process: changes in the ways in which they are created and delivered
- Position: changes in the context in which the products/services are introduced.
- Paradigm: changes in the underlying mental models which frame what the organisation does (Isaksen, 2006)

The study of Isaksen and Tidd (Isaksen, 2006) points out that a lot of projects on innovation fail. An example to confirm this is a study done by (Nohria, 1996). The change effort of Fortune 100 companies between 1980 and 1995 were examined. With the average investment of 1 billion dollar per company, that implemented at least one change programme, only 30% had an improvement in bottom-line results. Only 50% led to improvements in market share. When change initiatives fail, not only a lot of money, time and attention is wasted, but the credibility of leadership is reduced (Nohria, 1996). This also influences the day-to-day operations, and the trust in new intensions to innovate. Isaksen and Tidd blame this failure to the way the innovation is set up. Some managers do not involve the whole company in innovative decisions and implementation (Isaksen, 2006). Isaksen and Tidd argue for a system approach to change, taken into account the broader perspective. Also they state that downsizing does not work, but *'needs reframing towards corporate transformation: The process of continuously aligning the organization with its environment and the shaping of an organizational climate in which the enduring encouragement of new challenges stands central (Isaksen, 2006)'*

Isaksen and Tidd even made a 'not to do-list', for companies that want to be more innovative .

Top 10 barriers to effective change; A recipe to fail:

1. Do not establish or communicate a great enough sense of urgency
2. Keep the leadership for the change small in number and concentrated at the top of the organizational chart.
3. Initiate change without a blueprint
4. Keep the strategic architecture a secret and avoid communicating successes
5. Ignore or pretend that resistance does not exist
6. Believe that short term wins are not important
7. Declare victory at the earliest signs of progress
8. Focus mainly on the existing leaders of today
9. Use only one method of approach
10. Behave as though all people are highly resilient and always ready for more change (Isaksen, 2006).

Now is known how companies should not innovate, researchers of PricewaterhouseCoopers give answer on how to design better innovation management (Davis, 2000). They examined the gap between the most innovative companies and lowest performers in the 'Times top 1000 organizations in the UK'. The research identifies three basic capabilities that characterized the most successful organisation within the UK. These are:

1. Deliberate process: solving problems from the marketplace; invest in understanding the underlying needs of clients and customers.
2. Creative climate: high performers create the right climate for ideas and alternatives to thrive and grow, and encourage everyone to get involved. Everybody has valuable ideas, not only the management
3. Inclusive leadership: engage everyone in the creative process. The relationship between leaders and followers creates the perfect climate for idea management (Davis, 2000)

Isaksen and Tidd warn for hastily jumping into one innovative method (Isaksen, 2006). They state that they do not know of one single method that guarantees to work for all situations. They say methods are a tool, not replacements for being mindful about the purpose or the philosophy surrounding the tools. Different methods will be appropriate in different contexts, and in many cases tools may be insufficient or dysfunctional. Kotter has summarized this as: *'The most common mistake managers make is to use only one approach or a limited set of them regardless of the situation'* (Kotter, 1999) .

2.4 The Equine Sector

In order to align the company (Zwolle International) with its environment (the equine sector) it is important to investigate the developments within the equine sector.

The equine sector is the second largest sports industry with an estimated turnover of €1.5 billion in 2006 (Ministerie van LNV, 2006). Nowadays there is more research about innovation in equine sports. The equine sports is often based on experience and the expert-eye (Paardensport.nl). Science shows that there are several measurement systems that can improve equine

sports. A couple of examples are the saddle-pressure mat and the flex chair to improve the posture and seat of the rider. Fitness of the rider is also a frequently addressed topic. Riders see that not only the horse should be top-fit, but the rider as well. Other innovations for the horses' health are the biological passport for top sport horses, innovative techniques in order to identify tender injuries and heart beat measurements in jumping and dressage to optimise performance. (Paardensport.nl). In a trainers platform of the Dutch equine sports federation in February it became clear that the equine sector is more open for these scientific approaches to improve equine performance, than 20 years ago.

A good place to get a close look on innovation within the equine sector is the Equitana. At this two-yearly event the Equitana organises an Innovation prize for the most innovative product in the sector (Equitana.com). In 2009 there were 46 nominees. The 6 winners were:

- 'Stromatic', which offers automatic dust free distribution of straw;
- 'Clima', a blanket which regulates the horses temperature;
- An under-carriage which is combined with an hydraulic brake;
- A sprinkling machine with an own engine;
- 'Snapper', a safety catch that is a strong, long living quick release connect with innovative mechanism, and
- 'Medisolan', a lighting system for indoor riding arenas based on LED-technology with advances which saves energy, releases less heat and has a long life span (Equitana.com).

Another frequently addressed topic is equine welfare. The ministry of agriculture has assigned the Equine Sector Council (SRP) to come up with a plan of work to improve welfare in the equine sector. It is the ambition of the SRP to bring welfare to the focus of their 34 connected organisations. In the progress report of April 2010 (Ministerie LNV, 2010) the ministry states that welfare of horses is now on the agenda of organisations in the equine sector. A handout is made for municipalities with regard to equine welfare. The Dutch equine sports federation has made a handbook called 'Horse Welfare' with courses for FNRS-riding schools. Wageningen University has developed a welfare monitor to assess the welfare of horses in the Dutch equine sector. Competition regulations of the KNHS and the NDR are adapted on welfare issues (Ministerie LNV, 2010). Also in the government the topic is addressed. Minister of agriculture Verburg has debated about welfare of horses in the House of Commons. She will eventually make a decision for the whole equine sector.

3. Research objective and questions

3.1 Objective:

To find a way to innovate for Zwolle International, with the goal to obtain the subsidy of the municipality Zwolle for the 2011 edition of the event. Within this objective, meeting the demands of the market and visitors should be considered, as well as how innovation will lead to improving the turn over, the number of visitors and the competitive position of Zwolle International.

3.2 Research Question

How to innovate equine sports event Zwolle International in 2011, to meet the demands of the Municipality Zwolle for getting the subsidy?

4. Methodology

4.1 Research Design

This descriptive research will be based on an inductive method, so it will develop a theory as a result of the observation of empirical data.

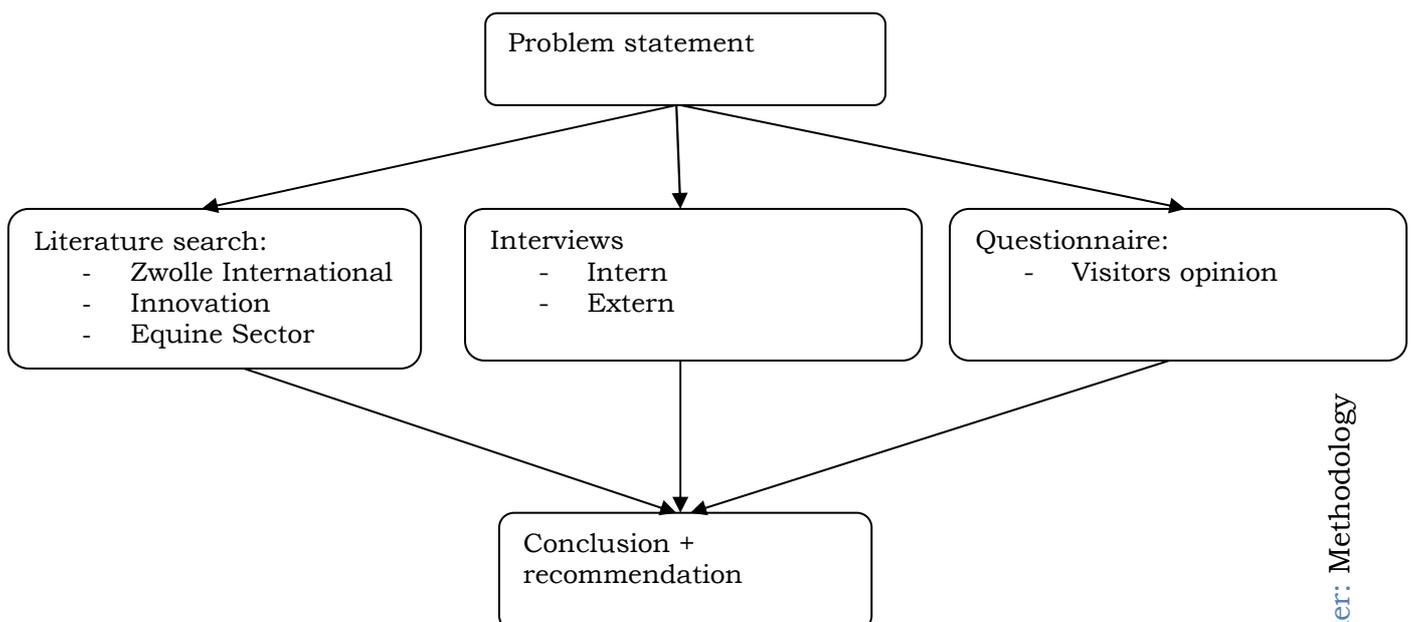
This research is build up out of a three-angle perspective of finding information in literature, by administering visitors questionnaires and interviews. The reason for this is to get the picture as complete as possible. In order to find out the best way to innovate Zwolle International, a literature review is done in order to find out what can be learned from innovative experts, for this specific business context. It is a search for methods to solve innovative problems, with the aim to find the best appropriate method for the specific context and situation of Zwolle International. Also, information is searched on the event in order to dismantle issues which are unclear in specific situations.

To explore the general opinion of the visitors of Zwolle International, a self administered questionnaire is spread amongst the visitors of Zwolle International 2010. This survey will provide in qualitative and quantitative data. It gives an indication about the current situation and customer satisfaction.

The third angle is retrieved from interviews conducted with people closely involved with the organization of Zwolle International, to obtain insight information on strengths and weaknesses of the event, and to get their opinion about innovation for this event.

The outcome of all three aspects will be interpreted, and a theory on how to solve the problem is developed.

(Saunders, 2003)



4.2 Questionnaire

Primary research is carried out amongst the visitors of Zwolle International. The goal is to find out why people visit Zwolle International, if they are satisfied, and if they miss something. Do they visited Zwolle International more often and if so, do they consider the last changes to be an improvement or not. Important is to discover what we can learn from visitors with regards to innovation. A questionnaire is developed to collect data.

Data collection

The questionnaire is a self administered questionnaire, handed out to visitors of Zwolle International, from 2nd till 17th of January 2010. It was meant to have an exploring function. The questionnaire consist of three pages, containing 18 questions. Two questions are asked for another research, so will not be included in this report. During 14 days data is collected, the two other days there was no program, and because of lack of public not possible to hand out questionnaires. In total 1109 questionnaires were handed out, 303 people filled in the questionnaire. The questionnaire as spread during the event can be found in annex IV.

The goal is to investigate the general opinion, the behaviour and the attitude towards the event. Would the visitors visit the event again, and what is the mark they give the total event. An open question is included, that gives room for own comments. In some questions there is an option 'different, namely..' .This is to prevent people choosing the best fitting answer. They should not be limited by the multiple choice. Several questions are multiple response questions. Information on the respondents is collected on age, gender and province.

On days when Zwolle International had entry fee, questionnaires were handed out with the tickets, at the cash desk. During the busy days when the cash desk employees did not have sufficient time to hand out all questionnaires, these were handed out at the end of the program.

At days when there was no entry-fee, questionnaires where spread on the public gallery. Questionnaires also where spread at the VIP lounges and on the tables in the event area.

The respondents could hand in the questionnaire at the exit of the event, where the handing-in box was clearly visible.

To stimulate people to hand in the questionnaire, the organisation placed free tickets for equine event Outdoor Gelderland at disposal. When people filled in their data, they participated in a lottery to obtain these tickets.

Before administering the questionnaire, a pilot test was done. The event only takes place once a year, so it was not possible to test the questionnaire on real visitors, within the time span of this project. The questionnaire was therefore send to classmates, other HBO students, family, friends and teachers of the researcher. With their advice, the questionnaire was again critically reviewed and adapted.

During the event the organisation wanted to hand out another questionnaire about publicity. Because there is a chance that the visitors are unwilling to

fill in two different questionnaires, with partly identical questions, we decided to include the questions into this document.

At the first day of the event the final version of the questionnaire came to existence after the project manager, the publicity manager and the external supervisor of this project reviewed it.

The total number of questionnaires administered is 303. The estimated number of visitors of Zwolle International is 25.000. At a 95% level of certainty the desired sample size was between 370 (for 10.000 visitors) and 383 (At 100.000 visitors) (Saunders, 2003). In total, 1350 printed questionnaires were handed out.

Data analysis

The data is processed with SPSS 14.0 for Windows. The data was explored per question with frequency tables and graphs. This gives information on the respondents, their attitude, opinion and behaviour towards the event.

To elaborate on the data by analysing it more in depth, it is interesting to investigate whether there are differences or relations in certain groups of respondents, e.g. 'Is there a difference in given marks between jumping visitors and dressage visitors?'

Hypotheses:

H_0 = there is no relation/difference. $H_0: \mu_1 = \mu_2$

H_1 = there is a relationship/difference. $H_1: \mu_1 \neq \mu_2$

The level of confidence is 95%, so P is significant at <0.05 (α). P represents the level of significance that comes of the tests. μ represents the average of a group. If $P > \alpha$ H_0 is accepted. The means are statistically the same, so there is no difference. If $P < \alpha$ H_0 rejected, H_1 is accepted. The means are not the same, so there is a difference

Particularly interesting are differences in given marks per age group, per frequency people visited Zwolle International, per gender and per day. This judgement is easy to measure. With SPSS, a first indication is given by making tables with compare means. With statistical tests it is indicated if the differences are significant.

On the scale-variables for given marks and the amount of days people visited Zwolle International, the Kolmogorov-Smirnov-Z test is performed to find out if they follow a normal distribution.

The t-test is used to check whether means are significantly different. This test is used for variables which are combined scale and nominal/ordinal. Mann-Whitney test is most suitable for testing differences between jumping and dressage visitors in average days they visit the event and the average marks they give the event. This test it is a non-parametric test and the data is not normally distributed.

Jumping and dressage are the main equine sports during Zwolle International. Therefore it is interesting to compare these two groups. Groups were compared with the option select cases, to explore the relationships per groups.

Out of the data a new category is made in which groups are selected that visited the event only for jumping (n=96), only dressage(n=85), for both jumping & dressage (65) or not for jumping or dressage (55). In order to find out if there is a significant relation in age, gender, and the frequency of visiting the event, a chi-square test is used. This will show if there is a statistical relation between two categorical variables. The 0-hypothesis is that there is no relation between the two variables. The value of the chi-square test only proves a statistical relation, not the strength of that relation. For this you need to use an associate measurement. Cramer V's is the most appropriate, because it is based on chi-square. The outcome of these tests are between 0 and 1, where 0 is no relation and 1 is a very strong relation.

The Kruskal-wallis test can answer on differences among more non-parametric groups. This is applied in investigating relationships in more groups.

Used literature is (Pallant, 2007) and (De Vocht, 2009).

4.3 Literature review

Both primary, secondary and tertiary sources were used to collect the data needed.

A relevance tree was used to identify the areas that are needed to search. (Saunders, 2003) These areas are build up from the research question and can be found in table 4.

Area	Starting point	Documents
Innovation	Books WUR Library	Books, articles
Zwolle International	Letter subsidy request	Budget, Program minutes board, interviews
The municipality	Website municipality Zwolle	Policy and budget documents
The equine sector	Internet	Articles, reports
Research & SPSS	Books private possession	Books

Table 4

4.4 Interviews

An exploration of the situation and the opinion of people close to the event, requires more in depth, substantive information. Qualitative research is done by exploratory interviews. Semi-structured interviews are held mainly to gain information on the event, to clarify and complete the picture of the situation of Zwolle International and to get an idea how Zwolle International should innovate according to people closely involved in the event.

These people are interviewed personally, during the 2010-edition of Zwolle International. The interviewees were first approached in person, during the event, by the researcher. Later, an appointment is made for the actual interview. The interviews were manual reported by the researcher, and later

processed and translated in English. A summary of the interviews can be found in the annex VI.

A representative for several parties within Zwolle International is asked to give information on the situation and his opinion on innovation, based on his or her expertise and/or experience with the event. These parties are;

- Board
- Committee
- Employees
- Supporters club
- Sponsors/stand holders

In order to structure the information of the literature, the interviews and the questionnaire, a SWOT-analysis is made. A SWOT consists of four parts, strengths, weaknesses, opportunities and threats. Strengths and Weaknesses focus on internally controlled factors. Opportunities and threats focus on external factors. (Wikipedia)

5. Results

In this chapter the findings are written of the questionnaires and the interviews. In the discussion these will be structured in a SWOT analysis, together with the results of the literature review.

5.1 Results questionnaire

About the respondents:

The respondents are mostly living in Overijssel and Gelderland. They are of all age-categories, with a peak in age between 15 and 30. Most of the respondents are female (67%).

Behaviour of the respondents:

Most respondents are frequent visitors (2-4 times; 31%) or loyal visitors (>4 times; 38, 3%). 27,7% of the respondents are first time visitors. The respondents visits Zwolle International on average 2,7 days. Most respondents come for international dressage or jumping.

Opinion of the respondents:

On the matter of the changes of Zwolle International since 2009, the respondents have divergent views. The majority is neutral or filled in 'N.A.'. 38,6% says that Zwolle International is improved since 2009. 21,1% disagrees on this. On the question if breeding gets short in the new design of Zwolle International, 17,8% agrees, 9,9% disagrees. 39,6% of the respondents does not agree that Zwolle International should get back to a stallion-competition. Only 10,9 % agrees. 27,1% agrees that Zwolle International should pay (even) more attention to top sports. 13,2% disagrees on this.

40,6% agrees that Zwolle International is innovative enough. 5,9% disagrees on this. The remaining 53,5% filled in 'N.A.' or did not fill in this question.

The respondents was asked what specific part of the program of Zwolle International should be improved. The percentages per program part, varied from 1.98% till 10.89%, with seven program parts within in a range between 6,6% and 10.89%. Only 1,98% of the respondents considered that the driving evening should be improved. 10,89% has the opinion that the stand should be improved. Table 4 gives an overview of the percentages. Remarkable is the amount of respondents that have no opinion or believe that nothing should change. (almost 50%)

Part of the program	Respondents
Nothing/No opinion	46,86%
The stands	10,89%
Shows	9,24%
International jumping	8,91%
Differently	8,91%
National dressage	7,59%
Non-response	6,93%
Jumping youth riders	6,60%
Dressage youth riders	4,29%
Harness horse evening of the year	3,96%
Harness horse inspection	3,30%
Zwolve Trading days	3,30%
Driving evening	1,98%

Table 5 (Annex V)

The question what Zwolle International can add to the program shows comparable information. The majority of the respondents would like to see more shows/entertainment (34,98%) More/different stands is chosen by 19,8%. The respondents also filled in: more interaction with the audience (18,15%) and more educative components (16,17%).

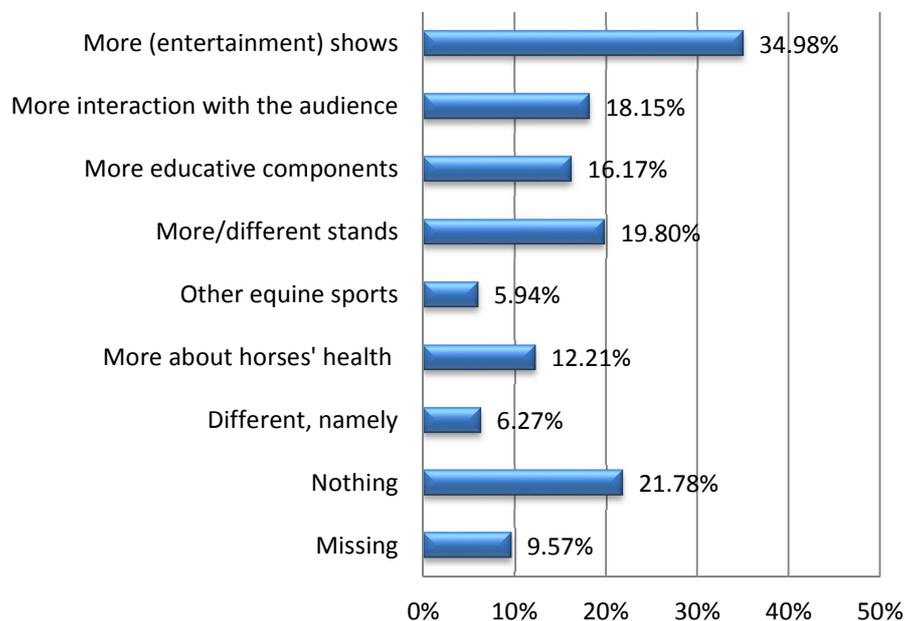


Figure 1 N=437

In the open question 10, people gave their opinion on what should be improved. The most frequently mentioned where 'more/different stands' and more variation in the program. On busy days like Saturday people complained about the lack of seats for the audience. Some people said they would like to see more international (well-known) competitors, more shows / things that attract public/spectacle and more approved stallions. Some

would like seats at the warming-up arena. Some would like more and updated information on the website. The full list can be found in annex V.

Attitude towards the event:

The attitude towards the event can be named as highly positive. The respondents were asked if they would visit Zwolle International again in the future. Only one person answered 'no' (0,33%). 79,86 % answered with a yes, some respondents added 'sure' behind yes on the questionnaire.

There was asked to give a mark between 1 and 10 for Zwolle International. It appears that the average score is a 7,687. The modus is 8,0.

Relations:

The Kolmogorov-Smirnov-Z test is performed to test if the scale-variables follow a normal distribution. After the distributions were tested, it is recognizable that all scale variables in the data-set are not normally distributed. (P=0,000)

With the Mann-Whitney test is demonstrated that frequent visitors visit the event more days, than first time visitors. Figure 3 confirms this image; the more years a person visited Zwolle International, the higher the chance is, that he will also visit Zwolle International more days of one editions. (P=0.000) People who are frequent visitors, more often visit both jumping and dressage than people who are not frequent visitors. (P=0.001)

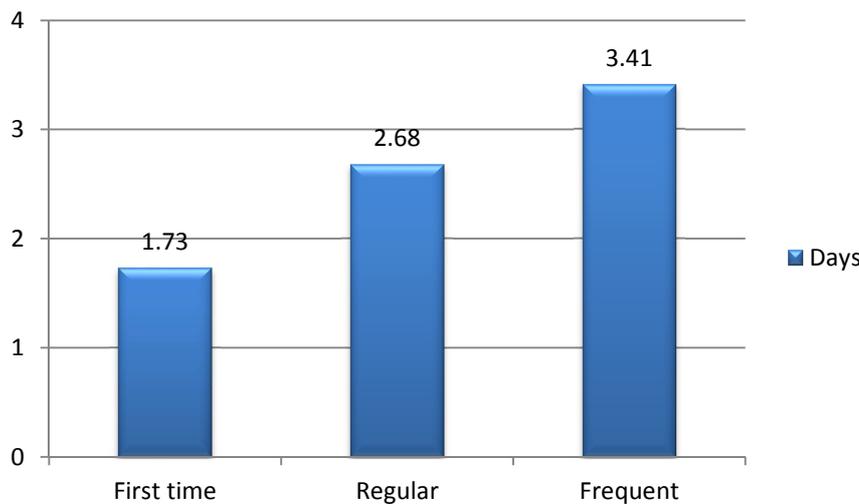


Figure 2 N=286

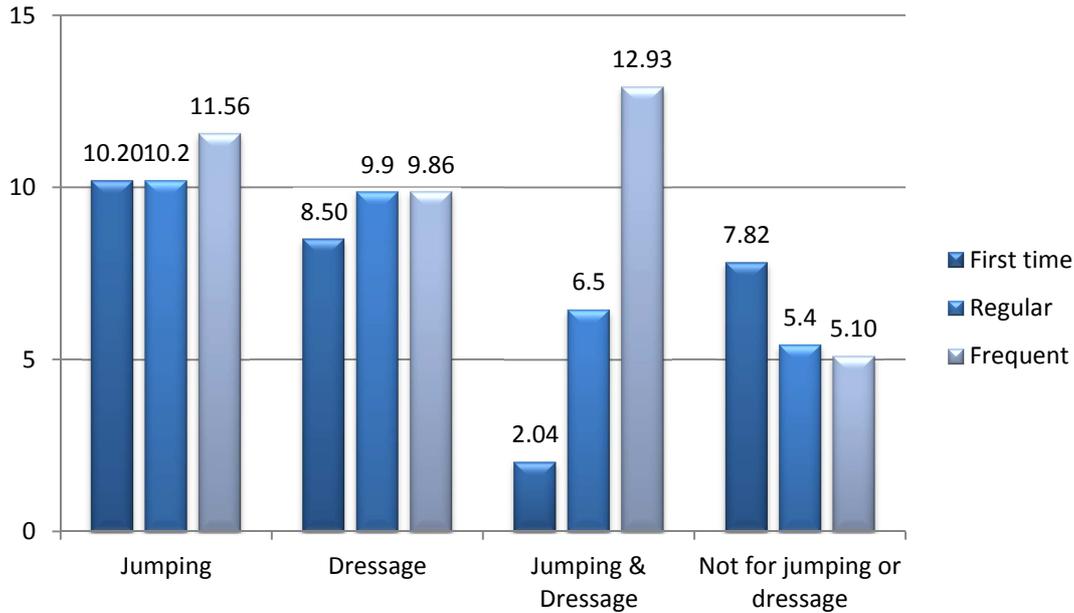


Figure 3, N=294

There is no relationship found between age and gender and the four visitors-categories (Kruskal-Wallis $P=0,987$; Mann-Whitney $P=0,167$). Additionally there is no significant difference in given marks per gender. (Mann-Whitney $P=0,424$) But, as appears after performing the Kruskal-Wallis test, the youngest group and the oldest group are more positive about the event than the other groups. ($P=0,000$)

The jumping visitors are significantly more positive about the event than dressage visitors. (Mann-Whitney $P=0,036$) Jumping visitors give an average mark of 7,876 and Dressage-visitors 7,55.

No significant difference is found in amount of days visiting between jumping and dressage-visitors ($p=0,088$) This P-value is really close to significance. Jumping visitors visit the event in average 2,6 days and dressage visitors visit the event 2,02 days on average.

There is no significant difference between given marks per day the questionnaire is administered. (Kruskal Wallis, $P= 0.131$)

There is no significant difference between the first time, regular and frequent visitor groups in mean marks. (Kruskal Wallis, $P= 0,364$) Frequent visitors do not score the event higher or lower than first-time visitors.

The full output of the data analysis can be found in annex V.

Conclusion

The respondents visit Zwolle International on average 2,7 days.

On the matter of the changes of Zwolle International since 2009, the respondents have divergent views.

40,6% of the respondents agree that Zwolle International is innovative enough.

10,89% of the respondents think the stands should be improved, and 19,8% would add more and different stands to the program of next editions of

Zwolle International. 9,42% of the respondents are in the opinion that the shows should be improved. 34,98% would like to see more shows/entertainment added in next editions. Respondents would also add more interaction with the audience and more educative components. Additionally people gave their opinion on what should be improved in an open question. The most frequently mentioned were 'more or different stands' and more variation in the program. Some people filled in they would like to see more international and well-known competitors; more shows; things that attract public; spectacle and more approved stallions. 79,86 % of the respondents want to revisit Zwolle International. The average score people give Zwolle International is a 7,687.

It appeared that the more years a person visited Zwolle International, the higher the chance is, that he will also visit Zwolle International more days of one edition. People who are frequent visitors, more often visit both jumping and dressage.

The jumping visitors are significantly more positive about the event than dressage visitors. The youngest group and the oldest group are more positive about the event than the other groups.

5.2 Results interviews

Interviews are held mainly to gain information on the event and to clarify the picture of the situation of Zwolle International. They are designed to get an idea how Zwolle International should innovate according to the opinion of people closely involved in the event. Information provided by the interviewees on the situation and the event are progressed in the background information.

This chapter will deal with the elaboration on the topic of innovation according to acquainted results.

In several interviews the same topics are mentioned, though not all interviewees agree with one-another.

Interviewees:

Mr. Fred Lodewijk, board member and sponsor

Mr. Henk Dubbeldam, founder and member of the committee

Mr. Konickx, head course builder/designer CSI**

Mr. Van der Kooi, stand holder Konag

Mrs. Hart, stand holder Ruitershow de Passage

Mr. Sauman, employee

Mr. & Mrs Wolf, frequent visitors and member of the supporters-club.

A summary of all interviews can be found in Annex VI

Stallions:

Before 2009, Zwolle International was a stallion show. Since the change towards international sports, some miss the stallions, like members of the supporters-club Mr & Mrs. Wolf and employee Mr. Sauman, who state they cannot choose a stallion anymore in Zwolle and stallions bring spectacle in the ring. Mr. Lodewijk, member of the board of Zwolle says that there was no future for the international stallion-show. Mr. Dubbeldam, founder of the event and member of the committee, agrees that stallion-keepers lost their interest in the stallion shows, and says it would not be easy to return to the

stallion competition, because the time has changed. He would like to see the stallion competition included in the program, but the KWPN does not want this competition to take place in Zwolle. Mr. Dubbeldam would like to get studbooks such as Holstein, KWPN and Zangersheide to Zwolle, to set the focus a little more on stallions and breeding. Mr. Lodewijk considers the concept of the event to be good in this way. He stated the reputation of the existing event needs to be improved.

Program:

Since 2009 the program is mainly focussed on sports. In general the course builder Mr. Koninkx sees a lot of opportunities for the program of Zwolle International. Mr. Sauman is more indecorous and in his opinion the program is too boring. In his point of view there are little people that find 60 dressage-trials in a row interesting and he states that the Zwolle Trading Days, trail courses where people can show or see a jumping horse that is for sale, will not attract a lot of people.

Mr. Dubbeldam acknowledges that it stays difficult to attract the right audience. The organisation must stay alert, and react on possibilities. He says: 'We have to adapt on the market and keep observing what the demands of the market are. We can find new things that others do not have noticed yet.' Mister Sauman agrees and advises the organisation to look at what is spectacular on a certain moment. Best way to do this according to Mr. Dubbeldam is to keep up to date by the trade papers and magazines in the equine sector. Also stand-holder Konag agrees, and shares the opinion that Zwolle International should head to the future. They should adapt the program on what the public wants to see. Zwolle needs more show elements.

Variation

All interviewees agree with one thing. The current program needs more spectacle and variation. Mr. Lodewijk says: 'We need more spectacle, 'het moet knallen!'. Mr. Jan Sauman reminds that in earlier editions of Zwolle International there were more shows and clinics. This was entertaining for the public and educative for the national riders. Also Mr & Mrs. Wolf miss show, variation and spectacle. They would like to see more audience, and clinics and shows from famous riders, as on the harness horse evening and the show of Edward Gal. Also Mrs. Hart would like to see more entertainment and shows, where people will specially come for. More variation in stands would be better, 4 riding shops are too much. Mr. van der Kooi says there is little action, with the harness horse evening as an exception. The program needs more educational parts, more clinics from top riders and more evening shows.

Mr. Henk Dubbeldam would like the event to be shorter, more compact and more spectacular, but if the finances are better in current design, it might be advisable to follow that line. Mr. Lodewijk wants the competitions decrease in size, with shows in between.

Length

When asked, the opinion of the interviewees referring to the length of the event differ.

Mr. Lodewijk considers the length of the event to be good in this way. Mr. Dubbeldam would like the event to be shorter and more compact. Mr. Saumans opinion on the current event is that the program is too long in

days. The event should become shorter, e.g. two weekends and a week. Mr. and Mrs. Wolff agree and underline that the event is too long. Mr. Konickx, who was only there during the International Jumping days, thinks the length of the days too long.

Improving existing parts;

Mr. Konickx says that when Zwolle International thinks of innovation they should first improve the existing point. The equine sector is conventional, people might not be very keen on innovation.

Both Mr. Lodewijk and Mr. Dubbeldam agree on that the quality of the harness horse evening needs to increase. Zwolle International can take the German shows as an example.

All interviewees think that there should be more and more entertaining shows, and the quality of the shows should increase. Mr. Lodewijk and Mrs. Hart agree that different stands with more variation are required. Mr. Dubbeldam would remove jumping & dressage of juniors out the program, to get it more compact.

Mr. Dubbeldam thinks the Zwolse Trading Days are probably profitable. Mr. & Mrs. Wolf say the trading days are better placed in the middle of the competitions, to make it more variable. Mr. van der Kooi advises to improve the harness horse show and the driving evening. Mrs. Hart considers the program to be good, especially the kids-afternoon and the harness-horse evening.

Sports

The level of the event is CDI 3 star and CSI 2 star. Mr. Lodewijk's ambitions for coming editions is to rate the sportive levels up to 3 of 4 stars. Mr. Dubbeldam says the costs of improving sports are higher. Mr. Konickx says in the future Zwolle International could get more stars and more sponsoring. This will guarantee good sports, of a higher level. He gives notice that this will require more money. Mr. Konickx says the competitions are too long. There are too many riders per class. Therefore, the public has to wait long for spectacle.

Public:

Both interviewed stand holders think that there should be more public. Mr. Konickx disagrees and says: There is enough public and it is a good public. People are involved and enjoy the sports

Employees:

Mr. Dubbeldam thinks that the length of the event is very demanding for the volunteers. Mr. Konickx believes that there should be more continuity for the employees. He says there needs to be good guidance and people need to organise their own part. Now people think that others will do the job. A good bases for personnel management can be integrated in the organization. As employee, Mr. Sauman misses appreciation for the employees. In the past employees would go out together with the crew, e.g. to Jumping Amsterdam.

Conclusion

In general can be concluded that the interviewees all conclude that the organising parties see no possibilities to go back to a stallion show, although

visitors might miss that. A solution might be to organise a stallion competition.

When listening to the interviewees, it is important to head to the future by observing the market demand, react on possibilities and find activities which are spectacular and novel at a certain moment.

The program required more spectacle, more action and more variation, with more shows and clinics and educational parts.

The show of Edward Gal is considered to be a great success in 2010.

Existing parts could be improved by making the existing parts better,

The quality of the harness horse evening can be improved in the opinion of the organising parties, as well as the quality of the shows, but is considered to be good in the opinion of the stand holders. Some interviewees agree that different stands with more variation are required.

The level of sports can go up from a two star event, to a three star event, but this will require more money.

The stand holders would like to have more public.

Several interviewees indicated that the employee management can be improved because the program now demands a lot from the volunteers, and there might be looked at the structure and appreciation for these people.

6. Discussion

This chapter will discuss the consequences of the findings in the literature for Zwolle International, the questionnaire and the data analysis and the interviews and the information subtracted.

6.1 Findings in written sources

The information on the budget and the policies of the municipality gives valuable information for Zwolle International (Gemeente Zwolle, 2010b); (Gemeente Zwolle, 2010a). The documents gives better understanding about what the municipality would like to see in an event, and what it wants to accomplish in general. By knowing this, Zwolle International can adapt the program to the demands of the municipality. This is necessary to be considered for the subsidy in 2011.

To start with, the municipality did not permit the full request of €50.000 euro in 2010, with as reason that the program is not innovative enough. It appears that this criteria is one of the most important of all to consider (annex III).

The goals of the municipality are stimulating the economy, the touristic sector and encourage appealing sports performance. Zwolle International already states clearly in the request for subsidy what the event means for the city of Zwolle. It gave notice of the changes since 2009 and the level of top sports (EQ International, 2009).

The municipality Zwolle wants to encourage both top sports and sports-for-all, so basic sports. It finds sports for disabled people important. Zwolle International is already involved with the basic sports, but this can be more developed by giving clinics, and bringing the top riders of Zwolle in contact with the pupils of surrounding riding schools. The top riders could share their knowledge with the future champions.

As one of the goals for stimulating the economy, the municipality wants to continue to participate and organize network events for entrepreneurs. Besides that, Zwolle wants more congresses in the city. It is an initiative of entrepreneurs, united in 'Congresstad Zwolle'. Zwolle International might adapt on this demand by organizing entrepreneurial congresses. This might also influence the acquisition for sponsors in a positive way, because more entrepreneurs will be involved in the events and might want to join the network.

Interesting is, that the municipality writes in their performance-agreements: 'the mission is that Zwolle is the home-base for 4 sport events on the national calendar and once per two years an international sport event'. As Zwolle International is an international top sports event since 2009, the municipality might not consider Zwolle International as such. It is an opportunity to present the event more as an international top sport event, to clarify the uniqueness of the event for the city of Zwolle.

The budget-program document mentions a moving and extension of the IJsselhallen in the coming years (Gemeente Zwolle, 2010a). This can be both an opportunity and a threat, because little is known about these plans and

on what term this will happen. Expanding the location of the IJsselhallen could mean expanding of the event, with e.g. more riding arena's and more facilities for the visitors and sponsors. If the IJsselhallen would change their design to such an extent that equine events are not possible anymore, this would obviously mean a lot of problems and maybe even the end of Zwolle International. Other possible problems could be that the IJsselhallen cannot be used during the moving and building-phase. Zwolle International should then temporarily move or skip several editions.

The amount of subsidy of the municipality is now only 3% (€18.500) of the total event's budget. In total, the budget for events of the municipality is set at €166.000 (Gemeente Zwolle, 2010a). The event needs to pay at least 60% of the costs out of other sources (Gemeente Zwolle, 2010b). With an event-budget of €595.000, Zwolle International can receive a maximum subsidy of €238.000. This means the potential of the subsidy is much higher than was received in 2009 and 2010.

Municipality Zwolle has a budget of €884.000 for events and for encouraging top sports €213.000. The subsidy which Zwolle International gets now, is €18.500, which means there is room for expanding the subsidy. That makes considering to change the program worth it. Besides that, there are many small sponsors which support Zwolle International. That makes that municipality Zwolle is one of the largest sponsors. This is hard to replace by other sponsors, as cold acquisition appears hard and existing sponsors will not easily pay more, as the event cannot offer a lot of extra facilities and services due to limited accommodation and publicity.

The findings in the documents of the municipality are very interesting. Unfortunately the new evaluation system of the municipality is not ready nor available at this point of time. The real pros and cons for the event of the procedure cannot be evaluated. Nevertheless, this system will be based on the program and budget 2010, so expected is that the general outlines will not vary a lot from the general criteria given in the background information.

Innovation costs money. Adding new shows and hiring top riders or speakers will cost thousands of euro's. So in order to innovate the events needs the subsidy. It cannot be done the other way around, unless sponsors can buy shows. They pay for a show, and the show gets the company's name. A spectacular show generates publicity, which means a company buys direct publicity. The more spectacular a show is, the more it costs. And spectacle is required, as been mentioned by both the respondents of the questionnaire and the interviewees. The level of sports will grow from two stars to three stars, which is positive, given the circumstances that the event only started with international sports set-up in 2009.

Literature on the sector brings interesting opportunities. The equine sector is the second largest sport sector in the Netherlands. Within the sector research is done about innovation in equine sports. The various methods which are developed to improve sport performance can be really interesting for the public, the riders and the sponsors of Zwolle International. The equine sector is more open for these scientific approaches to improve equine performance, compared to 20 years ago. Zwolle International can exploit this trend, by offering workshops or clinics about these topics.

The equine event Equitana in Germany organises a competition for the best innovator in the sector. In the Netherlands there is no such equine innovation-fair or prize. It might be an opportunity for Zwolle International to organise a comparable activity. It can attract more stand-holders, more visitors and more publicity.

Welfare is a frequently addressed topic. Zwolle International could use this trend and add welfare-clinics to their program, or a symposium on fair-play, new regulations from the ministry and the sports federations or on new scientific research on this topic.

In the interviews it appears that Zwolle International now innovates by improving after evaluating in a meeting. The program is build up by 1 person, instead of created by a team. An opportunity is to treat innovation more as a process and apply the rules for success as stated by Davis:

1. Deliberate process: Zwolle International could solve problems from the marketplace and invest in understanding the underlying needs of clients and customers.
2. Creative climate: high performers create the right climate for ideas and alternatives to thrive and grow, and encourage everyone to get involved. Everybody has valuable ideas, not only the management. Zwolle International could utilise the capacity and ideas of their employees better, by encouraging a more creative climate.
3. Inclusive leadership: The leaders of Zwolle International could engage all employees in the creative process. The relationship between leaders and followers creates the perfect climate for idea management (Davis, 2000).

Remarkable is that some sources contradict each other. Examples are the source of the municipality. They state in one document that they want to increase the amounts of events from 10 to 13 (Gemeente Zwolle, 2010a), but it appears out of research of the same municipality that they have 17 events (Gemeente Zwolle, 2007). Same goes for sources from EQ International, where information on the request for subsidy differs from other sources. Also it is not exactly know when the event was established. Mr. Dubbeldam says it is founded around 1988, other documents say it is the 18th edition, which means it was founded in 1992. However, this is most information that did not alter the general outcome of the research. The researcher tried to critical review the information and adopted the most reliable information.

6.2 Visitors opinion

The set up of the questionnaire gives some limitations for data analysis. Most questions were answered in categories. Therefore, a lot of non-parametric tests had to be used in data analysis. The researcher considers that it would have been better to use more linkert-scale answering possibilities.

Interesting is, that the majority of the respondents has visited the event more than 4 times before (38,3%). These were named loyal visitors. This might mean that the visitors in general are more loyal visitors. However, it might also mean that the loyal visitors would like to participate more to fill in the questionnaire, than first time or frequent visitors. This group might be more involved with the event, and more eager to give their opinion.

Remarkable is that there are a lot of female respondents. It is commonly known that basic equine sports is mostly practiced by women and girls. In this case this might not be the explanation for the high number of female respondents. While handing out the questionnaires, the researcher observed that people who came to the event as a group, did not all want to fill in a questionnaire. One person of the group filled it in for the group or for a pair. Mostly it was a female person who filled in the questionnaire, in consultation with the others.

During the data collection it appeared that there were international visitors at Zwolle International. The questionnaire was not designed for foreign public, as it was only provided in Dutch. This influenced the outcomes of the question on people's origin. Innovative ideas might be missed, as foreign people might have visited (more) events abroad and have a different opinion on events and innovation.

When reconsidering the quality of the data analyses, one question was missing. In what way are the respondents involved with horses, e.g. are they breeders, recreational or competitive riders, etc. This would have given more clarity in what different groups within the sector think of the event.

The total number of questionnaires returned is 303. The required sample size was ± 375 . This means according to the rules of statistical analyses, that the sample size was not large enough to represent the whole population. However, the research still gives a good indication of what the opinion of the respondents is. The organisation can learn from the comments of the 303 people who did take the effort to fill in the questionnaire.

The data indicate that visitors are highly positive about Zwolle International, with an average score of 7,7 out of 10. The modus is an 8. Interesting is, that in the literature of the municipality Zwolle a list is given of events held in Zwolle in 2009 (Gemeente Zwolle, 2010a). This list supports the findings of this questionnaire; Zwolle International scores an 8 according the survey of the municipality. However, the remaining 16 events which are investigated by the municipality also score a 7 or an 8. This indicates, that people who visit a certain event already have a preference for that particular event. The fact that they already have chosen to visit the event, makes it logic that they already like the event. The mark means that the event lived up to the expectation of the visitors.

The research of the municipality (Gemeente Zwolle, 2007) does not give a positive image of Zwolle International. The International Stallion Show is one of the least visited events in Zwolle and only 4% of the respondents of the research of the municipality thinks the International Stallion Show contributes to the positive image of Zwolle.

It appeared that the more years a person visited Zwolle International, the higher the chance is, that he will also visit Zwolle International more days of one edition. People who are loyal visitors (<4 times visited the event), more often visit both jumping and dressage. Therefore it might be an idea to connect people more to the event by stimulate revisiting. This can be done by giving extra discount, for example stimulating the buying of a pass-partout or by organising special programs for loyal visitors, such as sessions with famous riders or a tour behind the scenes.

The jumping-visitors are significantly more positive about the event than dressage-visitors. An explanation for this might be that there was just more time in the program for international jumping on CSI ** level.

6.3 Interviewees opinion

In total 7 people were interviewed. The aim was to get better insight in the situation of Zwolle International, and to gain background information and the perspectives of experts in the field. The interviews all took place during the event. This has influenced the interviewees because they were still in the setting of the event. The amount of data is not quantifiable, due to the limited number of interviews. The data will not represent all sponsors, all board members, all employees and all committee members. This was never the intention, the interviews were only designed to explore the situation.

6.4 SWOT analysis

A SWOT analyses (table 5) is constructed in order to structure the information from the literature review, the questionnaire and the interviews.

Strengths	Weaknesses
<ul style="list-style-type: none"> • An established name in the equine industry • organised by an experienced company • The level of stars will increase • 40,6% of the respondents thinks Zwolle International is innovative enough • 79,6% of the respondents will revisit Zwolle International • The show of Edward Gal was a success in 2010 	<ul style="list-style-type: none"> • Zwolle International generates no publicity of national television • Zwolle International cannot offer a complete day out for the company's employees and business partners.
Opportunities	Threats
<ul style="list-style-type: none"> • New innovations in equine sports performance. • Welfare issues in the equine sports • No innovation-fair in the Netherlands • Zwolle wants to stimulate the economic and touristic sector and encourages appealing sports. • The municipality wants to encourage development in sports-for-all, so basic sports and sports for disabled. • The municipality wants to continue to participate and organize network-events for entrepreneurs. • Zwolle wants more congresses in the city. • To market Zwolle International more as an international topsport-events • There are possibilities for expanding the subsidy. • Expanding and rebuilding the location of the IJsselhallen • To integrate innovation more in the daily organization of an event by applying the findings of Davis. • To gain more loyal visitors • To improve stands by more variation • To add more shows/entertainment to the program. • To add more interactive and educational components • To build in more variation in the program • Adapt to the market • Zwolle International in winter, most other events in summer or spring. • To advertise in local newspapers, boards along roads and from newspaper 'The Stentor' 	<ul style="list-style-type: none"> • Zwolle International faces competitions from 3 other events, held almost at the same time. • Other events also ask for subsidy of the municipality • Welfare issues in equine sports • The municipality expressed that the program of the event is not innovative enough • The municipality develops a new subsidy system. • New criteria for top sport-events are developed • Expanding and rebuilding of the IJsselhallen • The International Stallion Show is one of the least visited events in Zwolle • Only 4% of the respondents of the research of the municipality thinks the International Stallion Show contributes to the positive image of Zwolle.

Table 6

6.5 Improving performance

When considering the adaptation of the program, it is important to show the yield in business-perspective for the event.

In previous chapters is learned that innovation costs money, but also generates money. The subsidy of the municipality is needed to pay additional aspects in the program.

A novel or innovative program part will attract public, because there is something new and interesting offered. It will attract press, as they want to report new things within the equine sector or within Zwolle. Press will attract sponsors, because they have an interest in marketing their business or products. Sponsors will bring money, and money will enable the organization to improve the whole ambiance and reputation of the event, by increasing the number of stars the FEI will allocate to Zwolle International. Increasing stars will increase publicity, because more well-known, high ranked riders will appear in the arena. These riders will attract more public and press, which makes the event more interesting for sponsors. This real chicken-and-egg situation creates a circle.

Interesting is where this circle starts in practice. Will it start with innovation? Or with stars and reputation? Or with sponsors? Every year it is a risk for the organization, and a year ahead the event has to choose how high it wants to jump with the next edition.

To improve the performance of the event, it is recommended to have a closer look to the SWOT analyses in table 5. There are more opportunities and strengths than weaknesses and threats. In the recommendations, the opportunities and threats are discussed to the extent that the organization can use these for improving the program.

7. Conclusion

The literature review yielded interesting information for Zwolle International to adapt the program and gave insight in their situation. Both the outcomes of the questionnaire and the interviews indicate a demand for more show and spectacle. It is beneficial to innovate the program in 2011, not only to have a better chance on getting the subsidy of the municipality, but besides that innovation helps to create a higher reputation, a large visitors flow, more sponsors and more publicity.

8. Recommendations

In this chapter recommendations are made for the organization on how to innovate the program in 2011. These recommendations are derived from the opportunities and threats of the SWOT analysis (table 5). The opportunities can be used to innovate the program, for the threats solutions need to be found.

Opportunities

Using new innovations in equine sports performance in workshops, demonstrations and clinics, can generate more public and press. It gives an innovative appearance of the event in general. The same goes for using welfare issues in the equine sports as parts of the program. Zwolle International can organise their own innovation fair, like the Equitana does in Germany. The answers from the questionnaire supports this, as 16,2% of the respondents would like more educational parts and 18,2% would like more interaction with the public.

The municipality wants to continue to participate and organize network-events for entrepreneurs and wants more congresses in the city. Zwolle International can facilitate congresses during the event, with as extra benefit that Zwolle International gets in contact with entrepreneurs. Besides this, the municipality wants to encourage development in sports-for-all, so basic sports and sports for disabled. Zwolle International can include a program part with the goal to stimulate equine sports. This can be done by making offers to primary schools for visiting the kids-afternoon, or by getting in contact with riding schools in the area.

It is recommended to integrate more innovation in the daily organization of an event the findings of Davis can be applied. By making innovation a substantial part of the organizational process, the company can get and stay ahead of other events. The definition of the municipality of innovative is: *'activities or projects that are distinguished from the existing offers and have not been done before in Zwolle'* (Gemeente Zwolle, 2010a)

The questionnaire indicates that loyal visitors also visit the event multiple days. It is recommended to stimulate people to revisit the event, and also stimulate visiting more days per edition. A way to do this is to invite people from whom the addresses are known, and to stimulate the news-letter via internet. Visiting the event more days can also be stimulated by buying a passé par tout or cheaper entrance on the second or third day of visiting the event. In this way more public can be attracted to the less visited days.

The respondents and the interviewees propose to improve stands with more variation and to add more shows, entertainment and variation into the program. A suggestion is to create smaller competitions, with show-elements to create a break in the competitions. In choosing shows, it is important to find spectacular and entertaining performers. Shows can be adopted by sponsors, so a show gets the name of the sponsor.

Because most respondents are from Overijssel and Gelderland, and most people from Zwolle find information on events in local newspapers, it might be interesting to search for more publicity from newspapers like 'De Stentor' and 'De Peperbus'. This increases the number of visitors and the general awareness of the public about the event.

Threats

The competition of other events which are held at the same time can be lowered by increasing the number of stars of the event, and to critically look at the date of the event.

The other events which also ask for subsidy of the municipality are parties Zwolle International has to share the total subsidy with. The organization can, during negotiations with the municipality, focus on what Zwolle International diverges from other events, such as the top sport and international character.

Welfare issues can give equine sports a bad name in the eyes of the general public. By implementing welfare topics, clinics or workshops the event can be ahead of this stigma.

The municipality expressed that the program of the event is not innovative enough. It is recommended that the organization shows the municipality it is working on innovation, they carried out research and that the subsidy is necessary to implement these novelties.

It is impossible to deal with the new criteria which are in development around the new subsidy system and top sport events. These criteria are not ready. The best solution is to keep in contact with the municipality to get a look at the criteria as soon as possible. Further it is recommendable to investigate the plans about the expanding and rebuilding of the IJsselhallen. Then the organization can estimate the effects for Zwolle International.

In research by the municipality the International Stallion Show appears one of the least visited events in Zwolle. Only 4% of the respondents of the research of the municipality thinks the International Stallion Show contributes to the positive image of Zwolle. This might influence the judgment for the subsidy in a negative way. Therefore, it is recommended that the organization emphasizes that its concept has changed completely. The International Stallion show has converted into Zwolle International and has its focus on top sports and the will to grow in several years.

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Annex I Explanation of abbreviations

Abbreviation	Meaning	In English
KWPN	Koninklijk Warmbloed Paard Nederland	Royal Dutch Warmblood Horse (studbook)
ISS	International Stallion Show	International Stallion Show (former name of the Zwolle International)
SISS	Stichting International Stallion Show	Foundation International Stallion Show (legal name of the foundation that organizes Zwolle International)
CDI	Concours de Dressage International (fr)	International Dressage Competition
CSI	Concours de Saut International (fr)	International Jumping Competition
CSIJP	Concours de Saut International juniors young riders and ponies (fr)	International Jumping Competition for juniors, young riders and ponies.
CDIJYP	Concours de Dressage International Juniors Young riders and Ponies (fr)	International Dressage Competition for juniors, young riders and ponies.
FEI	Fédération Equestre Internationale (Fr.)	International Equestrian federation
KNHS	Koninklijke Nederlandse Hippische Sportfederatie	Royal Dutch Equine Sportsfederation
NOS	Nederlandse Omroep Stichting	Dutch broadcasting Foundation
LNV	Ministerie van Landbouw, Natuur en Visserij	Ministry of Agriculture, Nature and Fishery.
SRP	Sector Raad Paarden	Equine Sector Council
FNRS	Federatie Nederlandse Rijscholen	Dutch Federation of horse ridings schools
NDR	Nederlandse Draf en Rensport	Dutch trotting and racingsport.
VIP	Sponsors	Very Important Persons
ZI	Zwolle International	Zwolle International
SPSS	Statistical Package for the Social Sciences	Statistical Package for the Social Sciences (software program)
WUR	Wageningen University and Research centre	Wageningen University and Research centre
N.A.	Not applicable (niet van toepassing)	Not applicable

Annex II Program Zwolle International 2010

TIJDSHEMA ZWOLLE 2010					
	VERSIE 12				
	zaterdag 2 januari				
Tijd		starts	Minuten	Uur	Omroep
7:30	piste verkennen internationaal jeugd	1	0:30:00	0:30	
8:00	kwpn hengstenkeuring tuigpaarden	1	9:30:00	9:30	
17:30	parcours bouwen	1	0:45:00	0:45	
18:15	parcours verkennen	1	1:00:00	1:00	
19:15	1ste manche 4-span pony's	1	0:25:00	0:25	
19:40	2de manche 4-span pony's	1	0:25:00	0:25	
20:05	prijsuitreiking	1	0:05:00	0:05	
20:10	bodemonderhoud	1	0:20:00	0:20	
20:30	1ste manche 2-span paard	1	0:25:00	0:25	
20:55	2de manche 2-span paard	1	0:25:00	0:25	
21:20	prijsuitreiking	1	0:05:00	0:05	
21:25	bodemonderhoud	1	0:20:00	0:20	
21:45	1ste manche 4-span paard	1	0:30:00	0:30	
22:15	2de manche 4-span paard	1	0:30:00	0:30	
22:45	prijsuitreiking	1	0:05:00	0:05	
22:50	bodemonderhoud	1	1:00:00	1:00	
23:50	piste gesloten				

		VERSIE 12			
		zondag 3 januari			
Tijd			starts	Minuten	Uur
9:50		parcours bouwen	1	0:30:00	0:30
10:20		parcours verkennen	1	0:10:00	0:10
10:30	S-1	pony's lichte tour klassiek met barrage 1.15m	15	0:01:45	0:26
10:56		parcours aanpassen	1	0:05:00	0:05
11:01		barrage	6	0:01:40	0:10
11:11		prijsuitreiking	1	0:10:00	0:10
11:21		bodem prepareren	1	0:05:00	0:05
11:26		parcours bouwen	1	0:15:00	0:15
11:41		parcours verkennen	1	0:10:00	0:10
11:51	S-2	junioren lichte tour klassiek met barrage 1.30m	31	0:01:45	0:54
12:45		parcours aanpassen	1	0:05:00	0:05
12:50		barrage	8	0:01:40	0:13
13:03		prijsuitreiking	1	0:10:00	0:10
13:13		bodem prepareren	1	0:05:00	0:05
13:18		parcours bouwen	1	0:15:00	0:15
13:33		parcours verkennen	1	0:10:00	0:10
13:43	S-3	young riders lichte tour klassiek met barrage 1.35m	25	0:01:45	0:43
14:27		parcours aanpassen	1	0:05:00	0:05
14:32		barrage	7	0:01:40	0:11
14:44		prijsuitreiking	1	0:10:00	0:10
14:54		bodem prepareren	1	0:05:00	0:05
14:59		parcours bouwen	1	0:15:00	0:15
15:14		parcours verkennen klasse B, L, M en Z	1	0:10:00	0:10
15:24		veteranen rubriek klasse B	4	0:02:00	0:08
15:32		parcours aanpassen	1	0:05:00	0:05
15:37		veteranen rubriek klasse L	12	0:02:00	0:24
16:01		parcours aanpassen	1	0:10:00	0:10
16:11		barrage	5	0:01:50	0:09
16:20		prijsuitreiking	1	0:10:00	0:10
16:30		veteranen rubriek klasse M	14	0:02:00	0:28
16:58		parcours aanpassen	1	0:05:00	0:05
17:03		veteranen rubriek klasse Z	14	0:02:00	0:28
17:31		parcours aanpassen	1	0:10:00	0:10
17:41		barrage	8	0:01:50	0:14
17:56		prijsuitreiking	1	0:10:00	0:10
18:06		bodem prepareren	1	0:05:00	0:05
18:11		parcours bouwen	1	0:15:00	0:15
18:26		parcours verkennen	1	0:10:00	0:10
18:36	S-4	pony's zware tour 1.20m direct op tijd	13	0:01:45	0:22
18:58		prijsuitreiking	1	0:10:00	0:10
19:08		bodem onderhoud	1	0:05:00	0:05
19:13		parcours bouwen	1	0:20:00	0:20
19:33		parcours verkennen	1	0:10:00	0:10
19:43	S-5	junioren zware tour 1.35m direct op tijd	20	0:01:45	0:35
20:18		prijsuitreiking	1	0:10:00	0:10
20:28		bodem onderhoud	1	0:05:00	0:05
20:33		parcours bouwen	1	0:15:00	0:15
20:48		parcours verkennen	1	0:10:00	0:10
20:58	S-6	young riders zware 1.40m tour direct op tijd	12	0:01:45	0:21
21:19		prijsuitreiking	1	0:10:00	0:10
21:29		bodem onderhoud	1	0:05:00	0:05
21:34		piste gesloten			

		VERSIE 12			
		maandag 4 januari			
tijd			starts	minuten	uur
11:20		parcours bouwen	1	0:30:00	0:30
11:50		parcours verkennen	1	0:10:00	0:10
12:00	S-7	int. young riders lichte tour 1.35m twee fasen	20	0:01:50	0:36
12:36		prijsuitreiking	1	0:10:00	0:10
12:46		bodem prepareren	1	0:05:00	0:05
12:51		parcours bouwen	1	0:15:00	0:15
13:06		parcours verkennen	1	0:10:00	0:10
13:16	S-8	int. junioren lichte tour 1.30m twee fasen	21	0:01:50	0:38
13:55		prijsuitreiking	1	0:10:00	0:10
14:05		bodem prepareren	1	0:05:00	0:05
14:10		parcours bouwen	1	0:15:00	0:15
14:25		parcours verkennen	1	0:10:00	0:10
14:35	S-9	young riders zware tour 1.40m klassiek met barrage	18	0:01:50	0:33
15:08		parcours aanpassen	1	0:05:00	0:05
15:13		barrage	7	0:01:40	0:11
15:24		prijsuitreiking	1	0:10:00	0:10
15:34		bodem prepareren	1	0:05:00	0:05
15:39		parcours bouwen	1	0:15:00	0:15
15:54		parcours verkennen	1	0:10:00	0:10
16:04	S-10	junioren zware tour 1.35m klassiek met barrage	26	0:01:50	0:47
16:52		parcours aanpassen	1	0:05:00	0:05
16:57		barrage	7	0:01:45	0:12
17:09		prijsuitreiking	1	0:10:00	0:10
17:19		bodem prepareren	1	0:05:00	0:05
17:24		parcours bouwen	1	0:15:00	0:15
17:39		parcours verkennen	1	0:10:00	0:10
17:49	S-11	int. pony's lichte tour 1.15m twee fasen	8	0:01:50	0:14
18:04		prijsuitreiking	1	0:10:00	0:10
18:14		bodem prepareren	1	0:05:00	0:05
18:19		parcours bouwen	1	0:20:00	0:20
18:39		parcours verkennen	1	0:10:00	0:10
18:49	S-12	pony's zware tour 1.20m klassiek met barrage	16	0:01:50	0:29
19:18		parcours aanpassen	1	0:05:00	0:05
19:23		barrage	4	0:01:45	0:07
19:30		prijsuitreiking	1	0:10:00	0:10
19:40		bodem prepareren	1	0:05:00	0:05
19:45					

		VERSIE 12			
		dinsdag 5 januari			
Tijd			starts	Minuten	Uur
9:20		parcours bouwen	1	0:30:00	0:30
9:50		parcours verkennen	1	0:10:00	0:10
10:00	S13	jun/yr lichte tour in handicap direct op tijd 1.30m	26	0:01:50	0:47
10:47		sleeppauze	1	0:05:00	0:05
10:52	S13	jun/yr lichte tour in handicap direct op tijd 1.35m	23	0:01:50	0:42
11:34		prijsuitreiking	1	0:10:00	0:10
11:44		bodem onderhoud	1	0:05:00	0:05
11:49		parcours bouwen	1	0:15:00	0:15
12:04		parcours verkennen	1	0:15:00	0:15
12:19	S14	juniores zware tour klassiek met barrage 1.40m	18	0:01:50	0:33
12:52		parcours aanpassen	1	0:05:00	0:05
12:57		barrage	5	0:01:45	0:08
13:06		prijsuitreiking	1	0:10:00	0:10
13:16		bodem onderhoud	1	0:05:00	0:05
13:21		parcours bouwen	1	0:15:00	0:15
13:36		parcours verkennen	1	0:10:00	0:10
13:46	S15	pony's lichte tour direct op tijd 1.15m	12	0:01:45	0:21
14:07		prijsuitreiking	1	0:10:00	0:10
14:17		bodem onderhoud	1	0:05:00	0:05
14:22		parcours bouwen	1	0:20:00	0:20
14:42		parcours verkennen	1	0:15:00	0:15
14:57	S16	young riders zware tour klassiek met barrage 1.45m	13	0:01:50	0:23
15:21		parcours aanpassen	1	0:05:00	0:05
15:26		barrage	5	0:01:45	0:08
15:35		prijsuitreiking	1	0:10:00	0:10
15:45		parcours bouwen	1	0:20:00	0:20
16:05		bodem prepareren	1	0:05:00	0:05
16:10		parcours verkennen	1	0:15:00	0:15
16:25	S17	pony's zware tour klassiek met barrage 1.25m	11	0:01:50	0:20
16:45		parcours aanpassen	1	0:05:00	0:05
16:50		barrage	4	0:01:45	0:07
16:57		prijsuitreiking	1	0:10:00	0:10
17:07		bodem onderhoud	1	0:05:00	0:05
17:12		parcours verkennen	1	0:15:00	0:15

		VERSIE 12			
		donderdag 7 januari			
Tijd				Minuten	Uur
6:20		piste verkennen internationaal pony's	1	0:30:00	0:30
6:50		piste verkennen internationaal junioren & young riders	1	0:30:00	0:30
7:20		piste verkennen internationaal senioren	1	0:30:00	0:30
7:50		piste prepareren	1	0:10:00	0:10
8:00	D1	int. dressage team test pony's 1-9	9	0:07:30	1:07
9:07		piste prepareren	1	0:10:00	0:10
9:17	D1	int. dressage team test pony's 10-18	9	0:07:30	1:07
10:25		piste prepareren	1	0:10:00	0:10
10:35	D1	int. dressage team test pony's 19-26	8	0:07:30	1:00
11:35		piste prepareren	1	0:10:00	0:10
11:45	D2	int. dressage team test junioren 1-8	8	0:07:30	1:00
12:45		prijsuitreiking pony's	1	0:10:00	0:10
12:55		piste prepareren	1	0:07:00	0:07
13:02	D2	int. dressage team test junioren 9-16	8	0:07:30	1:00
14:02		piste prepareren	1	0:05:00	0:05
14:07	D2	int. dressage team test junioren 17-23	7	0:07:30	0:52
14:59		piste prepareren	1	0:05:00	0:05
15:04	D3	int. dressage team test young riders 1 - 10	10	0:07:30	1:15
16:19		prijsuitreiking junioren	1	0:10:00	0:10
16:29		piste prepareren	1	0:05:00	0:05
16:34	D3	int. dressage team test young riders 11 - 19	9	0:07:30	1:07
17:42		piste prepareren	1	0:05:00	0:05
17:47	D4	int. dressage prix st. georges 1 - 8	8	0:07:30	1:00
18:47		prijsuitreiking young riders	1	0:10:00	0:10
18:57		piste prepareren	1	0:05:00	0:05
19:02	D4	int. dressage prix st. georges 9 - 16	8	0:07:30	1:00
20:02		piste prepareren	1	0:05:00	0:05
20:07	D5	int. dressage grand prix 1 - 10	10	0:09:00	1:30
21:37		prijsuitreiking prix st. georges	1	0:10:00	0:10
21:47		piste prepareren	1	0:05:00	0:05
21:52	D5	int. dressage grand prix 11 - 19	9	0:09:00	1:21
23:13		prijsuitreiking grand prix	1	0:10:00	0:10
23:23		piste prepareren	1	0:05:00	0:05
23:28		piste gesloten			

		VERSIE 12			
		vrijdag 8 januari			
Tijd			starts	Minuten	Uur
6:25		piste verkennen internationaal pony's	1	0:30:00	0:30
6:55		piste verkennen internationaal junioren& young riders	1	0:30:00	0:30
7:25		piste verkennen internationaal senioren	1	0:30:00	0:30
7:55		piste prepareren	1	0:05:00	0:05
8:00	D6	int. dressage individual test young riders 1-10	10	0:08:00	1:20
9:20		piste prepareren	1	0:15:00	0:15
9:35	D6	int. dressage individual test young riders 11 - 19	9	0:08:00	1:12
10:47		piste prepareren	1	0:10:00	0:10
10:57	D7	int. dressage individual test juniors 1-8	8	0:08:00	1:04
12:01		prijsuitreiking young riders	1	0:10:00	0:10
12:11		piste prepareren	1	0:10:00	0:10
12:21	D7	int. dressage individual test juniors 9-16	8	0:08:00	1:04
13:25		piste prepareren	1	0:10:00	0:10
13:35	D7	int. dressage individual test juniors 17-23	7	0:08:00	0:56
14:31		piste prepareren	1	0:10:00	0:10
14:41	D8	int. dressage individual test pony's 1-9	9	0:08:30	1:16
15:57		prijsuitreiking juniors	1	0:10:00	0:10
16:07		piste prepareren	1	0:10:00	0:10
16:17	D8	int. dressage individual test pony's 10-18	9	0:08:30	1:16
17:34		piste prepareren	1	0:10:00	0:10
17:44	D8	int. dressage individual test pony's 19-26	8	0:08:30	1:08
18:52		piste prepareren	1	0:10:00	0:10
19:02		prijsuitreiking pony's	1	0:10:00	0:10
19:12		piste prepareren	1	0:10:00	0:10
19:22	D9	int. dressage intermediaire I 1 - 8	8	0:09:00	1:12
20:34		piste prepareren	1	0:05:00	0:05
20:39		<i>presentatie nieuwe jaargang dressuurhengsten</i>	1	0:15:00	0:15
20:54		prijsuitreiking inter I	1	0:10:00	0:10
21:04	D10	int. dressage grand prix special 1 - 9	9	0:09:00	1:21
22:25		prijsuitreiking special	1	0:10:00	0:10
22:35		piste prepareren	1	0:05:00	0:05
22:40		piste gesloten			

		VERSIE 12			
		zaterdag 9 januari			
Tijd			starts	Minuten	Uur
10:10		piste verkennen internationaal pony's	1	0:30:00	0:30
10:40		piste verkennen internationaal junioren& young riders	1	0:30:00	0:30
11:10		piste verkennen internationaal senioren	1	0:30:00	0:30
11:40		sound check pony's, juniors, young riders	1	0:45:00	0:45
12:25		piste prepareren	1	0:05:00	0:05
12:30	D11	final kur to music pony's 1 - 10	10	0:09:00	1:30
14:00		piste prepareren	1	0:05:00	0:05
14:05		prijsuitreiking pony's	1	0:10:00	0:10
14:15		piste prepareren	1	0:05:00	0:05
14:20	D12	final kur to music junioren 1 - 10	10	0:09:00	1:30
15:50		piste prepareren	1	0:05:00	0:05
15:55		prijsuitreiking junioren	1	0:10:00	0:10
16:05		soundcheck senioren	1	0:30:00	0:30
16:35		piste prepareren	1	0:05:00	0:05
16:40	D13	final kur to music young riders 1 - 10	10	0:09:00	1:30
18:10		piste prepareren	1	0:05:00	0:05
18:15		prijsuitreiking kur young riders	1	0:10:00	0:10
18:25		piste prepareren	1	0:35:00	0:35
19:00	D14	finale dressage inter I kür op muziek 1 - 8	8	0:09:00	1:12
20:12		piste prepareren	1	0:10:00	0:10
20:22		show Moorlands Totilas	1	0:20:00	0:20
20:42		prijsuitreiking inter I	1	0:10:00	0:10
20:52		piste prepareren	1	0:23:00	0:23
21:15	D15	finale stad zwolle dressage grand prix kur op muziek 1 - 10	9	0:09:00	1:21
22:36		piste prepareren	1	0:05:00	0:05
22:41		prijsuitreiking grand prix	1	0:10:00	0:10
22:51		piste prepareren	1	0:05:00	0:05

		VERSIE 12			
		zondag 10 januari			
Tijd			starts	Minuten	Uur
6:45		piste verkennen nationale ruiters	1	1:30:00	1:30
8:15		bodem prepareren	1	0:15:00	0:15
8:30	D16	nationaal dressuur zz licht 1 - 10	9	0:09:00	1:21
9:51		bodem prepareren	1	0:09:00	0:09
10:00	D17	nationaal dressuur zz zwaar 1 - 10	6	0:09:00	0:54
10:54		prijsuitreiking zz licht	1	0:10:00	0:10
11:04		bodem prepareren	1	0:10:00	0:10
11:14	D18	basis dressuur klasse Z2 kur 1- 14	7	0:09:00	1:03
12:17		prijsuitreiking zz zwaar	1	0:10:00	0:10
12:27	D18	basis dressuur klasse Z2 kur 1- 14	7	0:09:00	1:03
13:30		bodem prepareren	1	0:05:00	0:05
13:35		soundcheck Tinello	1	0:20:00	0:20
13:55		prijsuitreiking z2	1	0:10:00	0:10
14:05	D19	tinello dressuur cup zz licht kür 1 - 8	8	0:09:00	1:12
15:17		bodem prepareren	1	0:05:00	0:05
15:22		prijsuitreiking zz licht	1	0:10:00	0:10
15:32	D20	tinello dressuur cup zz zwaar kür 1 - 4	4	0:09:00	0:36
16:08		bodem prepareren	1	0:05:00	0:05
16:13		prijsuitreiking zz zwaar	1	0:10:00	0:10
16:23	D21	tinello dressuur cup inter I kür 1 - 7	7	0:09:00	1:03
17:26		bodem prepareren	1	0:10:00	0:10
17:36		prijsuitreiking inter I	1	0:10:00	0:10
17:46		piste verkennen nationale ruiters	1	0:15:00	0:15
18:01	D22	nationaal dressuur prix st. georges 1 - 11	9	0:09:00	1:21
19:22		bodem prepareren	1	0:05:00	0:05
19:27	D22	nationaal dressuur prix st. georges 12 - 21	9	0:09:00	1:21
20:48		bodem prepareren	1	0:05:00	0:05
20:53	D23	nationaal dressuur grand prix 1 - 6	4	0:09:00	0:36
21:29		bodem prepareren	1	0:05:00	0:05
21:34		prijsuitreiking prix st.georges	1	0:10:00	0:10
21:44		prijsuitreiking grand prix	1	0:10:00	0:10
21:54		piste gesloten			

		VERSIE 12			
		maandag 11 januari			
Tijd				Minuten	Uur
6:50		parcours bouwen	1	1:05:00	1:00
7:50		parcours verkennen	1	0:10:00	0:10
8:00	B1	zwolse handelsdagen 1.10m twee fasen nieuwe stijl	100	0:02:00	3:20
11:20		bodem onderhoud	1	0:10:00	0:10
11:30		parcours bouwen	1	0:20:00	0:20
11:50		parcours verkennen	1	0:10:00	0:10
12:00	B2	zwolse handelsdagen 1.20m twee fasen nieuwe stijl	100	0:02:00	3:20
15:20		bodem onderhoud	1	0:10:00	0:10
15:30		parcours bouwen	1	0:20:00	0:20
15:50		parcours verkennen	1	0:10:00	0:10
16:00	B3	zwolse handelsdagen 1.30m twee fasen nieuwe stijl	100	0:02:00	3:20
19:20		bodem onderhoud	1	0:10:00	0:10
19:30		parcours bouwen	1	0:20:00	0:20
19:50		parcours verkennen	1	0:10:00	0:10
20:00	B4	zwolse handelsdagen 1.35m twee fasen nieuwe stijl	60	0:02:00	2:00
22:00		bodem onderhoud	1	0:05:00	0:05
22:05		parcours bouwen	1	0:15:00	0:15
22:20		piste gesloten			

		VERSIE 12			
		dinsdag 12 januari			
Tijd				Minuten	Uur
7:20		parcours bouwen	1	0:30:00	0:30
7:50		parcours verkennen	1	0:10:00	0:10
8:00	B6	zwolse handelsdagen 1.10m direct op tijd	100	0:02:00	3:20
11:20		bodem onderhoud	1	0:10:00	0:10
11:30		parcours bouwen	1	0:20:00	0:20
11:50		parcours verkennen	1	0:10:00	0:10
12:00	B7	zwolse handelsdagen 1.20m direct op tijd	100	0:02:00	3:20
15:20		bodem onderhoud	1	0:10:00	0:10
15:30		parcours bouwen	1	0:20:00	0:20
15:50		parcours verkennen	1	0:10:00	0:10
16:00	B8	zwolse handelsdagen 1.30m direct op tijd	100	0:02:00	3:20
19:20		bodem onderhoud	1	0:10:00	0:10
19:30		parcours bouwen	1	0:20:00	0:20
19:50		parcours verkennen	1	0:10:00	0:10
20:00	B9	zwolse handelsdagen 1.35m direct op tijd	60	0:02:00	2:00
22:00		bodem onderhoud	1	0:10:00	0:10
22:10		parcours bouwen	1	0:20:00	0:20
22:30		piste gesloten			

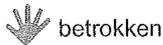
		VERSIE 9			
		donderdag 14 januari			
Tijd				Minuten	Uur
6:35		bodem onderhoud	1	0:45:00	0:45
7:20		parcours verkennen	1	0:10:00	0:10
7:30		int. young horses 1.25-1.30m direct op tijd	65	0:01:45	1:53
9:23		prijsuitreiking	1	0:07:00	0:07
9:30		bodem onderhoud	1	0:05:00	0:05
9:35		parcours bouwen	1	0:15:00	0:15
9:50		parcours verkennen	1	0:10:00	0:10
10:00	S1	int. small tour 1.35m direct op tijd	100	0:01:45	2:55
12:55		prijsuitreiking	1	0:07:00	0:07
13:02		bodem onderhoud	1	0:05:00	0:05
13:07		parcours bouwen	1	0:15:00	0:15
13:22		parcours verkennen	1	0:10:00	0:10
13:32	S2	int. medium tour 1.40m direct op tijd	85	0:01:40	2:21
15:54		prijsuitreiking	1	0:07:00	0:07
16:01		bodem onderhoud	1	0:05:00	0:05
16:06		parcours bouwen	1	0:15:00	0:15
16:21		parcours verkennen	1	0:10:00	0:10
16:31	S3	int. big tour 1.45m direct op tijd	85	0:01:45	2:28
19:00		piste leeghalen	1	0:18:00	0:18
19:18		prijsuitreiking	1	0:07:00	0:07
19:25		bodem onderhoud	1	0:05:00	0:05
19:30		tuigpaardavond	1	0:00:00	0:00
19:30		opening door bert de ruiters	1	0:05:00	0:05
19:35		show henk scholten	1	0:10:00	0:10
19:45		tuigpaarden aan de lange lijnen	1	0:10:00	0:10
19:55		friese hengsten aan de lange lijnen	1	0:10:00	0:10
20:05		hackneys aan de lange lijnen	1	0:10:00	0:10
20:15		dresseerkarren	1	0:15:00	0:15
20:30		nk friese dekhengsten voor de concourswagen	1	0:25:00	0:25
20:55		show aron hbx & vitz randall	1	0:10:00	0:10
21:05		hackneys in tuig (in galakleding)	1	0:25:00	0:25
21:30		pauze	1	0:20:00	0:20
21:50		show nico meijer	1	0:10:00	0:10
22:00		eenspannen tuigpaarden dekhengsten in tuig	1	0:20:00	0:20
22:20		show hackneys (winterwonderland)	1	0:25:00	0:25
22:45		tuigpaard dekhengsten in tuig	1	0:15:00	0:15
23:00		finale lange lijnen om de zilveren klomp + huldiging + mooiste klomp	1	0:15:00	0:15
23:15		einde programma			

		VERSIE 12			
		vrijdag 15 januari			
Tijd				Minuten	Uur
7:05		parcours bouwen	1	0:45:00	0:45
7:50		parcours verkennen	1	0:10:00	0:10
8:00	S5	int. small tour 1.35m 2 fasen	98	0:01:50	2:59
10:59		prijsuitreiking	1	0:10:00	0:10
11:09		bodem onderhoud	1	0:05:00	0:05
11:14		parcours bouwen	1	0:15:00	0:15
11:29		parcours verkennen	1	0:10:00	0:10
11:39	S6	int. jonge paarden 1.25 / 1.30m 2 fasen	64	0:01:50	1:57
13:37		prijsuitreiking	1	0:10:00	0:10
13:47		bodem onderhoud	1	0:05:00	0:05
13:52		parcours bouwen	1	0:20:00	0:20
14:12		parcours verkennen	1	0:10:00	0:10
14:22	S7	int. medium tour 1.40m met barrage	83	0:01:50	2:32
16:54		parcours aanpassen	1	0:05:00	0:05
16:59		barrage	21	0:01:45	0:36
17:35		prijsuitreiking	1	0:10:00	0:10
17:45		bodem onderhoud	1	0:05:00	0:05
17:50		parcours bouwen	1	0:20:00	0:20
18:10		parcours verkennen	1	0:10:00	0:10
18:20		finale GMB competitie 6 jarige	30	0:01:45	0:52
19:13		parcours aanpassen	1	0:05:00	0:05
19:18		barrage	8	0:01:40	0:13
19:31		prijsuitreiking	1	0:10:00	0:10
19:41		piste aanpassen	1	0:05:00	0:05
19:46		presentatie nieuwe jaargang hengsten	1	0:20:00	0:20
20:06		bodem onderhoud	1	0:05:00	0:05
20:11		parcours bouwen	1	0:15:00	0:15
20:26		parcours verkennen	1	0:10:00	0:10
20:36	S8	int. big tour 1.45m met barrage	78	0:01:50	2:23
22:59		parcours aanpassen	1	0:05:00	0:05
23:04		barrage	20	0:01:45	0:35
23:39		prijsuitreiking	1	0:10:00	0:10
23:49		bodem onderhoud	1	0:05:00	0:05
23:54		piste gesloten			

		VERSIE 12			
		zaterdag 16 januari			
Tijd				Minuten	Uur
8:05		parcours bouwen	1	0:45:00	0:45
8:50		parcours verkennen	1	0:10:00	0:10
9:00	S8	int. medium tour finale 1.40m 1ste manche	85	0:01:50	2:35
11:35		bodem onderhoud	1	0:05:00	0:05
11:40		parcours bouwen	1	0:15:00	0:15
11:55		parcours verkennen	1	0:10:00	0:10
12:05		finale GMB competitie 5 jarige	44	0:01:50	1:20
13:26		parcours aanpassen	1	0:05:00	0:05
13:31		barrage	11	0:01:45	0:19
13:50		prijsuitreiking	1	0:10:00	0:10
14:00		bodem onderhoud	1	0:05:00	0:05
14:05		parcours bouwen	1	0:20:00	0:20
14:25		parcours verkennen	1	0:10:00	0:10
14:35	S10	int. small tour finale 1.35m met barrage	40	0:01:50	1:13
15:49		parcours aanpassen	1	0:05:00	0:05
15:54		barrage	10	0:01:45	0:17
16:11		prijsuitreiking	1	0:10:00	0:10
16:21		bodem onderhoud	1	0:05:00	0:05
16:26		parcours bouwen	1	0:15:00	0:15
16:41		parcours verkennen	1	0:10:00	0:10
16:51		parcours verkennen met paard 1-20	1	0:05:00	0:05
16:56		finale GMB competitie 4 jarige	20	0:02:00	0:40
17:36		parcours verkennen met paard 21-40	1	0:05:00	0:05
17:41		finale GMB competitie 4 jarige	20	0:02:00	0:40
18:21		parcours aanpassen	1	0:05:00	0:05
18:26		barrage	10	0:01:50	0:18
18:44		prijsuitreiking	1	0:10:00	0:10
18:54		bodem onderhoud	1	0:05:00	0:05
18:59		parcours bouwen	1	0:21:00	0:21
19:20		parcours verkennen	1	0:10:00	0:10
19:30	S11	int. six bar	30	0:03:00	1:30
21:00		prijsuitreiking	1	0:10:00	0:10
21:10		piste gesloten	1	0:05:00	0:05
21:15		tuigpaard masterclass	1	0:15:00	0:15
21:30		bodem onderhoud	1	0:05:00	0:05
21:35		parcours bouwen	1	0:20:00	0:20
21:55		parcours verkennen	1	0:10:00	0:10
22:05	S8	int. medium tour finale 1.40m 2de manche	40	0:01:45	1:10
23:15		parcours aanpassen	1	0:05:00	0:05
23:20		winning round	10	0:01:40	0:16
23:37		prijsuitreiking	1	0:10:00	0:10
23:47		piste gesloten			

		VERSIE 12			
		zondag 17 januari			
Tijd				Minuten	Uur
7:35		parcours bouwen	1	0:45:00	0:45
8:20		parcours verkennen	1	0:10:00	0:10
8:30		luckylosers 1.35m jacht	70	0:01:50	2:08
10:38		prijsuitreiking	1	0:10:00	0:10
10:48		bodem onderhoud	1	0:05:00	0:05
10:53		parcours bouwen	1	0:20:00	0:20
11:13		parcours verkennen	1	0:10:00	0:10
11:23	S12	int. jonge paarden finale 1.25 / 1.30m met barrage	65	0:01:50	1:59
13:22		parcours aanpassen	1	0:05:00	0:05
13:27		barrage	18	0:01:45	0:31
13:59		prijsuitreiking	1	0:10:00	0:10
14:09		bodem onderhoud	1	0:05:00	0:05
14:14		parcours bouwen	1	0:25:00	0:25
14:39		parcours verkennen	1	0:10:00	0:10
14:49		parcours verkennen met publiek	1	0:10:00	0:10
14:59	S13	grand prix 1.45m met barrage	50	0:02:00	1:40
16:39		parcours aanpassen	1	0:05:00	0:05
16:44		barrage	13	0:01:45	0:22
17:06		prijsuitreiking	1	0:10:00	0:10
17:16		piste gesloten			

Annex III Letter municipality



betrokken

Zwolle

Retouradres: Postbus 10007, 8000 GA Zwolle

Aan het bestuur van de Stichting
Zwolle International
t.a.v. de heer C. van Dam
Postbus 2930
1000 CX AMSTERDAM

Ontwikkeling
PCO - subsidieloket

Stadskantoor
Lübeckplein 2
Postbus 10007
8000 GA Zwolle
Telefoon (038) 498 22 04
Fax (038) 498 32 84
CGA.Handstede@zwolle.nl

www.zwolle.nl

Ons kenmerk OW0910-0183
Behandeld door C.G.A. Handstede
Datum 13 oktober 2009
Onderwerp Voorlopig advies evenementensubsidies 2010.

Geachte heer Van Dam,

Op 28 augustus 2009 hebben wij van u uw subsidieaanvraag 2010, in het kader van de subsidieverordening evenementen, tot een bedrag ad € 50.000,-- ontvangen.

Op grond van artikel 16:8 van de Algemene Subsidieverordening zijn alle aanvragen beoordeeld door het ambtelijk evenementenoverleg. Het ambtelijk evenementenoverleg zal het college van burgemeester en wethouders adviseren omtrent de subsidieverlening 2010. Na de besluitvorming door het college van burgemeester en wethouders zal zo spoedig mogelijk de beschikking aan u worden toegezonden. De begrotingsbehandeling zal 13 november 2009 plaatsvinden.

Ten aanzien van uw aanvraag zal het volgende geadviseerd worden:

Subsidieadvies:

Geadviseerd wordt om een subsidie ad € 18.350,-- toe te kennen.
Dit is lager dan het aangevraagde subsidiebedrag, maar gelijk aan de subsidie van 2009 omdat men het programma niet vernieuwend genoeg vindt.

Korte beschrijving evenement:

De hippische sport in Zwolle kent sinds jaar en dag een evenement met internationale uitstraling. Voorheen opereerde men onder de naam Stallion of ook wel Zwolse Paardendagen. Hoofdactiviteit is het organiseren van een groot internationaal concours hippique in de IJsselhallen in Zwolle. Daarnaast spelen educatieve elementen een rol.

Financieel:

- De begroting van het evenement bedraagt € 595.000,--
- De gemeente wordt om een bijdrage gevraagd van € 50.000,--
- Het gevraagde subsidie is 8% van de begroting.

Annex IV Questionnaire

ZwolleInternational

Vul deze enquête in en maak kans op twee vrijskaarten voor **Outdoor Gelderland & Kasteelfair Middachten in juni 2010!**

Voor mijn afstudeeronderzoek op Hogeschool van Hall Larenstein onderzoek ik de mogelijkheden voor Zwolle International om te vernieuwen en te innoveren. Ook onderzoeken we methodes voor publiciteit. Dit geeft inzicht in hoe bezoekers het evenement ervaren en de reden van het bezoek. Met deze waardevolle informatie kan de organisatie Zwolle International nog verder verbeteren.

De enquête bestaat uit algemene vragen, uw mening over Zwolle International en over publiciteit. Het neemt ± 5 minuten in beslag. Het is van belang dat u alle vragen volledig invult, zodat de uitkomst het meest betrouwbaar is.

1. Hoe vaak heeft u Zwolle International (voorheen International Stallion Show) bezocht? (vul hieronder het aantal in)

- Dit is de eerste keer
- 2-4 keer
- Meer dan 4 keer

2. Hoeveel dagen bezoekt u Zwolle International dit jaar?

		dagen
--	--	-------

3. Waarvoor komt u dit jaar naar Zwolle International?

- | | |
|--|--|
| <input type="checkbox"/> (jeugd) springen | <input type="checkbox"/> Het strodorp (stands met producten) |
| <input type="checkbox"/> Internationaal springen | <input type="checkbox"/> Algemene paardensport |
| <input type="checkbox"/> (jeugd) dressuur | <input type="checkbox"/> Met oogpunt op fokkerij |
| <input type="checkbox"/> Internationaal dressuur | <input type="checkbox"/> Om te netwerken |
| <input type="checkbox"/> Nationaal dressuur | <input type="checkbox"/> Ik werk op het evenement |
| <input type="checkbox"/> Tuigpaarden | <input type="checkbox"/> Anders |
| <input type="checkbox"/> Mennen | namelijk |
| <input type="checkbox"/> Shows (bv Edward Gal) | |

Het evenement Zwolle International is sinds 2009 erg veranderd. Daar waar het voorheen een hengstenconcours was, ligt de focus nu meer op topsport. De duur van het evenement is ook verlengd.

Wat is uw mening betreffende de volgende stellingen? (aankruisen wat voor u het meest van toepassing is; wanneer u Zwolle International niet heeft bezocht vóór 2009, wilt u dan n.v.t. invullen?)

Stelling	Eens	Neutraal	Oneens	N.v.t.
4. Zwolle International is verbeterd sinds de wijzigingen in 2009				
5. De fokkerij komt in de nieuwe opzet van Zwolle International tekort				
6. Zwolle International kan beter terug naar het concept hengstenconcours				
7. Zwolle International is vernieuwend genoeg				
8. Zwolle International zou nog meer aandacht aan de (top)sport moeten besteden				

9. Welk onderdeel van Zwolle International zou volgens u verbeterd kunnen worden?

- | | |
|--|---|
| <input type="checkbox"/> Tuigpaarden keuring | <input type="checkbox"/> Zwolse handelsdagen (nationaal springen) |
| <input type="checkbox"/> Mooiste tuigpaardenavond van het jaar | <input type="checkbox"/> Shows |
| <input type="checkbox"/> Menavond | <input type="checkbox"/> Het strodorp (stands met producten) |
| <input type="checkbox"/> Springen junioren, pony's, young riders | <input type="checkbox"/> Anders namelijk |
| <input type="checkbox"/> Dressuur junioren, pony's, young riders | <input type="checkbox"/> Niets/geen mening |
| <input type="checkbox"/> Nationaal/landelijk dressuur | |
| <input type="checkbox"/> Internationaal springen | |

10. Indien u bij vraag 9 aangegeven heeft dat er onderdelen zijn die verbeterd kunnen worden, wilt u dan hieronder kort aangeven waarom en hoe deze verbeterd kunnen worden?

11. Wat zou u graag terug zien in komende edities van Zwolle International? (meerdere antwoorden mogelijk)

- Meer (entertainment) shows
- (Meer) interactie met het publiek
- (Meer) educatieve onderdelen
- Meer/andere stands
- Andere takken van de paardensport
- Meer over gezondheid van het paard
- Anders, namelijk.....
- Niets

12. Bent u van plan Zwolle International weer te bezoeken in de toekomst?

- Ja
- Nee
- Misschien

13. Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10? (1 de laagste beoordeling, 10 de hoogste.)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

14. Van welk(e) blad(en) bent u abonnee?

- | | |
|---|--|
| <input type="checkbox"/> Paard en Sport | <input type="checkbox"/> Horsimo |
| <input type="checkbox"/> De Hoefslag | <input type="checkbox"/> De Paardenkrant |
| <input type="checkbox"/> In de Strengen | <input type="checkbox"/> Het Sportpaard |
| <input type="checkbox"/> Bit | <input type="checkbox"/> De Haverklap |
| <input type="checkbox"/> Paard en Spul | <input type="checkbox"/> Anders |
| <input type="checkbox"/> Dressuur | namelijk:..... |

15. In welke media heeft u een advertentie/artikel over Zwolle International zien staan?

- Paard en Sport
- In de Strengen
- De Paardenkrant
- Het Sportpaard
- De Stentor
- De Peperbus
- Horses.nl
- Horsetelex
- Anders namelijk:

Hieronder volgen een aantal algemene vragen:

16. Wat is uw leeftijd?

- < 15
- 15-30
- 31-45
- 46-60
- > 61

17. Wat is uw geslacht?

- Man
- Vrouw

18. In welke provincie woont u?

- Groningen
- Friesland
- Drenthe
- Overijssel
- Gelderland
- Utrecht
- Noord Holland
- Zuid Holland
- Flevoland
- Zeeland
- Brabant
- Limburg
- Buitenland

Wanneer u hieronder uw gegevens invult, geeft u aan mee te willen dingen naar de 2 vrijkaarten voor Outdoor Gelderland. Uw gegevens zullen vertrouwelijk behandeld worden en niet doorgespeeld aan derden.

Lever deze enquête in bij de kassamedewerker of de inleverbox bij de uitgang.



.....

Naam:.....

Adres:.....

E-mailadres:.....

Telefoonnummer:.....

Hartelijk dank voor het invullen van deze enquête!

Manja Knevelbaard
Hogeschool van Hall Larenstein

Annex V Outcomes Questionnaire

N=303

Data collection: 2-17 January 2010

Op welke dag is de enquête afgenomen

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Zaterdag 2 januari	10	3,3	3,3	3,3
Zondag 3 januari	28	9,2	9,2	12,5
Maandag 4 januari	9	3,0	3,0	15,5
Dinsdag 5 januari	4	1,3	1,3	16,8
Donderdag 7 januari	9	3,0	3,0	19,8
Vrijdag 8 januari	20	6,6	6,6	26,4
Zaterdag 9 januari	48	15,8	15,8	42,2
Zondag 10 januari	25	8,3	8,3	50,5
Maandag 11 januari	10	3,3	3,3	53,8
Dinsdag 12 januari	3	1,0	1,0	54,8
Donderdag 14 januari	36	11,9	11,9	66,7
Vrijdag 15 januari	12	4,0	4,0	70,6
Zaterdag 16 januari	32	10,6	10,6	81,2
Zondag 17 januari	57	18,8	18,8	100,0
Total	303	100,0	100,0	

Hoe vaak heeft u Zwolle International bezocht?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dit is de eerste keer	84	27,7	28,6	28,6
2-4 keer	94	31,0	32,0	60,5
Meer dan 4 keer	116	38,3	39,5	100,0
Total	294	97,0	100,0	
Missing System	9	3,0		
Total	303	100,0		

Hoeveel dagen bezoekt u Zwolle International dit jaar?

N	Valid	294
	Missing	9
Mean		2,86
Minimum		1
Maximum		16
Percentiles	25	1,00
	50	2,00
	75	3,00

\$Waarvoor1 Frequencies

	Responses		Percent of Cases
	N	Percent	
Waarvoor komt u naar ZI?(a)			
Jeugd springen	58	8,3%	20,1%
Internationaal Springen	149	21,3%	51,6%
Jeugd dressuur	30	4,3%	10,4%
Internationaal dressuur	125	17,8%	43,3%
Nationaal dressuur	70	10,0%	24,2%
Tuigpaarden	47	6,7%	16,3%
Mennen	20	2,9%	6,9%
Shows	65	9,3%	22,5%
Het strodorp	30	4,3%	10,4%
Algemene paardensport	40	5,7%	13,8%
Met oogpunt op fokkerij	19	2,7%	6,6%
Om te netwerken	22	3,1%	7,6%
Ik werk op het evenement	26	3,7%	9,0%
Total	701	100,0%	242,6%

a Dichotomy group tabulated at value 1.

Anders, namelijk	aantal
Ingevuld zonder aanvullingen	6
GMB competitie	4
Jong geleerd/oud gedaan	3
Voor school/stage	2
Profeto	2
Leuk	1
Vergaderen	1
Jonge paardencompetitie	1
Mijn familie doet mee	1
Kindermiddag	1
Six bar	1

Stelling	Eens	Neutraal	Oneens	N.v.t.
4. Zwolle International is verbeterd sinds de wijzigingen in 2009 (totaal: 293, niet ingevuld, 10)	117- 39,9%	84- 28,7%	28- 9,6%	64- 21,8%
5. De fokkerij komt in de nieuwe opzet van Zwolle International tekort (totaal: 291, niet ingevuld, 12)	54- 18,6%	141- 48,5%	30- 10,3%	66- 22,7%
6. Zwolle International kan beter terug naar het concept hengstenconcoers (totaal: 292, niet ingevuld, 11)	33- 11,3%	81- 27,7%	120- 41,4	58- 19,9
7. Zwolle International is vernieuwend genoeg (totaal: 287, niet gevuld, 16)	123- 42,9%	96- 33,4%	18- 6,3%	50- 17,4%
8. Zwolle International zou nog meer aandacht aan de (top)sport moeten besteden (totaal: 288, niet ingevuld, 15)	82- 28,5%	117- 40,6%	40- 13,9%	49- 17,0%

\$Verbeterd1 Frequencies

		Responses		Percent of Cases
		N	Percent	
Wat kan er verbeterd worden?(a)	Tuigpaardenkeuring	10	3,1%	3,9%
	Mooiste Tuigpaardenavond van het jaar	12	3,7%	4,7%
	Menavond	6	1,8%	2,4%
	Springen Junioren, pony's, young riders	20	6,1%	7,8%
	Dressuur Junioren, pony's, young riders	13	4,0%	5,1%
	Nationaal/landelijk dressuur	23	7,1%	9,0%
	Internationaal Springen	27	8,3%	10,6%
	Zwolse Handelsdagen	10	3,1%	3,9%
	Shows	28	8,6%	11,0%
	Het Stroddorp	33	10,1%	12,9%
Anders, namelijk	2	,6%	,8%	
Niets/geen mening	142	43,6%	55,7%	
Total	326	100,0%	127,8%	

a Dichotomy group tabulated at value 1.

Anders, namelijk	aantal
Ingevuld zonder aanvulling	11
Internationale dressuur	3
Meer goedgekeurde hengsten	3
Nationaal Springen	2
Jong geleerd	1
meer deelname, ander tijdstip	1
clinic	1
Kindermiddag	1
basissport	1
Website	1
Programma-fokkerij	1
Meer tijd voor jonge hengsten	1

10. Indien u bij vraag 9 aangegeven heeft dat er onderdelen zijn die verbeterd kunnen worden, wilt u dan hieronder kort aangeven waarom en hoe deze verbeterd kunnen worden?

Opmerking	Aantal		Aantal
Meer stands	10	Dressuur toegankelijker maken door meer dressuurrubrieken	1
Meer variatie	7	Meer Friese paarden	1
Geen gelegenheid om op de tribune te zitten	7	Tuigpaarden word minder aan besteed dan voorheen	1
Meer internationale deelnemers	5	Niet op dezelfde dagen als Indoor Veendam	1
Meer aandacht aan besteden	4	Groter, Beter	1
Meer dagen	4	Handelsdagen ongeorganiseerd	1
Meer goedgekeurde hengsten	4	Tuigpaardenkeuring is nogal kort	1
Meer shows	4	Weinig tuigpaarden want niet in conditie in de winter	1
Landelijk springen M/L	3	Pauzes opvullen met shows	1
Meer deelnemers bij jeugd ruiters	3	Parkeren is veel te duur en niemand wees me een plaats	1
Meer bekende ruiters	3	Meer achtergrond informatie voor fokkerij	1
Meer publiekstrekkers zoals hengstenrubriek	2	Meer hengstenshows	1
Zitjes bij de losrijring	2	Toegangskaarten kunnen niet met pin worden betaald	1
Stilte tijdens het rijden	2	Niet springen en dressuur door elkaar heen	1
Hengstencompetitie	2	Korter programma	1
Meer spektakel	2	Meer in de media brengen dat de pony dagen gratis zijn	1
Meer aandacht aan gehandicaptensport	2	Vorig jaar was de tuigpaardenavond beter	1
Leuk dat er een rubriek jong geleerd oud gedaan is	1	Het geluid is soms galmend	1
Datum	1	Iets voor de jeugd	1
Spannender hindernissen	1	Meer zalen, meer stands, meer rassen	1
Andere stands dan kleding	1	Indeling 2009 was beter	1
Meer variatie in stands	1	Meer info op de site over begin programma en prijzen	1
Entreprijzen te hoog	1	Weinig publiek	1
Teveel tuigpaarden in de ring	1	(Totaal)	130

\$Terugzien1 Frequencies

		Responses		Percent of Cases
		N	Percent	
Wat wilt u in volgende edities terugzie(a)	Meer (entertainment) shows	106	26,8%	41,1%
	Meer interactie met het publiek	55	13,9%	21,3%
	Meer educatie onderdelen	49	12,4%	19,0%
	Meer/andere stands	60	15,2%	23,3%
	Andere takken van de paardensport	18	4,5%	7,0%
	Meer over gezondheid van het paard	37	9,3%	14,3%
	Anders, namelijk....	5	1,3%	1,9%
	Niets	66	16,7%	25,6%
Total		396	100,0%	153,5%

a Dichotomy group tabulated at value 1.

Opmerking	aantal
Ingevuld, zonder aanvulling	5
Veteranen springen	2
Eventing	1
Combinatie sport fokkerij	1
Pauzes opvullen met shows	1
Meer rassen	1
Meer sport	1
Over naar 3 sterren	1
Goedkopere consumpties	1
Meer aandacht voor de tuigpaardensport	1
Springsport	1
Hengstencomptitie	1
Landelijk	1
Meer voor kinderen, dichterbij de paarden	1

Bent u van plan Zwolle International weer te bezoeken in de toekomst

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ja	242	79,9	84,6	84,6
	Nee	1	,3	,3	85,0
	Misschien	43	14,2	15,0	100,0
	Total	286	94,4	100,0	
Missing	System	17	5,6		
Total		303	100,0		

Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10?

N	Valid	281
	Missing	22
Mean		7,687
Median		8,000
Mode		8,0
Minimum		3,0
Maximum		10,0

Wat is uw leeftijd

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <15	18	5,9	6,2	6,2
15-30	122	40,3	42,1	48,3
31-45	76	25,1	26,2	74,5
46-60	58	19,1	20,0	94,5
>61	16	5,3	5,5	100,0
Total	290	95,7	100,0	
Missing System	13	4,3		
Total	303	100,0		

Wat is uw geslacht

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Man	86	28,4	29,8	29,8
Vrouw	203	67,0	70,2	100,0
Total	289	95,4	100,0	
Missing System	14	4,6		
Total	303	100,0		

In welke provincie woont u

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Groningen	9	3,0	3,1	3,1
Friesland	13	4,3	4,5	7,6
Drenthe	8	2,6	2,8	10,4
Overijssel	125	41,3	43,3	53,6
Gelderland	94	31,0	32,5	86,2
Utrecht	7	2,3	2,4	88,6
Noord Holland	5	1,7	1,7	90,3
Zuid Holland	3	1,0	1,0	91,3
Flevoland	9	3,0	3,1	94,5
Zeeland	2	,7	,7	95,2
Brabant	8	2,6	2,8	97,9
Limburg	3	1,0	1,0	99,0
Buitenland	3	1,0	1,0	100,0
Total	289	95,4	100,0	
Missing System	14	4,6		
Total	303	100,0		

One-Sample Kolmogorov-Smirnov Test

	Hoeveel dagen bezoekt u Zwolle International dit jaar?	Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10?
N	293	281
Normal Parameters(a,b)	Mean 2,70	7,687
	Std. Deviation 2,572	,9644
Most Extreme Differences	Absolute ,254	,254
	Positive ,245	,223
	Negative -,254	-,254
Kolmogorov-Smirnov Z	4,354	4,252
Asymp. Sig. (2-tailed)	,000	,000

a Test distribution is Normal.

b Calculated from data.

How many days do you visit Zwolle International this year?

How often did you visit Zwolle International	Mean (days)	N	Std. Deviation
First time	1,73	83	1,842
2-4 times	2,68	94	2,494
> 4 times	3,41	109	2,894
Total	2,69	286	2,578

Test Statistics(a,b)

	Hoeveel dagen bezoekt u Zwolle International dit jaar?
Chi-Square	38,461
df	2
Asymp. Sig.	,000

a Kruskal Wallis Test

b Grouping Variable: Hoe vaak heeft u Zwolle International bezocht?

Category	Mean mark	N
Youth jumping	7,875	56
International jumping	7,839	140
Youth dressage	7,732	28
International dressage	7,642	120
National dressage	7,697	66
Harness horses	7,872	43
Driving	7,861	18
Shows	7,750	62
Stands	7,714	28
General equine sports	7,882	38
Breeding	7,278	18
Networking	7,548	21
Work on the event	7,750	24

		Hoe vaak heeft u Zwolle International bezocht?			Total
		Dit is de eerste keer	2-4 keer	Meer dan 4 keer	
springen anders, dressuur of allebei	anders	23	16	15	54
	springen	30	30	34	94
	dressuur	25	29	29	83
	springen en dressuur	6	19	38	63
Total		84	94	116	294

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22,041(a)	6	,001
Likelihood Ratio	23,613	6	,001
Linear-by-Linear Association	20,615	1	,000
N of Valid Cases	294		

a 0 cells (,0%) have expected count less than 5. The minimum expected count is 15,43.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	,274	,001
	Cramer's V	,194	,001
	Contingency Coefficient	,264	,001
N of Valid Cases		294	

a Not assuming the null hypothesis.

b Using the asymptotic standard error assuming the null hypothesis.

		Wat is uw leeftijd					Total
		<15	15-30	31-45	46-60	>61	
springen anders, dressuur of allebei	anders	0	26	13	10	2	51
	springen	11	34	25	16	7	93
	dressuur	3	30	26	19	3	81
	springen en dressuur	4	32	12	12	4	64
Total		18	122	76	57	16	289

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16,560(a)	12	,167
Likelihood Ratio	18,928	12	,090
Linear-by-Linear Association	,176	1	,675
N of Valid Cases	289		

a. 5 cells (25,0%) have expected count less than 5. The minimum expected count is 2,82.

Wat is uw geslacht	Mean	N	Std. Deviation	Minimum	Maximum
Man	7,581	80	,9758	4,0	10,0
Vrouw	7,737	196	,9614	3,0	10,0
Total	7,692	276	,9664	3,0	10,0

Test Statistics(a)

	Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10?
Mann-Whitney U	7391,500
Wilcoxon W	10631,500
Z	-,799
Asymp. Sig. (2-tailed)	,424

a. Grouping Variable: Wat is uw geslacht

Test Statistics(a)

	Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10?
Mann-Whitney U	2935,500
Wilcoxon W	6175,500
Z	-2,092
Asymp. Sig. (2-tailed)	,036

a. Grouping Variable: springen, dressuur of allebei (dressage and jumping visitors)

Test Statistics(a,b)

	Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10?
Chi-Square	9,931
df	3
Asymp. Sig.	,019

a. Kruskal Wallis Test

b. Grouping Variable: springen, dressuur of allebei

Test Statistics(a)

	Hoeveel dagen bezoekt u Zwolle International dit jaar?
Mann-Whitney U	3325,000
Wilcoxon W	6811,000
Z	-1,708
Asymp. Sig. (2-tailed)	,088

a Grouping Variable: springen, dressuur of allebei

Visitors category	Mean days	N
Jumping	2,60	93
Dressage	2,02	83
Jumping & Dressage	3,84	64
Not for jumping or dressage	2,55	53

Hoeveel dagen bezoekt u Zwolle International dit jaar?

springen, dressuur of allebei	Mean	N	Std. Deviation
anders	2,55	53	3,111
springen	2,60	93	2,638
dressuur	2,02	83	1,848
springen en dressuur	3,84	64	2,470
Total	2,70	293	2,572

Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10?

springen, dressuur of allebei	Mean	N	Std. Deviation
anders	7,427	48	,8251
springen	7,876	89	1,0177
dressuur	7,550	80	1,0421
springen en dressuur	7,786	63	,8314
Total	7,686	280	,9660

Test Statistics(a,b)

	Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10?
Chi-Square	2,021
df	2
Asymp. Sig.	,364

a Kruskal Wallis Test

b Grouping Variable: Hoe vaak heeft u Zwolle International bezocht?

Mean marks per day:

Op welke dag is de enquête afgenomen	Mean	N	Std. Deviation	Minimum	Maximum
Zaterdag 2 januari	7,889	9	,6009	7,0	9,0
Zondag 3 januari	8,000	27	1,0000	5,0	10,0
Maandag 4 januari	8,111	9	,8207	7,0	9,0
Dinsdag 5 januari	7,500	2	,7071	7,0	8,0
Donderdag 7 januari	7,556	9	,7265	6,0	8,0
Vrijdag 8 januari	7,675	20	1,0548	6,0	10,0
Zaterdag 9 januari	7,391	46	1,1639	3,0	9,0
Zondag 10 januari	7,625	24	,6469	6,0	9,0
Maandag 11 januari	7,333	9	,7071	6,0	8,0
Dinsdag 12 januari	6,500	3	2,2913	4,0	8,5
Donderdag 14 januari	7,438	32	,9224	5,5	9,0
Vrijdag 15 januari	7,600	10	1,2649	5,0	9,0
Zaterdag 16 januari	7,810	29	,9298	6,0	10,0
Zondag 17 januari	7,971	52	,7568	6,0	10,0
Total	7,687	281	,9644	3,0	10,0

Test Statistics(a,b)

	Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10?
Chi-Square	18,737
df	13
Asymp. Sig.	,131

a Kruskal Wallis Test

b Grouping Variable: Op welke dag is de enquête afgenomen

Hoe vaak heeft u Zwolle International bezocht?	Mean	N
Dit is de eerste keer	7,613	75
2-4 keer	7,767	88
Meer dan 4 keer	7,692	112
Total	7,695	275

N: 303, Missing N, 22

Mean marks per age category:

Wat is uw leeftijd	Mean	N	Std. Deviation	Minimum	Maximum
<15	8,833	18	,7670	7,0	10,0
15-30	7,622	119	,8733	4,0	10,0
31-45	7,610	73	,9727	3,0	10,0
46-60	7,500	54	,9265	5,0	9,0
>61	8,038	13	1,1266	5,0	9,0
Total	7,693	277	,9648	3,0	10,0

Test Statistics(a,b)

	Wat is uw algemene oordeel over Zwolle International op een schaal van 1 tot 10?
Chi-Square	33,831
df	4
Asymp. Sig.	,000

a Kruskal Wallis Test

b Grouping Variable: Wat is uw leeftijd

Test Statistics(a,b)

	springen, dressuur of allebei
Chi-Square	,339
df	4
Asymp. Sig.	,987

a Kruskal Wallis Test

b Grouping Variable: Wat is uw leeftijd

Annex VI Summaries of the interviews

Mr. Lodewijk, board member

Mr. Lodewijk is treasurer of Stichting International Stallion show since 2008. Also he is sponsor. When asked how the decision-making process was with regards to the changes in 2009, he says that there was no future for the international stallion-show. That is when was decided that it would become an international competition. In 2010 the event is longer, because KWPN wanted to organise the harness horse inspection on 2nd of January. In between we filled the time with junior rider competition.

Mr. Lodewijk's ambitions for coming editions is the sportive levels needs to go up to 3 of 4 stars. He feels the concept of the event is good this way, the length as well. We need to higher the reputation of the existing concept.

With regards to innovation he mentions a few practical things like heighten the VIP-loge. He also wants to make the competitions smaller, with shows in between. We need more spectacle, 'het moet knallen!'.

With regards to the different parts of the program;

- The quality of the harness horse evening needs to go up
- More and more entertaining shows
- Different stands

Mr. Dubbeldam, committee member

Mr. Henk Dubbeldam currently takes part in the committee of Zwolle International, and was one of the founders of the equine event in Zwolle.

Mr. Dubbeldams opinion on the current event is that he is curious about the financial gain with het length of 17 days. He would like the event to be shorter, more compact and more spectacular, but if the finances are better in this design, it might be more wise to follow that line.

Mr. Dubbeldam says that the committee he works in, has 4-5 persons. The board makes the bigger decisions and works on the sponsoring. The committee fills in, and arranges e.g. the facilities.

For the future, he would like to see the stallion competition in Zwolle. If we could get Holstein, KWPN and Zangersheide to Zwolle, we could focus more on stallions and breeding.

With regards to innovation; Mr. Dubbeldam states that it stays difficult to attract the right audience. The organisation must stay alert, and react on possibilities. We have to adapt on the market. We have to keep observing what the demands of the market are. We can find new things, that others do not have noticed yet. It is important to keep up to date by the trade papers and magazines in the equine sector. An idea is to organise an inter-provincial competition, between e.g. Overijssel, Gelderland and Drenthe. The costs of improving sports are higher, e.g the amount of stars.

It would not be easy to return to the stallion competition, because the time had changed. The length of the event is very demanding for the volunteers.

With regards to the different parts of the program;

- Harness horse evening: in Germany they make a big spectacle of this, we could improve in this.
- Jumping & Dressage of juniors I would scratch out of the program, to get it more compact
- Zwolse handelsdagen: is probably profitable
- Shows: can have more quality

Mr. Koninckx, course designer

Louis Koninckx is the head coursebuilder for the CSI2* competitions. He had build courses in several international events, but it is his first time for Zwolle International. What is his idea about the current event and innovation for the future? Mr. Koninckx says the accommodation is very nice. There is a lot of opportunities for the program. For the employees there needs to be more continuity. There needs to be good guidance. People need to organise their own piece. Now people think that other will do the job. A good basics for personnel management is lacking. The length of the days is too long. There is enough public and it is a good public. People are involved and enjoy the sports.

When Zwolle International thinks of innovation they should first improve the existing things. The equine sector in conventional, people might not be so keen on innovation. The competitions are too long. There are too many riders per class. Therefore, the public has to wait long for spectacle. In the future Zwolle International could get more stars and more sponsoring. This will guarantee good sports, of a higher level. This will require more money.

Employee Mr. Sauman

Mr. Jan Sauman is involved with Zwolle International for 7 years now. He started with helping in building up the course, after that he helped in facilities and with all kinds of small tasks. He says that Zwolle International changed from a international stallion show into a big international competition. In earlier editions of Zwolle International there were more shows and clinics. This was entertaining for the public and educative for the national riders. There was a show with Jan Veen the pianist, duck shows, dog shows etc. The organisation need to look for what is spectacular on a certain moment. In the past people came to watch the stallions and decided the choice for their mare in Zwolle.

Mr. Saumans opinion on the current event is that the program is too long in days. The program is too tedious. The Zwolse handelsdagen will not attract a lot of people. There are also little people that find 60 dressage-trials in a row interesting. The level of sports is good, as well as the accommodation. We need a more various program, but might be difficult to accomplish because of the hectic for the employees. We miss shows, variation, spectacle but also more appreciation for the employees. In the past we would go away with the crew, e.g. to Jumping Amsterdam. The event should become shorter, e.g. two weekends and a week. Mr. Souman would like to see the stallions back in Zwolle, with the stand holders and shows. Zwolle international should also contract famous riders. For international jumping they could make a separate competition for stallions.

Mr & Mrs Wolff, Supportersclub

Mr. and Mrs. Wolff are member of the supporterclub for many years. They can visit the event for 5 days for €200 and 10 days for €500. They have an own spot on the VIP-loge. Mr. and Mrs. Wolff came to Zwolle to see the young stallion to breed with. The event is now too long. They would like to see more audience, and clinics and shows from famous riders, like on the harness horse evening and the show of Edward Gall. They miss the stallions, and the stands from stallion-holders. We made the stallion-choice in Zwolle. Stallions in the arena also attracts public. The handelsdagen can be done in the middle of the competitions, to make it more variable.

Mrs. Hart and Mr. Van der Kooi, sponsors

In order to find out what sponsors find of the event, we interviewed them; The owner of Konag is stand holder since 5 years. The main goal is to reach brand awareness and establish sales. The brand awareness he qualifies as moderate-good and the sales are moderate-bad. He says he misses public. There is little action, with the harness horse evening as exception. The program needs more educations programs, more clinics from top-riders and more evening-shows. The set-up of the

stand is nice, just like the accommodation and the location. The money for a stand is not too high.

With regards to innovation Zwolle International should look more to the future. They should adapt the program on what the public wants to see. Zwolle needs more show-elements. He states that he organised Indoor Emmeloord, where he had top-riders for little money. Standholders want public. He advises to improve the harness horse show and the driving evening. He would scratch

De owner of the passage, Erika Hart, is stand holder for 4 years. She owns a riding-shop, and she also donates products for the organisation, to give a way. She has a stand on all events, so also at Zwolle International. Mrs. Hart says she misses discount-tickets for standholders on food. Also there is no vacuum-cleaner available for the standholder. She finds there is too little public. The fact that there are free days with no program are very inconvenient for stand holders.

With regards to innovation, she says that everything is arrange properly. The accommodation is good, and repairs are quickly processed. The money for a stand is too high. The program is good, especially the kids-afternoon and the harness-horse evening. MRs. Hart would like to see more entertainment and shows, where people will come for. In stands she finds that there are 4 rider-shops now, and that is too much. More variation would be better.

Fred Lodewijk, of Lodewijk assurantien says he is sponsor because it gives a lot of network opportunities.