



**FEI**™

**SPORTS FORUM**

**PROGRAMME**

4-5 April 2016

IMD, Lausanne,  
Switzerland

  
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## WELCOME FROM THE FEI SECRETARY GENERAL



I am delighted to present you with the programme for the FEI Sports Forum 2016 for what is set to be a milestone in the future development of our sport.

Since we launched the Sports Forum in 2012, we have all seen first-hand just how profound an impact this discussion platform has had on the decision making process and the way in which we interact as a community. Every year, we have a different programme which is on the one hand leading up to some of the key decisions to be taken at the General Assembly and also reflecting the trends in the greater sporting world. We do not operate in a vacuum and the FEI Sports Forum is a great opportunity to take stock of where we stand, where we need to go and how as a community we can achieve our goals in order to grow and ensure our sport continues to succeed in today's global sporting industry.

There are two big themes for this year's edition – Officials and Olympic and FEI World Equestrian Games<sup>TM</sup> competition formats.

Officials are an essential component of our sport and their role in safeguarding the integrity and credibility of equestrian and protecting horse welfare cannot be underestimated. It is important that we look at the bigger picture so that we have the

procedures in place to ensure the career pathways, education, remuneration, and appointments are all working together so that our officials are not only motivated but also fully equipped to do their jobs. Our sport depends on an active, passionate and committed volunteer workforce and it is our duty as a greater equestrian community to provide them with the education tools and working conditions in order to appropriately carry out their crucial duties. You will find more information on the various sessions dedicated to Officials in this programme booklet.

As for competition formats at the Olympic and FEI World Equestrian Games<sup>TM</sup>, we are continuing on our consultation cycle which began in earnest at the Sports Forum last year when the first proposals were presented. We know as a sport some of the challenges we face when it comes to universality, media appetite, and appealing to new audiences and fans and this is precisely what the proposals are tackling. In terms of media appetite, the discussion on the new formats ties in quite nicely with the presentation of our sport and the way we communicate to a global audience, so we have also organised a session on the changing communication landscape so that we as a community can work together and ensure our sport is seen, heard and promoted all over the world and on all available channels.

All the supporting documents for the Sports Forum including these proposals, are available [here](#) on the FEI website. We also have a dedicated online discussion platform so that you (whether you attend the Forum or not) can voice your opinions and be part of the discussion.

I am looking forward to all the debates and feedback around the topics selected for this year's Forum and would like to encourage everyone to contribute to the conversation and voice their opinions so that the Forum continues to serve the purpose it was created for. And last, but not least, I would like to extend my sincere thanks to all the speakers and experts from various fields who have accepted our invitation to be moderators, panellists, and rapporteurs during the FEI Sports Forum 2016.



**Sabrina Ibáñez**  
*FEI Secretary General*

**1<sup>st</sup>**

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*Financial Times*

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## TIMETABLE

**Monday 4 April 2016**

**9:00-18:00**

**IMD, M100 Auditorium**

- 08:00**      **REGISTRATION**
- 09:00**      **WELCOME / OPENING BY THE FEI PRESIDENT AND IMD FACULTY**
- 09:45**      **Session 1: FEI OFFICIALS CAREER PATHWAY**
- 11:15      Coffee break presented by Carlson Wagonlit Travel
- 11:45**      **Session 2: FEI OFFICIALS EDUCATION**
- 13:15      Lunch
- 14:15**      **Session 3: FEI OFFICIALS APPOINTMENT AND REMUNERATION**
- 16:00      Coffee break
- 16:30**      **Session 4: CONCLUSIONS FROM OFFICIALS SESSIONS**
- 18:00      END
- 19:30**      **OFFICIAL DINNER presented by Longines at the Royal Savoy Hotel, Lausanne**
- 23:00      END

**Tuesday 5 April 2016**

**9:00-16:30**

**IMD, M100 Auditorium**

- 09:00**      **Session 5: THE CHANGING COMMUNICATION LANDSCAPE - RIO 2016 & BEYOND**
- 10:15**      **Session 6: OLYMPIC, PARALYMPIC AND FEI WORLD EQUESTRIAN GAMES™**  
**COMPETITION FORMATS**
- 11:15      Coffee break
- 11:45**      **Session 6: CONTINUING**
- 13:15      Lunch presented by Ariat
- 14:30**      **Session 7: EVENTING RULES REVISION**
- 16:30      END
- 18:30**      **FAREWELL COCKTAIL at the FEI Headquarters, HM King Hussein I Building**
- 22:00      END

## ABOUT THE MEETINGS & KEY SPEAKERS

All meetings will be held at IMD, International Institute for Management Development, in the M100 Auditorium of the Maersk Mc-Kinney Moller Center, Ch. Bellerive 34, 1007 Lausanne. IMD is a ten-minute walk from all hotels.

**The topics that will be addressed during the FEI Sports Forum are outlined below.**

The respective supporting documents are available under <http://www.fei.org/fei/about-fei/sportsforum/2016>.

### WELCOME/OPENING

#### SPEAKERS

##### **Ingmar De Vos (BEL)**

###### ***FEI President***

Ingmar De Vos holds degrees in political science, business administration and international and European law, and started his career as an advisor to the Belgian Senate. He joined the Belgian Equestrian Federation as managing director in 1990, and held the additional role of Secretary General from 1997 to 2011.

During his time at the Belgian National Federation, Ingmar De Vos was chef de mission for the Belgian Equestrian Team at all FEI World Equestrian Games™ from 1990 to 2010 and at several Olympic Games. He was also Secretary General of the European Equestrian Federation from 2010, the year the organisation was formed, until 2011, when he joined the FEI. After three years as FEI Secretary General, Ingmar was elected as FEI President in December 2014.

##### **Prof. Stéphane Garelli (SUI)**

###### ***Professor at IMD, Lausanne***

Stéphane Garelli - a world authority on competitiveness - has pioneered research in this field for 25 years. Professor at IMD (Institute of Management Development) Lausanne, where he founded the World Competitiveness Centre, he is also professor at the University of Lausanne. Formerly Managing Director of the World Economic Forum and Director of the Davos Annual Meetings, he has also worked closely with several large global enterprises, including Hewlett-Packard Europe, SGS and Nestlé. He was chairman of the FF Sandoz Financial Holding. He is a member of numerous international institutions and several boards and is currently chairman of the Swiss newspaper Le Temps. He is also a member of the International Olympic Committee commission on Sustainability and Legacy.

Stéphane Garelli reads today's global economic picture better than anyone else – he is an exciting speaker who combines content with an entertaining approach to complex issues supported by his trademark graphics. His presentations on competitiveness provoke companies and individuals to think “outside the box”, and to confront their strategies with recent market trends and new competitive pressures.



## SESSION 1

### FEI OFFICIALS CAREER PATHWAY

The opening session of the FEI Sports Forum 2016 will be dedicated to the Officials' careers. The pathway for an FEI Official usually begins at national level. Education received in the Official's home country and the experience gained at national events are often the basis for an international future with the FEI. For those, who choose to evolve and who, through hard work and dedication, gain FEI promotion, an international and often time-consuming career begins. This session will focus on the current transitional regulations from national to international level and the ways in which they affect the FEI. Once qualified internationally, all FEI Officials can aspire to a higher status. Are the qualification requirements fair and equal for all? The FEI is interested in appointing Officials of the highest possible standard but how is the quality of an FEI Official's job evaluated? Should FEI Officials be sanctioned or demoted in case they take the wrong decisions? What can the FEI do in case the position as FEI Official is being abused? Should FEI Officials retire after reaching a certain age as is the case in many companies and professions? Most FEI Officials are passionate volunteers so what ways should the National Federations (NFs) and FEI find to ensure that they remain interested and how should new recruits be motivated to join the sport? Feedback on these and other important questions will be sought during the FEI Sports Forum's first session.

#### Moderator

**Sandra Wiedmer (SUI), Secretary General SUI NF**

#### Panel

**Teodor Sheytanov (BUL), Secretary General BUL NF**

**Mariette Withages (BEL), former International FEI O-Judge**

**Marisol Casado (ESP), President International Triathlon Union**

**Hope Hand (USA), Para-Equestrian Committee Member**

#### Rapporteur

**Pierre Ouellet (ITA), Reining Committee Member**

## SESSION 2

### FEI OFFICIALS EDUCATION

Education, which is critical for FEI Officials to ensure horse welfare is protected and guarantee a level playing field for athletes, will be the focus of the FEI Sports Forum 2016's second session. The session will be the opportunity to raise many key questions related to the involvement of the NFs, costs, calendar and geographical spread, standards for Course Directors, and strategy. Should the FEI be fully managing the Officials without involvement from the NFs? Education is costly and today a significant portion of the financial burden is borne by the Officials themselves. Should the education standards be set to the cheapest possible level? How much should Officials be reasonably expected to contribute? What can be done to avoid the exclusion of FEI Officials from education for financial reasons? Should the FEI organise courses in the most cost-efficient way? How can the FEI establish a binding course calendar by the beginning of each year? How can education be balanced out against costs without compromising the quality? Does the level of the Course Directors affect the quality of courses? Should the FEI introduce standards for Course Directors? Are courses currently been organised where and when they are most needed? Does the FEI need an education strategy? Participants will be encouraged to contribute to the debate by sharing their opinions, views, and personal experiences.

#### Moderator

**Sally Ike (USA), USA NF Official**

#### Panel

**Jacques van Daele (BEL), FEI Steward General Dressage**

**Raymond Grether (NED), Reining Committee Member**

**Maria Gretzer (SWE), FEI Executive Board Member & Athlete Committee Chair**

**Peter Kallings (SWE), FEI List Group Member & FEI Testing Veterinarian**

#### Rapporteur

**Harald Muller (GER), FEI Education & Standards Director**

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## SESSION 3

### FEI OFFICIALS APPOINTMENTS AND REMUNERATION

The FEI Sports Forum 2016's third session will concentrate on Officials remuneration. No sport could exist without the dedication of volunteer Officials. Equestrian sport in general and the top level in particular are becoming increasingly professional. Should therefore the FEI study ways to professionalise some of its Officials? Are FEI Officials currently competent enough to interact with stakeholder groups within a professional environment, especially at top level events? Is remuneration the only factor influencing the quality of FEI Officials? What would be proper remuneration? Just as important and possibly as controversial as remuneration is the appointment of Officials. How often should an FEI Official actually officiate in order to remain relevant? Are the current deployment processes at events fair? Do FEI Officials residing outside the equestrian sport's central hubs that are Western Europe and the USA have the same chances to fulfil the FEI standards? Or should perhaps the standards be lowered? Can event organisers justify the reduction of the number of FEI Officials or their remuneration without risking the integrity of the sport? Should the FEI be responsible for making the appointments of Officials at some or all international events?

#### Moderator

**Stephan Ellenbruch (GER), Jumping Committee Member**

#### Panel

**Peter Bollen (BEL), Jumping Committee Member**

**Rocio Echeverri (CRC), Endurance Committee Member**

**Cesar Hirsch (VEN), Nomination Committee Member**

**Steve Guerdat (SUI), Jumping Rider, Olympic Medalist**

#### Rapporteur

**Wayne Channon (GBR), IDRC Board Member**

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## SESSION 4

### CONCLUSIONS FROM "OFFICIALS" SESSIONS

Moderated by FEI Secretary General, the FEI Sports Forum 2016's fourth session will be the last dedicated to Officials. With the help from the panellists of the previous sessions, Sabrina Ibáñez will outline the conclusions reached during the debates on career pathway, education, and appointment and remuneration. The session will offer the opportunity to highlight the strengths of the current system and to debate once more the weaknesses and the proposed way forward.

#### Moderator

**Sabrina Ibáñez (SUI), FEI Secretary General**

#### Panel

**Pierre Ouellet (ITA), Reining Committee Member**

**Wayne Channon (GBR), IDRC Board Member**

**Harald Muller (GER), FEI Education & Standards Director**



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## SESSION 5

### THE CHANGING COMMUNICATIONS LANDSCAPE – RIO 2016 & BEYOND

In the ever changing and highly competitive world of communication, it is a constant challenge to get your message across to the right audience at the right time. With more tools than ever at our fingertips, the question of how to integrate our message across broadcast, press, digital & social platforms to most effectively amplify our communications is one which needs to be constantly tested and evaluated.

With the #RoadToRio firmly in our sights we will discuss how, combining our network of expertise, we can make Equestrian sport the subject of water cooler chat all around the world.

#### Speakers

**Alan Abrahamson (USA)**, LA Times correspondent and member of the IOC Press Committee

**Richard Johnson (GBR)**, FEI Corporate Communications Director

#### Rapporteur

**Alice Permain (GBR)**, FEI Corporate Campaign Coordinator

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## SESSION 6

### OLYMPIC, PARALYMPIC AND FEI WORLD EQUESTRIAN GAMES<sup>TM</sup> COMPETITION FORMATS

Against the backdrop of the Olympic Agenda 2020 reforms, the Olympic and Paralympic disciplines have been debating their competition formats in order to ensure they remain exciting and attractive to spectators, television audiences and digital media fans. The need for this review was further strengthened following recommendations regarding future format, scale and organisation of the FEI World Equestrian Games<sup>TM</sup> coming out of an extensive consultation and review conducted by The Sports Consultancy in 2014.

The disciplines presented their initial ideas at the FEI Sports Forum 2015 and the debates continued throughout the year with special sessions dedicated to this subject during the FEI General Assembly in Puerto Rico. The time has now come to for each sport to present its final proposals for feedback before putting them to the vote at this year's General Assembly in November.

A clear distinction between team and individual competitions, shorter sessions, which are more exciting for broadcasters, and competition formats which are easily followed and appealing to new and younger audiences are all considered critical for the future of our sport in the Olympic and Paralympic movement. Furthermore the FEI World Equestrian Games<sup>TM</sup> have arguably become too large and lack viability for organisers. Getting control of horse and athlete numbers and producing more compact competitions are considered essential elements for creating an attractive proposition for future bidders.

This session will provide the platform for each discipline to present their vision for the future as well as many opportunities for delegates to express their opinions and play their part in shaping this future.

## Moderator

Tim Hadaway (GBR), FEI Championships and Games Director

## Panel

Alan Abrahamson (USA), LA Times correspondent and member of the IOC Press Committee

Charles Balchin (GBR), Head of Programmes, IMG Production

John Madden (USA), FEI Chair Jumping Committee

Frank Kemperman (NED), FEI Chair Dressage Committee

Giuseppe de la Chiesa (ITA), FEI Chair Eventing Committee

Brian Sheahan (AUS), FEI Chair Endurance Committee

Karoly Fugli (HUN), FEI Chair Driving Committee

John Eccles (GBR), FEI Chair Vaulting Committee

Bob Thompson (CAN), FEI Chair Reining Committee

Ulf Wilken (SWE), FEI Chair Para Equestrian Committee

## SESSION 7

### EVENTING RULES REVISION

This year the FEI Eventing Rules are undergoing a full review which is being tabled at the FEI General Assembly in November. The last full review took place four years ago. This session will provide attendees with the opportunity to discuss the evolution of Eventing since the last rules revision and discuss its future. Participants will be invited to debate new competition formats, updated scoring systems, as well as proposals linked to the enhanced presentation and explanation of the discipline.

## Moderator

Giuseppe de la Chiesa (ITA), FEI Chair Eventing Committee

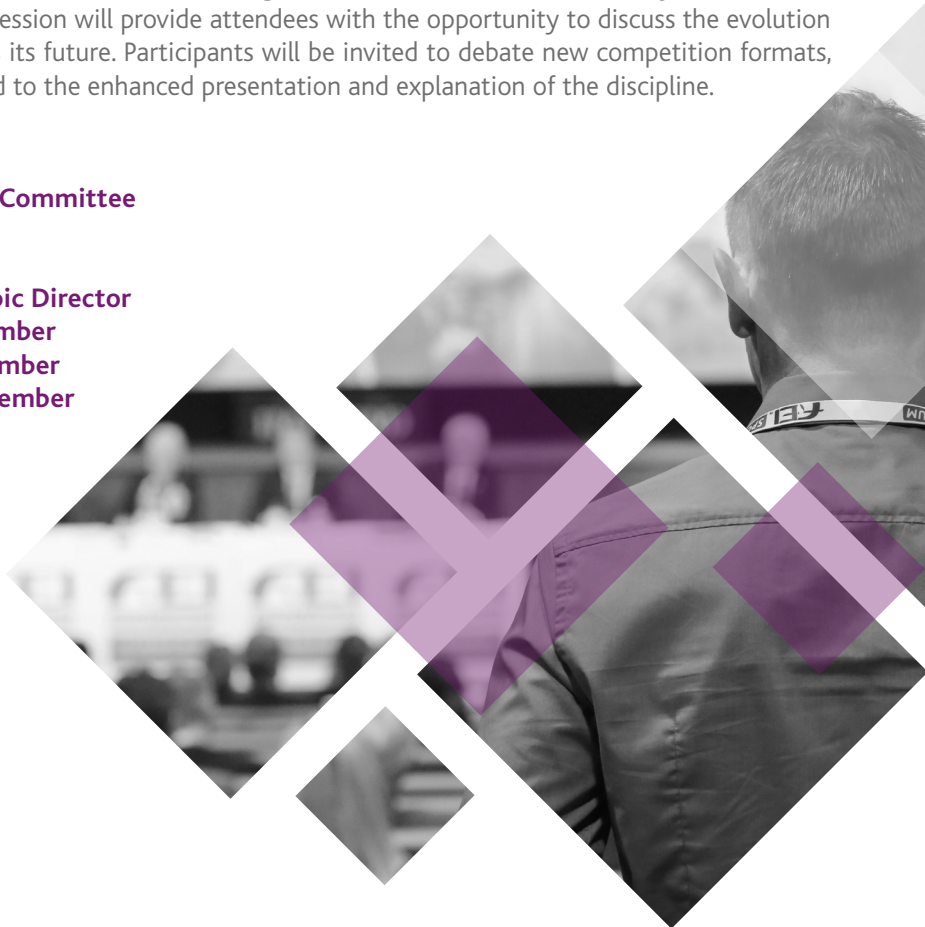
## Panel

Catrin Norinder (SWE), FEI Eventing and Olympic Director

Daisy Berkeley (GBR), Eventing Committee Member

Patricia Clifton (GBR), Eventing Committee Member

Rüdiger Schwarz (GER), Eventing Committee Member





## HOTELS

### MÖVENPICK HOTEL LAUSANNE

Avenue de Rhodanie 4  
1006 Lausanne, Switzerland

[www.moevenpick-lausanne.com](http://www.moevenpick-lausanne.com)

**Room price per night:**

Standard Single & Double occupancy:  
CHF 220 (incl. WIFI & VAT)

**Supplements:**

Continental breakfast:  
CHF 25 per person / per day

Buffet breakfast:  
CHF 35 per person / per day

Rooms are available from 14:00 on arrival date.  
Checkout at 12:00.

### CARLTON HOTEL

Avenue de Cour 4  
1007 Lausanne

[www.carltonlausanne.com](http://www.carltonlausanne.com)

**Room price per night:**

Standard Single occupancy :  
CHF 200 (incl.breakfast, WIFI & VAT)

Standard Double occupancy:  
CHF 225 (incl.breakfast, WIFI & VAT)

Rooms are available from 15:00 on arrival date.  
Checkout at 12:00.

### HOTEL AU LAC

Place de la Navigation 4  
1006 Lausanne, Switzerland

[www.aulac.ch](http://www.aulac.ch)

**Room price per night:**

Standard Single occupancy:  
CHF 145 (incl. breakfast, WIFI & VAT)

Standard Double occupancy:  
CHF 190 (incl. breakfast, WIFI & VAT)

Rooms are available from 14:00 on arrival date.  
Checkout at 12:00.

**All meetings will be held at IMD,  
a ten-minute walk from all Hotels.**

**Please make sure you book your hotel through  
the FEI Online Registration to benefit from these  
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**Hotels will be attributed on a 1st come 1st serve basis.**

**IMPORTANT  
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## INFORMATION BOOTHS

### FEI Solidarity Department

They will be at your disposal to discuss any development topics such as:

- The FEI Solidarity Programme for the National Federations, The Athletes, The Coaches and the Equestrian Values
- The Application procedure for NFs Projects
- The NFs projects follow-up, etc.

### Medical Committee – Athlete Health & Safety Information

The Medical Committee members will be available at their dedicated booth to explain the FEI's rules and guidelines and advise on any athlete health and safety consideration including concussion, medical coverage of events, or Clean Sport. A "doctor's pack" featuring key documents will be provided to visitors.

## LUNCHES & DINNERS

Lunch on 4 April will be held at IMD Restaurant and on 5 April in the Foyer of the M100 Auditorium.

On 4 April, the FEI is very pleased to invite all attendees to the Official dinner presented by Longines which will take place this year in the newly renovated Hotel "The Royal Savoy" situated just across the street from the FEI.

*Dress code: business attire*

On 5 April, the traditional farewell cocktail will be held at the FEI Headquarters, HM King Hussein I Building, to close the FEI Sports Forum 2016.

*Dress code: smart casual*

## VISA REQUIREMENTS/TRAVEL

The list of countries that need a visa to enter Switzerland is available on **the official website of the Swiss Confederation**. You can also contact your respective Consulate/Embassy for more information about Visa procedures.

Participants requiring an official invitation letter from the FEI can contact the FEI HQ directly at [feisportsforum@fei.org](mailto:feisportsforum@fei.org).

### FEI MEETAPP



FEI MeetApp is the official online application of the FEI Sports Forum and FEI General Assembly. The App is available on smartphones and tablets and can be downloaded in App Store – Google Play and Windows Phone Store.

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\*\*\*\*\*  
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LAUSANNE



Lausanne  
CAPITALE OLYMPIQUE





# TRANSPORT TO/IN LAUSANNE

## JOURNEY TO LAUSANNE

### From Geneva airport:

Take the train at Geneva airport; the station is a five-minute walk from the arrival terminal. The journey to Lausanne station will take 45 minutes. Once in Lausanne, you can take the metro M2 from the «train station» to «Ouchy» (last stop) or to «Délices» stop for FEI or Carlton Hotel.

### From Zurich airport:

Please take the train at Zurich airport. The station is a five-minute walk from the arrival terminal. The trip will take 2 ½ hours to Lausanne station. Once in Lausanne, you can take the metro M2 from the «train station» to «Ouchy» (last stop) or to «Délices» stop for FEI or Carlton Hotel.



Lausanne Metro M2



Lausanne Train station



Hôtel Mövenpick \*\*\*\*  
Hotel Carlton\*\*\*\*  
Hotel Au Lac\*\*\*



FEI HQ



FEI Official Dinner  
4 April  
Hotel Royal Savoy



IMD, Congress Venue

### Lausanne Transport Card

Guests will receive, free of charge, a Lausanne Transport Card for unrestricted travel on all public transport services in the city (bus, train, metro). Visitors will receive this personalised card from the hotel on arrival. The card is valid for the duration of the hotel reservation, including the arrival and departure days.

## CONTACT PERSONS

For any further information, please contact:

### Overall organisation

**Sophie Ruiz-Leimer**

Events Manager, FEI Governance & Executive Affairs

[sophie.ruiz@fei.org](mailto:sophie.ruiz@fei.org)

### Logistics, hotels & visas

**Julie Schlaefli**

Coordinator, FEI Governance & Executive Affairs

[julie.schlaefli@fei.org](mailto:julie.schlaefli@fei.org)

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