

INTRODUCTION BY THE FEI SECRETARY GENERAL

This report contains reviews of the activities of the Information and Technology; Education; Human Resources; Commercial; and Communications Departments. In 2018, these Departments as well as the entire FEI staff worked hard to advance on many projects servicing the member NFs as outlined in this document as well as deliver on such key events are the Longines FEI Jumping World Cup™ Final, the youth championships, which took place during the summer, the Longines FEI Jumping Nations Cup™, the Youth Olympic Games, and, of course, the biggest of them all, the FEI World Equestrian Games™ 2018.

Before listing the key actions taken by the Departments mentioned above, I would like to take a brief look at the main sports highlights of the year, which were as exciting as they were moving.

The sport's high season got off to a flying start with Beezie Madden's (USA) victory in a cliff-hanger of a Longines FEI Jumping World Cup™ Final held in Paris (FRA), the second of the American's glittering career.

The FEI Dressage World Cup™ Final also held in Paris saw another dramatic conclusion to an extraordinary battle in which defending champion Isabell Werth (GER) summoned all the skill and experience of a lifetime to squeeze her rivals out of winning. The German champion secured her fourth FEI Dressage World Cup™ title and became the most medalled athlete in equestrian sport of all time.

The annual Sports Forum, organised at the end of March, was dedicated to Youth and brought together eight brilliant young athletes from four continents to discuss the future of the sport. The session was entertaining, interactive, and highly informative. Refreshing ideas were expressed as the athletes shared their views on the accessibility to high level sport, long-term career pathways, and sport promotion and media. These were taken on board by the FEI Bureau and will serve as a useful basis in shaping the future of the sport to match the expectations of the young generation.

In keeping up with the Youth theme, the highly successful Longines FEI European Championships 2018 for Children, Juniors and Young Riders took place in Fontainebleau (FRA). It was a week in July of sensation sport, during which The Netherlands proved the dominant force winning six gold medals. The host nation claimed all the top honours in Eventing while Germany, Ireland, Great Britain, and Belgium also grabbed gold.

The eight edition of the FEI World Equestrian Games™ took place in Tryon, NC (USA) from 11 to 23 September.

The largest commercial airlift of horses ever undertaken in the history of the sport took the world's best equine athletes to North Carolina for two weeks of outstanding competitions. Despite numerous construction delays as well as climatic and organisational challenges, we enjoyed historic performances.

Germany's Simone Blum etched her name into the record books when becoming the first woman in the 28-year history of the FEI World Equestrian Games™, and only the second female athlete in the 65-year history of the World Jumping Championships, to take the individual Jumping title. The triumphs of Team USA, who took both the Jumping and Driving gold on home turf in front of an enthusiastic crowd, also come to mind.

Orange was once again the new gold when The Netherlands turned the established order of international Para Dressage on its head by winning the Para Dressage team competition. Not only did the talented Dutch Para athletes secure the first team spot, out of three, to

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qualify for the Tokyo 2020 Paralympic Games, but they also knocked Great Britain off the top of the podium for the very first time at European, world, and Paralympic championship level.

Magic also happened in Eventing, where Great Britain won double gold; in Vaulting with the inaugural Nations Team Vaulting Championship; and in Dressage thanks Isabell Werth's double gold and despite the cancellation of the Freestyle due to the impending hurricane.

We do not shy away from the many logistical challenges surrounding the WEG 2018 Endurance competition. For its part, the FEI made huge efforts to ensure that the competition did go ahead and we were as disappointed as everyone else that it was ultimately necessary to cancel it mid-race to protect the health of the horses. The FEI is taking its responsibility and has initiated measures to ensure the discipline returns to the values of Endurance riding, as opposed to Endurance racing, with horse welfare at its core.

Belgium, the "Never Give Up Team", won the Longines FEI Jumping Nations Cup™ Final 2018, which followed the FEI World Equestrian Games™ almost immediately. The French and Irish were second and third respectively whereas Germany took home the Challenge Cup, thus becoming the only nation to ever win this prize and the Final in the prestigious historic series.

Competition fever remained high in October with the Youth Olympic Games 2018 in Buenos Aires (ARG) where another proud page of equestrian history was written. For the first time in the history of the event, the North American team, made up of Haiti, Honduras, Mexico, Panama and USA, claimed team gold following consecutive wins from Team Europe in 2010 and 2014. For Haiti and Honduras, this was their very first gold medal ever won at Olympic and Youth Olympic level across all sports since the reinstatement of the modern Olympic Games in 1896. The 2022 edition of the Youth Olympic Games will take place in Africa for the first time. With Senegal as the event's hosts, equestrian sport is looking forward to new and exciting perspectives.

These highlights provide only a top line view of the numerous activities of a busy, challenging, yet interesting and exhilarating year.

Before I conclude, I would like to take the opportunity to thank the FEI staff for their hard work, dedication, and professional attitude. But most of all, I'm grateful for the team spirit which is predominant not only within the FEI Headquarters but is also a key feature of the work of the FEI Bureau and Committees and is reflected in the constructive attitude of the National Federations. The solidarity and mutual support, which are so prevalent in our community, ease the burden of any challenge and give us the motivation to continue the ride.

Thank you for your attention.



Sabrina Ibáñez
FEI Secretary General

INFORMATION TECHNOLOGY

In 2018 the main focus of FEI IT Department was the final development and pilot phases of the FEI Online Invitation System for Jumping along with the new version of the FEI Entry System for Jumping, the preparation and delivery of the FEI World Equestrian Games™ and the management of Athlete and Horse Injury reporting. Projects regarding an online platform to manage FEI event schedules and a solution to register horse compulsory vaccinations online were also launched this year.

The services offered by the IT Department include the delivery of end-user support on a daily basis. During the last 12 months the FEI IT Support Team handled approx. 30'000 written support requests, over 80% of which were answered within less than 24 hours with a 97% positive feedback rating.

In addition, the Department maintained quality in the FEI Database, making sure data was accurate and not duplicated. Clean-up projects were performed when required.

FEI Website

The current version of the FEI website is in its third year and the number of website visitors and "My FEI" members is constantly growing. The website was adjusted to the new FEI branding and the new discipline identities.

This year new pages and features in relation to the FEI World Equestrian Games™ were delivered. The Youth Olympic Games results were available live on the FEI website thanks to the Olympic Data Feed.

FEI Database

Following last year's introduction of the new horse owner management module, every new horse or horse owner change is registered with structured owner information. This feature is now completely operational.

The FEI IT Department worked extensively to add and improve quality of historical results in the FEI Database, mainly in connection with the FEI World Equestrian Games™, Olympic Games, European Championships, and series finals.

FEI Entry System

After six years in operation of the FEI Entry System in Jumping, a new version was tested this year. It includes a brand new user interface providing easier interaction as well as new features in order to deliver better services for NFs and OCs in addition to functionalities for athletes and grooms.

The new version of the FEI Entry System will be launched at the beginning of 2019 with Jumping. The other disciplines will be transferred progressively.

FEI Online Invitation System

The first two pilot phases of the FEI Online Invitation System for Jumping were run this year after two years of development. A complete launch is planned for 2019.

Web Services for National Federations

Currently 14 NFs use Web Services on a daily basis to automatically manage Athlete and Horse creation, annual Athlete and Horse registration, owner changes, international results, and entries for FEI Events. A new set of Web Services was made available in relation to the new version of the FEI Entry System.

Web Services and solutions for Organising Committees and IT Providers

Approximately 40 service providers are using the FEI Web Services to better manage sports data during FEI Events, assisting them to provide competitions results to the FEI in a timely manner after FEI Competitions.

In general, the FEI helps these service providers to be more independent by giving them data for use at their events. In return, they assist the FEI by improving the FEI Database data quality and by providing competition results. Over 60% of Jumping results are provided directly by the time keeping and data handling companies as soon as the event is finished.

Event Classification System (ECS)

In 2018 the Event Classification System (ECS) was used to evaluate the Longines FEI Jumping World Cup™ Western European League and North American League and the Longines FEI Jumping Nations Cup™ Division 1 events. Thanks to some improvements, the number of evaluated events has increased and now includes all CSIs5* and CSIs4* worldwide.

Injury Reporting

An automatic notification system was set up to inform the NFs of injuries sustained by their athletes and horses at FEI events.

Dressage

Freestyle Scoring – The Dressage Freestyle scoring was used for the FEI Dressage World Cup™ 2017/2018 Western European League and FEI Dressage World Cup™ Final 2018 for the second year running. It is now the standard for this series and its use will continue for the 2018/19 season. The system was also used at the FEI World Equestrian Games™ as well as other non-World Cup events on a voluntary basis.

FEI eLeague Dressage – The FEI together with partner SAP is introducing a new eGames concept based on the successful spectator judging app. In addition to the existing feature allowing on-site spectators and TV viewers to judge a Dressage performance live, the eLeague will ensure participants collect points depending on the accuracy of their judging, the activity during the various events and many other interactions.

Risk Management in Eventing

Cooperation with EquiRatings and the FEI Eventing Department continued for the analysis of the potential introduction of the EquiRatings Quality Index (ERQI) for FEI Eventing competitions. A complete automated exchange process between FEI Eventing competitions results and ERQI data has been put in place.

FEI SportManager App

The FEI SportManager is a new app launched in 2018 and available on both iOS and Android devices. It allows athletes to manage their invitations for FEI Jumping events along with the selection and entries of horse on the go.

Together with the new version of the FEI Entry System, the FEI SportManager app allows Jumping event organisers to manage entries and send invitations to athletes directly from their mobile device.

FEI HorseApp

The FEI HorseApp is now the reference app for athletes, owners and NFs thanks to which horse documents are uploaded quickly and easily in according with FEI requirements.

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FEI Campus

Many improvements and additional functionalities were added to the dedicated equestrian online education platform FEI Campus since its launch last year.

Digital Asset Management

A Digital Asset Management platform was set up to better manage all the photo and video assets owned by the FEI. It will be fully operational in 2019.

Video Archiving

An online video archiving platform allowing the storage of all the FEI TV footage is also up and running.

Longines Ranking Working Group

The FEI IT Department is actively working with the Longines Ranking Working Group, helping with simulation of potential changes to the Longines Rankings calculation.

FEI World Equestrian Games™ 2018

The FEI IT Department was in charge of all the result, timing and scoring aspects in connection with the FEI World Equestrian Games™ 2018. It supported the OC in all matters related to technology on site, including the delivery of technical infrastructure.

There was also a close collaboration with Longines Timing to ensure quality delivery of timing and scoring.

EDUCATION

General

- The Education Department is still in the process of putting a clear operating structure in place to ensure the implementation of projects.
- A framework for FEI Courses has been developed by the Head of Education and sent to Sport Directors for their input.
- An Education Strategy, outlining aims, objectives, and a mission has also been proposed.

FEI Education Strategy

The aim of FEI Education is to ensure that FEI Officials and equestrians are educated to the highest standards from grassroots up to top level using standardised and FEI approved course material, carefully crafted by experts.

The objective is to facilitate transition from national level to FEI international level, and to develop the sport in a sustainable, progressive and structured manner whilst ensuring the welfare of the horse in the competitive environment. FEI Officials need to be regularly informed, educated, and evaluated in order to be prepared to deal effectively with the challenges they are facing.

Underlying the strategy is the mission to strengthen, extend, and confirm the educational achievement.

FEI Campus

The development of the platform is ongoing. This year, approximately 30 new courses were added in the Horsemanship portal.

- The Veterinary hub now contains 7 courses
- Equine Anatomy and Physiology: 11
- Equine Conformation: 4

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- Equine Identification: 3
- Behaviour and handling: 4
- The Equine Athlete: 6
- Husbandry and Feeding: 4
- Equine Health: 4
- Anti-Doping course
- A course on Competition Manipulation
- An Olympic hub

Content development for equestrians (Horsemanship courses) is progressing well in collaboration with the University of Zurich:

- A glossary on tack is in progress, with translations;
- Learning control quizzes for all the Horsemanship courses will be added in order for the learner to evaluate himself on the newly acquired knowledge.

Content development for the FEI Officials education is progressing on budget.

- 2 Veterinary exams were added
- 4 Foundation Courses (Para Dressage, Eventing, Driving and Endurance)

It is intended that an online Foundation Course be developed for each discipline. These courses will need to be built up from the lowest level.

An English assessment test will be available shortly.

A third sponsor has come on board.

The digital team has helped optimising the visits to FEI Campus.

Officials Working Group

- The new Code of Conduct has been integrated in the GRs and published.
- Approximately 100 job descriptions have been written by the relevant departments, reviewed by the Education Department, and harmonised as much as possible.
- Checklists based on the job descriptions will be produced.
- Course inventories have been delivered and a comprehensive table has been created. Further work is needed in order to achieve a clearer overview.
- The education material developed by various course directors has been collected. It needs to be reviewed by an appointed Course Director General, where applicable. A job description for the latter has been proposed and a code of conduct for course directors has been drawn up. The latter is currently under review.
- Needs for any new material will be discussed with the appointed Course Director General, Technical Committees, Sport Departments, Education Department.

The tasks listed above will need to be completed before ways to improve course delivery and course director education can be explored.

The new exchange programme fund has been put in place successfully and a good number of applications have been received.

The FEI is recruiting a Director of Educations and Officials. This person will have the overall responsibility of education and putting into place the recommendations of the FEI Officials Working Group.

Equivalency requests

Equivalency requests (national highest education level to be equivalent to the first FEI level of education) have been granted to:

- BEL Jumping Course Design
- SUI Jumping Course Design
- HUN Jumping Judges
- POL Jumping Judges

Equivalency was not granted to IRL but they were given the possibility to re-submit.

Green Office / Environmental Sustainability

The FEI was audited by an environmental sustainability consulting company in order to optimise FEI Headquarters' office practices. The detailed recommendations for implementation have been put in place since the beginning of this year.

The FEI Headquarters are now fully equipped with convenient recycling stations in order to optimise waste management and behaviour.

HUMAN RESOURCES

In 2018 the Human Resources Department focused mainly on recruiting due to the creation of new positions and internal movements.

The following points can be highlighted:

Legal

Francisco Porras Lima was promoted to Director Governance & Institutional Affairs. Further to that change, **Najla Akef** was as Junior Legal Counsel in the Legal Department to replace Francisco. In addition, a strong need to enhance Equine and Human Anti-Doping education was felt and, as a consequence, the decision to hire an additional Junior Legal Counsel was taken. **Ana Kricej** joined the Legal Department in May.

Commercial

Alix Rossi was promoted to the position of Head of Sponsorship and Event Management and, in order to reinforce the operational team, two Junior Managers were recruited. **Alice Ward** was hired in February and **Noémie Homberger** transferred from the Jumping Department. A third junior manager, **Géraldine Mottaz**, joined the team in August. Furthermore, in order to digitally promote the FEI brand, partners, competitions and all initiatives focusing on the equestrian community and general public in the Chinese market, **Hua Fan** was hired as Digital Editor China. As far as broadcasting is concerned, the FEI decided to terminate the contract of Pierre Obadia, Senior Manager Broadcast & Media Rights, who left the FEI in October. The management is currently analysing how this function will be replaced.

Communications

Following the departure of Press Manager Leanne Williams in March, it was decided to redefine the position, and, as a result, two junior functions – a Junior Communications Officer and a Media Relations Officer – were created in order to reinforce the operational aspects of the department. Two FEI employees - **Chiara Wilde** and **Olga Nikolaou** – were transferred from other departments. **Vanessa Martin Randin** has joined the Communications team as Senior Manager, Media Relations & Communications replacing Ruth Grundy.

As mentioned above, a new Director of Education & Officials is being recruited and the FEI is the structure of the Education Department is being reassessed. **Clio Tettoni** was hired as FEI Campus Content Administrator and is working alongside **Tammy Thill**, who was appointed as Head of Education. **Somesh Dutt**, former Officials & Education Administrator, was promoted to Manager, Event Classification System & Sustainability.

In the Sports departments, two full-time positions were added: **Jasmine Behnam** joined the Jumping Department as Reports Administrator and **Georgina Rowse** was hired as Education Administrator in the Dressage, Para-Equestrian Dressage, Reining and Vaulting Department.

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Also, a part-time position (50%) was created in the IT Department and **Tamara Hunziker** joined the team as Online Platforms Administrator.

Finally, **Romy Perez** joined the FEI as part-time Receptionist.

As a rule, the FEI favors internal transfer wherever possible. In 2018, we replaced several positions:

- **Paule Gerritsen, Thomas Rélin** and **Isabel Eckes** replaced Noémie Homberger, Chiara Wilde and Somesh Dutt at the Jumping Department as sports administrators.
- **Aude Barby** replaced Olga Nikolaou at the Endurance & Driving Department also as a sports administrator.
- **Alisson Gilliéron** replaced Vanessa Guillaume in the IT Department.

To date, the FEI counts in total 99 employees (95.15 FTE) representing 25 nationalities.

COMMERCIAL

Introduction

In 2018 the Marketing and Communications '7 Sports' Strategy was successfully rolled out, with unique brands developed for each of the seven FEI disciplines, a dedicated digital ecosystem, bespoke sponsorship model, and associated content. The implementation of the new strategy has resulted in new sponsorship deals, a significant increase in digital performance and extended broadcast coverage.

The strategy revolves around the understanding that the FEI does not govern a single sport, but seven distinct sports. All disciplines are made up of unique technical characteristics, athletes, and fan bases that differentiate them from one another. They are, however, united by a powerful central element they share - the horse. These findings are further supported by comprehensive market research, which has further highlighted the variations in fans and athletes alike across these seven worlds, at both grassroots and competition level.

As part of the digital strategy, the Two Hearts "Equestrian Lifestyle" angle was introduced to digital content. As a result, multiple streams of video and social and web content designed to attract and engage equestrian fans as well as sports fans and animal lovers in general were produced.

Media partnerships

To promote the FEI sports and the FEI Commercial Programme, media partnerships were established with Sports Business International and SportsPro. Both publications featured articles promoting the FEI disciplines and the commercial opportunities each of the disciplines provide based on their unique and distinctive target audiences.

Sponsorship

Despite the challenging sponsorship market, 2017 and 2018 were successful in terms of establishing new partnerships for the FEI. In addition to Top Partner Longines, Ariat and JetSet Sports, agreements were signed with Boehringer Ingelheim, China National Sports International (CNSI), SAP, and Otto Sports. Two additional partnerships have been concluded and will both be announced at the FEI General Assembly 2018 in Bahrain.

FEI TV

Following the transition of FEITV in 2017 to a new platform provided by NeuLion, the functionality was further improved and additional content added resulting in an increase in

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the number of subscribers and viewership. During the FEI World Equestrian Games™ 2018 an issue occurred with the live broadcast of the Jumping competition due to the extended duration of the event. Measures have been taken to avoid such problems in the future.

The integration of content from the FEI Archive is ongoing.

Digital

With the continuing success of the new marketing and communications strategy, the digital and social media performance as a whole continued to excel in 2018. This was demonstrated when the FEI won Bronze award at the 2018 Association Excellence Awards for best Marketing & Social Media Campaign in October.

With the help of the continued growth of the “Two Hearts” content streams, FEI.org has reached new audiences and is effectively engaging with these audiences through bespoke content and services. This was illustrated through a 50% increase in page views and unique visitors in Q3, compared to the same period in 2017.

The launch of new Chinese digital platforms on Weibo and WeChat as well as the new Chinese website is the beginning of a venture to increase the reach of equestrian sport in China as well as the wider Asian market.

Facebook

As announced at the FEI General Assembly 2017, the FEI launched seven new discipline pages to better target individual audiences with content relevant to them. To date, these pages have generated almost 180,000 new followers for the FEI and contributed to a year-on-year increase of 214% in impressions and more importantly 185% in engagement on Facebook alone. The best performing discipline page was FEI Dressage which has seen a 500% increase in follower numbers since January.

As expected, the FEI World Equestrian Games™ Tryon 2018 were a large driver of content and numbers for 2018 and did not disappoint delivering 68.4million impressions on Facebook and just under 15 million video views on the FEI pages alone. Great sporting moments such as Team USA's jump off for Jumping gold and innovative new head cam footage helped showcase the sport to a growing global audience. The discipline pages were also shown to come into their own with Lambert Leclzio's Vaulting performance securing over 885,000 views and 16,000 shares on the FEI Vaulting page.

As a general rule, the unexpected golden moments, such as Isabell Werth dispersing champagne at the FEI Dressage World Cup™ Finals press conference in Paris, which generated 1.3million views, must always be made the most of.

The launch of cross posting with NFs and OCs is just the start of the FEI plans to better share content with the community.

YouTube

YouTube continues to be a strong destination for engagement around FEI competition videos as well as Two Hearts content and shows significant growth in views and subscriptions.

The increased number of live streams from competitions has greatly contributed to an increase in watch time and engagement on the channel. Year-on-year increases have shown +328% in engagement, +316% in watch time and +334% in new subscriptions in 2018. Fans have spent a total of 44+ years watching FEI content on YouTube in Q3 alone.

Instagram

Instagram continues to be one of the FEI's best performing social platforms. In 2018 Instagram Stories were instrumental in reaching audiences with a targeted tone of voice and athlete interaction. Stories alone drove 8.2 million impressions over the WEG period with 4.1 million coming from the main feed.

Year-on-year growth continues to be significant with +234% in impressions, +64% in engagement and +35% new followers since 2017.

Broadcast

The media value for the Longines FEI Jumping World Cup™, the Longines FEI Jumping Nations Cup™ and the FEI Dressage World Cup™ series has grown due to an increase in the global broadcast exposure. However, due to changes in technology and media landscape, the FEI has adapted its distribution and content strategy to further increase reach and promote the sport to new audiences.

COMMUNICATIONS**Sports Forum**

All 2018 Sports Forum content was packaged on InsideFEI, sessions were live streamed on the FEI YouTube channel and all reports, recommendations, and supporting documents were made available on a dedicated hub.

The media relations surrounding the Sports Forum resulted in extensive visibility in mainstream Swiss media (Le Temps, 20 Minutes, Bilan, L'illustré, NZZ), Olympic trade press (Inside The Games and Around The Rings), and some of the world's leading news agencies and news outlets (Associated Press, Reuters, Xinhua and CNN). The CNN video content coverage alone reached an audience of over 373 million.

Elections

Alongside the regular annual elections, the Communications team worked closely with the Governance team on the promotion of the Athletes elections as well as the presidential elections issuing dedicated newsletters, building a dedicated hub on InsideFEI, and publishing stories for FEI.org and social media.

Media coverage of FEI Named Events

The Communications team has developed a powerful integrated strategy for promoting FEI named events within the tier structure of the marketing and communications strategy. This remains a dominant focus and allows for the development and nurturing of relationships with top mainstream digital and print publications. It helps fostering relations with the media who are new to the sport. These associations are being built on an ongoing basis through VIP media trips to events. The team works closely with global media news outlets and agencies with far-reaching online platforms in markets with a strong appetite for quality content and an extensive international reach.

FEI World Cup™ Finals Paris

The media outreach and worldwide coverage of the FEI World Cup™ Finals in Paris were very successful. Working with top mainstream media onsite, such as Reuters, AFP, EPA, Press Association, and mainstream titles including Forbes, Vanity Fair, L'Equipe, Le Temps and Bunte. Extensive remote coverage was achieved thanks to global news agencies Xinhua and EFE, which increased further an already comprehensive international media profile. The media coverage generated from the Finals has an estimated reach of more than 500 million for Dressage and Jumping combined.

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FEI World Equestrian Games™ Tryon

The Communications team engineered a very successful strategy in terms of mainstream media breakthrough for the FEI World Equestrian Games™ Tryon.

We negotiated media coverage with the top five global news agencies around the world, covering many markets and languages. Articles in English, French, Chinese, Japanese, Spanish and Portuguese were published by EFE, Xinhua, Reuters, AFP, and Kyodo News. These partnerships resulted in high-value coverage, delivering daily digital sports content reaching over a billion monthly users in more than 130 countries.

The content published on the news platforms was picked up by mainstream titles such as The Washington Post, New York Times, Globo Sports, Fox Sports, CNN, MSN, The Guardian and Yahoo Sports in several languages. A full page in The New York Times gave us the equivalent advertising value of over USD 150,000. In addition, almost 200 articles were published in Chinese media, including on some of the most influential sport digital platforms, such as Tencent, Sina, Sohu, Xinhua, China News Agency Online and renmin.com.

The FEI World Equestrian Games™ 2018 was always going to be a priority for Communications and, in addition to the usual onsite roles, team members travelled to Tryon to coordinate transport and accommodation, and organise the opening ceremony.

Longines FEI Jumping Nations Cup™ Final Barcelona

Targeting niche publications was the strategic focus to promote the Final in Barcelona, in order to counteract the close proximity to the FEI World Equestrian Games™ Tryon. We invited journalists from AFP, EPA, Colpisa news agency, Belga news agency, Reuters, and Xinhua as well as mainstream sports and news publications from Belgium, the Netherlands and Britain. Coverage generated from the invited VIP media alone resulted in a reach estimated to be in excess of 500 million.

In addition, working with targeted niche publications such as Hola! Magazine, which publishes 35 editions in 13 languages worldwide and sells in more than 100 countries, we reached a global audience of over 20 million readers for the week of the Final. The visibility of the sport, the FEI and Longines had an equivalent advertising value of over EUR 100,000 from this one publication alone. The VIP media coverage on high traffic websites and publications was on top of the reportage generated by almost 300 accredited media on site.

FEI Awards

This will be the second year the awards take place with an online public vote. A total of 80,090 votes were recorded this year over the 10-day voting period.

The voting campaign was promoted via FEI.org as well as all FEI social channels. Widgets and a voting link were provided to the shortlisted athletes as well as their National Federations in order to push the votes and increase visibility. The winners will be announced at the FEI Awards 2018 Gala in Manama (BRN) on 20 November.

Youth Olympic Games (YOG)

An integrated communications service offering images, videos, social and media outreach for the YOG in Buenos Aires (ARG) was put in place. The Communications team held a first-ever Focus day, where by the young participants were given the opportunity to engage with leading athlete Luciana Diniz (POR). It also liaised with all 30 NOC/NFs involved, gathering key information for the biographies and athlete profiles and providing the Organising Committee, IOC communications channels, NFs and media with story lines and news.

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Throughout the competition there was daily coverage in international press including Associated Press, Xinhua news agency, Reuters, European Press agency, Globo sport and Gulf Times, covering all the major markets including the British, Spanish, Portuguese, French, Arabic and Chinese territories reaching more than 500 million readers daily.

Publications

The Communications and Commercial Team worked together on the new About The FEI book for sponsors, and flyer for the general public and fans.

Website, Inside FEI and History Hub

The WEG section of the online history hub was entirely reviewed and updated. Revamps of inside.FEI.org, the FEI History Hub and the FEI Awards page are in the pipeline.

Newsletters

The following newsletters were developed and enhanced: Longines FEI Jumping Nations Cup™ newsletter for Organisers; Athlete elections newsletter; FEI Awards Be True to You campaign (FEI awareness programme) newsletter; BeOne (WEG-specific) campaign newsletter; Athlete 365 share your voice newsletter; WEG Anti-Doping Guide newsletter; FEI Veterinary newsletter, and FEI Campus newsletter.

Activation of brand identity

The Communications team, in conjunction with the Commercial Department, organised brainstorming sessions as part of a series of workshops to review the brand identity. Meetings were also organised to present the new branding to all HQ departments.

The resulting campaign was shortlisted as a finalist in the Association Excellence Awards 2018 in Best Marketing, PR or Social Media Campaign category and Best Membership Initiative by an Association category, and awarded bronze.

Photography

A combined press, digital, and corporate effort was used for the coordination of all shoots, briefs, and design of a new Digital Asset Management (DAM) portal. Ongoing workshops are taking place with an agency and the launch of the DAM is planned for the end of 2018.