

# Professionalisation in the equine industry in the Netherlands

*What does that mean?*

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## Foreword

This thesis is written as part of the education Equine, Leisure and Sport of the University of Applied Animal Science Van Hall Larenstein.

This report is about the professionalisation in the equine industry in the Netherlands. The equine industry in the Netherlands has increased enormous over the past decades and men speak about the need and/or wish to professionalise in this industry. ABAB Accountants wanted to know what this professionalisation was all about. Therefore I took the challenge to try to gain a better understanding about professionalisation in the equine industry. The result of this search you can find in this report.

In this part of the report I also would like to take the opportunity to thank some people.

I first want to thank Ineke Couwenberg of ABAB Accountants for given me this interesting topic and allowed me to work completely independent with my own views on this report. I also would like to thank Sue Richardson, my thesis coach from Van Hall Larenstein, for her guidance, support, advice and her views about the topic which helped me made the report as it is in front of you now.

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Enjoy reading,

Marinka Crielaard

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## Samenvatting

Professionaliseren, professionalisering, professie, professional zijn termen welke tegenwoordig vaak gebruikt worden in de media en door organisaties. Termen welke constant gebruikt worden, maar tegelijkertijd maar zelden worden verklaard. Ook in de paardenhouderij is professionaliseren een populair en vaak gebruikt woord geworden, maar ook in de paardenhouderij wordt niet aangegeven wat dat professionaliseren nu betekent. Het doel van de studie is het achterhalen van de betekenis van professionaliseren in de paardenhouderij, zodat deze term meer leven krijgt en het voor de betrokken organisaties, bedrijven en ook voor de hippische ondernemer eenvoudiger wordt om bij te dragen aan deze gewenste professionalisering. Om de betekenis van professionaliseren te achterhalen is allereerst een literatuurstudie uitgevoerd, om de theoretische betekenis van professionaliseren te achterhalen. Daarna is door middel van een zoektocht op internet, door rapporten, artikelen, brochures en persberichten de paardenhouderij in beeld gebracht. Hierin komt naar voren hoe de sector eruit ziet, wat de economische en maatschappelijke betekenis is en wat de doelen en activiteiten van de brancheorganisaties zijn die bijdragen aan de professionalisering van de paardenhouderij op collectief en individueel gebied. Daarnaast wordt ook naar de visie van de overheid gekeken op de paardenhouderij en wordt het onderwijs in deze sector belicht. Om te weten te komen wat professionaliseren volgens de paardenhouderij betekent, zijn interviews afgenomen met verschillende partijen in de paardenhouderij. In totaal zijn 29 betrokkenen geïnterviewd. De brancheorganisaties zien professionaliseren vooral op individueel gebied. Daarbij spelen aspecten als kwaliteitsverbetering, van vakmanschap naar ondernemerschap en dat een hippische ondernemer meer naar het sector belang gaat kijken een belangrijke rol. Voor LNV betekent professionaliseren in de paardenhouderij vooral dat de sector tot een gezamenlijke visie en doel komt. De sector moet hierin zelf meer ondernemen om dit te kunnen bewerkstelligen. LNV ziet professionaliseren dus vooral op collectief niveau. Voor de hippische ondernemer spelen kwaliteitsverbetering en inspelen op de vraag van de klant een grote rol als het gaat om professionaliseren, daarnaast is voor hen een betere structuur en duidelijkheid in de paardenhouderij ook een belangrijk aspect. De brancheorganisaties hebben geen strategieën ontwikkeld welke de term professionaliseren kunnen ondersteunen, vanuit de interviews is duidelijk geworden dat de brancheorganisaties op dit moment vooral bedrijfseconomisch gezonde paardenbedrijven na streven. Hiermee kan worden verondersteld dat zij professionaliseren dus zien als de weg naar hippische professionals, welke in hun ogen iemand is die bedrijfsmatig met het bedrijf bezig is en daarbij een bedrijfseconomisch gezond bedrijf heeft. Opvallend hierbij is echter dat de ondernemers zelf een rendabel bedrijf een veel minder belangrijk aspect blijken te vinden, zij vinden aspecten als inspelen op de vraag van de klant en de zorg voor mens en paard het meest belangrijk. Daarbij komt ook nog dat brancheorganisaties niet erg bekend zijn en de organisatiegraad niet erg hoog is. Communicatie tussen de brancheorganisaties en de hippische ondernemers is dus verreweg van optimaal.

De brancheorganisaties moeten hierbij rekening houden dat wanneer zij niet beter naar buiten gaan treden, niet tot een gezamenlijke visie, doel en strategie kunnen komen welke voortkomt uit de primaire sector, hun voortbestaan in gevaar kan komen, door het gebrek aan draagvlak vanuit de primaire sector. De belangrijkste aanbevelingen zijn dan ook het ontwikkelen van strategieën sectorbreed en voor de organisaties zelf, daarbij zou een organisatie op moeten staan welke boven de andere brancheorganisatie kan staan en ook de macht heeft, of beter gezegd het respect krijgt van de andere organisatie om hen aan te sturen. Alleen zo kan tot een gezamenlijke visie, doel en strategie gekomen worden en is de paardenhouderij in staat om te professionaliseren.

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## 1. Introduction

### 1.1 Focus of the study

Professionalisation, profession, professional are terms which are commonly used in the media and through organisations. Terms which are used constantly and at the same time rarely are being defined. Also in the equine industry<sup>1</sup> professionalisation became a popular word and is commonly used, but also in this industry organisations do not indicate what this professionalisation means for them. The focus of this study is to identify the meaning of professionalisation in the equine industry. With the equine industry is meant the primary sector. The attention is mostly focussed on the branch organisations and the government who uses the term professionalisation in their mission, vision, reports and/or articles. Furthermore the equine entrepreneurs are of importance, because they are the ones that need to implement the expressed wish of professionalisation.

### 1.2 Objective of the study

To identify the meaning of professionalisation in the equine industry and to formulate a definition of professionalisation for the equine industry.

For this the main question is:

- *What does professionalisation mean in the equine industry?*

The sub questions to be able to answer the main question are:

- *What does professionalisation mean in general?*
- *What does professionalisation mean in other sectors?*
- *What is the social and economic meaning of the equine industry?*
- *How is the equine industry organised?*
- *Can developments in the equine industry give an understanding about the term professionalisation?*
- *What do branch organisations mean with professionalisation in the equine industry?*
- *What does the ministry of Agriculture, Nature and Food Quality mean with professionalisation in the equine industry?*
- *How do equine entrepreneurs see professionalisation in the equine industry?*
- *How do educational institutions see professionalisation in the equine industry?*

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<sup>1</sup> With the term equine industry is meant the equine industry in the Netherlands.

### **1.3 Relevance of the study**

The branch organisations and the government indicate the wish to professionalise in the equine industry. The equine entrepreneur is in the end the one that needs to develop when branch organisations and the government develops policies to make the industry professional. Also other organisations such as, consultancy bureaus and accountants offices needs to advise the entrepreneur on developments of their businesses and are for that also important when the branch organisations and the government speaks of professionalisation. At the moment professionalisation is not clearly defined for the industry. How do the branch organisations and the government aspect that equine entrepreneurs and other organisation can contribute on this professionalisation, when it is not clear what with professionalisation is meant?

When becomes clear what professionalisation in the equine industry means, organisations and also equine entrepreneurs can contribute on this professionalisation.

### **1.4 Design and structure of the study**

Professionalisation is a broad term for many actions and processes. Chapter 2 deals with sociological research into the terms profession, professionalisation and professional. It will describe if these studies can give a theoretical definition of the term professionalisation and derivates of that. Furthermore there will be looked at other sectors and how they use the term professionalisation in practice. Chapter 3 describes the methodology of the research. Chapter 4 focuses on the equine industry. The business types, equine entrepreneur and the economical meaning and social meaning of the equine industry will be defined. Chapter 5 gives an overview in how the equine industry is organised and what the intensions of these organisations are for this sector. Besides that important activities and projects will be described, which have been set up by the organisations, which according to them contributes on the professionalisation in the equine industry. Chapter 6 gives an insight in the vision of the government about the equine industry. It will also describe activities and projects which are started by the government or are started with support of the government. Educational developments in the equine industry can be found in chapter 7. Chapter 8 gives an overview of the results of the interviews and in the last chapter, chapter 9, can be found the discussion, conclusions and recommendations.

**Literature review**



## 2. Profession, professionalisation and professional

**Over the past decade there has been increasing references to the term professionalisation. Occupational groups, such as, education, therapists, health care and also the equine industry all want or need to professionalise. In this chapter there will be attempted to find a theoretical meaning and understanding about the terms profession, professionalisation and professional.**

### 2.1 The classic approach of the terms profession and professionalisation

Professionalisation originally meant nothing more and nothing less than the creation of a profession (Mok, 1977; Larson, 1977; Karsing 2006). Mok (1977) derives his vision about what professionalisation is from this original concept and lies down; *professionalisation is the process what leads to a profession*. In the nineteenth century a lot of disciplines have arisen, and “professionalisation” of the society took place (Larson, 1977). But what is meant with a profession? The answer on that question is not as easy as it sounds. A lot of definitions are in use of the term profession, however from these numerous definitions there can be found some elements which can be found back in most of these definitions (Boon, 2005, Loth and Gaakeer, 2007). These elements are that a profession:

- is a functional group,
- consists of knowledge and expertise,
- has an autonomous position,
- has responsibility.

The first element, the functional group, means from a sociological point of view a group which fulfils a social function in the society, such as the medics and the lawyers. The second element is the learned knowledge and expertise of the representatives of a profession by which the profession distinguish itself (Loth and Gaakeer, 2007). The occupational practitioners has professional knowledge, a mix of theoretical knowledge and practical wisdom, learned at the vocational education provided by the profession (Mok, 1977). The last elements of a profession is the autonomously and responsibility of their representatives. The occupational practitioners are on the terrain of their expertise autonomous, which means that they cannot be told by others unless they are from the same profession. Medics” lays responsibility to other medics and lawyer can only be judged by other lawyers (Loth and Gaakeer, 2007; de Sonnaville 2005).

Especially in the nineteenth and partly in the twentieth century a profession was associated with high social status, and a privileged elite position. Professions gave a high social status value to occupational groups and members of these occupational groups wanted to maintain or improve their status to be able to present themselves as a member of a profession and as professionals (Hughes, 1958; Wilensky, 1964; Mok, 1973). Through their background the occupational practitioners of a profession gained great social authority, which reflected in a great trust of the society. Someone who went with his problems to a priest, a medic or a lawyer had to be able to completely trust these practitioners. This trust was insured through institutional guarantees, like professional secrecy. The monopoly of the market, the institutional protection and the high social status of the occupational practitioners made that professions gained a very strong social position which persist until late in the twentieth century. From the nineties of the twentieth century there were some developments which changed the position of professions drastically (Arts, et al., 2001). The State and the market have gained more power over the professions. The State created more regulations and the market contributed on a stronger competition and commercialising of the occupational practitioners. With this also the image of professions has been changed, from focused on the general interest, trustful and providing help and support towards an on profit focused business man. Professions cannot gain the social status and the autonomy anymore as they did in the early days.

## **2.2 The modern approach of the terms profession and professionalisation**

A more modern approach of profession arises in the 1970s. Sociologists did think more in processes about the concept profession. They indicated that a particular occupational group does not develop towards an idealised final goal. According to these authors, the answer must be found into a process approach. In this approach the focus is more on the development of an occupational group. A more active role is expected of the various involved parties in the society. In a process approach sociologists examines what occupational groups do on a daily basis in order to obtain or maintain a position within the society. Questions such as; “under what circumstances people connect with each other and why do they want to develop together until a recognisable profession?” are asked by the researchers (Abbott, 1988; MacDonald, 1995; de Sonnaville, 2005).

## **2.3 Process**

That professionalisation is a process with a beginning and an ending point becomes clear in the literature. The beginning is the start of a formal vocational education at where the trainee gains along the way the knowledge, expertise and norms and values of the occupational group (Mok, 1977). The ending point of the professionalisation process is less ambiguous. The collective approach places the end point there where the occupational groups has gained her social recognition or autonomy with the associated benefits, such as, status, income, and self-regulation of the occupational group. The occupational group will continuously try to maintain or improve their position.

## 2.4 Summary

The represented model of professionalisation, occupational group forming with the end result to become a *profession*, is not an appropriate tool for an analysis of an occupational group anymore. Only a few occupational groups will be able to satisfy on the criteria of a profession (Rubinstein, 1980). Besides that it is too much focused at the so-called collective professionalisation and leaves the individual practitioners out of consideration.

Furthermore a professional occupational group does not guarantee the quality of the individual member. And it is precisely the quality of the individual practitioners which is, in recent years, in interest (Boon, 2005). Many occupational groups struggle with the individual development and professionalisation. Unlike the collective professionalisation there is little or no research being done on the individual professionalisation (Boon, 2005). Only in a few sectors there is, in terms of content, done research about professionalisation and professionalisation processes, and are policies developed on that research (Boon, 2005). Examples of these sectors are the sport world and education, which will be discussed briefly below.

## 2.5 Professionalisation in the world of sport and education

The world of sport is increasingly being focused on professionalisation and professionalisation processes. The three major criteria in doing so are (NOC\*NSF, 1998):

*Quality in performance of the tasks:* Professionalisation here means an increase in quality of the performance of the tasks.

*Paid work:* Professionalism occurs when certain operations are performed in return for payment and,

*Forming of the occupation group:* Professionalisation originates new occupations, for which educations are being provided and branch organisations are being set up wherein more or less fixed behavioural patterns are being applied.

These core topics are related as: aim, resources and boundary conditions. The aim of professionalisation is the increase in the quality of the sport. The resource which is used is paid labour and for the success of the policy it is important that the boundary conditions, the occupational group, gets promoted (NOC\*NSF, 1998). It is clear where the NOC\*NSF wants to go to; the quality of the sport activities should be increased by professionalisation. Professionalisation implies, according to the NOC\*NSF, a quality improvement.

In the field of education it is Kwakman (1999) who indicates that professionalisation is; "the improvement of the quality of education". Professionalisation has two meanings for her. Firstly, the occupational group forming and secondly professionalisation as professional development. She also introduces a distinction between occupational group forming and the development of the individual within the occupational group. She mentions that the ambition towards quality improvement the dynamic meaning is of professionalisation. That meaning firstly means keeping up the expertise in the occupation by the individual himself and secondly the ambition of every occupational group to continuously improve the quality of work. Both are ongoing processes that never will be able to achieve a final phase. According to Kwakman this continuity and dynamic is the characteristic of professionalisation processes.

## 2.6 Summary

From the foregoing there can be indicated that the authors have "determined" by themselves what professionalisation means for them and the relevant occupational group. Professionalisation is characterized by the pursuit of improving the quality of the individual practitioner with as a result, increasing the quality of the occupational group. This ambition is a continuous and never ending dynamic process.

## 2.7 The professional

Boon was wondering if the frequent use of the term professionalisation could be the ambition to reach the status of a professional (2005). The title professional is not legally protected and emits a kind of holiness from which there are quite a few classes which carry this title in order to distinguish themselves from other occupational groups (Maas, 2001). However, Baart (1996) indicates that the professional the contradistinction is of amateurism and voluntarily work. Two views that quite differ from each other.

The term professional made his entrance in the Netherlands in the early 1950s with as first application within the world of sport. It was the transition of sport as a leisure activity to sport as a paid profession. For example, in the football there came participants who could make a living from their sporting activities. When a participant could not financially live from his sport it was seen as a "leisure activity", with the arrival of the paid athlete there came a second category of participants. The occupational sportsman became a *professional* or *prof.* (van Wanrooy, 2001). This is still the meaning in the Van Dale dictionary of the term professional (1995).

A second use of the term professional has its roots in the Anglo-Saxon field of language. It is about the occupational groups where occupational practitioners are established independently and execute their occupation on their own account and risk. Examples include medics, paramedical medics, lawyers and notaries. The execution of their occupation is characterized by great independence and, although they often work organised together, each of them is accountable to its own functionality. The definition of the professional fits more or less into the model of profession, and is the professional someone who participates in a profession.

A third, more recent use of the term professional is the identification of certain groups of workers within organisations, which have, on the basis of knowledge and expertise, a greater degree of independence in carrying out their duties than other groups within that organisation (Weggeman, 1997). Where the borderline is between the professional and those who are not within that organisation is rarely clear.

### **2.7.1 What makes a professional a professional?**

For the analysis what a professional makes a professional is referred often to the number of characteristics a professional should have. The first commonly used criterion is the independences of the execution of the occupation (Rubinstein, 1989; Wilding, 1982). But is that about independences on a way how they classify tasks or about the independences in examining, decision making and the following actions on that? Rubinstein and Wilding do not clarify this in their studies. A second criterion which is often given to define a professional is to make a relation of the knowledge level which is necessary to execute the tasks. Rubinstein (1989) defines professionals as: “people which are high-quality educated and besides a theoretical basis, possess the skills, to be able to apply this knowledge”. So this definition refers to the model of a classic profession and for that a professional is someone who participates in a profession. According to Van der Togt (1994): “professionals accomplish specialistic work from their expertise”. Nijhoff, et al. (2002) indicates: “professionals are employees in the business field which are hired for their specific expertise”. The NOC\*NSF (1998) speaks of; “the standardisation of expertise”. The knowledge level, gained through the theoretical basis is the basis of the use of the criterion. Some authors indicate that the criterion of knowledge of expertise find his basis in the accessibility of the education and the monitoring of that by the occupational group and for that again a relation with the classic model of a profession and the collective view on professionalisation. A third criterion refers to the power a professional apparently possesses. A professional can something what his customer cannot and therefore the situation arises that the customer is dependent of the professional (Van de Togt, 1994). A fourth criterion is the wish of self control which professionals want to execute on their own activities (Rubinstein, 1989).

When looked at the studies which have examined professionalisation in an occupational group as described in paragraph 2.5 “Professionalisation in the world of sport and education” could be said that they also see the concept of professional differently. They speak of a characteristic of professionals that they are constantly busy with activities which forms the occupational group, such as the development of their knowledge and learning new methods. After finishing the vocational education the professional develops continuously further. The idea stems from the ambition to improve the quality of the performance of the work. Professionals are also constantly in search to own solutions, solutions which will be evaluated by the occupational group (Hutschemakers, 2001; Kwakman, 1999; Ginneken, et al. 1992).

## 2.8 Summary

Apparently no one comes to a definition on the concept of professional. The various authors focus each on a variety of criteria and the various researchers do not agree with each other. What also stands out in the descriptions of the authors, concerning the term *professional*, is the static nature of it, when a practitioner meets the criteria it is a professional, if he does not meet the criteria then it is not a professional. Again parallels with the classic profession model, that is why the aspect “quality” is not mentioned, because this is also not mentioned in the classic professionalisation model. Only recently insights begin to exist with a dynamic nature, namely that the professional the one is who, from a quality perspective, constantly works on improving its own functioning.

## 2.9 Summary of the terms profession, professionalisation and professional

There are two schools of thought in terms of professionalisation. First of all, the supporters which find their starting points more or less with the classic professionalisation model. They argue that as soon as the status of a full-profession has been reached; the occupation group is professionalised, the practitioners are professionals and that they work professional. This approach focuses on the occupational group (collective) and not on the individual and has also a static nature.

Supporters of the second thought seem not to care at all about the classic model. It focuses specifically on the individual, his work processes and results and quality aspects. This is a continuous increase in quality of the individual by learning and learn, and thus also, as a derived from this, an increase in the quality of the collective, the occupational group. This creates a dynamic nature of the term professionalisation, it is no longer to meet a classic profession but the quest for quality improvement. The professional is, from a quality perspective, constantly working on improving its functioning and as a derivative of that contributes to a stronger collective.

The previous tells us that the professionalisation of the occupational group knows a collective and an individual approach. Collective actions move at the level of the occupational group and individual activities move at the level of the individual members of the occupational group. Collective and individual actions can strengthen each other back and forth. If a sufficient number of individual members of the occupational group achieve their own professional development then this will have a positive effect on this occupational group as a whole. If the occupational group pursues professionalisation then this will have an effect on the individual within the occupational group (Boon, 2005)

**Research**



### **3. Research methodology**

#### **3.1 Research design**

This research is a qualitative research carried out through a desk study and through fieldwork.

##### *Desk study*

In the desk study a short inventory of the equine industry is given. In this section the social and economic meaning of the equine industry is described as well as the organisation of the sector, objectives of the branch organisations and the activities and projects the branch organisations have started. Besides that it will give an overview of the equine educations provided in the Netherlands.

##### *Interviews*

The interviews serve as basis for the answer on the main question. The interview script is made up of a number of questions which were necessary to be able to answer the main research question. The interview script can be found in annex 4,5 and 6.

#### **3.2 Data collection**

For the desk study reports, studies, brochures and information available from the internet are used to be able to describe the equine industry. This information is found through the internet, libraries and educational institutions.

The interviews are conducted on location. The interviewer was following a set interview script and did ask supplementary questions when necessary.

The interviews are carried out with the following organisations and people.

- Dutch Federation of Agriculture and Horticulture (LTO- Nederland<sup>2</sup>) > Frits Sluyter, Annet Schrijver and Ruud Pruijsten.
- Federation of Dutch Riding Centre (FNRS) > Booy Reuhl
- Sector Council Horses (SRP) > Frits Sluyter
- Dutch ministry of Agriculture, Nature and Food quality (LNV) > Menke Steenbergen
- AOC Prinsentuin College Breda > Petro Trommelen
- ROC Landstede Raalte > Mariët Drost
- HAS Den Bosch > Piet Verhoeven
- Van Hall Larenstein > Martine van Tilburg
- Animal Health Service (GD) > Emiel Schiphorst
- 20 equine entrepreneurs

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<sup>2</sup> A list of abbreviations can be found in annex 2

In total 20 equine entrepreneurs are interviewed, these entrepreneurs are selected by business type and business size to gain a wide variation of equine entrepreneurs. The business types that are represented are the following: riding schools, livery yards, training and trade stables, sport stables, breeding stables and a business which provides leisure activities. These equine entrepreneurs are found through the network of the researcher and the World Wide Web. All parties are approached by phone and for the interview they are visited.

### **3.3 Data process**

The qualitative data is processed descriptive. The industry description and the results of the interview are analysed on similarities and differences.

## **4. The equine industry**

**In this chapter the equine industry will be described. It provides an insight of the equine industry in the following aspects; equine businesses, existence of the equine entrepreneurs, and the social and economic meaning of the equine industry.**

### **4.1 Equine businesses**

A big part of the equine industry has more a hobby nature and, to a lesser extent, a business nature. A distinction can be made between a hobby natured horse keeper and the leisure use of the horse (LNV, 2006). A hobby natured horse keeper is someone who has horses and earns money with that. The leisure horse keeper is someone who has one or a few horses for leisure activities. The people that keep horses to earn money are defined as equine entrepreneurs. The leisure use of horses is not included in this study.

Within the equine industry are several business types, a description of the different business types can be found in annex 3. Because of the varied types of businesses, it is impossible to make an unambiguous definition for the sector as a whole. Each type of business enters the sector on another level in the chain link. Breeding stables focuses on foals, a rearing stable focuses on the growing up of the foals, a break- and trade stable focuses on breaking and or training of young horses and the trading of these horses. And then there are the stables which focus on the use or providing housing on grown up horses, like riding schools, livery yards, sport horses stables. And then there is another segment for when the horses are too old for their purpose and for that there are for example rest houses. The different business types also have another target group, others suppliers, other legislations and regulations etcetera. The purpose of the horse enjoys the most social interest and is for that also the most visible. How many businesses there are per business type is not yet investigated.

### **4.2 The existence of the occupation equine entrepreneur**

The existence of the occupation of an equine entrepreneur is a difficult issue, "horse people" always have been there and when exactly those horse people got the stamp of equine entrepreneurs is difficult to say. The equine industry also knows different stages in his existence. In the early days the horse was held for meat, the army and for agriculture, from the 1970s the horse was used more and more for leisure and sporting activities. Riding schools, and thus horse riding, were intended for the elite and the army. It could be said that the keepers of the first riding schools were one of the first equine entrepreneurs. The oldest riding school still in use in the Netherlands is the "Dordrechtse Manege", which was founded in 1650. Also the horse breeders have a long history, for example, since 1887 there is a registered breeding of the Royal Dutch Sport Horse (KWPN), so also those horse breeders were already equine entrepreneurs. The one thing that can be ascertained, the equine industry with his equine entrepreneurs has a long history.

### 4.3 Economic significance

The equine industry has increased enormously in the Netherlands the last decades. In 1991 the total turnover was estimated on € 0,5 billion (Van Markus, 1998), in 2004 this estimation was € 1,2 billion (Boersma, 2003), this is an increase of 48%. The Ministry of agriculture, nature and food quality (Ministry of LNV) gave the equine industry even an annual turnover of € 1,5 billion in 2006. The equine industry is therefore now an economic sector to speak of, which plays an important role in the Dutch society.

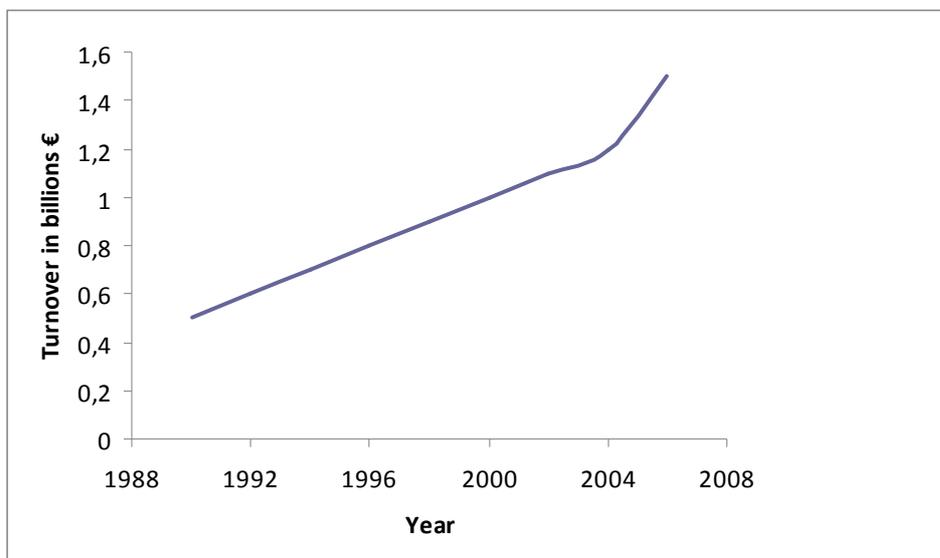


Figure 1: Historical development of the total estimated turnover in the equine industry

### 4.4 Businesses and jobs

According to the SRP there are 6.600 equestrian businesses in the Netherlands, and from these 6.600 businesses there are 1.400 equestrian accommodations (FNRS, 2009; KNHS, 2009; SRP, 2009). An equestrian accommodation is according to them an accommodation which is equipped for the use for practising the equestrian sport. Minimum requirements are: one indoor arena, one outdoor arena, 50 stables in average and sufficient meadows must be present.

In 2004 the number of paid jobs, is estimated between 12.000 and 15.000 (SRP, 2005). Broekema et al. indicates that of the 12.000-paid jobs, there are 7.360 jobs within the direct equine industry, 2.050 jobs in the indirect equine industry and 2.250 jobs linked to the income obtained within the stud books and sport. In addition, the report indicates that there are another 60.000 unpaid jobs in the equine industry (Broekema et al., 2005).

#### **4.5 Social interest**

Where the horse was held in the past for meat, the army and used for the work in the agriculture, this is nowadays almost entirely moved to leisure and sporting purposes. As a result an entirely different social meaning originated.

Through the increasing urbanisation, stress and lack of time the modern citizens has more need for rest and being outside. Therefore they primarily make use of the recreational facilities in the vicinity of their own home. Being outside does in this context mean; being in nature in rural areas. More and more people discover the equestrian sport as a way to enjoy the tranquillity and space the countryside has to offer. Also the involvement with horses, especially for the youth, fosters responsibility and confidence, and therefore is good for developing personal and social skills. Through the horses the people are more outside, they learn to appreciate nature and get a better understanding of farmers and the agricultural sector (LNV, 2006; BHIC et al., 2005).

#### **4.6 Summary equine industry**

The equine industry exists of many different business types and is very varied, an overall definition for the equine industry is for that impossible to make. The economic growth of the sector indicates that the sector is developing and through the increasing social interest in horse riding, there are plenty of opportunities for the sector to keep developing and to attract new people.

## 5. Developments in the equine industry

**This chapter is about how the equine industry is organised so far, the organisational structure of the collective, their objectives and activities and projects they have done or started will be described.**

### 5.1. Organisation of the collective

In 1930, the collective professionalisation already began with the establishment of the Federation of Dutch Riding schools (FNRS), a branch organisation for the Dutch riding schools.

In the 1970's and 1980's the horse was used more and more for leisure en sport purposes and more unions and foundations were founded which represented each their own target group. Next will be described a number of associations which are today still relevant and has an effect on the developments of the collective of the equine industry in the Netherlands.

In 1982 the Dutch Sport Horse Traders Association (VSN) was established. In this union sport horse traders work together to increase their (inter) national client base and in this way they can offer the client a bigger supply. Next to this union there existed three organisations, namely; the Dutch Equestrian Federation (NHS), Umbrella of Breeding (umbrella of the breeding segment) and the Dutch Trot and Racing Association (NDR), whereby the NHS represented the equestrian sport, the Umbrella of Breeding a platform forms for the acknowledged horses and pony studs and de Federation of Stallion keepers and the NDR de target group of the trot and racing sport represented.

The organisations were missing one big umbrella organisation and therefore the Sector Board of Horses was founded within the Product Boards of Livestock, Meat and Eggs (PVE) which served as point of mutual interest and mouthpiece for the whole equine industry.

In 2002 the NHS merged with 16 other equestrian federations. These federations formed together the Royal Dutch Equestrian Federation (KNHS) and became the biggest federation for the equestrian sport and leisure.

In 2003 the umbrella organisation Federation of Dutch Equestrian Entrepreneurs (FNHO) was established, this organisation exists of the Dutch Federation of Equestrian Centres (FNRS), (before Dutch Federation of Riding schools), the VSN, Union of KWPN Stallion keepers (BvHH), and the union of Stallion breeders (VHO). The FNHO takes care of the interests of all the equestrian entrepreneurs in the Netherlands. The FNRS is within this organisation the largest player.

In 2006 the equine industry received a full-fledged place into the ministry of Agriculture, Nature and Food Quality. This means that the equine industry is acknowledged and they are treated as an own sector.

At the beginning of 2007, the agricultural and horticultural organisation in the Netherlands (LTO-Netherlands) has set up a branch department for the equine industry. The LTO is the collaboration of LTO-North, ZLTO and LLTB, they represent together more than 50.000 agricultural entrepreneurs and stands for their economic and social position.

Also the Sector Board of Horses, which fell under the PVE, went independent in 2007 under the name Sector Council Horses (SRP). They served from that date as point of mutual interest and mouthpiece for the whole equine industry towards the government. They take care of the national and international interests of the equine industry. The SRP speaks on behalf of the sport, breeding and entrepreneurs.

Today in the SRP the KNHS and NDR are represented on behalf of the sport, on behalf of the breeding the Umbrella of Breeding with 32 recognised stud books and on behalf of the entrepreneurs the LTO and FNHO.

The chart below clearly shows how the SRP is organised.

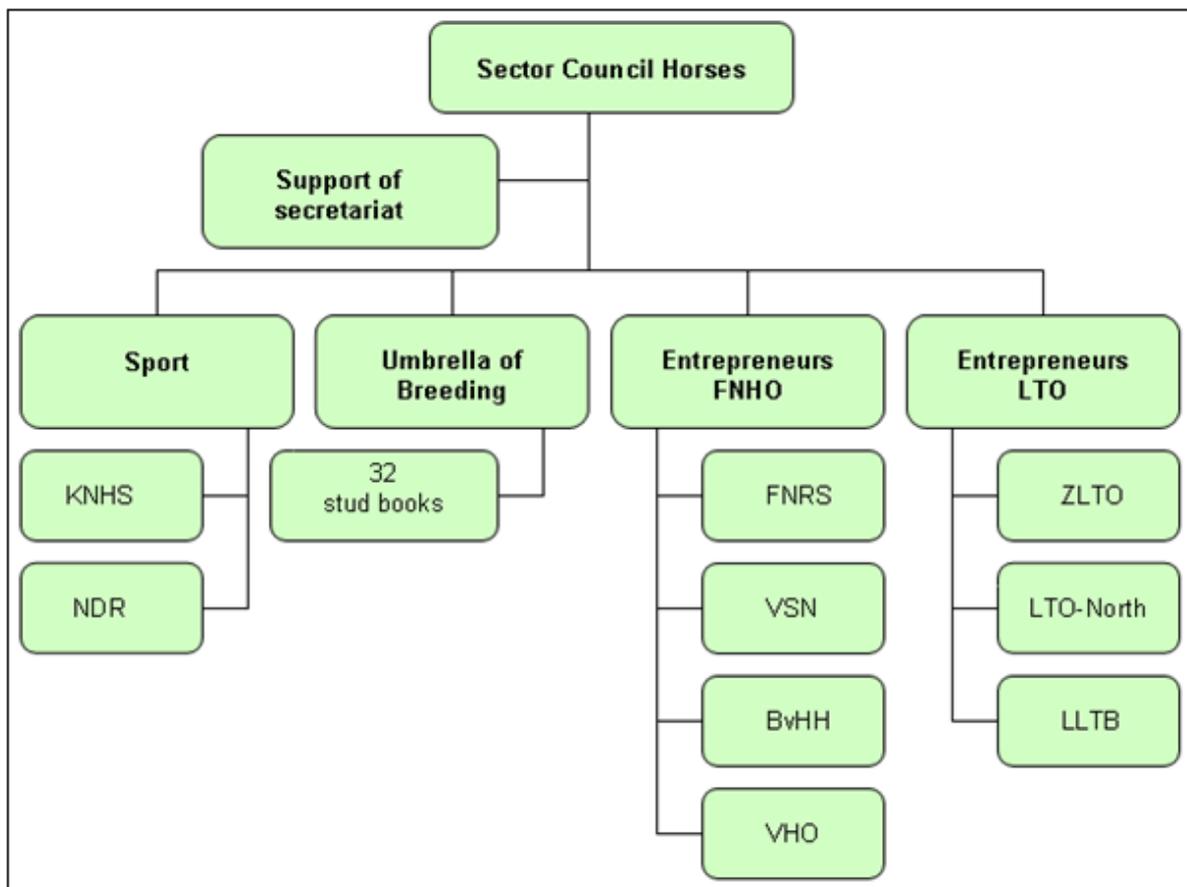


Figure 2: Organigram of the Sector Council Horses

The following diagram shows how the equine industry is organised in 2009. In each industry segment the most important organisations are represented.

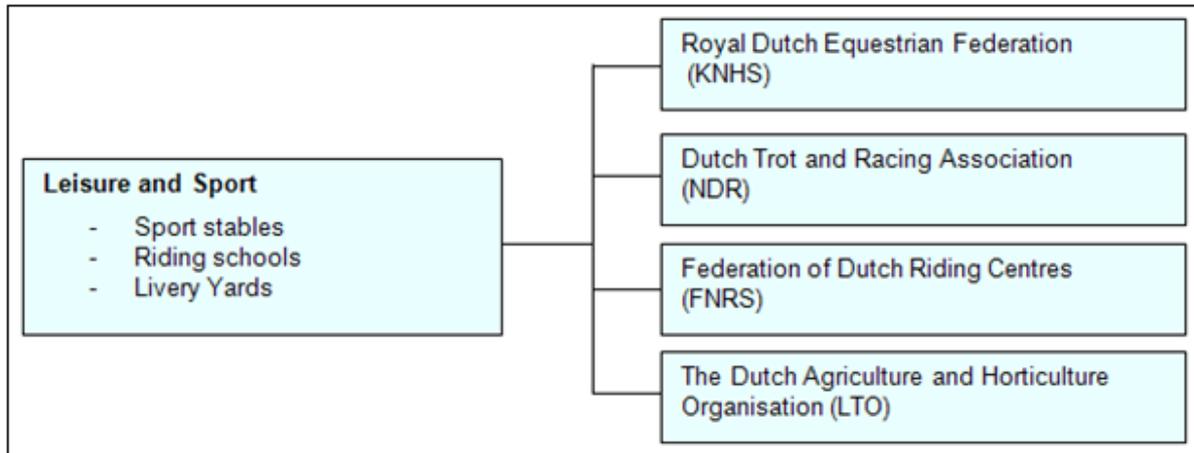


Figure 3: Organisation structure leisure and sport segment

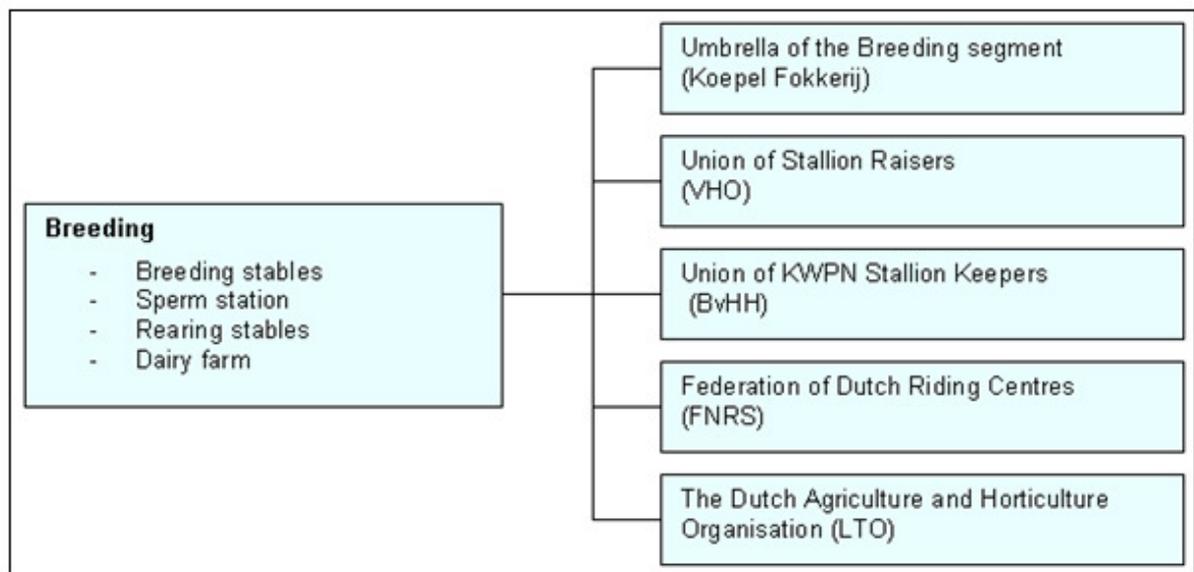


Figure 4: Organisation structure breeding segment

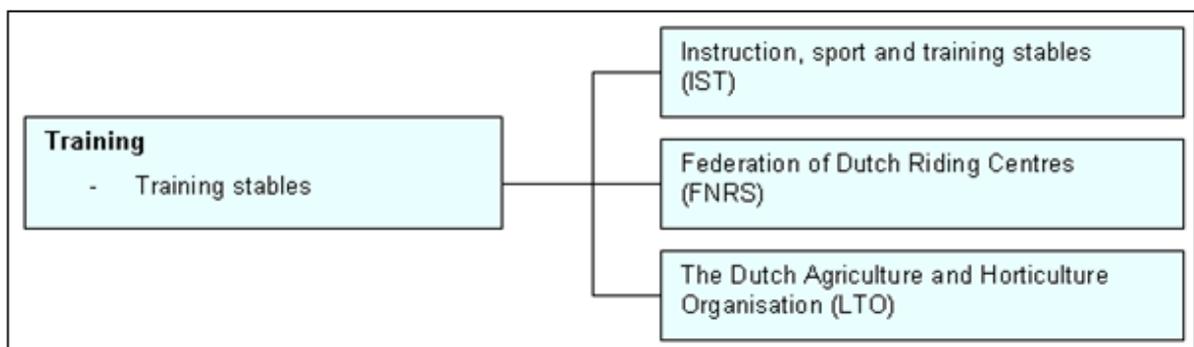


Figure 5: Organisation structure training segment

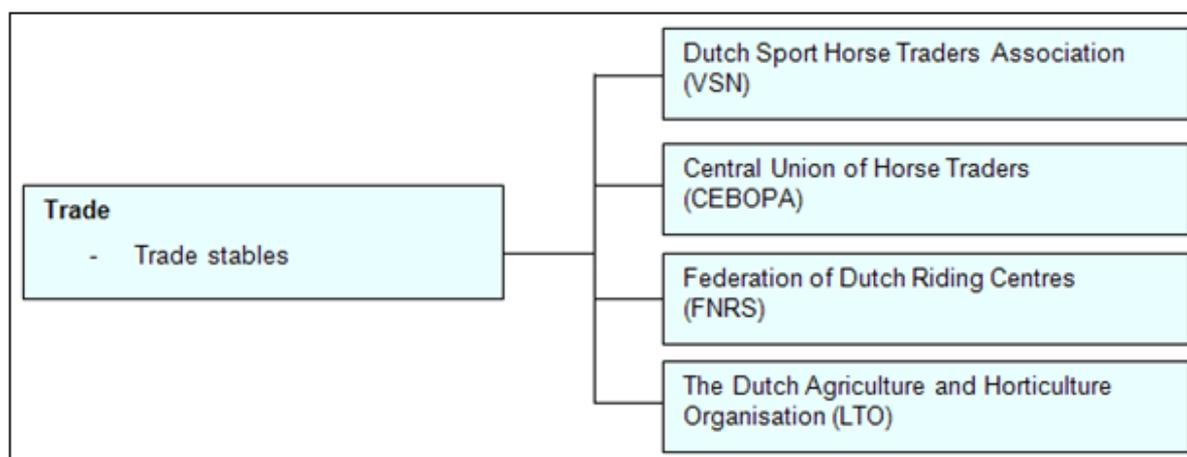


Figure 6: Organisation structure trade segment

## 5.2 Goals of the branch organisations

Only the FNRS, LTO and SRP will be described in this part. The other organisations has whether no intentions for the equine entrepreneurs or are too small to be able to have big influence on the developments in the equine industry.

### FNRS

The Federation of Dutch Equestrian Sport Centres is the branch organisation for equine entrepreneurs in the Netherlands and has a total of 425 members. The FNRS has the aim of protecting the interests of its members, as well as the professionalisation of the management of equestrian sports centres, the promotion of the quality and safety in equestrian sport centres, the promoting of welfare of the horse and to provide the opportunity for practising the equestrian sport in the connected equestrian sport centres. They want to do this by trying to unit in equestrian education on the connected riding schools and instruction, sports and training facilities (IST/livery stables), improving the skills of the riders, setting up and conducting examinations in the riding art and the care of the horse, the organisation of courses and the promotion of the qualifications of the employees operating on the connected equestrian sport centres.

### LTO

The Agricultural and Horticultural Organisation is a collaborative of LTO-North, ZLTO and LLTB. In 2006 the LTO has established a branch department for the equine industry. In doing so, they have joint projects, but also projects for their own region. The branch department of the equine industry takes care of the interests of equine entrepreneurs and deals with a variety of topics such as; land-use planning, animal welfare, animal health, manure, minerals and environment, knowledge, innovation and entrepreneurship and social economic affairs. The advocacy department of the branch department of the equine industry pursues close collaboration, from local to international level, and defends the social and economic position of the entrepreneurs. Objective is to create room for sustainable developments in the equine industry. Entrepreneurship, employment practise and craftsmanship lie primarily with the individual entrepreneurs. LTO supports its members in strengthening their entrepreneurship, employment practise and its position in the market and society, not just by words, but also by means of initiating projects and individual advice.

### *SRP*

The SRP is as an umbrella organisation particular busy on collective level. The SRP has different work groups in the next themes:

*Rural development:* they have as focus to implement the manual of rural development on local government level.

*Animal welfare:* they have as focus to implement the plan of action “Welfare in the equine industry”.

*Animal healthcare:* they have as focus to draw up a plan of action animal healthcare.

*Monitoring/ identification and registration:* they have as focus; horse owner registration, research to the feasibility and drawn up a plan of action.

*Manure, environment, minerals:* they have as focus: to clarify the manure policy and accuracy of the excretion values of horses.

*Social economic affairs:* they have as focus: lobby for the existence of the low VAT rate for the trade in horses (in collaboration with other countries), VAT affairs in general, employment practice.

### **5.3 Collective activities of the collective**

In 2001 a safety certificate is developed by the Foundation of Safe Equestrian, which has been developed with the support of the Ministry of LNV, Ministry of health, Welfare and sport and the Lotto. The safety certificate guarantees consumers that an accommodation satisfies on certain requirements to architectural aspects of an accommodation, such as the height of an arena and the width of the entrances and passageways. Other examples include the compulsory presence of an emergency response officer, obligation of a safety helmet, qualified instructors, harnachement maintenance and accident registration.

Since the first of January 2005, equine businesses a required to carry out a risk, inventory and evaluation (RI&E). The FNRS has developed an industry-specific RI&E and has gained acknowledgement of the FNV Bondgenoten (a trade union). With the execution of the RI&E, the equine entrepreneur meets to the obligations of the health and safety law.

In 2006, the SRP developed, together with the association of Dutch Local Governments (VNG), a manual of land use planning. It is intended as a tool for the local governments in the preparation of land use planning policies, taking decisions and the examination of applications for building permits. In the note Animal Welfare of 2007 the Ministry of LNV asked the equine industry to come up with a plan of action in which they present welfare improvements. The SRP has undertaken and implemented this and in January of 2009 they gave the plan of action “Welfare in the equine industry” to the minister of LNV. In this plan of action they closely looked into housing, nutrition, training and tools, transportation, breeding, paraveterinarians and complementary occupations. Furthermore the SRP completed in 2009 a research into the feasibility and the social support of a more conclusive identification and registration and are now in the process of creating a plan of action to reach, first and foremost, the identification and registration of horses and owners.

Also the Dutch Equine Knowledge Centre (NHK) was established in 2009 by the SRP. The most important tasks of the NHK will be; draw up and maintain a research and knowledge-based calendar for the whole of the equine industry and accessing and disseminating knowledge on all relevant aspects of the keeping of horses. However, this is still in its start-up phase and it is not clear yet how this exactly looks like in practice.

In 2010 the SRP-parties LTO and FNHO will publish a new manual for Housing of Horses. The manual describes guidelines in relation to box dimensions, light and air quality and motion in accordance with the most up-to-date scientific knowledge.

#### **5.4 Individual activities of the collective**

To be able to clearly identify what branch organisations do on the individual development of the equine entrepreneur, the sector will be split into several segments, namely; leisure and sport, breeding and training and trade.

##### **5.4.1 Leisure and sport**

As previously described, the KNHS is the branch organisation for the equestrian and they have no targets for the equine entrepreneur. However, they do have influence on the equine entrepreneur. The KNHS wants that their athletes can practise their sport on safe and high-quality accommodations. When an equestrian club wants to organise official competitions, the accommodation must be in possession of the safety certificate. The KNHS ensures that the equine entrepreneurs must comply with these requirements, and is thus indirectly of influence on the individual development of the equine entrepreneur.

The FNRS is the branch organisation for the equine entrepreneurs and mainly has members which run a business in the leisure and sport, such as, a riding school, a livery yard or a sport stable. To be able to be a member of the FNRS, the equestrian accommodation needs to be, among other things, in the possession of the safety certificate. The FNRS ensures that its members must comply with these requirements and will, when this is not the case, contribute on the professionalisation of the equine entrepreneurs. In addition, the FNRS developed a star system in which an equine business can show to the customer how the quality and safety is of the business. For the star system a testing report is developed. The points obtained in the test report shall indicate how many stars the business will get, with a maximum of five stars. The safety certificate and the stars are inspected every two and a half years, during the verification procedure will be determined whether the business still meets the requirements. The FNRS "invites" the equine entrepreneur to develop. In addition to the safety certificate and the star system the FNRS offers the equine entrepreneur, in particular, the riding school entrepreneur more products. For example, the riding school package, this package allows the entrepreneur to easily administer the riders who have ridden, how many lessons they have yet to be good, and when they have to pay. Also the invoice can be sorted out with this program. The FNRS supports her riding school entrepreneurs in a good administration, which contributes to the riding school entrepreneur as a professional.

#### **5.4.2 Breeding**

In 1996 certification has been started in the stallion sector. Purpose of the certification of the stallion sector is to stimulate the quality and image in a positive way. In 2003, the implementation of the certification of the stallion sector came in hands of the BvHH, a certified stallion business can show to customers that his business meet certain quality requirements, however he does not have to be member of the BvHH to get the certification. In addition, businesses from the breeding sector can also submit by the FNRS, and can show in this way that they have a safe business, and on the basis of the number of stars of the star system he can show that they meet certain quality requirements.

#### **5.4.3 Training and trade**

Training stables do not have specific branch organisations but are represented by the LTO and FNRS. As described previous, the business is required to have a safety certificate to be able to be a member of the FNRS.

The specific branch organisations for trade stables are the VSN and CEBOPA and do not have specific actions that lead to individual development. Trade stables can also join the FNRS and/or LTO.

## **6. The government and the equine industry**

**In this chapter there will be described what the vision of the government is concerning the equine industry. Furthermore activities and projects which are supported or developed by the government for the equine industry will also be described.**

### **6.1 The vision of the ministry of Agriculture, Nature and Food Quality about the equine industry**

In 2006, the minister of LNV spoke out his vision about the equine industry. The minister is of the opinion that the sector must contribute to the sustainable development of the rural area and an attractive landscape. The initiative and responsibility for improvements lies within the sector. The minister is of the opinion that cooperation within the sector and with other organisations and governments give the best results. Initiatives to increase the degree of unionisation, to find connection to research and education, and professionalisation are part of that. The government does not believe that they are primary responsible for the development of the sector. The government shall facilitate the developments and provides space for entrepreneurship (LNV, 2006). This vision is in line with the policy of the ministry of LNV. LNV limits her tasks more and more to only public affairs, such as ensuring food security, food safety, the environment and animal welfare, as well as the fight against animal diseases. The ministry shall, to an increasing extent, submit other responsibilities to the industry, where the ministry chooses for a role as facilitator rather than a director. LNV expressly imposes the sector, and calls on the entrepreneurship of entrepreneurs, to take their own responsibilities in the development of the business (Verstegen and Lans, 2006).

In England and Wales there has been made a strategy for the whole equine industry developed in cooperation with the involved governments. In the report "Strategy for the equine industry in England and Wales" which has been published in 2005, they describe how the equine industry can be further developed and what opportunities and threats the sector faces. In England and Wales exists the same obstacles as in the Netherlands. They are also dealing with a large number of small businesses particularly running more on a hobby base, have no idea how they perform compared to others and have little interaction with each other. Furthermore they make less profit than the average profit margin of similar companies in other sectors, what also is the case in the Netherlands (BHIC et al., 2005). However, that has them not prevented to write an ambitious plan for the equine industry in England and Wales. The vision of England and Wales for the horses industry is that in 10 years the sector needs to be sustainable developed from his current position, and that the equine industry will be recognised as a successful business-, sport- and recreation activity.

## **6.2 Activities and projects of the government concerning the equine industry**

Also the government initiates projects and studies in order to obtain a better understanding of the equine industry and to develop policy on that. In 2005 the report “inventory of the equine industry” is being published which wanted to make an inventory of the equine industry in the Netherlands. It appeared that there was not much information available about the equine industry and for that the Ministry of LNV started further research to clarify the meaning of the equine industry. Many projects of the SRP are also partly funded by the Ministry of LNV. Furthermore, there have been published reports in 2006 which describes the vision and applications how the equine industry can contribute to the sustainable development of the rural area, from an economic, social and rural point of view. In addition, the government is increasingly involved in the welfare of animals, in the note Animal Welfare 2007, the Minister of LNV asked to the equine industry to come up with a plan of action in which welfare aspects in the equine industry are investigated and points for improvement are presented. The SRP has, as previously described, taken this task and implemented it.

## **6.3 Summary**

In the report “Strategy for the equine industry in England and Wales”, is defined what the government and the branch organisations has in mind for the equine industry in England and Wales. They described which developments and improvements can be made, how this needs to be done and who is responsible for the execution of these developments and improvements.

In the Netherlands, it does not seem that the government intends to write a strategy such as has been written in England and Wales. They believe that the sector itself must contribute to the development of the sector, where the government takes a facilitating role.

## 7. Development of equine educations

**In this chapter the equine educations will be described. It will describe which equine educations there are, whereto they educate and who is allowed to provide these educations.**

### 7.1 Development of equine educations

The first activity in the area of the field development was in 1970, when the Dutch Equestrian Vocational Training Deurne (NHB-Deurne) was been established. At that time the training was, in particular, for the elite, they had to have an own horse and the college money was expensive. In addition, the students had to already have a certain level in equestrian sport in different disciplines.

Today, there are several MBO (secondary vocational education) and HBO (university of applied science) educations, as well as a wide range of course options. Next, the MBO educations will first be discussed, followed by the HBO educations.

### 7.2 Secondary vocational educations (MBO)

An approved MBO vocational education is registered in the Central Register of Vocational Educations (Crebo). The registry is managed by Service Comprehensive Education (DUO) part of the Ministry of Education, Culture and Science (OCW). The educations are approved by the Ministry of OCW and the Ministry of LNV. The equine industry educations fall under the Ministry of LNV.

A MBO education leads up students to work in the primary sector. Within these educations there are 4 levels, which give the distinguish in number of years of the educations and the responsibility of tasks in the working field. For a MBO education there are set up qualification dossiers. In a qualification dossier is described which requirements the education needs to have for the concerned diploma. For the equine industry there have been set up three qualification dossiers, namely;

- Animal care 3/4
- Animal husbandry
- Equestrian

In these three qualification dossiers can be found eight educations for the equine industry in terms of care, instruction, business management and entrepreneurship, namely (Crebo, 2009);

- *Animal care specialist of recreation animals*, provided at 14 institutes;
- *Animal husbandry grazing stock*, provided at 13 training institutes;
- *Equestrian attendant II*, provided at 12 training institutes;
- *Equestrian instructor II, III, IV*, and *equestrian business manager*, provided at 10 training institutes;
- *Manager animal care* , provided at 13 training institutes.

### **7.3 University of applied science (HBO)**

An approved HBO education is registered in the Central Register of Universities of applied sciences (CROHO). The registry is managed by the Service Comprehensive Education (DUO) which is part of the Ministry of Education, Culture and Science (Ministry of OCW). The educations are approved by the Ministry of OCW and the Ministry of LNV. The horse industry is a specialist education and falls under the education of animal and livestock husbandry, business studies and agro-business studies. The educations may be given by four institutions in the Netherlands, namely; HAS den Bosch, Christian Agricultural University of applied sciences (CAH), Van Hall Larenstein and INHOLLAND. From the education Animal and Livestock husbandry two institutions has a specialisation in the horse industry namely; HAS den Bosch and Van Hall Larenstein. Of the education business administration and agro-business, there is one institution which has a separate horse direction to know; Christian Agricultural University of Applied Animal Sciences.

A college graduate of the education animal and livestock husbandry is subject to the following job functions;

- *Financial economic consultant*
- *Entrepreneur/manager*
- *Consultant/representative*
- *Practical researcher and developer*
- *Expert animal and livestock husbandry (e.g. policy)*

For the education business administration and agro business no training skills are developed.

### **7.4 Equine courses**

In the equine industry it is possible to follow a wide range of courses in the field of, for example, sport, animal care, instruction and entrepreneurship. These courses are, inter alia, given on the previous named institutions, but also, for example, by the branch organisations such as the FNRS, LTO and KNHS. Besides that a lot of private businesses offers a wide range of courses.

### **7.5 Summary**

In particular, the equestrian vocational educations shall contribute to a better informed and educated equine entrepreneur and equine staff. The qualification dossier tells the institution to which standards the education must satisfy in order to be able to offer this education. The educations of the Universities of Applied Sciences contribute on a better support of the equine entrepreneur. The graduates advise entrepreneurs in strategic and financial matters. In addition, they can ensure innovative developments in the sector and an organised sector. The graduate can also work on a less typical animal and livestock company.

## **8. Results of the interviews**

### **8.1 Interviews branch organisations**

#### **The meaning of professionalisation in the equine industry according to the branch organisations**

*SRP (SRP)*: De Sector Council works for the collective interest of the equine entrepreneurs. To be able to execute collective activities/projects, support from the sector is necessary. At the moment it is difficult to create this support for these activities/projects. For that reason the meaning of professionalisation for the Sector Council at the moment is that an equine entrepreneur forgets for a moment his own interest and looks at the interest of the sector. As overall definition of professionalisation in the equine industry they have: The support of the equine entrepreneur to guarantee his existence, with respect for the welfare of the horse and, in addition, the harmony between human and horse. Besides that they believe that other organisations have the same meaning, probably not exact the same definition, but they do believe that they all want to reach the same.

*FNRS*: For the FNRS professionalisation in the equine industry means quality improvement in the service of the equine entrepreneur, raising the return of the equine business and quality guarantee. FNRS cannot give an overall definition, because they believe that other organisations has another focus and for that will possibly also have another thought about professionalisation.

*LTO*: Two terms were of interest when the branch department for the equine industry was established; sustainability and professionalisation. Professionalisation means for the LTO: Occupational development > from craftsmanship towards entrepreneurship. Respond on the demand of the market, strategic planning, have an eye for the interest of the sector. This definition also applies as overall definition. Furthermore they believe that other organisations do not have another meaning, but the other organisations do have another focus. FNRS is for example more focused in providing specific services, the development of products and starting up projects. The LTO is more focussed in the lobby to make clear to the equine entrepreneurs that they should go from craftsmanship towards entrepreneurship. Through that it could be that other organisations have another definition of professionalisation, but in essence have the same meaning.

#### **Strategies**

The SRP, FNRS and LTO do not have developed strategies for the equine industry. The LTO does have an overall strategy which applies for all sectors they represent. Furthermore the LTO does develop annual plans specific for the equine industry. An overall strategy for the equine industry must not be developed according to the LTO, they believe that there is too much variation in the equine industry to be able to develop a strategy, the FNRS does also not want to develop a strategy, because they are more individual focused and works question directed.

### **The meaning of the term professional in the equine industry according to the branch organisation**

*SRP*: A commercial equine entrepreneur.

*FNRS*: When an equine entrepreneur is better as another equine entrepreneur, has a business vision and a financial healthy business.

*LTO*: Someone who is occupational busy with his business and guarantees his existence.

### **Known ability of the terms professionalisation and professional in the sector**

*FNRS* does not think that the sector knows the terms professionalisation and professional. They believe that it is not important for the equine entrepreneur to know what the term professionalisation and professional means, but he believes it is important that equine entrepreneurs know what the organisations do for them.

*LTO* also believes that it is not interesting for the equine entrepreneur to know what professionalisation means, but it is much more interesting for the entrepreneur to know what the organisations do for him. They do think that the definition of the term professional is known within the sector.

### **What the branch organisations want to achieve considering professionalisation in the equine industry**

*SRP*: To stay in control of the equine industry, and prevent that the government takes it over. When the government takes it over more regulations will come for the equine entrepreneur, it is likeable that this will cost the sector more, then when de sector stays in control. The *SRP* also asks a contribution of the equine industry, but will, according to them, be less expensive.

*FNRS*: Businesses which are economically healthy.

*LTO*: Professionalisation has no ending point, it is an ongoing process, it can be seen as an evolution process, where they are now focused on economically healthy businesses.

## **8.2 Interviews educational institutions**

### **8.2.1 Secondary vocational educations**

#### **The meaning of professionalisation in the equine industry according to secondary vocational educations**

*Prinsentuin College:* For businesses: That an entrepreneur is able to manage independent their business, can guarantee continuity, and has a vision. For employees: That they can work full pledged in to the business.

*Landstede:* Being responsible in the involvement with horses, management focussed, economical healthy businesses, being involved in the business.

#### **The meaning of the professional in the equine industry according to secondary vocational educations**

*Prinsentuin College:* Someone who dares to take a risk, has a broad vision of the sector, has feeling with horses, and has an understanding in doing business and has an understanding of people.

*Landstede:* If someone has being successful in his business for years, through experience, independences, involvement in horses and people in a responsible way and everything what comes around with that.

#### **Contact with branch organisations about the content of the equine educations**

*Prinsentuin College:* There is no contact concerning the content of the equine educations. Not from the branch organisations towards the educational institutions as from the education institution towards the branch organisations.

*Landstede:* There is no notable contact with branch organisations about the content of the equine educations.

#### **Contact between educational institutions about the content of the equine educations**

*Prinsentuin College:* There is incidentally contact with other educational institutions, there is coming a core team wherein educational institutions will meet more about the content, as well as with the secondary vocational institutions as with the universities of applied sciences.

*Landstede:* There is only contact with Zwolle, but not about the content of the equine educations.

#### **The content of the equine educations**

*Prinsentuin College:* The teachers decide what the content is of the equine education. Of course they have some basic guidelines from the qualification dossiers animal care and animal husbandry, but they are not sufficient to fill up an equine education.

*Landstede:* A project team made the content for the equine educations. In this team there were external experts from the field and from the education present and the teachers of Landstede.

#### **Involvement of the educational institutions in the professionalisation process**

*Prinsentuin College:* Is there a professionalisation process?

*Landstede:* Does not notice it that much.

## **8.2.2 Universities of Applied Animal Science**

### **The meaning of professionalisation in the equine industry according to the Universities of applied science**

*HAS Den Bosch:* Two aspects play a part in professionalisation in the equine industry. Firstly this is the profitability of the primary businesses > equine activity must be a full time business activity and the entrepreneur must gain his income completely from the equine business. Secondly entrepreneurship plays a part > that an entrepreneur has the resources to be able to manage his business, like ratios to gain insight in his business, optimizing business as well technical as financially, has knowledge to optimize his business, set up targets and a strategy for the business.

*Van Hall Larenstein;*

- That people work in the place where they are educated for.
- Use new knowledge and dare to make policy on that.
- That branch organisations work more from bottom up and not as now from top to bottom. They exist by subsidies and not because they have social support from the primary sector.
- Break through the board part of the equine industry with new knowledge.

### **The meaning of the professional in the equine industry according to the Universities of applied science**

*HAS Den Bosch:* An entrepreneur which has a profitable business, is conscious of the developments, and optimizes his business.

*Van Hall Larenstein;* Someone who always looks for new possibilities and chances, looks beyond his field of expertise, is conscious incompetence, and hires professionals on the areas where he is incompetent, keeps learning.

### **Contact with branch organisations about the content of the equine educations**

*HAS Den Bosch:* There is no formal contact with the branch organisations, but informal there is contact, for example, the FNRS advises the accreditation commission, with ZLTO there is a close collaboration, and every year there are depth interviews also with branch organisations, wherein they can give their input, so there is a lot of feedback from the sector.

*Van Hall Larenstein;* There is no contact with the FNRS, but there is contact with the LTO and the German counterpart of FNRS the FN.

### **Contact between educational institutions about the content of the equine educations**

*HAS Den Bosch:* There limited contact between educational institutions, GKC (Green Knowledge Cooperation) is a reason to sit together with other educational institutions, where there is some synchronisation.

*Van Hall Larenstein;* Only through projects, but not about the content of the educations, therefore the programs differ to much from each other.

### **The content of the equine educations**

*HAS Den Bosch:* The director of the animal and stock husbandry education (where the equine education is part of) together with a team decide what people need and through that the content of the education is determined.

*Van Hall Larenstein;* The content of the equine educations is made up through a work field commission. This is a reflection of the occupational field. Herein are amongst others the LTO and FN represented.

### **8.3 Interview Animal Health Service (GD)**

#### **The strategy of GD:**

Strategy from 2009-2013

Wherein three aspects are the most important:

- 1: Monitoring
- 2: Intensive cooperation with clinics
- 3: Focus on preventive health

#### **The meaning of professionalisation according to GD**

Knowing what is happening in the sector, set the correct priorities. The different sub areas should cooperate more with the different parties. The boundary conditions for this should be open and honest communication. Let go of own interest.

#### **What the GD thinks the branch organisations mean with professionalisation**

If he assumes that they have it about their customers

- That the customers have to communicate more about what their problems are towards the branch organisations
- More open communication about their interests
- That customers get the feeling that they are supported
- The customers should know what branch organisations do for them

#### **Development of the equine industry**

From a health perspective: Monitoring system for diseases and disease outbreaks.

One communication channel for the sector which also has the mandate to act.

#### **What GD thinks the branch organisations want to achieve**

Their primary goal is a "better" sector

- That horses achieve higher presentation
- Have a longer life
- Guarantee health care for horses
- Housing
- Etc.

## **8.4 Interview LNV**

### **The meaning of professionalisation in the equine industry according to LNV**

Professionalisation in the equine industry means for LNV that the sector has one joined goal, one vision and works as one mouthpiece. Besides that the sector needs to work together to develop this vision and to accomplish improvements.

The government had a more directing role in the past, when something needed to be arranged the government came into action. The government told the people what they needed to do and how they needed to do that. In the society of the present this is not possible anymore, people know more now what they want and how they want to do that, they do not need the government that much anymore. The government gained a more facilitating role, wherein they help and support sectors to achieve their goals. LNV helps and support the equine industry to come to the previous named professionalisation.

### **What LNV thinks professionalisation means for the branch organisations**

The different departments of the SRP looks at professionalisation from their own interest > How do I get better from it. Whilst they do not recognise that when they will look at the general interest of the whole equine industry, they will benefit from it on the long term. They work a lot at short term goals and too few on long term goals. Besides that the sector is focusing with her solutions to much towards the government and not what the sector itself wants and can.

### **What LNV expects from the branch organisations**

That they act as one mouthpiece towards the government and the primary sector. Besides the representations of interests they also need to realise joined goals. The sector needs to want to arrange things more by themselves and with that make less use of the government. By looking at the primary sector there can be found social support and with that joined development will improve.

### **What LNV expect from the primary sector**

That the individual horse keeper takes responsibility for the health and welfare of the horse.

### **What LNV want to achieve with the equine industry**

When the equine industry borders on public affairs, like food safety, animal health and welfare then there are written visions and plans. If for example there comes a outbreak of the horse plague the government will come into action, but also involves the sector in this process.

### **The meaning of a professional in the equine industry according to LNV**

In general a professional is someone who is good in his job. Specific for an equine entrepreneur this is someone who earns money in the equine industry. For her is good entrepreneurship also sustainability. This means that an entrepreneur need to take into account the social values like animal welfare, environment etc.

### 8.5 Results interviews equine entrepreneurs

20 equine businesses are visited and interviewed, from these 20 businesses 16 businesses have the equine business as main activity.

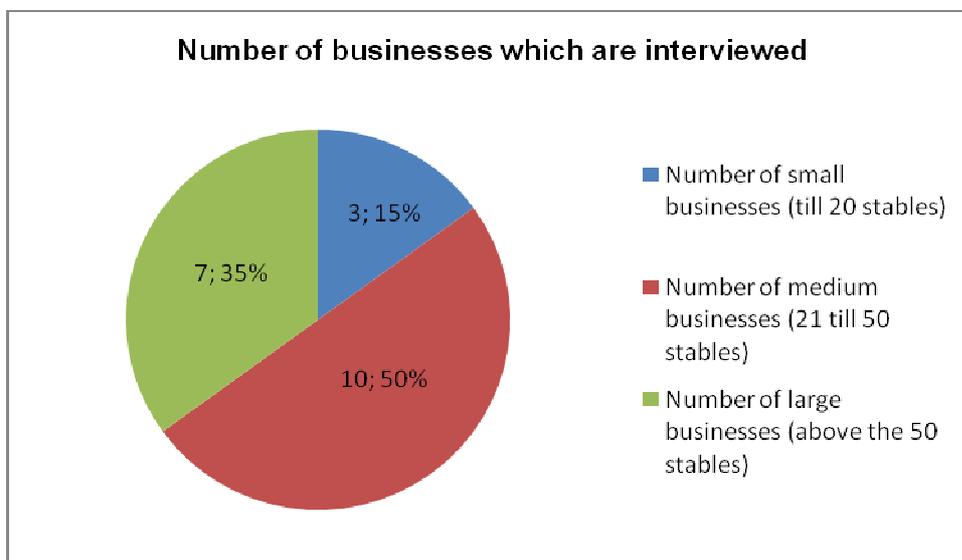


Figure 7: Number of small, medium and large businesses which are interviewed

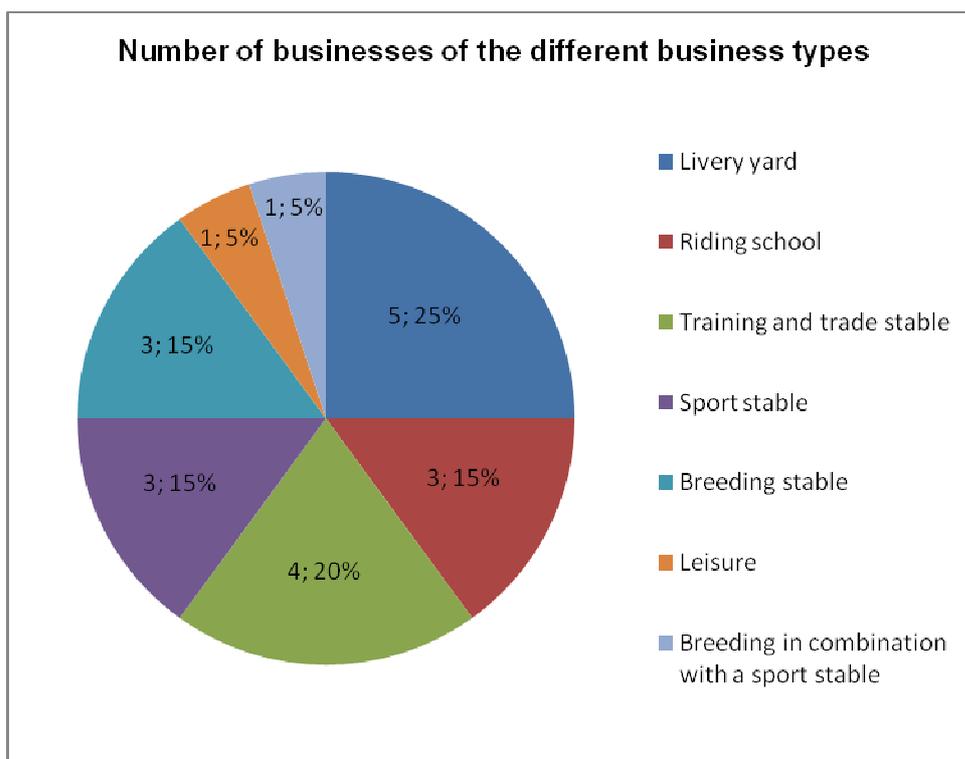


Figure 8: Number of businesses of the different business types

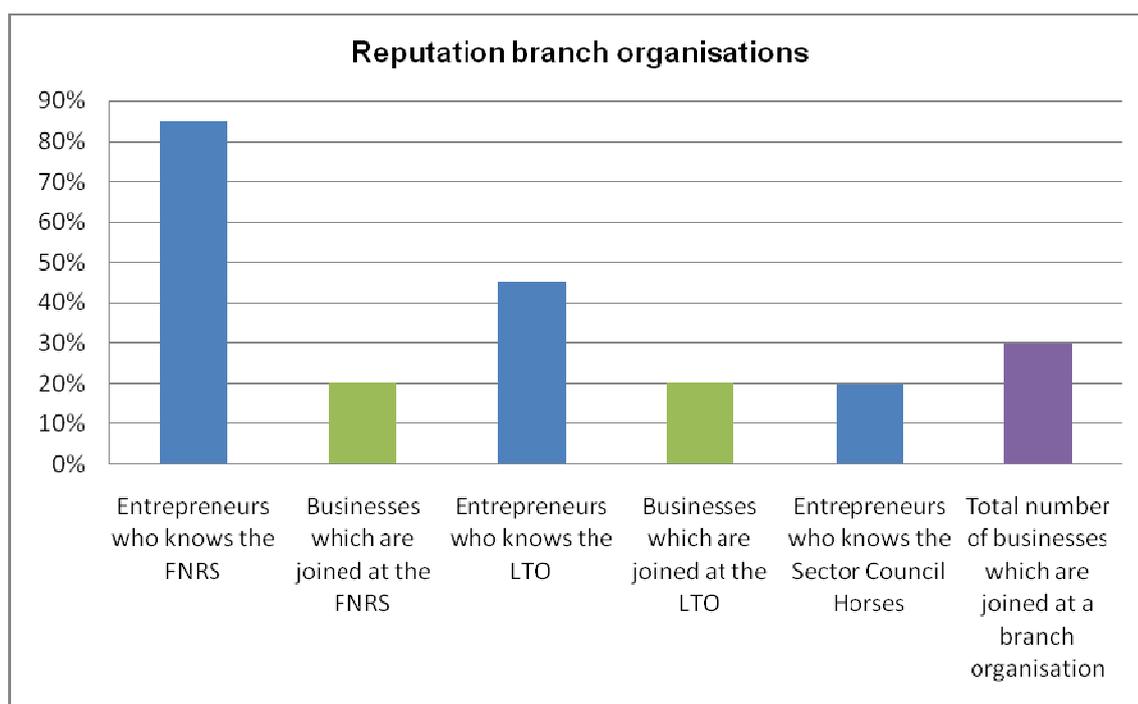


Figure 9: Reputation of the branch organisations

Table 1: Meaning of professionalisation according to the equine entrepreneurs

What professionalisations means for the entrepreneur:	N	%	Business number
Respond on the demand of the customer	5	25	2,3,10,16,18
Quality improvement	5	25	2,3,6,9,10
More legislations and regulations	1	5	12
Get a better structure and clarity in the sector	4	20	5,6,15,17
Profitable businesses	2	10	4,19
More distinction between hobbyists and commercial businesses	2	10	8,12
Have the business management in order	3	15	8,13,14
No answer	4	20	1,7,11,20

Table 2: What the entrepreneurs think what the branch organisations like LTO and FNRS mean with professionalisation in the equine industry

What the entrepreneurs think what the branch organisations like LTO and FNRS mean with professionalisation in the equine industry	N	%	Business number
Respond on the demand of the customer	2	10	2
Safety	5	25	2,8,12,13,18
Gaining insight of the equine industry	2	10	3,4
Get a better structure and clarity in the sector	7	35	3,5,6,8,9,15,17
More commercial businesses	2	10	14,19
More legislations and regulations	2	10	12,20
No answer	5	25	1,7,10,11,16

Table 3: What the entrepreneurs think what the ministry of LNV means with professionalisation in the equine industry

What the entrepreneurs think what the ministry of LNV means with professionalisation in the equine industry	N	%	Business number
More unequivocality in the sector	3	15	2,9,14
Gain insight in the equine industry	6	30	3,4,5,6,12,15
More legislations and regulations	6	30	11,13,16,17,
An equine entrepreneur who is more commercial focused	1	5	8
Improving welfare aspects	2	10	14,2
No answer	3	15	1,7,10

Table 4: A professional equine entrepreneur according to the equine entrepreneurs

When an equine entrepreneur is a professional according to the entrepreneurs	N	%	Business number
If someone is commercial busy	8	40	5,7,8,9,12,14,17,20
Responds on the demand of the customer	5	25	2,13,15,16,17
Takes good care for human and horse	10	50	2,3,4,8,9,15,16,17,18,19
If someone gains his revenue completely from his equine business	7	35	2,4,5,11,12,18,19
If he is economically aware	3	15	3,6,13
If someone is involved in his business	1	5	1
No answer	1	5	10

Table 5: What the entrepreneurs think what the branch organisations like LTO and FNRS mean with the professional

<b>What the entrepreneurs think what the branch organisations like LTO and FNRS mean with the professional</b>	<b>N</b>	<b>%</b>	<b>Business number</b>
Someone who is commercial busy	5	25	5,9,10,13,20
Someone who has a profitable business	5	25	8,11,12,15,19
Someone who gains his revenues completely from his equine business	1	5	18
Someone who has knowledge of his working area	1	5	17
Someone who knows what he is doing	1	5	14
Someone who works within the systems the branch organisations like	1	5	3
Someone who achieves something	2	10	6,20
No answer	5	25	1,2,4,7,16

Table 6: Development of the equine industry according to the equine entrepreneurs

<b>How the entrepreneurs wants that the equine industry is going to develop</b>	<b>N</b>	<b>%</b>	<b>Business number</b>
More unequivocality and clarity in the sector	4	20	2,3,15,16
More guidelines about how to manage an equine business	3	15	2,14,18
More education for the starting equine entrepreneur	5	25	4,5,9,10,17
Call a halt on hobbyists/more commercial businesses	3	15	5,8,13
The different business types should be approached	1	5	6
Certifications	3	15	10,12,17
Improvement in welfare	5	25	9,12,14,18,19

Table 7: How entrepreneurs can be supported on their own professionalisation

<b>How entrepreneurs can be supported on their own professionalisation</b>	<b>N</b>	<b>%</b>	<b>Business number</b>
By getting informed of developments in the equine industry	4	20	3,4,13,18
Support by experience people from the equine industry	2	10	2,4
Guidelines for entrepreneurs so that managing an equine business becomes easier	3	15	5,16,18
By welfare regulations	1	5	19
More clarity in de sector (legislations and regulations)	10	50	6,8,9,10,11,14,15,16,17,18

Table 8: What do branch organisations want to achieve according to the equine entrepreneurs

<b>What the entrepreneurs think what the branch organisations wants to achieve</b>	<b>N</b>	<b>%</b>	<b>Business number</b>
Standardise the branch	2	10	2,17
Gaining insight in the sector	3	15	4,9,12
Develop guidelines for the entrepreneur about business management	2	10	5,17
Clarity and structure in the sectore	3	15	5,6,17
Welfare improvement	1	5	10
Profitable businesses	2	10	14,19
Do not have a clue	7	35	3,7,11,13,15,16,20

Table 9: The opinion of the equine entrepreneurs about the branch organisations

<b>What entrepreneurs think of the branch organisations</b>	<b>N</b>	<b>%</b>	<b>Business number</b>
They need to be more open for new/other things	5	25	3,9,11,13,18
They provide to little information about developments in the equine industry	2	10	3,6
They have to few guidelines to be able to manage an equine business well	4	20	4,9,16,17
They do not stand out enough (who they are, for who they are, what they are doing and what they want to achieve)	7	35	2,3,13,15,16,17,20

## 9. Discussion, Conclusions and Recommendations

### 9.1 Discussion

The branch organisations use several times in their target description, reports, articles and brochures the words professionalisation or a derivative of it. From the literature and the information the branch organisations provides on the internet and brochures it cannot be indicated which definition of professionalisation they mean, and if so it still misses what developments and improvements on individual and collective level should be to come to this professionalisation. It is not clear from the literature and the provided information where the branch organisations want to go to. It does not seem logical that they wish and demand to develop towards a classic profession as is written in the literature review. The equine industry is not able to come to such a profession, and besides that, this will also mean that professionalisation is a collective matter, which leave the individual almost out of consideration. Also the modern approach cannot give a decisive answer, because they do not indicate a target, where a profession needs or can develop to. So the question is where to is being referred, to the apparently desired professionalisation?

From the interviews can be found out that for the FNRS professionalisation in the first place means quality improvement and quality guarantee in the provision of services of the equine entrepreneur. With this they join more or less with the definition the NOC\*NSF(1998) and Kwakman (1999) gives on the term professionalisation in their studies, namely, the pursuit of improving the quality of the individual practitioner with as a result, increasing the quality of the occupational group. This ambition is a continuous and never ending dynamic process.

For the LTO professionalisation means occupational development: from craftsmanship towards entrepreneurship. With this the entrepreneur pays attention on the demand of the market and responds on that through strategic planning and keeps an eye on the interest of the sector. Occupational development is also being expressed by NOC\*NSF (1998) and Kwakman (1999). So also LTO is focusing more on the development of the individual within the occupational group and expects from the individual that they contribute on the collective, by looking at the interest of the sector.

The SRP has another approach. They especially want that an equine entrepreneur looks at the interest of the sector to guarantee the existence of the council. As overall definition for professionalisation in the equine industry they have: The support of the equine entrepreneur to guarantee his existence, with respect for the welfare of the horse and, in addition, the harmony between human and horse.

The three branch organisations have at least one distinctive similarity. They all approach professionalisation on the individual level. The question in the interview let the interviewees free to answer in a collective or individual approach and was not directed to this by the interviewer. The meanings of professionalisation are differing from each other. This is also logical because they all have another focus and another target group.

Professionalisation is a process subjected on time, professionalisation can in content mean something different for an specific sector or organisation every couple of years, so for the “outside” world it can be very hard to understand where organisation are heading to, if this is not well communicated.

So the LTO, FNRS and SRP look at professionalisation on the individual level, the equine entrepreneur. So when is the equine entrepreneur a professional? As can be read in the literature review the term professional cannot be defined unequivocally. The answer must again be found in the equine industry itself. The FNRS see a professional in the equine industry as someone who is better as another equine entrepreneur, has a business vision and a financial healthy business. The LTO sees a professional in the equine industry as someone who is occupational busy with his business and guarantees his existence. And the SRP sees a professional in the equine industry as someone who is commercial busy with business. So the branch organisations all say more or less the same; the professional in the equine industry is someone who is occupational busy with his business, guarantees his existence, and for that he has a business vision and a financial healthy business. Remarkable is the fact that the equine entrepreneur thinks another aspect is more important for a professional equine entrepreneurs. 50% of the interviewed entrepreneurs sees a professional in the equine industry as someone who takes good care for human and horse, also commercial busy entrepreneur is with 40% another important aspect. But remarkable is that the branch organisations do not speak a word about care for the horse and human, whilst apparently this for the equine entrepreneur is very important.

As can be read in chapter 5 “Developments in the equine industry” the branch organisations in the equine industry set up a wide range of activities and projects that contributes on the development/professionalisation of the equine industry. However these activities and projects are not subjected to an overall plan, a strategy. The branch organisations did not develop strategies, so it is hardly impossible to find out where they want to go to. When asked what they want to achieve the FNRS and the LTO say that they are focusing on economically healthy businesses, when asked at the entrepreneurs 35% do not have a clue what the branch organisations want to achieve and only 10% thinks that they want to achieve profitable businesses. A logical outcome, because how could equine entrepreneurs and also other organisations know what they want to achieve and how they can contribute on this professionalisation when this is not communicated? And maybe more important how do branch organisations expect to attract new members, and for that create social support, if potential members cannot see what you can do for them or even do not know of your existence? As can be seen in the results 85% of the interviewed equine entrepreneurs knows the FNRS, but only 20% is joined, only 45% knows the LTO, but on the other hand also 20% of the equine entrepreneurs is joined by the LTO. A more worrying result is the 20% that know the SRP. As reason that they are not joined or that they do not know the branch organisations 35% of the interviewed equine entrepreneurs say that they not stand out enough, they do not know who they are, for who they are there for and what they are doing.

When asked at the entrepreneurs what they think the branch organisations mean with professionalisation in the equine industry, 35% of them think that the branch organisations mean to get a better structure and clarity in the equine industry. 25% of the interviewed equine entrepreneurs could not give an answer on the question. So or the equine entrepreneurs do not have a clue what the branch organisations mean with professionalisation or they believe that the branch organisation are especially focused on the collective of the sector, whilst this is not case. For this it is quite logical that the branch organisations do not have enough social support, the equine entrepreneur does even not know of the existence of the branch organisations or has the feeling that the branch organisations are not there for them, so why join such a branch organisation?

LNV also notices the lack of goals of the sector and that they do not focus enough on what the primary sector wants. Professionalisation in the equine industry for LNV means that the sector has one joined goal, one vision and works as one mouthpiece. LNV expects from the branch organisations that besides providing a mouthpiece towards government and primary sector they also realise joined goals. They believe that the sector need to arrange things more by themselves and with that make less use of the government. LNV believes if the branch organisations will pay attention more to the primary sector, social support can be found and joined developments can improve. The departments of the SRP are now to much focused on their own interest and with that only short term goals are realised. They need to look more to the long term goals, which will in the end be a benefit for all.

Also the Animal Health Service believes that the different sub areas with their parties need to cooperate more. The boundary conditions for this should be open and honest communication and let go of the own interest. Aspects also the interviewed entrepreneurs wants to see, 25% believe that the branch organisations need to be more open especially for new and/or other things.

As can be found in the descriptive part the equine industry seems to be well organised. For each target group there is an association presented and the organisations which represent the largest target groups are joined mutual in one umbrella organisation, the SRP. However, the rate of unionisation of the branch organisations is not very high. In addition, the various types of businesses with all their own organisation, does also not make it easier to come to one occupational group, what makes it even harder to come to one joined goal and vision. The cooperating organisations within the SRP have all their own interest, and brings this own interest into the council. Through this on joined goal and vision is hardly impossible to make.

A missed change of the branch organisations is the cooperation with educational institutions. At the moment there is hardly any contact with educational institutions about the content of the equine educations. Because one thing becomes clear in the literature, professionalisation has much to do with learning, educating and improving. The best way to do that seem to be logically on an educational institution. Also for the interviewed equine entrepreneurs education seems to be important. 25% of them would like to see a better educated starting equine entrepreneur.

## 9.2 Conclusions

As can be indicated from the literature review and the interviews professionalisation has for everybody a different meaning. This is not a problem as long as is being indicated what this professionalisation in content means for the different parties. Branch organisations in the equine industry see professionalisation on an individual level, the professionalisation of the equine entrepreneurs. They want to achieve economically healthy businesses and a professional is then someone who has an economically healthy businesses and by that he need to be occupational busy with his business. So it could be said that for the branch organisations professionalisation means that equine entrepreneurs becomes professionals. They let the collective professionalisation almost out of consideration.

The equine entrepreneurs see professionalisation on an individual and collective level. On individual level there are some similarities with the branch organisations, aspects like respond on the demand of the customer (25%) and quality improvement (25%) are named by the equine entrepreneurs, which also are named by the LTO and FNRS. Remarkable is the fact that for the branch organisations profitable businesses is the main target whilst only 10% of the entrepreneurs name that professionalism for them means a profitable business. On a collective level 20% of the equine entrepreneurs see professionalisation as getting a better structure and clarity in de sector and as much as 35% thinks that the branch organisations mean with professionalisation getting a better structure and clarity in the sector. Together with the fact that 35% of the equine entrepreneurs do not have clue what the branch organisations want to achieve and the 30% which is joined to any kind of branch organisation it can be said that there is some disconnect between the branch organisations and the equine entrepreneurs.

The main target for the FNRS and LTO is to achieve profitable equine businesses. How they want to achieve that does not become totally clear, because strategies are missing. The SRP wants to prevent the government having too much control and dictating to the equine industry, but here again a strategy is missing how they want to do that. LNV has no intention of the equine industry, they prefer to see that the sector even is going to be more in control and would like to see that the sector comes up with one mutual vision and goal. This mutual vision and goals must derive from what the primary sector wants, only then they are able to get the desired social support. At the moment the branch organisations do not communicate enough with the primary sector and with the result that the primary sector does not know the branch organisations enough or know them enough but think that they are not there for them.

To come to a mutual vision and goal, own interest of the different parties of the Sector Council Horse need to be forgotten. As this is not in the nature of a human being, it is going to be very hard to achieve any kind of professionalisation.

If branch organisations will not come to the desired joined goal and vision derived from the primary sector, they need to be aware that there existence can become in danger, because of the lack of social support.

### 9.3 Recommendations

It will be wise if the branch organisations establish their strategies. Strategies for their own organisations and one mutual strategy for the equine industry. The strategies must derive from what the primary sector wants. The branch organisations should therefore come more into contact with the primary sector. They need to show who they are, for who they are there for and share their vision and through a collaborative approach prepare a strategy and also communicate the strategy to all parties. From this professionalisation can become more than just a fancy word, life can be breathed into it, it can have an actual meaning and gain more respect and support from the primary sector. To come into contact with the primary sector, they could arrange meetings in which they explain who they are, for who they are there for and what they can do for the equine entrepreneurs. Interest can be arranged if the invitations towards the equine entrepreneurs are well formed, and spoken in the language of the equine entrepreneurs. Furthermore these meetings should be arranged on local level, this will create more interest and an entrepreneur does not have to travel so long and will sooner be interested to come.

In the way the sector is organised now it will almost be impossible to come to such a mutual vision. Almost all equine branch organisations are represented in the SRP, and therefore too many opinions are present and they will never come to one joined vision and goal. One organisation, for example the SRP, needs to stand above the other organisations, needs to be independent and should also have the power, or even better should have the respect from the other organisations to direct these organisations. Only then one mutual vision and goals can be made, which can be implemented by the other organisations in their own way. So there must be developed a kind of directing organisation, which is completely independent of the other organisations. Financial support must derive from the sector.

Branch organisations could work closer together with the educational institutions, they can offer a lot and together they can determine how to meet the needs of the entrepreneurs and provide students with the right knowledge to support the primary sector in its quest to professionalise. Determine what knowledge entrepreneurs, employees or there involved parties misses, which can be included in the equine educations. The educational institutions are willing to cooperate, so take that advantage.

Furthermore the branch organisations could look more external. Look at other sectors and other countries. This will broaden their vision and maybe creates opportunities which they are not able to see now. England could be a nice country to look at, they have made up a strategy for the equine industry and looked beyond existing paths.

I would like to end this report with a quote of an ancient poet:

“No man ever reached to excellence in any art or profession without having passed through the slow and painful process of study and preparation”

*(Horace, 65BC-8BC)*

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[www.vsnhorses.nl](http://www.vsnhorses.nl)

[www.ztlo.nl](http://www.ztlo.nl)

## Annex 2. Abbreviations

AOC	> Agrarisch Opleiding Centrum > Agricultural Education Institution
BvHH	> Bond van KWPN Hengstenhouders > Union of KWPN Stallion Breeders
CAH	> Christelijke Agrarische Hogeschool > Christian Agricultural University of Applied Science
CEBOPA	> Centrale Bond van Paardenhandelaren > Central Union of Horse Traders
CREBO	> Centraal Register Beroepsopleidingen > Central Register of Vocational Educations
CROHO	> Centraal Register Opleidingen Hogere Beroepsonderwijs > Central Register of Educations of Universities of Applied Sciences.
DUO	> Dienst Uitvoerig Onderwijs > Service Comprehensive Education
FEI	> Federation Equestre Internationale > International Equestrian Federation
FNHO	> Federatie van Nederlandse Hippische Ondernemers > Federation of Dutch Equestrian Entrepreneurs
FNRS	> Federatie Nederlandse Ruitersportcentra > Federation of Dutch Riding Centres
GD	> Gezondheidsdienst Dieren > Animal Health Service
GKC	> Groene Kennis Centrum > Green Knowledge Centre
HAO	> Hoger Agrarisch Onderwijs > University of Applied Agricultural Science
HAS	> Hoge Agrarische School > University of Applied Agricultural Science
HBO	> Hoger Beroeps Onderwijs > University of Applied Science
IST	> Instructie-, Sport- en Trainingsstallen > Instruction, Sport and Training Stables
KNHS	> Koninklijke Nederlandse Hippische Sportfederatie > Royal Dutch Equestrian Federation
KWPN	> Koninklijk Warmbloed Paardenstamboek Nederland > Royal Dutch Sport Horse
LNV	> Ministerie van Landbouw, Natuur en Voedselkwaliteit > Ministry of Agriculture, Nature and Food Quality

LTO	> Landelijke Land- en Tuinbouworganisatie > The Dutch Agriculture and Horticulture Organisation
MBO	> Middelbaar Beroeps Onderwijs > Secondary Vocational Education
NDR	> Vereniging Nederlandse Draf- en Rensport > Dutch Trot and Racing Association
NHB	> Nederlandse Hippische Beroepsopleidingen > Dutch Equestrian Vocational Training
NHK	> Nederlands Hippisch Kenniscentrum > Dutch Equine Knowledge Centre
NHS	> Nederlandse Hippische Sportfederatie > Dutch Equestrian Federation
OCW	> Ministerie van Onderwijs, Cultuur en Wetenschappen > Ministry of Education, Culture and Science
PMLF	> Kenniscentrum voor de sectoren Proces- en Algemene operationele techniek, Milieutechniek, Laboratoriumtechniek en Fotonica > Knowledge centre for the industries Proces and General Operational technology, environment technology, laboratory technology and Photonics
PVE	> Productschappen Vee, Vlees en Eieren > Product Boards for Livestock, Meat and Eggs
RI&E	> Risico, Inventarisatie en Evaluatie > Risk, Inventory and Evaluation
ROC	> Regionaal Opleiding Centrum > Regional Education Institution
SRP	> Sectorraad Paarden > Sector Council Horses
VHO	> Vereniging van Hengsten Opfokkers > Union of Stallion Raisers
VSN	> Verenigde Sportpaardenhandel Nederland > Dutch Sport Horse Traders Association
WUR	> Wageningse Universiteit > University of Wageningen
ZLTO	> Zuidelijke Land- en Tuinbouworganisatie > Southern Federation of Agriculture and Horticulture

### **Annex 3. Description of equine business types**

*A riding school*; an equine business type where the turnover is exclusively or principally achieved in giving instruction in a variety of disciplines to third parties using horses owned by the company or to third parties with their own horses and the provision of housing to those horses (VNG and SRP, 2008). Riding schools are often large complexes with elaborated stables and one or two indoor arenas. Almost always, there is a lighted outdoor arena, a step mill or a lunge circle. Riding schools are almost always close to the urban areas, where customers come from, or close to a nature, forestry, or recreation area, where outdoor riding tracks are available (Agricola et al., 2007).

*Livery yard*; an equine business type where the turnover is exclusively or principally achieved from the keeping of horses of third parties (VNG and SRP, 2008). Customers are able to stable their horse and make use of the existing facilities, in addition a livery yard gives to a greater or lesser extent service depending on the livery price. Of services can be thought of; taking out and bringing back inside of the horse, feeding, mocking out etc.. Livery yards are often (former) agricultural businesses. Many farmers have been wholly or partly changed to livery. These businesses make use of existing fencing and reconstructed stables. The horse facilities, such as an arena, are fitted into the building block. The businesses are located in the rural area (Agricola et al., 2007).

*A breeding stable*; an equine business type where the turnover is exclusively or principally achieved from the deployment of one or more of the stallions and/or breeding mares for breeding (VNG and SRP, 2008). A breeding stable has a lot of land, so horses can grow up in herds. There are large stables, where horses are kept in groups. Sometimes there is an indoor arena available (Agricola et al., 2007).

*Rearing stable*; an equine business type where the turnover is exclusively or principally achieved from the housing of young horses in ownership or of third parties (VNG and SRP, 2008). A rearing stable has often a combination with, for example, livery- or breeding stable. A rearing stable has a lot of land and large stables where horses are kept in groups.

*Break- and trade stable*; an equine business type where the turnover is exclusively or principally achieved from the training, as well as the sale and purchase of horses (VNG and SRP, 2008). Break- and trade stables are often small to medium sized, which has the availability of a lightened outdoor arena and sometimes an indoor arena.

*Sport stable*; an equine business type where the turnover is exclusively or principally achieved from a combination of training of horses, competing with horses in the sport and providing instruction on horses to third parties that are not owned by the company (VNG and SRP, 2008). Sport stables are often small to medium sized, which has the availability of a lightened outdoor arena and sometimes an indoor arena.

*Stable business*; an equine business type where the turnover is exclusively or principally achieved by hiring out of carriages for, for example, weddings, shows, funerals and tours (VNG and SRP, 2008).

*Dairy farm*; an equine business type where the turnover is exclusively or principally achieved from the sales of milk and/or milk products produced from milk of mares on the business (VNG en SRP, 2008).

## **Annex 4. Interview script branch organisations**

### **Interview script brancheorganisaties**

Datum:

Organisatie:

Tel:

Interview met:

**Wat betekent voor uw organisatie professionaliseren in de paardenhouderij?**

**Waar is dit op gebaseerd?**

**Is er op deze betekenis een strategie ontwikkeld?**

**Is de eerder genoemde betekenis van professionaliseren eenzelfde betekenis als die wordt geuit in andere organisaties en de overheid?**

**Als u een algehele definitie van professionalisering in de paardenhouderij zou moeten geven wat zou dit dan zijn?**

**Denkt u dat deze definitie bekend is bij de sector? Zo ja waaruit maakt u dat op, zo niet hoe komt dat?**

**Wat betekent voor uw organisatie een professional in de paardenhouderij?**

**Is deze definitie algemeen bekend in de sector als zijnde de definitie van een professional in de paardenhouderij?**

**Wat wilt uw organisatie bereiken betreft professionalisering in de paardenhouderij?**

## **Annex 5. Interview script equine entrepreneurs**

### **Interview script ondernemers**

**Datum:**

**Bedrijf:**

**Naam:**

**Adres:**

**Postcode:**

**Plaats:**

**Telefoonnr.:**

**E-mail:**

**Bedrijfstype:**

**Aantal stallen:**

**Paardenhouderij hoofdactiviteit:** ja / nee

**Brancheorganisatie?**

**Wat betekent voor u professionaliseren in de paardenhouderij?**

**Wat denkt u wat brancheorganisaties als LTO en FNRS bedoelen met professionaliseren in de paardenhouderij?**

**Kunt u zich hierin vinden?**

**Wat denkt u wat de overheid (min. LNV) bedoeld met professionaliseren in de paardenhouderij?**

**Kunt u zich hierin vinden?**

**Hoe denkt u zelf hoe de paardenhouderij zich moet ontwikkelen?**

**Hoe kunt u het beste ondersteund worden bij uw eigen professionalisering?**

**Wat is in uw ogen een professional in de paardenhouderij?**

**Wat denkt u hoe brancheorganisaties en de overheid een professional zien?**

**Wat willen de brancheorganisaties bereiken?**

## **Annex 6. Interview script educational institutions**

### **Interview script onderwijsinstellingen**

Datum:

Onderwijsinstelling:

Tel:

Interview met:

**Wat denkt u wat met professionalisering in de paardenhouderij wordt bedoeld?**

**Wat denkt u wat met een professional in de paardenhouderij wordt bedoeld (niet op sportgebied)?**

**Wordt hierop ingespeeld in de paardenhouderij opleidingen?**

**Door wie wordt de inhoud van de paardenhouderij opleidingen bepaald?**

**Is er contact met brancheorganisaties over de inhoud van de paardenhouderij opleidingen?**

**Is er onderling contact tussen de onderwijsinstellingen over de inhoud van de paardenhouderij opleidingen?**

**Vindt u dat paardenhouderij opleidingen voldoende betrokken zijn in het professionaliseringsproces?**

## **Annex 7. Interview script LNV**

### **Interview LNV**

**Datum:**

**Met:**

**Wat betekent voor het LNV professionaliseren van de paardenhouderij?**

**Waar is dit op gebaseerd?**

**Wat zal professionaliseren voor de brancheorganisaties betekenen?**

**Wat verwacht LNV van de brancheorganisaties?**

**Wat verwacht LNV van de primaire sector?**

**Wat wil LNV met de paardenhouderij bereiken?**

**Wanneer is een hippische ondernemer een professional?**