

Young starting entrepreneurs in the equine industry

Research into the opportunities for young starting entrepreneurs
in the equine industry in the Northeast of the Netherlands.

Silvia Roggen

Groningen, 25th of May 2010.

Abstract

Although the equine sector is an upcoming sector, it is not profitable and professionalization stays behind.

The Northeast of the Netherlands is an equine area. Relatively, it contains most equine sportsmen and many possibilities for equine enterprises to be successful. However, this seems not to be enough. Especially young starting entrepreneurs seem to have difficulties with starting an equine enterprise in the Northeast of the Netherlands. These challenges include large investments that are required and difficulties to get loans and the lack of knowledge and missing data about the equine sector in the Northeast of the Netherlands.

Therefore, this research has been carried out. The objective of this research was to investigate the opportunities for sustainable enterprises in the equine sector for young starting entrepreneurs in the Northeast of the Netherlands. This research also includes the different aspects involved when starting an equine enterprise in this area in order to be and stay sustainable and successful.

The target group of this research was; 'young starting entrepreneurs who want to start or take over an equine enterprise in the Northeast of the Netherlands'.

In order to get good insights, come to a sound conclusion, discussion and recommendation, both desk and field research were done during the research period. Existing information as well as new information, collected by handing out questionnaires at livery yards and riding schools and interviewing owners of multiple equine enterprises, was examined. Research activities included visiting multiple equine enterprises, the Chamber of Commerce, banks and boards of municipalities. Based on the information retrieved from those institutions, the research came to a satisfying result. Nevertheless, persistence and persuasiveness were necessary to get appointments at and information from several formal and informal organizations in order to collect and process all data,.

This research was carried out for an advisor/accountant in the Northeast of the Netherlands who lacked knowledge about the equine sector in the Northeast of the Netherlands. He needed to get more insight in this particular industry in order to advise clients who were willing to start an equine enterprise in the Northeast of the Netherlands, but who were not sure if this financially could be a success. Therefore, this accountant searched for a knowledgeable advisor to investigate whether this young couple would make a good decision by investing in an equine enterprise in the Northeast of the Netherlands.

This research is carried out over a period of six months in total and a lot of effort is put into this research by making different analyses and researching the profitability of riding schools and livery yards. This was necessary in order to be able to present a clear picture of the industry in this area and give these young starting entrepreneurs in the equine sector in the Northeast of the Netherlands a sound advice.

Although this research involves a specific area and a specific target group, all (young starting) entrepreneurs, national or international, can benefit from this research. It provides guidelines for anyone how to investigate if the market in a specific area will have enough potential for starting or taking over an (equine) enterprise. Moreover, it also provides a sound guideline for current equine enterprises to investigate how they should change in order to become or stay successful. When all

equine enterprises and potential equine entrepreneurs will have a look at this research and apply it to their specific situation, the equine industry could become more professional and profitable.

Preface

While searching for a subject for my thesis, the combination my of business and equine enterprises was always on the top of my head. My personal interest entailed both entrepreneurship and horses.

Logically, my thesis would include; business, enterprises and horses.

When Mr. Nicodem, an accountant and advisor, asked me to investigate the equine industry in the Northeast of the Netherlands for his clients, I became immediately became enthusiastic.

Although the equine industry is responsible for a turnover of one and a half billion Euros nationwide, equine enterprises are generally not profitable or healthy. Upcoming competitors, lack of knowledge, lack of managing skills and many other reasons make the equine industry get and stay stuck in a chicken-and-egg situation.

After a high peak in starters in the equine industry in the late nineties, the number of equine enterprises is now slightly decreasing. However, there are still people starting equine enterprise trying to make a living in this ever growing industry. In general, these starting entrepreneurs in the equine industry can also not make a difference to get the sector out of this chicken-and-egg situation.

In order to get more knowledgeable about the industry, I did field and desk research in the equine industry nationwide during the period of February-May 2010, but in particular in the Northeast of the Netherlands. The types of enterprise young starting entrepreneur should set-up, how to get a loan, current competitors in the area, current customers demands and wishes, rules and regulations and so on were investigated in order to get a picture about what would be necessary for starting entrepreneurs to become and stay successful. Therefore, also a financial analysis, environmental analysis and an analysis about entrepreneurs in general and in the equine industry were made.

Thanks to Mr. Nicodem, my external coach and supervisor, I was able to make correct financial analyses, got preference treatment at several official departments in order to collect information and data and therefore, I was able to bring my thesis to a satisfying end product. I also want to thank Mrs. Rohm, my supervisor from VanHall-Larenstein. Thanks to her, I got feedback while writing my thesis, which was invaluable for writing a good thesis at HBO-level. Moreover, I want to thank Mr. Zuidema, for giving insight in his accounting and for sharing his experience as an entrepreneur in the equine industry. Further, I want to thank the livery yards and riding schools, who allowed me to handout my questionnaires. This meant a lot for the actual outcome of my thesis, conclusions and recommendations and gave a fantastic insight in the demands and wishes of customers of riding schools, livery yards and those who are leasing horses. Moreover, it provided information about the current level of satisfaction of those customers and their ideas of a perfect scenario. Finally, yet importantly, I want to thank my Career Counselor, Mr. Van Ooijen, who guided me during my school career and gave me feedback in the starting phase of my thesis as well as during my thesis period.

Groningen, May 2010.

English Summary

Over the years, the equine industry has grown rapidly both nationwide and in the Northeast of the Netherlands. Not only the number of people riding horses, but also the number of people who own horses has quickly increased. Fact is that all those horses need stabling. A logical consequence is the growing number of livery yards and riding schools that offer livery and riding lessons for this rapidly growing number of horse owners.

Trends and developments

At this moment, the equine industry strongly depends on developments in- and outside the sector. Politics, social environment, new competitors and the ever changing demands of customers make the equine industry an ever-changing industry in which entrepreneurs should adapt to different changes in order to be or stay successful.

Eighty percent of those who are active in equine sports are women. Among teenagers particularly, the number of women is large. Twenty percent of those who participate in equine sports in the Netherlands own at least one horse. However, as the second fastest growing sports in the Netherlands, an increase for the coming years is likely to be expected.

Horse riding is expensive and originally seen as a sport for people who have a high or above average wealth level. However, research has proven that this no longer trustworthy. For young, starting entrepreneurs in the equine industry, this means that they no longer have to focus on a specific target group concerning the level of wealth of the Dutch people.

Eighty percent of the those who are active in equine sports, around 362.500 people, ride in free nature. Especially people who own a horse are riding often in free nature. To get more insight in the motives of equine sportsmen, the KNHS¹ researched several ways of using horses among them. There are four overlapping types;

- *Nature and environment focused equine sportsmen*
- *Pleasure and relaxation focused equine sportsmen*
- *Action and sports focused equine sportsmen*
- *Activity and/or company focused equine sportsmen*

Concerning the location people practice equine sports, besides free nature, riding schools are mostly used. Over sixty percent of equine sportsmen join a riding school and/or federation. Equine sportsmen are riding mainly close to home. The majority lives at a distance of five up to ten kilometers of the place the horse is stabled.

Upcoming change in demand of customers contains welfare of horses. More people become aware of the needs of horses and want the best for them. A new trend in the industry is the so-called 'HIT-active' stables and variants of it. In short, this means that horses are housed in groups and have to walk for their feed as in their natural habitat. Because the horse industry is quite conservative, the future must tell if this new trend will result in a permanent change of housing or that the current situation will not change or just partly.

By the increase of citizens keeping horses, a problem occurs. Criticism about the increase of horses dominating the landscape is a (re)current subject. The quality of pasture and countryside will deteriorate by the increase of horses in one place. The government policy lacks a clear vision of

¹ KNHS; Koninklijke Nederlandse Hippische Sportbond (Royal Dutch Equestrian Sports Federation)

the equine industry, places responsibility with those who are active in this industry and only offers policy frameworks.

Nationwide the landscape is changing due to the fact that the equine industry and the number of horses are quickly increasing. Possible, the government could intervene with rules and/or regulations for fencing. Some municipalities already offer subsidies for placing certain types of fencing in order to encourage horse owners to use this type of fencing. This way, they try to protect the changing landscape.

A new trend is the expansion of agricultural companies which provide accommodation for horses as additional income. Based on the increasing number of those involved in equine sports and the expansion of agricultural companies, it may be concluded that the equine industry is increasing. However, the industry lacks professional entrepreneurs. Entrepreneurs hardly cooperate, are not enough market oriented and lack the required specialized knowledge. In addition, their clients do not invest in the industry. This scenario is also found in the Northeast of the Netherlands. Current companies hardly differ in price and / or quality. Therefore, they are not able to distinguish themselves from others.

“Wellness” is an upcoming trend in the Netherlands of which the equestrian sector could easily take advantage of especially in the Northeast of the Netherlands which is the countryside of the Netherlands. Equine companies can combine horses and wellness quite easily and adapt to this upcoming, (expected) permanent trend and generate income.

The economic position of the equine industry

In January 2010 the equine industry in the Netherlands counts 5692 equine related business, which are registered at the Chamber of Commerce. 258 of the registered equine enterprises are established in the Northeast of the Netherlands, which makes four and a half percent of the total. The average percentage of people practicing equine sports per province is three percent. Drenthe is far above the average with five percent, which indicates that in Drenthe relatively more people practice horse sports.

In Drenthe, more people start an equine enterprise compared to the number of starters nationwide, but there also more quitters in the Northeast of the Netherlands. The past year, the decrease of quitters in the Northeast of the Netherlands is more than twice as high as the decrease nationwide.

Entrepreneurship in the equine industry

The business environment in the Netherlands contains difficulties. Entrepreneurs are asked to work within the framework of social liability or sustainable entrepreneurship. This means that entrepreneurs should work with environmental and social-ethical aspects. Entrepreneurship is one of the biggest forces behind innovation, competitors' abilities and growth. Most established entrepreneurs show comparable motives, qualities and skills.

An entrepreneur in the equine industry can be referred to as a “passion entrepreneur”. It is someone who wants to turn his passion into profit.

Competitors

Looking at current competitors, three types of competitors can be distinguished;

1. Professional stables, specialized in livery, riding school or a combination of the two
2. Agricultural enterprises switching into equine enterprises; 'Switchers'.
3. Private stables

Switchers are not seen in the Northeast of the Netherlands. Switchers are mainly established in the more agricultural area and harder to reach for potential clients. Therefore, these enterprises are not being considered as potential competitors. There are a few private stables, but these only offer livery and an outside arena. Therefore, these stables are also not considered as competitors.

New equine enterprises that start could be potential competitors. Nevertheless, because private stables are no real enterprises and agricultural enterprises are not located nearby, these groups are not a threat. Moreover, the municipalities and provinces are not willing to cooperate in any way in building new equine enterprises. In the Northeast of the Netherlands, remaining pasture and forest is protected and in the coming ten years, building on these types of land is prohibited. Therefore, competition of HIT-active stables is not likely to be a threat for the future.

Environment

The Dutch government and the municipalities and provinces covering the Northeast of the Netherlands have set up different rules and regulations for equine enterprises, besides normal rules and regulations concerning all registered enterprises in general; manure law, specific environmental permits and building permits and limitations.

The Netherlands offer many horse tracks. Since eighty percent of the people involved in horses ride in free nature and Drenthe contains most horse tracks in comparison to other provinces, this is a very attractive area for equine sportsmen. This is especially true for the recreative riders and good aspects of equine enterprises in this area.

Future expectations for the environment in the Northeast of the Netherlands are diverse. On the one hand, the number of horses is increasing and more and more dominating the landscape. Concerning this issue, it is likely that government, provinces and municipalities will try to get control over the ways horses are kept. On the other hand, the horse industry is, and could be even more, an economic impulse and should be kept satisfied. Nowadays, more federations and organizations are cooperating with boards of municipalities and provinces in order to keep everyone happy. Therefore, future expectation is that the type of organizations and federations will work together to control horse sports and horse keeping in a way everyone will be satisfied.

Customers

Customers can be divided in three main groups;

- Customers of livery yards
- Customers of riding schools
- Customers of horse leasing

In order to satisfy all types of customers and their demands and generate income out of livery, riding lessons and leasing, equine entrepreneurs should consider the demands and wishes of these different types of groups.

Financial situation

Only offering livery is not a profitable option. In the end, the improvement of the liquidity will be negative, which means no future investments can be done and the enterprise is not healthy or profitable. In order to run a successful livery yard, the prices for livery need to rise, because saving on cost price is not an option. In fact, if saved on cost price, the quality of services will be less.

Most profitable is running a riding school. Here, the turnover and net profit is very high. However, this type of enterprises brings along risks. The income generated from riding lessons is less steady than from livery, because the number of customers can change during certain periods. Moreover, an economic crisis or epidemic breakout of diseases can result in less income for example, but the costs for the entrepreneur stay the same. At a livery yard, when having fewer customers, the entrepreneur also has less costs. This means that the income will relatively stay the same.

A combination of a riding school and livery yard gives a very positive liquidity improvement. This is probably the safest option for an equine enterprise, because the income generated from livery is quite steady and adjustable to the situation. In other words, no livery horse means no costs for feed and bedding.

Conclusion and recommendations

Taking over an equine enterprise in the Northeast of the Netherlands has enough potential for an entrepreneur in order to be successful, profitable and distinguishable, when one takes the following aspects into account;

- Demands and wishes of clients
- Current and potential competitors
- Rules, regulations and environment
- Difficult financing of such companies

The entrepreneur should set-up a company, which is a combination of a riding school and livery yard, in order to create a profitable and successful business. The quality must be high and settle to customers' demands and wishes of livery yard customers and riding school customers.

Dutch Summary

Door de jaren heen, is de paardensector enorm gegroeid. Nationaal, maar ook in het Noordoosten van Nederland, is de sector in zijn geheel enorm gegroeid. Niet alleen het aantal mensen dat de paardensport beoefend, maar ook het aantal paarden en pony's is enorm toegenomen. Deze paarden moeten natuurlijk gehuisvest worden en daardoor is het aantal bedrijven voor de huisvesting van paarden en bedrijven die paardrijdlessen aanbieden ook enorm gegroeid.

Trends en ontwikkelingen

De sector is op dit moment sterk beïnvloedbaar door ontwikkelingen binnen en buiten de sector. De politiek, sociaal-ethische aspecten, concurrenten en de veranderingen in de eisen van klanten maken de paardensector tot een zeer complexe sector, waarin bedrijven zich continu moeten aanpassen om succesvol te zijn en te blijven.

Tachtig procent van de actieve paardensporters is van het vrouwelijk geslacht. Vooral het aantal vrouwen met de leeftijd tussen de tien en twintig jaar is het grootst. Twintig procent van de paardensporters heeft minstens één eigen paard, maar als een van de snelst groeiende sporten, wordt er verwacht dat dit percentage de komende jaren zal toenemen.

De paardensport is duur en voorheen gezien als sport voor welgestelde mensen of in elk geval voor mensen met een bovengemiddeld inkomen. Maar, onderzoek heeft uitgewezen dat dit niet langer het geval is. Voor jonge startende ondernemers betekent dit, dat zij zich niet langer hoeven te focussen op een doelgroep met een bepaald inkomen.

Tachtig procent van de actieve paardensport beoefenaar, dat zijn ongeveer 362.500 mensen, rijden in de vrije natuur. Vooral mensen met een eigen paard rijden vaak in de vrije natuur. Om meer inzicht te krijgen in de motieven van paardensporters, heeft de KNHS onderzoek gedaan naar de verschillende manieren over het gebruik van paarden onder de paardensporter. Er zijn vier overlappende types;

- natuur en omgevingsgerichte paardensporters
- Plezier en ontspanningsgerichte paardensporters
- Actie en sportgerichte paardensporters
- Activiteiten en gezelschapsgerichte paardensporters

Naast het rijden in de vrije natuur, worden maneges het meest gebruikt als locatie om de paardensport te beoefenen. Meer dan zestig procent van de paardensporters maakt gebruik van een manege of rijvereniging. De paardensporter blijft dicht bij huis, de meerderheid van de paardensporter woont tussen de vijf en tien kilometer van de manege of de plek waar het paard gestald staat.

Een steeds meer geziene verandering in de eisen van klanten heeft te maken met het welzijn van paarden. Steeds meer mensen worden zich bewust van de behoeften van paarden en willen het beste voor paarden. Een nieuwe trend op dit gebied zijn de 'HIT-actief' stallen en varianten daarvan. Dit houdt in dat de paarden zoveel mogelijk gehouden worden in natuurlijke omstandigheden; ze zijn gehuisvest in groepen en moeten op zoek naar eten.

Doordat de paardensector voornamelijk bestaat uit conservatieve mensen is het de vraag of deze trend zich voort zal zetten of niet.

Door het toenemen van burgers die paarden houden, is er een probleem ontstaan. Kritiek over de toenemende mate van paarden die het landschap domineren en de kwaliteit van weilanden en het platteland in gevaar brengen, is een actueel onderwerp.

Toch heeft de regering geen duidelijke visie op de paarden sector en wordt de verantwoordelijkheid bij de sector zelf neergelegd.

Dat het landschap verandert door de toename van het aantal paarden is een feit, maar de regering kan ingrijpen met regels en wetten voor omheining, afrastering en paardenobjecten om de veranderingen van het landschap in de hand te houden en/of in goede banen te leiden.

Er zijn al wel gemeentes die subsidie verlenen voor bijvoorbeeld afrastering die zij goedkeuren, maar nog lang niet alle gemeentes verstrekken deze subsidie.

Een nieuwe trend in de branche is ook dat er steeds meer agrarische bedrijven uitbreiden om paarden te huisvesten als neveninkomsten. Door de groeiende paardensport onder burgers en het inspelen daarop door boeren, kan geconcludeerd worden dat het houden van paarden groeit als sector.

Economisch gezien zijn bedrijven in de paardensector bezig op een te laag niveau. Er is geen samenwerking, de bedrijven zijn niet marktgericht genoeg, er is te weinig specialisatie en er zijn geen klanten die investeren in de markt.

In het Noordoosten van Nederland is deze situatie niet anders; huidige bedrijven daar verschillen niet, of te weinig, in prijs en/of kwaliteit en kunnen zich daardoor niet onderscheiden.

‘Wellness’ is de nieuwe opkomende trend in Nederland, waar de paardensector gemakkelijk op in kan springen en voordeel uit kan halen. Het Noordoosten van Nederland staat bekend als het platteland van Nederland en biedt daarom vele mogelijkheden betreffende deze trend. Paardenbedrijven kunnen paarden en wellness gemakkelijk combineren en zo inkomsten genereren uit deze verwachte, permanente trend.

De economische positie van de paardensector

In Januari 2010 telt de paardensector 5692 paardgerelateerde bedrijven die geregistreerd staan bij de Kamer van Koophandel. 258 van deze geregistreerde bedrijven bevinden zich in het Noordoosten van Nederland, wat vier en een half procent van het totaal aantal bedrijven in Nederland bedraagt. Het gemiddelde percentage van het aantal mensen dat de paardensport beoefend is drie procent. Het percentage van het aantal mensen dat de paardensport beoefend in het Noordoosten van Nederland ligt ver boven dat met ruim vijf procent. Dit geeft aan dat er relatief meer mensen de paardensport beoefenen in Noordoost Nederland.

In Drenthe zijn er ook meer mensen die een paardenbedrijf starten in vergelijking tot het gemiddeld aantal starters in Nederland. Maar, er zijn ook meer mensen die hun paardenbedrijf beëindigen in Drenthe. Vorig jaar, was de afname van het aantal paardenbedrijven in het Noordoosten van Nederland zelfs twee keer zo hoog als het gemiddelde in Nederland, wat waarschijnlijk komt door de lage winstgevendheid van dergelijke bedrijven.

Ondernemerschap in de paardensector

Het ondernemersklimaat in Nederland kent moeilijkheden. Er moet gewerkt worden binnen het kader van duurzaam ondernemen en sociaal verantwoord ondernemen.

Ondernemerschap is een van de grootste krachten achter innovatie, concurrentie en groei. De meeste ondernemers beschikken over dezelfde motieven en kwaliteiten.

Een ondernemer binnen de paardensector kan aangemerkt worden als ‘Passie Ondernemer’. Dit houdt in dat de ondernemer iemand is die zijn passie wil omzetten in winst.

Concurrenten

Kijkend naar huidige concurrenten binnen de sector, kunnen er drie verschillende types concurrenten worden onderscheiden;

1. Professionele stallen, gespecialiseerd in een bepaald aspect
2. Agrarische bedrijven, geheel of gedeeltelijk inspelend op de paardensector
3. Privé stallen, aanbod van (vaak pensionstalling) bij mensen thuis

In het Noordoosten van Nederland worden concurrenten in de vorm van agrarische bedrijven niet vaak gezien. Dit soort concurrenten is vaak gevestigd midden op het platteland tussen de weilanden en zijn vaak moeilijk bereikbaar voor potentiële klanten.

Er zijn wel een aantal privé stallen, maar deze bieden alleen pensionstalling voor paarden met weinig faciliteiten en worden daardoor ook niet gezien als concurrenten.

Nieuwe bedrijven die starten, zouden wel potentiële concurrenten kunnen zijn, maar in het Noordoosten van Nederland, zijn provincies en gemeentes de komende tien jaar niet bereid in enige vorm mee te werken aan nog meer paardgerelateerde bedrijven, bouwen is verboden en overgebleven weilanden en bos zijn beschermd.

Omgeving

De Nederlandse regering en de provincies en gemeentes die betrekking hebben op het Noordoosten van Nederland, hebben verschillende regels opgesteld voor paardgerelateerde bedrijven. Naast de normale regels en wetten voor bedrijven in het algemeen, zijn er specifieke regels en wetten voor paardgerelateerde bedrijven; Mestwet, milieuvergunningen, Hinderwet en regels voor uitbreiden en bouwen.

Nederland biedt veel ruiterroutes. Doordat tachtig procent van de paardensporters vooral rijdt in de vrije natuur, is dit erg belangrijk voor de paardensporter. Het Noordoosten van Nederland heeft de meeste ruiterroutes van Nederland en is daarom een aantrekkelijk gebied voor paardenbedrijven.

Toekomstige verwachtingen voor de omgeving in het Noordoosten van Nederland zijn divers. Aan de ene kant bepalen paarden steeds meer het landschap, aan de andere kant is de paardensector een enorme economische stimulans en zal de sector tevreden gehouden moeten worden. Vandaag de dag werken instellingen en federaties steeds vaker samen met gemeentes en provincies om iedereen tevreden te houden.

Klanten

Klanten kunnen verdeeld worden in drie groepen;

- Pensionklanten
- Manegeklanten
- Lease klanten

Om alle groepen tevreden te houden en inkomsten te genereren uit deze groepen, zullen bedrijven rekening moeten houden met de eisen en wensen van de verschillende groepen klanten.

Financiële situatie

Alleen het aanbieden van pensionstalling als bedrijf is geen winstgevende optie, wanneer er uitgegaan wordt van de gemiddelde prijs voor pensionstalling in Nederland.

De liquiditeit verbetering is negatief, wat betekent dat er in de toekomst geen investeringen zullen kunnen plaatsvinden. Bovendien is het bedrijf niet rendabel en zal het, zonder het plaatsvinden van positieve veranderingen, hoogstwaarschijnlijk failliet gaan. De prijzen van de pensionstalling zullen dus omhoog moeten om rendabel te zijn, want besparen op voer en strooisel is geen optie daar de kwaliteit van de aangeboden service dan minder zal worden.

Het meest winstgevende is het runnen van een manege, de omzet en winst zijn erg hoog. Maar, alleen het aanbieden van paardrijdlessen brengt wel risico's met zich mee. Het inkomen van paardrijdlessen is minder stabiel dan de inkomsten van pensionstalling, omdat het aantal klanten van een manege nogal eens kan veranderen per periode, maar de vaste kosten blijven. Bij een pensionstalling kan het zijn dat het aantal klanten wel eens afneemt, maar de variabele kosten nemen dan ook af en daardoor blijven de inkomsten in verhouding gelijk.

Een combinatie van een manege met pensionstalling geeft ook een goede liquiditeit verbetering. Dit is waarschijnlijk ook de beste en veiligste optie voor een bedrijf, omdat het inkomen uit pensionstalling vrij stabiel is en aanpasbaar aan de situatie. In principe zou een bedrijf daarom het aantal pensionpaarden moeten afstemmen op het dekken van de vaste inkomsten en zijn de inkomsten van het manegegedeelte dan de extra bron van inkomsten.

Conclusie en aanbevelingen

Het overnemen van een paardenbedrijf in het Noordoosten van Nederland heeft voldoende potentie voor een ondernemer om succesvol, onderscheiden en winstgevend te kunnen zijn, wanneer er rekening gehouden wordt met verschillende punten;

- Eisen en wensen van potentiële klanten
- Huidige en potentiële concurrenten
- Regels en wetten van de regering, provincies en gemeentes
- Moeilijke financierbaarheid van dergelijke bedrijven

De ondernemer zal een bedrijf moeten opzetten, dat een combinatie is van een manege en pensionstalling, om zo een redelijk stabiele en winstgevende situatie te creëren. De kwaliteit moet hoog zijn en voldoen aan de eisen en wensen van zowel klanten voor de pensionstalling als voor de manegelessen.

Table of Contents

Abstract	2
Preface.....	4
English Summary	5
Dutch Summary	9
1. Introduction.....	14
1.1 Introduction of the research question and problem definition	15
1.2 Aim of research.....	15
1.3 Composition of the thesis.....	15
2. Material and Method	16
3. Literature	17
3.1 Characteristics of the current equine sportsmen.....	17
3.2 Changing demands of customers	19
3.3 Government.....	20
3.4 Competitors.....	20
3.5 Trends in leisure activity.....	21
3.6 The economical position of the equine industry.....	22
4. Analyses and results	26
4.1 Entrepreneurship in the equine industry	26
4.2 Competitors analysis of the Northeast of the Netherlands	28
4.3 Environmental analysis of the Northeast of the Netherlands.....	31
4.4 Customers.....	33
4.5 Financial analysis	39
5. Discussion, conclusion and recommendation	46
Annex 1 ‘research average age of riding school/livery yard owners in the Northeast of the Netherlands’ ...	48
Annex 2 ‘Questionnaire livery yard customers’	49
Annex 3 ‘Questionnaires riding school and leasing customers’	53
Annex 4 ‘Business plan Onneresch’.....	55
Annex 5 ‘List of references’	74

1. Introduction

Both nationwide and in the Northeast of the Netherlands, the horse industry has rapidly grown over the years. Not only the number of people riding horses, but also the number of people who own horses has quickly increased. Fact is that all those horses need stabling and a logical consequence is the growing number of livery yards and riding schools that offer livery and riding lessons for this rapidly growing number of horse owners. (LTO, January 2007)

However, managing a successful yard is demanding these days. Politics and laws, changing and more demanding customers, social wellbeing and horse welfare are all making the horse business a complex business. It demands time and money investments. In order to run a successful horse business and maintain quality standards, time and money are crucial.

Most riding school-owners and livery yard owners are real horse people. They have a lot of knowledge about the health and well being of horses in general, but most of the time they are not managers. Although they have a lot of horse knowledge, most of the time this knowledge is not up to date to today standards and demands of customers.

Therefore, the horse industry needs real 'equine entrepreneurs'. Entrepreneurs with horse knowledge and managing skills should be the next generation of riding school owners and livery yard owners in order to ensure horses' welfare and making the horse business more professional and profitable. These kind of entrepreneurs probably already exist, but are not (yet) seen (on a large scale) as owners of equine businesses.

Because most riding schools and livery yards are not profitable at all (seminar NHK,HIP, 2008), riding schools and livery yards nowadays cannot permit themselves to hire a relatively expensive manager with the skills to manage their riding school or livery yard. Also, banks are not willing to provide loans for companies which are not profitable.

Especially in the Northeast of the Netherlands this problem occurs. Most riding school owners and livery yard owners are middle-aged or above middle-aged and are not graduates of horse related studies. (Roggen, S. 2010, 'research average age of riding school/livery yard owners in the Northeast of the Netherlands' Annex 1). They might have the required knowledge, but not the managing skills. Next generations are not willing to take over the company, because it means working hard and making little money. Professionalization of the horse sector therefore stays behind.

Because the horse industry grows rapidly, horse related educations in which horse knowledge, management skills and entrepreneurship come together also are offered more and more. Graduates of these types of educations can perfectly run equine enterprises, but due to low profitability of current equine enterprises and high investments to set-up or taking over an equine company, professionalization of the industry falls behind .

Although the industry is decreasing a little in number of equine related enterprises, due to the current situation, there are still people willing to start or take-over an equine enterprise (KvK, 2010).

1.1 Introduction of the research question and problem definition

Accountant Mr. M.G. Nicodem has clients who want to start a riding school combined with a livery yard (in the rest of this thesis referred to as equine enterprise the 'Onneresch') in Onnen, in the Northeast of the Netherlands. This young couple approached Mr. Nicodem for the financial part of this idea, but he lacks knowledge of the equine industry. Therefore, Mr. Nicodem approached me to investigate whether the start of such a company has potential and will be profitable in the future. The ultimate goal of this research was to write a business plan for this idea, added as annex 4 and to come up with a conclusion and recommendations for this young couple.

The research question of this thesis is:

Does the start of an equine enterprise in Onnen offer enough potential and opportunities for young starting entrepreneurs in the future?

1.2 Aim of research

The aim of this research is to investigate if there are possibilities for a sustainable equine business in the Northeast of the Netherlands for young, starting entrepreneurs. In order to come to a sound conclusion and recommendation, the following sub-questions are phrased;

- *What is the current situation of entrepreneurship in the equine industry and what might be expected for the future?*
- *What is the current situation in the equine industry, concerning competitors and what might be expected for the future?*
- *What kind of environmental issues are important for an equine enterprise in the Northeast of the Netherlands?*
- *What are customers' current demands and wishes and what are future expectations?*
- *How is the current financial situation in equine businesses?*

1.3 Composition of the thesis

This thesis is built up like a funnel, in which is worked from wide to narrow.

The thesis starts with general information and a general picture of the industry and its developments and trends. This is compared to the situation in the Northeast of the Netherlands. Further, a general picture of entrepreneurship is worked out as well as characteristics for an entrepreneur compared to the characteristics of an equine entrepreneur. Moreover, an environmental analysis is made in order to compare the national situation to the situation in the Northeast of the Netherlands and to see what consequences that may have in the future. An analysis of competitors in the specific area is made to see which current competitors are present and what can be expected for the future. Also research of customers demands and wishes for livery, riding schools and leasing is done, in order to create an overview of the ideal situation for an equine enterprise focused on these specific groups. A financial analysis is made, to see what would be the best set-up for a company in order to be successful and profitable. Finally, conclusions are drawn and recommendations are given.

As annex 4, a business plan is added, in which a set-up is made for the clients.

2. Material and Method

In order to collect data for this research, both field and desk research was done. A lot of literature was studied, but most literature included no sound information that was useful. Moreover, sound and scientific literature for this subject is limited. By visiting the Chamber of Commerce several times and through the information on their website, it was possible to collect all necessary data and information for the literature review, concerning the current situation of the equine industry nationwide and in the Northeast of the Netherlands.

To get answers to the sub-questions data and information was collected at multiple equine enterprises in the region, both formal and informal organizations. By handing out questionnaires at riding schools and livery yards and by interviewing owners of several riding schools and livery yards, even more sound data and information was collected. By processing all gained data and information, this thesis was produced at such a high level.

Because the information needed to be reliable, all enterprises and organizations were visited in person. In that way, statements could easily be referenced and are therefore trustworthy.

The livery yards and riding schools were selected on different aspects; located in the specific area, size, and facilities and services offered. This way, information of current competitors in the area was retrieved and provided a platform for distinguishing yourself from them.

Further, questionnaires were made and handed out at riding schools and livery yards that might be potential competitors, in order to get a picture of customers and their demands and wishes.

For the environmental issues and concerning laws and regulations, several people of the board of the municipality of Haren were visited, in order to find out what aspects an equine enterprise has to deal with.

By visiting banks, information was retrieved about possibilities of loans for financing an equine enterprise.

Besides a car, telephone and computer, only persuasiveness and persistence was needed in order to actually get all data and information. Only some costs for the car, telephone and printing were made during this research.

This research was carried out in a period of six months. By working on it approximately four days a week, six until eight hours a day and by asking, receiving and processing feedback on a regularly base from my external initiator and internal coach at VanHall-Larenstein, I was able to carry out this research on this high level.

3. Literature

At this moment, the equine industry is influenced by developments in- and outside the industry. Politics, social environment, new competitors and the changing demands of customers make the horse industry an ever-changing industry in which enterprises should adapt to different changes in order to be or stay successful.

In this chapter an overview of the most important trends and developments that are of influence on the equestrian entrepreneurs nowadays is provided.

3.1 Characteristics of the current equine sportsmen

3.1.1 Gender

Women dominate equine sports. Eighty percent of the active equine sportsmen are women. (KNHS, 2006) The number of women among the young equine sportsmen is the biggest, especially equine sportsmen in the group of teenagers are big. Among the other age groups, from the age of thirty years old, the amount of men actively practicing horse sports is increasing. From the age of fifty, are men in even in majority with fifty-nine percent (ZKA Consultants and Planners, 2006).

3.1.2 Horse owners

Approximately twenty percent of the equine sportsmen in the Netherlands own at least one horse (ZKA Consultants and Planners, 2006). This means a small increase compared to the year 2001, when approximately nineteen percent of the Dutch equine sportsmen owned a horse. However, the number of equine sportsmen also increased over the last years. Therefore, the number of equine sportsmen who own a horse is rather bigger. In 2001, 75.000 people owned a horse. In 2006, 90.800 people owned a horse. This results in an increase of twenty-two percent. As the second fastest growing sports in the Netherlands, in increase of this sports is expected in the coming years (ZKA Consultants and Planners, 2006).

3.1.3 Wealth level of Dutch horse riders

Horseback riding is expensive and originally seen as a sport for people who have a high or above average wealth level. However, research has proven that this no longer trustworthy (ZKA consultants and planners, 2006). In the Netherlands, the difference between people who ride horses and the average level of wealth of Dutch people is not significant (table 1). Although research shows that slightly more people who have high wealth level and above average wealth level ride horses, also people from average wealth levels and even below practice horse sports. Therefore, horseback riding is no longer proven to be a sport for only wealthy people.

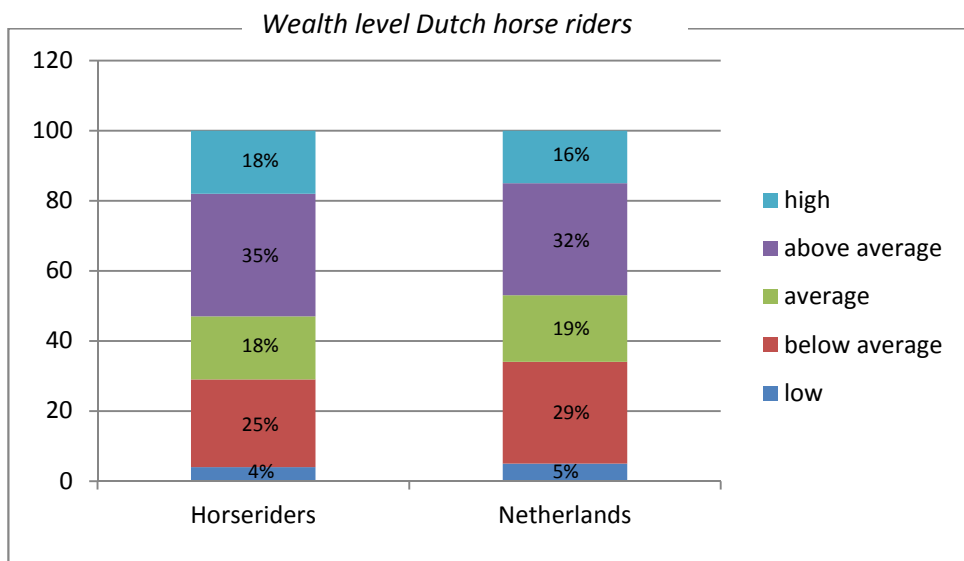


Table 1 wealth level Dutch horseriders (CBS, 30 november 2009)

For young, starting entrepreneurs in the equine industry, this means that they no longer have to focus on a specific target group concerning the level of wealth of Dutch people.

3.1.4 Way of practicing horse sports

Approximately eighty percent of active equine sportsmen, approximately 362.500 people, ride in free nature. Especially people in the age group of twenty up to thirty years old who own a horse, are often riding in free nature. The main reason for not riding in free nature is the lack of experience of the rider. Other reasons include lacking a so called 'riders license' and the deficiency of paths and routes in the direct vicinity (ZKA Consultants and Planners, 2006).

To get more insight in the motives of equine sportsmen, the KNHS² researched several ways of using horses among equine sportsmen (Franssen, 2005). There are four overlapping types;

- *Nature and environment focused equine sportsmen (36%):* This group is riding in free nature for relaxation and pleasure. Nature and environment play an important role.
- *Pleasure and relaxation focused equine sportsmen (62%):* The environment is crucial for this group.
- *Action and sport focused equine sportsmen (50%):* This group is tracking for training or as sportive challenge.
- *Activity and/or company focused equine sportsmen (34%):* Go on track mainly in company of others.

Besides riding in free nature, riding schools are mostly used as the location where people go horseback riding. More than sixty percent of equine sportsmen join a riding school and/or federation. Table 2 provides an overview of the locations where people practice horse sports.

² KNHS; Koninklijke Nederlandse Hippische Sportbond (Royal Dutch Equestrian Sports Federation)

Overview of location people practicing horse sports

Place	Equine sportsmen 2001 (%)	Equine sportsmen 2006 (%)
Riding school	72	65
Federation	15	12
Free nature	52	48
At home (where living)	7	9
At home (with someone else)	17	19
Livery yard	-	9
Total	164	164

Table 2 Overview of location people practicing horse sports (ZKA Consultants and Planner, 2006)

Compared to 2001, the table shows an increase in the number of people riding at home. This can probably be clarified by the increase of people owning a horse. These people are riding relatively more at home than people who do not own a horse.

Equine sportsmen are mainly riding close to home. In 2007, the average distance people drove for practicing horse sports was ten and a half kilometers (CVTO,2007).

The majority of equine sports men is living at a distance of five up to ten kilometers of the place the horse is stabled. The average distance from home address to the location where people practice horse sports was eight and a half kilometers in 2006. In 2001, the average distance was seven and a half kilometers. This increase of distance can probably be clarified by the growing number of people who own a horse and the growing number of people actively practicing horse sports really as a sport, training and competing (ZKA Consultants and Planners, 2006).

Equine sportsmen are practically always practicing horse sports in the province of residence, thirty-seven percent is even staying within the municipality of residence (CVTO, 2007).

3.2 Changing demands of customers

Customer demands change continuously. Since the nota, 'Horse welfare', of the ministry of LNV³, horse's welfare became a hot item. This nota includes rules and regulations for housing, transporting, feeding, training, and breeding for horses (Verburg,G. 2009) As a result, an upcoming change in demand of customers contains welfare of horses. More and more people become aware about the needs of their horses and want the best for their horses. A new trend in the equine industry is the so-called 'HIT-active' stables and variants of it. In short, this means that horses are housed in groups and have to search for their feed as in their natural habitat (Muller,E. 2008). Although many people are enthusiastic about this new trend, many people are also against it (Muller, E. 2008). When the prices of horses rise and since horses were used for sports, people started housing their horses individually to prevent injuries on their horses.

Since the horse industry is quite conservative, the future must tell if this new trend will result in a permanent change of housing or that the current situation will not change or just partly. (Vis, L, 2008)

³ LNV; Ministerie van Landbouw, natuur en voedselkwaliteit/ministry of Agriculture, Nature and Quality of Food

3.3 Government

A problem occurs since the number of citizens who accommodate horses increases. Criticism of government, provinces, municipalities and other citizens about the increase of horses dominating the landscape, is a (re)current subject. The quality of pasture and countryside will deteriorate by the increased number of horses.

The governmental policy lacks a clear vision for the horse industry, also at provincial and municipal level. The government holds the industry itself responsible and only offers policy frameworks. However, the horse industry gains much more importance these days when looking at the economic side of it. The horse industry is responsible for a gross margin of € 1,5 billion and offers employment for approximately 50.000 persons. There are at least 500.000 horses in the Netherlands, 450.000 people who practice horse sports and the fastest growing sport within the Netherlands, besides soccer (KvK, 2010. CBS, 2006).

The governmental, provincial and municipality policy in the Northeast of the Netherlands does not differ much from the nationwide governmental, provincial and municipality policy. Also in the Northeast of the Netherlands, the government holds the industry responsible and only offers frameworks.

The horse industry in the Northeast of the Netherlands also gains a lot of importance on an economic level. Not only is the industry responsible for a high gross margin, a large number of horses and people who practice horse sports, but also by offering horse related activities for foreigners and day and weekend guests. Neither the province nor the municipality offers a clear vision for the sector.

Moreover, the municipality Haren does not support horse related companies or starting entrepreneurs within the horse industry at all. The municipality council claims that horses and horse related enterprises have a negative effect on the landscape within the municipality. (Municipality Haren, department sports/recreation and landscape/environment, 2010)

The changing landscape, due to the fact the horse industry and the number of horses is growing rapidly, is a national fact. This means that cows disappear where horses appear. Landowners use many different types of fencing in pastures. White, green, black, red, iron and wooden fencing seem to disturb not only the landscape but also citizens. Here, the government as well as provinces and municipalities can intervene with rules and/or regulations for fencing. Some municipalities already offer subsidy for different types of fencing to encourage horse owners to use this type of fencing. This way, they are trying to control the changing landscape. However, Haren does not supply this kind of subsidy and in this way cannot control the changing landscape.

3.4 Competitors

A new trend in the industry is that more and more agricultural companies expand and earn additional income by accommodating horses. However, these additional incomes of farmers seem to change into a main income for these agricultural enterprises nowadays. Some farmers even totally stopped their agricultural businesses and started an equine enterprise to adapt to the growing group citizens with horses. For the farmer, this means a good paying customer with demand and wishes. Based on the growing horse sports among citizen and growing amount of people that own horses and the adaption of that by farmers, it can be concluded that horse keeping grows as an industry. (Atsma, J, 2005)

In the Netherlands, agricultural companies that sold their milk quota for a few million Euros and then started a livery yard and/or riding school form a threat for current equine companies. These companies are keeping prices very low, which is economical irresponsible considering the time of work put into the business. Furthermore, there is no cooperation, companies are not market oriented enough, there is too little specialization and there are no customers who invest in the market (Verhoeven, P. 2008).

The situation in the Northeast of the Netherlands is similar to the situation nationwide. In the Northeast of the Netherlands, equine enterprises also have to deal with farmers who stopped their agricultural businesses and started an equine enterprise offering low prices to customers. Current equine enterprises in this area do not differ much from each other in price or offered facilities and therefore cannot distinguish themselves.

3.5 Trends in leisure activity

Concerning leisure activities in the Netherlands, but also in the complete lifestyle of Dutch people, "Wellness" is an upcoming trend. Wellness means that people want to live healthier, eat healthier, exercise, and relax more. People are more often leaving the cities and settle in the countryside to fulfill their needs. Experts think this trend will be a permanent one and expect an increase of this trend of twenty-two percent the coming year (Kennis Centrum Toerisme, 2010). In addition, the equestrian industry could adapt and take advantage of this new trend. Being around horses and horseback riding offers relaxation and exercise of the whole body in fresh air or even nature.

People are searching for a total experience, which is the thought behind the wellness trend. Good marketing can result in a good source of income out of this trend in many different ways. Not only by horseback riding, but also by mental team coaching, teambuilding or management training in which horses can play a big role. (Flits Interventies, 2010)

The Northeast of the Netherlands is the countryside of the Netherlands. Therefore, there are many opportunities in this area to exploit this trend. Equine companies can combine horses and wellness quite easily and therefore easily adapt to this upcoming, (expected) permanent trend and generate income this way.

3.6 The economical position of the equine industry

3.6.1 Number of equine enterprises

In January 2010 the horse industry in the Netherlands, counts 5692 equine related business, which are registered at the Chamber of Commerce and are not equally divided over the Netherlands. (figure 1, table 3) 258 of the registered equine enterprises are established in the Northeast of the Netherlands, which makes four and a half percent of the total.

The area this thesis is about is marked by the red block (figure 1) and reaches from Groningen city up to Assen. This particular area is chosen because it contains the most people per square meter, is in between two major cities, has good public transport, reaches abilities by car and bicycle, and has many horse tracks. Therefore, this area provides the best opportunities for riding schools/livery yards.

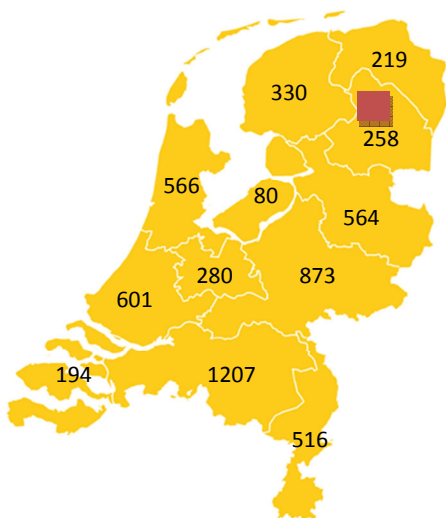


Figure 1 Deviation of equine enterprises in the Netherlands (kvk, 2010)

Province	Amount of equine enterprises
Drenthe	258
Groningen	219
Friesland	330
Flevoland	80
Overijssel	564
Gelderland	873
Utrecht	280
Noord-Holland	566
Zuid-Holland	601
Zeeland	194
Brabant	1207
Limburg	516

Table 3 Deviation of equine enterprises per province (kvk, 2010)

3.6.2 Number of people practicing horse sports

The number of people practicing horse sports is important in order to get an indication of opportunities for setting up a profitable equine company. Table 4 provides an overview of the number of equine related companies and the percentage of people who practice horse sports per province.

Province	Citizens	Land (km ²)	Citizens/km ²	Amount of equine related companies	Amount of people that ride horses ⁴	Percentage horse riders of citizens
Groningen	577.081	2333.28	247	219	22.000	3.8%
Drenthe	490.870	2641.09	186	258	25.000	5.1%
Friesland	646.318	3341.70	193	330	19.000	2.9%
Overijssel	1.130.380	3325.62	340	564	42.000	3.7%
Flevoland	387.698	1417.50	274	80	10.000	2.6%
Gelderland	1.999.135	4971.76	402	873	67.000	3.4%
Utrecht	1.220.324	1385.02	881	280	27.000	2.2%
Noord-Holland	2.668.197	2671.03	999	566	69.000	2.6%
Zuid-Holland	3.502.595	2814.69	1244	601	81.000	2.3%
Zeeland	381.477	1787.13	213	194	8.500	2.2%
Noord-Brabant	2.444.435	4916.49	497	1207	73.000	3.0%
Limburg	1.122.990	2150.87	522	516	29.000	2.6%

Table 4 Overview of amount of people riding horses and amount of equine related enterprises per province (CBS, 30 November 2009, Ministerie van LNV 2006)

The average percentage of people per province practicing horse sports is three percent. Drenthe's average is far higher with five point one percent, which indicates that in Drenthe relatively more people practice horse sports. This indicates that:

- a. there are more people practicing horse sports per equine related company in the Northeast of the Netherlands;
- b. more people stable their horses at home.

3.6.3 Development number of starters in the equine industry

The number of new registered horse businesses in the Netherlands (figure 2) significantly differs from the number of new registered horse businesses in the Northeast of the Netherlands (figure 3). In the period June 2009 - April 2010, sixty-two new horse businesses are registered nationwide. This means the industry grew with 1.08 percent nationwide. Three new horse businesses started in Drenthe, which is 4.8 percent of the total starters nationwide. The horse industry in Drenthe, so in the Northeast of the Netherlands, grew with 1.16 percent, which is 0.08 percent more compared to the growth of the horse sector nationwide.

⁴ approximately

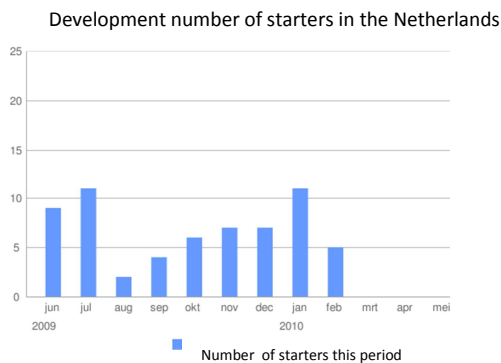


Figure 2 Number of starters equine industry Netherlands (KvK, 2010)

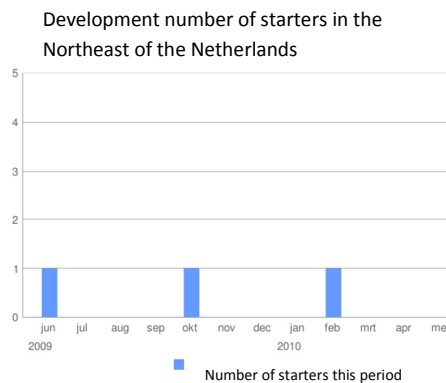


Figure 3 Number of starters equine industry Northeast of the Netherlands (KvK, 2010)

3.6.4 Development number of quitters in the equine industry

The number of horse businesses in the Netherlands that stopped (figure 4) significantly differs from the number of horse businesses that stopped in the Northeast of the Netherlands (figure 5). In the period June 2009 – April 2010, seventy-two horse companies nationwide stopped their business. This means a nationwide decrease of 1.26 percent.

Four horse companies stopped their business in the Northeast of the Netherlands, which means 5.6 percent of the total quitters nationwide. It accounts for a decrease of 0.07 percent of the total nationwide. The horse industry in the Northeast of the Netherlands decreased with 1.55 percent of the current number of equine related businesses in this area, which means the decrease of equine related business in the Northeast of the Netherlands decreased during this period 0.29 percent more compared to the decrease nationwide.

When comparing the total number of starters with the total number of quitters nationwide, sixty-two new businesses started and seventy-two businesses quitted during the period June 2009 – April 2010. This means that the horse sector decreased with ten equine related companies during this period, which means a decrease of 0.18 percent nationwide.

Moreover, comparing the total number of starters with the total number of quitters in the Northeast of the Netherlands, three new companies started and four companies quitted during the period June 2009 April 2010. This means a decrease of 0.39 percent in this particular area and a decrease which is more than twice as high as the decrease nationwide.

The decrease is most logically a consequence of the economic crisis the Netherlands went through the past years (Bijlsma, Suyker, CPB, 2008). Owning horses and horseback riding can be considered luxury products on which people will save in difficult periods. But, when looking at the results of the last five years, the horse sector decreased. Therefore, the decrease is probably not a consequence of the economic crisis, but caused by low profitability of equine enterprises or by the upcoming horse businesses set up by those who stopped their agricultural businesses.



Figure 4 Number of quitters equine sector Netherlands (KvK, 2010)

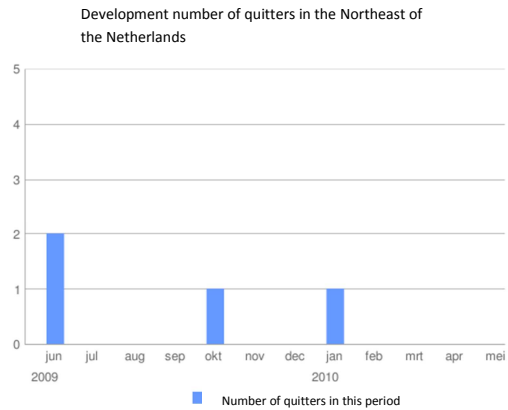


Figure 5 Number of quitters Northeast of the Netherlands (KvK, 2010)

3.6.5 Development difference starters/quitters in the equine industry

Comparing starters and quitters in the horse industry to other industries nationwide (figure 6), the table shows that all industries (including the horse industry) have been through a major fall during the period November 2009 – January 2010. Most likely this is because of the economic crisis the Netherlands went through the past year. Looking at february, a little increase of business can be noticed.

However, when looking at the Northeast of the Netherlands in particular (figure 7), the horse industry remains quite stable. In comparison to other industries in this part of the Netherlands, the economic crisis did not affect the horse industries as much in the Northeast of the Netherlands. Therefore, established equine enterprises in the Northeast of the Netherlands probably have better profitability or have to deal with less competition (KvK, 2010).

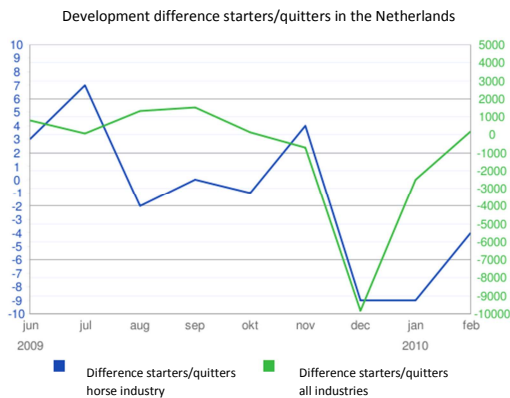


Figure 6 Development difference starters/quitters Netherlands (KvK, 2010)

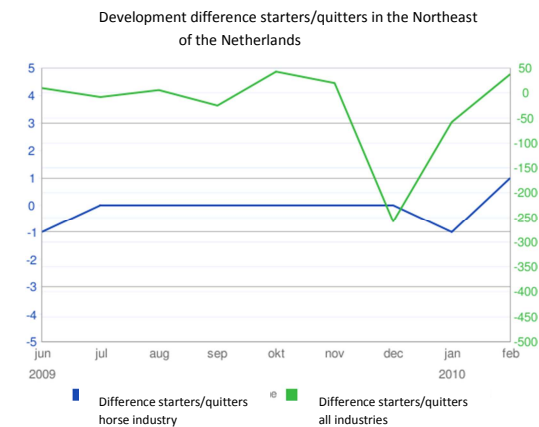


Figure 7 Development difference starters/quitters Northeast of the Netherlands (KvK, 2010)

4. Analyses and results

4.1 Entrepreneurship in the equine industry

In order to get more insight of entrepreneurs in the equine industry, it is wise to tell what equestrian entrepreneurship actually contains. What are characteristics of an entrepreneur and what makes an entrepreneur successful? Which skills are needed and which are not? Answers to these questions are given in this chapter, with input of the Erasmus University Rotterdam.

4.1.1 Current climate

The climate in the Netherlands concerning entrepreneurship contains difficulties. There should be worked among the framework of social liability or sustainable entrepreneurship. This means that entrepreneurs should work with environmental and social-ethical aspects. This framework, called MVO⁵, exists of three concepts; people, planet and profit. (course manual bedrijfskunde, 2008)

- *People*; how does the company treat its employees? Sustainable equine entrepreneurship aspects may include: keeping the sport accesible for people who are not financially well off and offer conducted sport for disabled people.
- *Planet*; the results of a company concerning the environment. How does a company take responsibility for the environment, nature and landscape? Sustainable equine entrepreneurship aspects may include: processing manure, use sustainable materials for stables and other buildings, and limited use of water.
- *Profit*; concerns not only pure financial results, but more economic results, such as employment, investments in infrastructure and economic effects of products and services. Sustainable equine entrepreneurship aspects may include: investments in infrastructure to and from the enterprise, investment in tracks, and turnover generated from (extra) services.

4.1.2 The entrepreneur in general

Entrepreneurship is one of the biggest forces behind innovation, competitors' ability and growth. Entrepreneurship is not a profession, it is innate. You can actually learn how to be an entrepreneur, but it all starts with being an entrepreneur.

Most established entrepreneurs show comparable motives, qualities and skills. The characteristics of successful entrepreneurs are researched and summarized in a number of terms:

- Creativity
- Persistency
- Enthusiasm
- Working hard
- Guts
- Fun
- Social skills (Franken, J. 2005)

⁵ MVO: Duurzaam of Maatschappelijk verantwoord Ondernemen / Sustainable or Social liable entrepreneurship

4.1.3 The equine entrepreneur

An entrepreneur in the equine industry can be referred to as a “passion entrepreneur”. It is someone who wants to turn his passion into profit, also called ‘soul based business owners’ or ‘heart based of conscious business owners’ (Meer Advies, 2010).

A passion entrepreneur has six specific characteristics:

1. Translate passion into specific products and/or services;
2. Authentic communication;
3. Impudent asking what your products/services are worth;
4. Mainly service oriented;
5. Attract ideal customers;
6. Acknowledge social contribution.

Translate passion into specific products and/or services.

Working with horses is the passion of an entrepreneur in the equine industry that is translated into a riding school and/or livery yard (or any other way of working with horses). A specific target group is offered help by solving specific problems, like offering accommodation for horses. When translating passion into services, an entrepreneur will feel motivated and inspired. The entrepreneur will emendate and will have a positive influence on (potential) clients.

Authentic communication

This means real, original and reliable, an entrepreneur who is honest and is just being himself. By behaving authentically, an entrepreneur can easily distinguish himself from competitors, because there is nobody with the same unique qualities and characteristics.

Impudent asking what your products/services are worth

Many equine entrepreneurs are asking too little money for their services, because they are afraid to lose customers to competitors and do not want to be seen as money-focused entrepreneurs. Because the horse industry is not profitable, entrepreneurs in this industry should be shameless and ask more money. Most people do not mind paying more for quality, experience, knowledge or craftsmanship.

Mainly service oriented

A passion entrepreneur does not only want to sell products and/or services, but also be personally available for its clients in a way of communication. This means being on time for appointments, answering emails within two days, answering phone calls on the same day, showing personal attention and keep clients informed about changes.

Attract ideal customers

In order to keep working with passion, the entrepreneur should attract customers that he probably can get along with. Marketing strategies should be adjusted to a list with specific characteristics of the ideal customer.

Acknowledge social contribution

However, passion entrepreneurs are mainly passion oriented. They also want to contribute to the social environment. It does not matter if this is at the micro, meso or macro level, but more importantly that they actually do contribute. This can include donating a percentage of the profit to good causes, give free education in horses’ welfare or only buy products of the ‘Fair Trade’

principle. Clients really appreciate acknowledgement of social contribution of companies, so it is good for the name and fame of the company.

The best type of entrepreneur for running a profitable equine enterprise would be a combination of the characteristics of a successful entrepreneur in general and the characteristics of a passion entrepreneur. By only being an entrepreneur, one cannot make it in the horse sector because the work is hard, seven days a week and one needs to have specific knowledge. As a passion entrepreneur, one cannot make it in the horse sector, because this type of entrepreneurs misses managing skills and cannot make/keep the company profitable. This last type of entrepreneurs are the ones who currently own most equine enterprises and therefore the profitability of the horse sector remains low.

4.2 Competitors analysis of the Northeast of the Netherlands

Based on the fact that the horse industry is rapidly growing, it might be assumed that the number of competitors within the industry is growing as well. However, research has proven the opposite. The last few years, the industry overall actually decreased a little (KvK, 2010). This is a result of:

- Enterprises which are not profitable;
- Economic crisis.

4.2.1 Current competitors

Looking at current competitors, there are three types of competitors;

1. Professional stables, specialized in livery, riding school or a combination of the two;
2. Agricultural enterprises switching into equine enterprises; 'Switchers';
3. Private stables.

Professional stables are equine enterprises with many facilities for both rider and horse. They are mainly horse oriented. The entrepreneur runs the enterprise with passion for horses and needs to generate income out of the business.

Switchers are previous owners of agricultural enterprises. Most switchers have partly changed their farm into a horse enterprise and only generate an additional income out of that. However, there are also farmers that totally stopped their agricultural enterprise and now only focus on the horse industry. These switchers are tough competitors, because the prices for livery are often very low and attractive for customers to accommodate their horses. However, these equine enterprises do often not offer the same facilities as livery yards or riding schools and are often hard to reach.

At every corner that has a bit of green, horses are dominating the landscape. More and more people have stables at home and offer livery at a small scale. Most of the time livery prices are lower than prices at a livery yard, because the owners of these private stables do not have to generate additional income out of livery. Nevertheless, many of these private stables do not offer all facilities a professional livery yard or riding school does.

Concerning the Northeast of the Netherlands it shows that competitors like switchers are not seen. Switchers are mainly established in the more agricultural area and hard to reach for potential clients. Therefore, these enterprises are not considered as potential competitors. There are a few private stables, but these only offer livery and an outside arena. Therefore, these stables are also not considered as competitors. Competitors with a comparable enterprise in the nearby area are listed in the table below. (table 5) In this overview, only competitors within a ratio of fifteen kilometers are taken into account, because research has proven customers are in

general not attracted to enterprises more than ten kilometers away of the address of residence. (CVTO, 2007) This overview also shows offered facilities in order to get a picture of real competitors in the area, including a livery yard or riding school.

List of competitors

Name of Company	Manege de Bongerd	Manege J. Dolfing	De Eswal manege	Stal de Weering	A. Blom	Harendermolen
Indoor arena(s)	Yes, 2	Yes, 2	Yes, 2	Yes, 1	Yes, 1	Yes, 1
Outdoor arena(s)	Yes, 2	Yes, 1	Yes, 1	Yes, 1	Yes, 1	Yes, 1
Horsewalker	No	No	No	Yes	No	No
Pasture	Yes	Yes	Yes	Yes	Yes	Yes
Longing circle	No	No	No	No	No	No
Paddocks	No	Yes	No	Yes	Yes	No
Grooming place	No	Yes	Yes	Yes	Yes	Yes
Washing place	No	No	No	Yes	No	Yes
Cafeteria	Yes	Yes	Yes	No	No	No
Nearby tracks	Yes	No	No	No	No	Yes
Livery	Yes	Yes	Yes	Yes	Yes	Yes
Riding lessons	Yes	Yes	Yes	No	No	No
Leasing	Yes	Yes	Yes	No	No	No

Table 5 List of possible competitors

A description of the potential enterprise the clients want to take over is given below. The 'Onneresch' is mainly a livery yard, but also offers leasing of horses. The enterprise offers the following facilities:

- 2 indoor arenas
- 1 outdoor arena
- Horsewalker
- Pasture
- Longing circle
- Paddocks
- Grooming place
- Washing place
- Cafeteria
- Nearby tracks

Looking at the list above and the facilities offered, the following enterprises would be (future) competitors for the 'Onneresch': Manege de Bongerd, De Eswal Manege and Manege Jan Dolfing.

However, concerning reach ability (table 6), the list can be decreased more:

Reach ability of competitors

Company	Groningen CS ⁶ car	Groningen CS bicycle	Groningen CS bus	Average time Groningen Cs	Assen CS Car	Assen CS bicycle	Assen CS Bus	Average time Assen CS
Onneresch	12	15	22	16	20	45	30	32
Manege de Bongerd	25	30	36	30	15	35	25	25
Manege J. Dolfing	30	60	65	52	15	35	35	28
De Eswal manege	35	55	55	48	20	30	30	27

Table 6 Reach ability of competitive equine enterprises in minutes. (ANWB, 9292OV.nl, 2010)

Manege de Bongerd is located approximately five kilometers away from the Onneresch and therefore the main competitor for the preferred company to take over. However, the Onneresch offers a wider variety of facilities. Looking at tracks, both companies score well. At both companies, forest is at a walking distance of approximately five minutes away.

Below the prices of both enterprises are shown:

Onneresch:

- Costs for livery: 240 euro per horse for an outside stable.
225 euro per horse for an inside stable.
- Costs for leasing: 230 euro per horse for leasing.
200 euro per pony for leasing.

Manege de Bongerd:

- Costs for livery: 270 euro per horse
240 euro per pony
- Costs for leasing: 280 euro per horse
250 euro per pony

The Onneresch would probably be more attractive for customers to stable or lease a horse/pony when only taking prices into account. However, the Onneresch does not offer any riding lessons. When riding there, one should arrange an own riding instructor for riding lessons. Offering riding lessons in the future could be a good way of generating more money and making the enterprise more profitable.

⁶ CS: Central Station

4.2.2 Expected competitors

As described in chapter 3, it is clear that starting equine enterprises could be potential competitors. Nevertheless, private stables are no real enterprises and agricultural enterprises are not located nearby. Therefore, these groups are no threat. Moreover, the municipalities and provinces are not willing to cooperate in any way in building new equine enterprises. In the Northeast of the Netherlands, remaining pasture and forest are protected and in the coming ten years, building on those pieces of land is prohibited. In that way, probable competition of HIT-active stables in the future is not likely.

4.3 Environmental analysis of the Northeast of the Netherlands

One has to deal with rules and regulations when starting an equine enterprise. Although there are only few official rules and regulations concerning equine enterprises compared to other industries, it is wise to take the existing rules and regulations into account.

4.3.1 Rules and regulations

The Dutch government and the municipalities and provinces covering the Northeast of the Netherlands have set up different rules and regulations for equine enterprises. Besides general rules and regulations for all registered enterprises, the specific rules and regulations are found below:

- *Manure law*; when running a professional equine business with more than seven horses or seventeen ponies, the entrepreneur is obliged to remove manure from the company in order to protect pasture and landscape against a surplus of toxics which can harm the pasture and/or landscape. Every company is obliged to have a manure storage where manure can be stored for a maximum of half a year. (KNHS,2006)
- *Environmental permit*; When keeping over fifty horses, one is obliged to have an environmental permit. (Levende Have, 2007)
- *Building permit*; When expanding, one needs a building permit. In the Northeast of the Netherlands, one should even have a building permit for an outdoor arena.

4.3.2 Tracks

The Netherlands offer many horse tracks. Because eighty percent of the people involved in horses ride in free nature, this is really an attractive aspect of the area. In the table below is given an overview of the current horse tracks in the Netherlands.

Current horse tracks in the Netherlands

Province	Amount of kilometers
Drenthe	830
Groningen	50
Friesland	350
Overijssel	800
Gelderland	533
Noord-Brabant	594
Flevoland	165
Zeeland	180
Limburg	160
Noord-Holland	205
Zuid-Holland	105
Utrecht	85

Table 7 Overview of amount of kilometres tracks per province (VanHall-Institute,2003)

As shown in table 7, Drenthe contains most horse tracks compared to other provinces. Groningen only has fifty kilometers of registered horse tracks, and these horse tracks are mainly located in the Northeast of Groningen (KNHS, 2007). This means a good opportunity for equine enterprises located in this area to exploit the vicinity of the tracks.

4.3.3 Future expectations

Future expectations for the environment in the Northeast of the Netherlands are diverse. On one hand, the number of horses are increasing and more and more dominating the landscape. Concerning this issue, it is likely that government, provinces and municipalities will try to get control over the way that horses are accommodated. On the other hand, the horse industry is, and could be even more, an economic impulse and should therefore be stimulated. Nowadays, more federations and organizations are cooperating with boards of municipalities and provinces in order to keep everyone happy. Therefore, it is expected that certain types of organizations and federations will work together to control horse sports and horse keeping in a way everyone will be satisfied.

4.4 Customers

Customers can be divided in three main groups;

- Customers of livery yards
- Customers of riding schools
- Customers of horse leasing

All three groups have different demands and wishes, but are often practicing horse sports together at the same location. In order to get a picture of a perfect location where all three different types can practice horse sports together, the results of the research into the demands and wishes of the different groups are shown below.

The Onneresch, Manege de Bongerd, Hippisch Centrum Zuidwijk and Manege J. Dolfing are used as sites for this research. Among their current clients, questionnaires were handed out in order to measure the level of satisfaction and get a picture of the demands and wishes of the three different groups (Annex 2 & 3).

4.4.1 Livery yard customers

Customers of a livery yard are people who own at least one horse. These people want the best for their horse(s) and have a wide variety of demands and wishes. In order to be successful in offering livery or by running a livery yard it is important to know what these demands and wishes of this particular group contain. A description of the current situation at the Onneresch and its main competitor Manege de Bongerd is given below (table 8) to get information about the current situation for livery,:

Description current situation both enterprises

	Onnersch	Manege de Bongerd
Livery costs horse (€)	240,00	270,00
Livery costs pony (€)	225,00	250,00
Number of feeding haylage (x)	2	2
Number of feeding concentrates (x)	2	2
Number of mucking out (x)	6	5
Facilities	As described in paragraph 5.1, table 5	As described in paragraph 5.1, table 5
Additional information	Unlimited use of all facilities	Limited use of facilities, due to the high number of riding lessons and activities

Table 8 description current situation both enterprises

4.4.1.1 Satisfaction of livery yard customers

At both companies, most customers of a livery yard are females in the age between fifteen and forty years old. This group considers themselves mainly as all-round, recreational riders. This means that most people at a livery yard practice dressage and show jumping at a basic level and enjoy riding in free nature.

For the result of the specific research questions, an overview is given in the table (table 9) below.

Results of questionnaires livery yard customers

Company	Onneresch: yes (%)	Onneresch: no (%)	Manege de Bongerd: yes (%)	Manege de Bongerd: no(%)
Satisfied with current livery	86	14	24	76
Satisfied mucking out	95	5	52	48
Satisfied current way of feeding haylage	75	25	70	30
Satisfied current way of feeding concentrates	60	39	48	52
Satisfied current facilities	92	8	10	90
Value for money	90	10	40	60

Table 9 Overview satisfaction livery yard customers

The research also contained a few open questions, of which the results are provided below.

Onneresch

Eighty-six percent of the current livery yard customers are satisfied with the current livery.

However, few customers (14%) are not satisfied with the way of feeding. Some think the amount of haylage is too much and some think the amount of concentrates is too little and not spread out over the day at all.

Most customers (92%) are satisfied with the current facilities, only eight percent is not satisfied.

This is mainly because there is no horse walker or because there are no outside facilities during winter. Ninety percent of the customers think they get value for their money and ten percent believe they do not get value for their money.

Manege de Bongerd

Only twenty-four percent of the current livery yard customers is satisfied about the current livery.

The main reasons for the other seventy-six percent who are not satisfied include inappropriate mucking out, haylage of bad quality and limited usability of facilities.

The research also contained some questions about the ideal situation for livery yard customers. The results of these questions, in order of importance, are shown below.

1. Professional owners with knowledge of horses
2. Pasture
3. Outdoor arena
4. Safe stables
5. Indoor arena
6. Tack place
7. Grooming place
8. Ambiance
9. Tracks nearby

10. Paddocks
11. Lessons
12. Competitions
13. Hot water place
14. Horse walker
15. Lunging circle
16. Jumping area

Eighty percent of the customers is prepared to pay 300 euro when all desired facilities are present and feeding and mucking out is done in the right way.

In order to satisfy livery yards customers and generate income out of livery, livery yards, or equine enterprises offering livery should offer at least the first ten aspects of the list above.

4.4.2 Demands customers riding school

A riding school offers people who do not own a horse to hire a horse in order to learn how to ride a horse or practicing horse sports. They also offer horseback riding lessons.

Riding schools can determine their own way of offering riding lessons as well as setting their own prices for riding lessons. Nationwide, the prices differ from five Euros (Manege Janssen, 2010) up to twenty-five Euros per lesson per hour (Manege Hulzebos, 2010).

4.4.2.1 Current situation competitors

To get insight in the demands and wishes of riding school customers, a questionnaire was handed out at Manege de Bongerd, Hippisch Centrum Zuidwijk and Manege J. Dolfing, because the Onneresch does not offer riding lessons. All three companies offer riding lessons for children and adults at all levels. It is necessary to compare prices of the different companies in order to be able to value the outcome of this research:

Manege de Bongerd:	1 hrs lesson adult; €.	13,00
	1 hrs lesson child; €.	10,00
Hippisch Centrum Zuidwijk:	1 hrs lesson adult; €.	14,50
	1 hrs lesson child; €.	13,50
Manege J. Dolfing:	1 hrs lesson adult; €.	13,00
	1 hrs lesson child; €.	11,00

All three companies have riding instructors with certificates allowing them to give riding lessons. At Manege de Bongerd and Manege J. Dolfing, the riding instructors have basic certificates and the riding instructors also ride at a basic level. The riding instructor at Hippisch Centrum Zuidwijk rides at a high level and has certificates up to the highest level. Moreover, the average number of people per lessons is ten at Manege de Bongerd and Manege J. Dolfing. At Hippisch Centrum Zuidwijk the average number of people per lesson is five. Therefore, the riding lessons at Hippisch Centrum Zuidwijk are probably of a higher quality and have higher prices.

Manege de Bongerd has around a hundred horses available for riding lessons, all of different ages, types and levels. Hippisch Centrum Zuidwijk owns only twelve horses for riding lessons, all of different ages and levels. Manege J. Dolfing has approximately seventy horses for riding lessons, which also are of different ages, types and educated at different levels.

All three companies offer riding lessons for all ages, at all levels and in jumping, dressage and going on track.

4.4.2.2 Satisfaction of riding school customers

Company	Manege de Bongerd	Hippisch Centrum Zuidwijk	Manege J. Dolfing
Satisfied with diversity horses (%)	92	46	91
Satisfied with qualities horses (%)	77	38	82
Satisfied with quality riding lessons (%)	51	87	62
Satisfied with diversity riding lessons (%)	88	90	86
Satisfaction with riding instructor (%)	60	89	75
Satisfaction with extra facilities, cafeteria/competitions etc. (%)	94	79	87
Satisfaction with riding school in general (%)	72	81	71

Table 10 Overview of satisfaction customers riding school (Roggen, S. 2010)

In general, the majority of riding school customers is satisfied with their riding school. Remarkable is that at the two riding schools where the number of people per riding lessons is a high, Manege de Bongerd and Manege J. Dolfing, people are less satisfied with the quality of riding lessons and riding instructor compared to the one that offers riding lessons with fewer people per lesson. Perhaps this is because it implies less personal attention when riding in such a big group. However, when looking at the results of satisfaction with the diversity of horses and the quality of horses, the two bigger enterprises score better. This is probably because people have the choice of riding many different horses.

In order to be successful as a riding school, one should offer riding lessons for all ages, at different levels and in different disciplines. Moreover, the riding school should own, in relation to the number of customers, an adequate number of horses and ponies of different ages, levels and types, to satisfy the demands and wishes of riding school customers. Riding school customers prefer an instructor who has the skills and education to provide good quality riding lessons. In short, a good riding school should offer the following:

- Wide diversity of horses
- Good quality of horses (horses should be able to perform at level of rider)
- Good quality of riding lessons (by instructor with experience and certificates)
- Offer diversity in riding lessons (different disciplines and going out on track)
- Offer extra facilities (cafeteria, competitions)

4.4.3 Demands customers horse leasing

Leasing horses is an upcoming trend over the past few years. Instead of buying a horse, more people are leasing a horse. The main reason for leasing a horse is that leasers are not responsible for the horse. Moreover, expected costs (e.g. farrier, vaccination, etc.) and unexpected costs (e.g. veterinarian), will have to be paid by the owner of the horse. Therefore, leasing is a the better option over buying a horse. (Club Circle Hippique, 2010)

To outline the demands, wishes and level of satisfaction from customers currently leasing a horse, research is done at the enterprise and competitive enterprises.

4.4.3.1 Current situation competitors

Prices for leasing and the way of leasing a horse differs from company to company. Therefore, a short description of the current situation at the Onneresch and Manege de Bongerd is given below.

Onneresch:

Half and full leasing is possible. This means a horse can be leased for a few days, a week or for every day.

Costs for leasing: €. 230,00 horse full
 €. 120,00 horse half
 €. 200,00 pony full
 €. 110,00 pony half

Customers can use the horses for all activities, follow lessons where they want and participate at competitions away from the enterprise.

Manege de Bongerd

Only full leasing is possible.

Costs for leasing: €. 250,00 horse
 €. 200,00 pony

Customers can use the horses for all activities, but are obliged to follow lessons at the riding school. In consultation with the riding school, one can get permission to compete.

4.4.3.2 Satisfaction of customers leasing a horse

In order to get a picture of the satisfaction of current customers who lease a horse, research is done by handing out short questionnaires. The results are shown in the table (table 10) below.

Company	Onneresch	Manege de Bongerd
Satisfied with the choice and quality of horses (%)	78	91
Satisfied with the different ways of leasing (%)	100	64
Satisfied with money value (%)	89	87
Satisfied with the possibilities allowed with the horse (%)	100	69

Satisfied with the joint decision making about the horse (%)	96	48
--	----	----

Table 11 Overview of satisfaction current customers leasing a horse (S, Roggen. 2010)

When examining the outcome of the questionnaires, it becomes clear that in general customers of the Onneresch are more satisfied than customers of Manège de Bongerd. The difference of satisfaction can be clarified by the fact that the possibilities allowed with leased horses at the Onneresch are more diverse and the joint decision making is obviously better at the Onneresch. Moreover, at the Onneresch people can either lease a horse half or full, which makes a big difference in time and money. This might clarify the difference in satisfaction regarding this aspect. Probably, customers appreciate the possibility of participating in decisions made about the horse. For example, what type of shoeing is necessary and how much feed the horse needs. In order to create a successful business out of livery, the entrepreneur should:

- Own a diversity of horses
- Offer different ways for leasing a horse
- Allow the customer to treat it as his own
- Involve the customer in decision making about the horse

It is clear that the prices for leasing probably would not generate a good income. Prices for leasing are below the prices for livery. However, the entrepreneur has to spend money on the horses he offers for leasing. The entrepreneur carries all the risks and costs, like feeding, shoeing and the veterinarian. So, instead of offering horses for leasing, these stables can better be filled with livery yard horses or riding school horses that generate much more income. Therefore, prices of leasing should go up or leasing should no longer be offered.

4.5 Financial analysis

As said before, the horse industry is not yet really a profitable industry. In order to get insight in the financial side of the industry, a financial analysis is made. Because most entrepreneurs in the equine industry are not willing to show the results of enterprises, it was hard to collect reliable data.

The owner of the Onneresch was the only one willing to cooperate in this financial analysis of the industry in the Northeast of the Netherlands. Unfortunately, this enterprise only offers livery and leasing. Therefore, scenarios for all three types of equine enterprises are made, based on current income, but also at expected income when offering services as considered ideal in chapter 7. Also a scenario for a combination of the different types of equine enterprises is made. This scenario only contains a combination of a riding school with livery, because in the last chapter it was proven that leasing in this area would not generate a decent income.

4.5.1 Possibilities for financing

These days getting a loan to start a business should be quite easy if you may believe commercials and the government. Starters are promised to get financial help to start their own business according to several commercials of banks and the government. However, practice shows differently.

A starter in an equine business encounters many challenges. A livery yard, pasture, stables, and an indoor and outdoor arena are facilities need to be present. In the Northeast of the Netherlands, such an establishment (including a house to live in), will cost at least €. 800.000,-. (Boertjes Brokers, 2010)

In order to qualify for a loan, a sound business plan is needed. (ABN-Amro, Rabobank, 2010) However, this businessplan is not enough. Besides the fact that the entrepreneur should have the right skills, a good financial situation is also needed. Concerning the fact that probably the most succesful entrepreneurs in the horse sector are the ones who did an equine related education combined with managing and business education - which are types of educuations that are offered only the last five years - the financial situation causes the main problem. In fact, most recent graduates do not have a good financial situation.

Banks require 40% own financial investment when applying for a business loan. Based on the required total investement, this means an own investment of €. 320.000,00. However, when it concerns a company takeover, the situation changes a little. In that case the bank will take an execution value of the excisting company. The bank will integrate a taxer to evaluate the worth of the establishment and takes an execution value between 70-80% of the taxated value. In the most favourable situation, this means that a starter has to do an own investement of €. 160.000,00, which is again not something recent graduates have in their bank account. (ABN-Amro, Rabobank, Deutsche Bank, SNS-bank, Friesland bank. 2010)

For those people who do not own such an amount of money, the governement has a special rule 'borgstelling staatsgarantie'. This should help starters in these situations. In this case the governement garantuees for the applicant, concerning 80% of the total loan, when the entrepreneur cannot comply with obligations. In that case the bank does not run many risks, but the entrepreneur has to pay 1.3% (€.10.400,00) from the total loan once to the government and needs to pay back the whole loan within six years. So, this is also not really appealing.

The only way to takeover a horse business seems to be the blessing of having rich parents, who are willing to invest in the young entrepreneur or otherwise saving for years untill it is possible to make the required investment. Perhaps this is the reason why the average age of riding school owners and livery yard owners is middle-aged or even above middle aged.

4.5.2 Description of the Onneresch

Currently the Onneresch is a livery yard and offers horses for leasing. The enterprise has the following facilities:

- fifty stables
- outdoor arena
- horsewalker
- jumping pasture
- two indoor arenas
- grooming/washing place
- cafeteria
- nearby tracks

4.5.3 Financial scenario livery yard

The scenario below is based on only a livery yard. The establishment is purchased for the total of €. 900.000,00 in 2010. According to the real estate broker, this is the correct price. The Rabobank, with a six percent interest rate, provides the loan for the purchase.

4.5.3.1 Exploitation Statement

In the figure below, an estimated exploitation statement. (figure 8)

Exploitation Statement Livery yard Onneresch, Dorpsweg 5, 9755 PA Onnen

	<u>€</u>	<u>€</u>
<u>Turnover (Incl. Tax):</u>		
Livery 50 horses x 12 months x €. 275,00		165.000,00
Additional income: cafeteria, rent out arena etc.		<u>10.000,00</u>
		175.000,00
Average tax 10% of €. 175.000,00		<u>17.500,00</u>
Purchase of feed, haylage, concentrates		<u>36.000,00-</u>
<u>Housing costs:</u>		
O.Z.B	2.000,00	
Insurance real estate	1.000,00	
Additional insurances	2.000,00	
Maintenance	1.500,00	
Waste removal	<u>1.000,00</u>	
		<u>7.500,00-</u>
<u>Office costs:</u>		
Office needs	500,00	
Telephone	750,00	
Computer costs/website	<u>1.000,00</u>	
		<u>2.250,00-</u>
<u>Transport costs:</u>		
Maintenance and insurance trailer	<u>1.000,00</u>	
		<u>1.000,00-</u>
<u>Sale costs:</u>		
Advertisements, promotion etc.	1.500,00	
Additional sale costs	<u>250,00</u>	
		<u>1.750,00-</u>

<u>General costs:</u>		
Contribution etc.	1.000,00	
Accountant	1.500,00	
Insurance W.A.B	1.500,00	
Insurance inventory	1.500,00	
Company clothing	500,00	
Maintenance inventory	5.000,00	
Additional general costs	<u>1.000,00</u>	
		<u>12.000,00-</u>
<u>Depreciation costs:</u>		
Stables, farmyard hardening	9.400,00	
Inventory	<u>1.400,00</u>	
		<u>10.800,00-</u>
<u>Financing costs:</u>		
Interest 6% €. 900.000,00	54.000,00	
Commission 1% €. 900.000,00	<u>9.000,00</u>	
		<u>63.000,00-</u>
Net profit		23.200,00
Plus: depreciation		<u>10.800,00</u>
		34.000,00
Minus: repayments loan	<u>30.000,00</u>	
Available for private use (for transportation)		4.000,00
<u>Private:</u>		
IB/PVV	2.000,00	
Insurance ZVW	2.300,00	
Health insurance	1.200,00	
Energy costs	2.500,00	
Insurance AOV	2.500,00	
Private part telephone/administration costs	450,00	
Car costs	<u>3.000,00</u>	
		<u>13.950,00</u>
Liquidity improvement		- 9.950,00

This scenario is not a good one. The improvement of the liquidity will be negative, which means no future investments can be done and the enterprise is not healthy. In order to run a successful livery yard, the prices for livery need to rise, because saving on cost price is not an option. In that case, the quality of services will be less.

When raising prices up to the maximum of € 300,00 people are prepared to pay in an ideal situation, an additional income of € 15.000,00 will be generated. In this case, the liquidity will actually improve with € 5.050,00 and then the company will be profitable. Important is to be fully occupied during the whole year, otherwise a negative liquidity will still occur.

4.5.4 Financial scenario riding school

This scenario is based on an enterprise, only offering riding lessons. Again the establishment is bought for € 900.000,00. According to the broker, this is a correct price for such an establishment. The Rabobank, with a six percent interest rate, provides the loan for the purchase.

In this scenario it is presumed that there are fifty riding school horses used for riding lessons, each riding twice a day, six days a week. This means, when fully occupied, a total of six hundred customers. In the statement (figure 9) in paragraph 8.2.1, turnover is calculated by the average price of € 12,50 per lesson.

4.5.4.1 Estimated exploitation statement riding school

Exploitation Statement Riding School Onneresch, Dorpsweg 5, 9755 PA Onnen

	<u>€</u>	<u>€</u>
<u>Turnover (Incl. Tax):</u>		
Riding school 50 horses x 12 x 50 weeks x €. 12,50		375.000,00
Additional income: cafeteria, rent out arena etc.		<u>15.000,00</u>
		390.000,00
Average tax 10% of €. 175.000,00		<u>39.000,00</u>
Purchase of feed, haylage, concentrates		<u>36.000,00-</u>
<u>Housing costs:</u>		
O.Z.B	2.000,00	
Insurance real estate	1.000,00	
Additional insurances	2.000,00	
Maintenance	1.500,00	
Waste removal	<u>1.000,00</u>	
		<u>7.500,00-</u>
<u>Office costs:</u>		
Office needs	500,00	
Telephone	750,00	
Computer costs/website	<u>1.000,00</u>	
		<u>2.250,00-</u>
<u>Transport costs:</u>		
Maintenance and insurance trailer	<u>1.000,00</u>	
		<u>1.000,00-</u>
<u>Sale costs:</u>		
Advertisements, promotion etc.	1.500,00	
Additional sale costs	<u>250,00</u>	
		<u>1.750,00-</u>
<u>General costs:</u>		
Contribution etc.	1.000,00	
Accountant	1.500,00	
Insurance W.A.B	1.500,00	
Insurance inventory	1.500,00	
Company clothing	500,00	

Maintenance inventory	5.000,00	
Veterinarian	5.000,00	
Farrier (50 x 5 x € 20,00)	5.000,00	
Tack etc.	10.000,00	
Additional general costs	<u>1.000,00</u>	
		<u>32.000,00-</u>
<u>Depreciation costs:</u>		
Stables, farmyard hardening	9.400,00	
Inventory	<u>1.400,00</u>	
		<u>10.800,00-</u>
<u>Financing costs:</u>		
Interest 6% €. 900.000,00	54.000,00	
Commission 1% €. 900.000,00	<u>9.000,00</u>	
		<u>63.000,00-</u>
Net profit		196.700,00
Plus: depreciation		<u>10.800,00</u>
		207.500,00
Minus: repayments loan	<u>30.000,00</u>	
Available for private use (for transportation)		177.500,00
<u>Private:</u>		
IB/PVV	2.000,00	
Insurance ZVW	2.300,00	
Health insurance	1.200,00	
Energy costs	2.500,00	
Insurance AOV	2.500,00	
Private part telephone/administration costs	450,00	
Car costs	<u>3.000,00</u>	
		<u>13.950,00</u>
Liquidity improvement		163.550,00

When looking at the liquidity improvement of the financial statement of the riding school, this type of enterprise is a very good option, since it is profitable. However, this type of enterprise brings along risks. The income out of riding lessons is less steady than out of livery, because the number of customers can change during certain periods. Moreover, an economic crisis or epidemic breakout of diseases can result in less income for example. On the other hand, the costs for the entrepreneur remain the same. At a livery yard, when having fewer customers, the entrepreneur also have less costs. This way the income relatively stays the same.

4.6 Financial scenario combination

Perhaps, it is wise to make a combination of the extra income out of a riding school and more secure income out of livery. In the next paragraph, a statement for a combination is made.

4.6.1 Estimated Exploitation statement combination

In this estimated exploitation statement, the enterprise is split in half.

Twenty-five stables are used for livery, the other twenty-five are used for the riding school.

Exploitation Statement Riding School/Livery yard Onneresch, Dorpsweg 5, 9755 PA Onnen

	<u>€</u>	<u>€</u>
<u>Turnover (Incl. Tax):</u>		
Riding school 25 horses x 12 x 50 weeks x €. 12,50		187.500,00
Livery 25 horses x 12 months x €. 275,00		82.500,00
Additional income: cafeteria, rent out arena etc.		<u>15.000,00</u>
		285.000,00
Average tax 10% of €. 175.000,00		<u>28.500,00</u>
Purchase of feed, haylage, concentrates		<u>36.000,00-</u>
<u>Housing costs:</u>		
O.Z.B	2.000,00	
Insurance real estate	1.000,00	
Additional insurances	2.000,00	
Maintenance	1.500,00	
Waste removal	<u>1.000,00</u>	
		<u>7.500,00-</u>
<u>Office costs:</u>		
Office needs	500,00	
Telephone	750,00	
Computer costs/website	<u>1.000,00</u>	
		<u>2.250,00-</u>
<u>Transport costs:</u>		
Maintenance and insurance trailer	<u>1.000,00</u>	
		<u>1.000,00-</u>
<u>Sale costs:</u>		
Advertisements, promotion etc.	1.500,00	
Additional sale costs	<u>250,00</u>	
		<u>1.750,00-</u>
<u>General costs:</u>		
Contribution etc.	1.000,00	
Accountant	1.500,00	
Insurance W.A.B	1.500,00	
Insurance inventory	1.500,00	
Company clothing	500,00	
Maintenance inventory	5.000,00	
Veterinarian	3.000,00	
Farrier (25 x 5 x € 20,00)	2.500,00	

Tack etc.	7.500,00	
Additional general costs	<u>1.000,00</u>	
		<u>25.000,00-</u>
<u>Depreciation costs:</u>		
Stables, farmyard hardening	9.400,00	
Inventory	<u>1.400,00</u>	
		<u>10.800,00-</u>
<u>Financing costs:</u>		
Interest 6% €. 900.000,00	54.000,00	
Commission 1% €. 900.000,00	<u>9.000,00</u>	
		<u>63.000,00-</u>
Net profit		109.200,00
Plus: depreciation		<u>10.800,00</u>
		120.000,00
Minus: repayments loan	<u>30.000,00</u>	
Available for private use (for transportation)		90.000,00
<u>Private:</u>		
IB/PVV	2.000,00	
Insurance ZVW	2.300,00	
Health insurance	1.200,00	
Energy costs	2.500,00	
Insurance AOV	2.500,00	
Private part telephone/administration costs	450,00	
Car costs	<u>3.000,00</u>	
		<u>13.950,00</u>
Liquidity improvement		76.050,00

A combination of a riding school and livery yard gives a very positive liquidity improvement. This is probably the safest option for an equine enterprise because the income out of livery is quite steady and adjustable to the situation. No livery horse, no costs for feed and bedding.

5. Discussion, conclusion and recommendation

The main question of this research was;

Does the start of an equine enterprise in Onnen offer enough potential and opportunities for young starting entrepreneurs in the future?

The aim of this research was to investigate if there are opportunities for a sustainable equine business in the Northeast of the Netherlands for young, starting entrepreneurs. In order to come to a sound conclusion and recommendation, the following sub-questions were phrased;

- *What is the current situation of entrepreneurship in the equine industry and what might be expected for the future?*
- *What is the current situation in the equine industry, concerning competitors and what might be expected for the future?*
- *What kind of environmental issues are important for an equine enterprise in the Northeast of the Netherlands?*
- *What are customers' current demands and wishes and what are future expectations?*
- *How is the current financial situation in equine businesses?*

The conclusion of this research is the following;

There are opportunities for young starting entrepreneurs in the equine sector to start or take over an equine enterprise which has potential for the future and can be sustainable when the entrepreneurs take different aspects into account. These aspects include:

- Due to large investments and (currently) in general low profitable equine enterprises, it is difficult getting equine enterprises financed with a loan provided by a formal organization. Only if it involves a company takeover where the results are good, or when a **sound and realistic business plan is handed over**, formal organizations might provide a loan.
- In order to be successful, entrepreneurs should mainly **distinguish** themselves by quality in offering livery with many facilities or small-scaled high-level riding lessons. Lower prices might seem attractive, but will cause lower profitability. Moreover, current equine enterprises are already not profitable.
- Further, entrepreneurs should possess the **characteristics of entrepreneurs** in general, in combination with an innate passion for horses and horse knowledge.
- The **location** need to be chosen carefully. Since 80% of the horse sportsmen are recreational riders and most of the time prefer to do this in nature, one should settle near tracks and forests. Moreover, horse sportsmen do not want to drive more than 15 kilometers to a riding school or livery yard, so this should also be taken into account. Another location might be cheaper, but will also be less profitable and therefore in the end more expensive.

Based on the information gained from this research, it would be recommendable for young starting entrepreneurs to find out if they are skilled for such a specific enterprise (do you possess characteristics of both an entrepreneur in general and a passion entrepreneur), to search for a good location near tracks and forests and nearby cities or in between villages, to distinguish the company from competitors (mainly by quality) and to write a sound, realistic business plan.

However, the amount of data and information available about the equine industry and equine enterprises, it was difficult to get an objective view of the industry. Many (financial) numbers needed to be estimated and therefore are not facts. In order to get actual facts of the industry and for the ability for people doing sound research in the future, it is necessary that equine enterprises will make their figures and facts more public in the future. Then, further research can be done among a larger scale of equine enterprises, which can probably result in a more significant and sound conclusion about entrepreneurs in the equine industry in the Northeast of the Netherlands.

Annex 1 'research average age of riding school/livery yard owners in the Northeast of the Netherlands'

Average age of riding school/livery yard owners

Name of riding school/livery yard/combined	Age of owner(s)	Horse related education
Manege de Bongerd	72, 75	No
Manege Jan Dolfing	58	No
De Eswal manege	55, 57	No
De Onneresch manege	62, 61	No
Pensionstal A. Blom	53	No
Pensionstal Harendermolen	57	No
Stal de Weering	63, 61	No
Manege Annen	48, 52	No
Manege Altena	47	No

(S.Roggen, 'average age of owners riding schools/livery yards in the Northeast of the Netherlands', 2010)

Annex 2 'Questionnaire livery yard customers'

Als laatste jaar studente van the major; Equine, Leisure and Sports van VanHall-Larenstein, ben ik bezig met een onderzoek naar de tevredenheid onder mensen die hun paarden hier in pension gestald hebben. Om mijn onderzoek te kunnen voltooien, heb ik nog enkele gegevens nodig. Ik zou het dan ook heel erg waarderen wanneer u deze enquête zou willen invullen.

Voor meer informatie en/of toelichtingen op deze enquête ben ik bereikbaar op onderstaand e-mailadres. U kunt de ingevulde enquêtes bij mij inleveren of in de kantine. (graag vóór 15 april)

Alvast bedankt voor de moeite!

Met vriendelijke groet,

Silvia Roggen. (silviaroggen@hotmail.com)

Algemene vragen;

1. Bent u een vrouw of een man?
 man
 vrouw
2. What is uw leeftijd?
 0-10
 10-15
 15-20
 20-25
 25-30
 30-40
 40-50
 > 50
3. Beschouwt u zichzelf als; (één antwoord mogelijk!)
 dressuurruiter (wedstrijden of gericht trainen)
 springruiter (wedstrijden of gericht trainen)
 recreatieve ruiter (meest buitenritten, géén wedstrijden)
 allround ruiter (springen en dressuur)
 eventing ruiter
 western ruiter
 endurance ruiter

Onderzoek specifieke vragen;

4. Bent u over het algemeen tevreden over de pensionstalling van uw paard?
 ja
 nee
5. Bent u tevreden over het uitmesten?
 ja (ga verder met vraag 7)
 nee

6. Waarom bent u niet tevreden over het uitmesten?
 - het is niet schoon genoeg
 - er wordt te weinig strooisel gebruikt
 - ik heb geen keus in het soort strooisel
 - er wordt niet vaak genoeg uitgemest
7. Bent u tevreden over de manier, hoeveelheid en kwaliteit van voeren op uw stal?
 - ja (ga verder met vraag 12)
 - nee
8. Bent u tevreden over het voeren van hooi/kuil op uw stal?
 - ja (ga verder met vraag 10)
 - nee
9. Waarom bent u niet tevreden over het voeren van hooi/kuil op uw stal?
 - te weinig hooi/kuil per keer/dag
 - teveel hooi/kuil per keer/dag
 - slechte kwaliteit hooi/kuil (schimmel o.i.d.)
 - te weinig voerbeurten van hooi/kuil per dag
10. Bent u tevreden over het voeren van krachtvoer op uw stal?
 - ja (ga verder met vraag 12)
 - nee
11. Waarom bent u niet tevreden over het voeren van krachtvoer op uw stal?
 - beperkt aantal kilo's krachtvoer per dag
 - te weinig voerbeurten krachtvoer per dag
 - slechte kwaliteit krachtvoer
12. Bent u tevreden over de huidige faciliteiten op uw stal?
 - ja (ga verder met vraag 14)
 - nee
13. Waarom bent u niet tevreden over de huidige faciliteiten?
 - Er zijn te weinig faciliteiten
 - De aangeboden faciliteiten zijn niet veilig, gedateerd of werken niet
 - andere reden...
14. Zou u van pensionstal veranderen wanneer een andere pensionstal in de buurt wel alle faciliteiten biedt die u zou willen?
 - ja
 - nee (ga verder met vraag 16)
15. Bent u dan bereid om daar meer voor te betalen?
 - ja
 - nee

16. Wanneer u faciliteiten zou mogen beoordelen op volgorde van belangrijkheid, wat zou u onderstaande faciliteiten dan voor cijfer geven?

(1=niet belangrijk, 10=zeer belangrijk)

Binnenbak	1	2	3	4	5	6	7	8	9	10
Buitenbak	1	2	3	4	5	6	7	8	9	10
Poetsplaats	1	2	3	4	5	6	7	8	9	10
Wasplaats	1	2	3	4	5	6	7	8	9	10
Zadelkamer	1	2	3	4	5	6	7	8	9	10
Ruiterroutes	1	2	3	4	5	6	7	8	9	10
Springweide	1	2	3	4	5	6	7	8	9	10
Weiland	1	2	3	4	5	6	7	8	9	10
Paddocks	1	2	3	4	5	6	7	8	9	10
Longeercirkel	1	2	3	4	5	6	7	8	9	10
Stapmolen	1	2	3	4	5	6	7	8	9	10
Lessen	1	2	3	4	5	6	7	8	9	10
Veilige stallen	1	2	3	4	5	6	7	8	9	10
Sfeer	1	2	3	4	5	6	7	8	9	10
Wedstrijden	1	2	3	4	5	6	7	8	9	10
Deskundige	1	2	3	4	5	6	7	8	9	10

Eigenaren

17. Denkt u dat prijs en kwaliteit in balans zijn op dit bedrijf?

0 ja (ga verder met vraag 19)

0 nee

18. Waarom denkt u dat prijs en kwaliteit niet in balans zijn?

0 Prijs is te hoog in vergelijking met eenzelfde bedrijven

0 Prijs is te laag in vergelijking met eenzelfde bedrijven

0 anders....

19. Wanneer alle faciliteiten die u wilt zien aanwezig zijn, en het voerschema is als volgt;

7:00 hooi/kuil

8:00 krachtvoer

12:00 hooi/kuil

13:00 krachtvoer

17:00 hooi/kuil

18:00 krachtvoer

21:00 hooi/kuil

En van goede kwaliteit, uitmesten gebeurt elke dag en de paarden krijgen een schone, frisse stal met veel strooisel, de eigenaren zijn deskundig en betrouwbaar, de paarden komen zomers op de wei en 's winters in de stapmolen en in de paddock, wat bent u dan bereid om te betalen?

0 250 euro

0 260 euro

0 270 euro

0 280 euro

0 290 euro

0 300 euro

20. Wanneer de prijzen van de paardensector in het noorden vergeleken worden met bijvoorbeeld Noord-Zuid Holland en Brabant, blijkt dat de prijzen voor pensionstalling hier vele malen lager liggen. In het westen betaalt u al gauw een 350 euro per maand voor hetzelfde als wat u hier krijgt. Onderzoek heeft uitgewezen dat dit een redelijk bedrag is voor het stallen van een paard om nog enige winst uit een bedrijf in pensionstalling te krijgen.

In het Noorden van het land kunt u uw paard stallen voor gemiddeld 250 euro per maand, wat gelijk staat aan nog geen 9 euro per dag per paard. Waarvan de helft opgaat aan inkoop van krachtvoer, hooi en stro. Vervolgens gaan de afschrijvingen op de gebouwen er nog vanaf en komen kosten voor het onderhoud er nog weer bij.

Wanneer dit realistisch bekeken wordt, verdiend de pensionstalhouder misschien 2 euro op een paard per dag, keer 30 euro is 60 euro op een dag.

Gemiddeld draait een pensionstalhouder al gauw 10 uur op een dag, wat neerkomt op een loon van 6 euro per uur, waarvan ook nog belasting moet worden afgedragen.

Dit is het uurloon van een tiener en geheel niet rendabel wanneer er gekeken wordt naar het feit dat een pensionstalhouder 24 uur per dag, 7 dagen in de week beschikbaar is.

Feit is wel dat men vaak bezig is met een passie en dat moet ook wel, anders is het niet vol te houden voor deze hippische ondernemers.

Het gezegde is niet voor niets: 'Mensen met paarden hebben hemel op aarde, maar wanneer zij sterven valt er niets te erven'.

Wanneer u dit leest en kijkt naar uw eigen salaris en/of uurloon of naar uzelf als zelfstandig ondernemer, zou er dan begrip voor op kunnen brengen wanneer de prijzen voor het stallen van een paard omhoog zouden gaan?

ja

nee

21. Zou u ook daadwerkelijk bereid zijn meer te betalen voor de stalling van uw paard nu u dit weet?

ja

nee

22. Ruimte voor open commentaar:

Dit was het einde van de enquête.

Ik wil u graag hartelijk bedanken voor uw medewerking.

Annex 3 'Questionnaires riding school and leasing customers'

Als laatste jaar studente van the major; Equine, Leisure and Sports van Van-Hall Larenstein, ben ik bezig met een onderzoek naar de tevredenheid onder mensen die hier manegelessen volgen of een paard/pony leasen. Om mijn onderzoek te kunnen voltooien, heb ik nog enkele gegevens nodig. Ik zou het dan ook heel erg waarderen wanneer u deze korte enquête zou willen invullen.

Voor meer informatie en/of toelichtingen op deze enquête ben ik bereikbaar op onderstaand e-mailadres. U kunt de ingevulde enquêtes bij mij inleveren of in de kantine. (graag vóór 15 april)

Alvast bedankt voor de moeite!

Met vriendelijke groet,

Silvia Roggen. (silviaroggen@hotmail.com)

Alleen voor de mensen die manegelessen volgen op manegepaarden! (anders z.o.z)

1. Bent u tevreden over de keuze in paarden en pony's?

ja

nee

2. Bent u tevreden over de kwaliteiten van de verschillende paarden en pony's?

ja

nee

3. Bent u tevreden over de kwaliteit van de gegeven lessen?

ja

nee

4. Bent u tevreden over de afwisseling in de lessen?

ja

nee

5. Bent u tevreden over uw instructeur?

ja

nee

6. Bent u tevreden over eventuele extra aangeboden faciliteiten zoals een kantine en wedstrijden?

ja

nee

7. Bent u over het algemeen tevreden over uw manege?

ja

nee

U bent nu klaar met het invullen van deze enquête.

Ik wil u graag hartelijk bedanken voor uw medewerking!

Alleen voor de mensen die een paard/pony leasen!

1. Bent u tevreden over het aanbod en de kwaliteit van de paarden/pony's?

0 ja

0 nee

2. Bent u tevreden over de verschillende manieren waarop u een paard/pony kunt leasen?

0 ja

0 nee

3. Bent u tevreden over de balans tussen kwaliteit en prijs?

0 ja

0 nee

4. Bent u tevreden over de toegestane mogelijkheden met uw paard/pony?

0 ja

0 nee

5. Bent u tevreden over uw inspraak over het geleasede paard/pony?

0 ja

0 nee

U bent nu klaar met het invullen van deze enquête.
Hartelijk bedankt voor het invullen van deze enquête!

Annex 4 'Business plan Onneresch'

HIPPISCH CENTRUM ONNEN

Businessplan

Hippisch Centrum Onnen

Silvia Roggen

May, 2010

Inhoudsopgave

1	De ondernemer	
57		
1.1	Persoonlijke gegevens	57
1.2	Persoonlijke motieven	58
1.3	Persoonlijke kwaliteiten	58
2	Het Marketingplan	
59		
2.1	De onderneming	59
2.2	Idee	60
2.3	De markt	61
2.3.1	De markt in beeld	61
2.3.2	Doelgroepen	61
2.3.3	Concurrentie	62
2.4	Bedrijf en product in de markt	63
2.5	De marketing mix	63
2.5.1	Product	63
2.5.2	Prijs	64
2.5.3	Plaats	64
2.5.4	Promotie	64
2.5.5	Personeel	64
2.6	Doelstellingen	65
2.6.1	Kwantiteit	65
2.6.2	Kwaliteit	65
3	Het Financieel Plan	66
3.1	Investeringsplan	66
3.2	Financieringsplan	67
3.3	Exploitatieopzet (Cöoperatie Centraal Boekhoudkantoor "Eendracht" u.a.)	0
3.4	Liquiditeitsprognose 2010-2011	2
3.5	Verklaring verschil huidige situatie en nieuwe situatie	3
3.6	Opsplitsing kredietbehoefte	4
3.7	Openingbalans per 1/9/2010	5

1 De ondernemer

1.1 Persoonlijke gegevens

Naam	Silvia Roggen
Geslacht	Vrouwelijk
Adres	S.O.J. Palmelaan 139
Postcode	9728VH
Woonplaats	Groningen
Telefoonnummer	06-47157315
Faxnummer	
E-mailadres	silviaroggen@hotmail.com
Mobiel nummer	06-47157315
Geboortedatum	04-07-1985
Nationaliteit	Nederlandse
Ik heb een levenspartner	Ja
Naam partner	Rick Wind
Geboortedatum partner	26-01-1980
Burgerlijke staat	Samenwonend
Ik ben getrouwd onder huwelijkse voorwaarden	Nee
Ik heb een samenlevingsovereenkomst	Nee
Kinderen	Nee
Leeftijd kinderen	N.V.T.
Opleiding(en)	VWO Equine Leisure and Sports, part of Wageningen University
Werkervaring	B&B bakkerij - allround medewerker Bakkerij Tietema - allround medewerker Roberts Automaterialen bv - courier De Twee provincien (horeca) - bediening Martiniplaza - gastvrouw / placering
Bijzonderheden	Jan Brouwer Top Quality Dressage Horses – 2 keer een halfjaarsstage Hippisch Centrum Zuidwijk - stagaire De Onneresch Manege - stagaire Impex Trailers - stagaire Hanze Hogeschool - Minor Business Class Ondernemerschap. Tweede in de finale van de Business Match Competitie Certificaat Zelfstandig Ondernemen

1.2 Persoonlijke motieven

Werken met paarden is mijn grootste passie. De belangrijkste motivatie om deze onderneming te starten is om van mijn passie mijn werk te maken. Het feit dat ik straks een onderneming kan runnen, waarin ik mijn passie en kennis kan benutten en overbrengen op anderen en het welzijn van paarden zelf kan beïnvloeden, maakt mij meer dan enthousiast.

Ik weet dat het werken met paarden de nodige consequenties met zich meebrengt, waaronder veel fysieke arbeid en lange werkdagen, maar dit weegt zeker niet op tegen het feit dat ik ergens mee bezig ben wat ik leuk vind en dat nu ook al onbetaald doe.

Bovendien staat mijn partner volledig achter mij en zal mij ondersteunen waar nodig. Als zelfstandig ondernemer begrijpt hij mij volkomen en ziet hij ook niet op tegen alle bedrijvigheid en de weinige vrije tijd die deze onderneming met zich mee brengt. Ook mijn ouders staan volledig achter mij, ook zij hebben al tientallen jaren succesvol een eigen bedrijf en weten dus wat het runnen van een eigen bedrijf betekent. Dit idee is niet zomaar ontstaan, het ondernemersbloed en zakelijk inzicht stroomt al jaren door mijn aderen en daardoor heb ik de afgelopen jaren met een scherp oog naar vergelijkbare bedrijven gekeken (d.m.v.) stage, naar sterke en zwakke plekken van dit soort ondernemingen en wat ik zelf anders zou doen. De bedoeling was in eerste instantie, om een soortgelijke onderneming te starten op het erf van mijn ouders. Een zeer goede locatie met voldoende mogelijkheden aan goede uitvalswegen, maar helaas kreeg ik de nodige vergunningen niet van de gemeente.

Een half jaar daarna kreeg ik het aanbod de Onneresch Manege over te nemen en daarin zag ik veel potentieel.

Na research te hebben gedaan, onder andere naar uitbreidingsmogelijkheden, de omgeving, concurrenten en risico's, is gebleken dat deze onderneming uitermate geschikt is voor mij.

1.3 Persoonlijke kwaliteiten

Sterk	Zwak
Enthousiasme	Onvoldoende kennis administratie
Kennis	Ervaring functie soortgelijk bedrijf
Opleiding	
Ervaring in sector	
Communicatieve vaardigheden	
Sociale vaardigheden	
Zakelijk inzicht	

2 Het Marketingplan

2.1 De onderneming

Handelsnaam	Hippisch Centrum Onnen
Inschrijvingsnummer Kvk	
Rechtsvorm	Eenmanszaak
Wie doet de administratie?	Zelf en accountant
Tarief omzetbelasting	Verschilt, deel is vrijgesteld, een deel is 6% en een deel is 19% belast.
Frequentie van betalen omzetbelasting	Per kwartaal
BTW nummer	
Leveringsvoorwaarden geregeld?	Ja
Vergunningen	Hinderwetvergunning
Verzekeringen	Aansprakelijkheid- Overlijdensrisico- Arbeidsongeschiktheid- Ziektekostenverzekering

2. 2 Idee

Mijn onderneming wordt geen gewone pensionstal of manege, maar een onderneming waar het welzijn van paarden en de mogelijkheden voor het beoefenen van de paardensport op nummer één staan.

Welzijn van paarden is een actueel onderwerp en ik zal zorgen dat het welzijn van de paarden op Hippisch Centrum Onnen gewaarborgd zal zijn door het bieden van;

Voldoende kwalitatief goed voer, beweging, contact met soortgenoten, ruime/lichte huisvesting met voldoende ventilatie, aangepast aan de behoeften van ieder individueel paard.

Ik bied all-inclusive pensionstalling, dat wil zeggen; voer, water, stro, huisvesting, gebruik van alle faciliteiten en wanneer nodig aangepast aan individuele behoeften van zowel paard als ruiter.

De faciliteiten zijn uitgebreid; twee binnen rijhallen, een grote buiten rijbaan, een springweide, een stapmolen, een overdekte longeercirkel, een wasplaats met solarium, een opzadelplaats en uitrijdmogelijkheden in een bosrijke omgeving, maken het mogelijk om allerlei disciplines van de paardensport te beoefenen. Nergens in de nabije omgeving zijn dezelfde faciliteiten op één locatie te vinden. Bovendien zitten ruiters vaak vast aan tijden buiten manegelessen om, op Hippisch Centrum Onnen zal iedere klant op elk moment van de dag mogelijkheid hebben tot rijden.

Daarnaast zal ik (dressuur) lessen geven op het niveau van de breedtesport (B t/m Z2). Zelf rijd ik Z2 en ben in het bezit van een instructeurdiploma en ruiterbewijs. De lessen zullen maximaal bestaan uit 5 ruiters om individuele aandacht in een groepsles te kunnen garanderen en zullen door het niveau van mijn eigen rijden kwalitatief goed zijn.

Door het behalen van mijn ruiterbewijs ben ik ook gecertificeerd om bosritten te begeleiden.

Verder zullen er jaarlijks een aantal clinics en wedstrijden georganiseerd worden, welke mijn onderneming op de kaart zetten en zullen houden.

Hippisch Centrum Onnen zal zich hierdoor onderscheiden van concurrenten.

2.3 De markt

2.3.1 De markt in beeld

De paardensector is de afgelopen jaren fors gestegen en de verwachting is dat deze trend zich voortzet. Steeds meer mensen zijn in het bezit van een eigen paard en hebben geen ruimte aan huis of onvoldoende kennis om het paard zelf te stallen en zijn dus op zoek naar stalling voor hun paard. Bovendien heeft Nederland te maken met vergrijzing. Mensen houden hun paard steeds langer en kopen zelfs op later leeftijd nog een eigen paard. Tegenwoordig krijgen ook steeds meer jonge kinderen een eigen pony.

De markt voor pensionstalling groeit, maar door media groeit ook het verlangen naar een pensionstalling met voldoende mogelijkheden en verzorgers met kennis van zaken. Op het moment staat vooral het welzijn van paarden in de belangstelling en krijgen pension/manegehouders (in de toekomst) te maken met dit onderwerp.

Paarden moeten voldoende beweging krijgen, contact met soortgenoten, goede huisvesting en goede voeding, gecombineerd met het feit dat eigenaren natuurlijk niet willen dat hun kostbare bezit geblesseerd raakt.

Dus niet alleen groeit de vraag naar pensionstalling, het is vooral de groeiende vraag naar pensionstalling die voldoet aan de eisen voor het welzijn van paarden.

Hippisch Centrum Onnen beschikt over voldoende mogelijkheden en faciliteiten om aan deze eisen te voldoen en ik heb de kennis om het welzijn van paarden te kunnen waarborgen.

2.3.2 Doelgroepen

Doordat Hippisch Centrum Onnen vele mogelijkheden en faciliteiten biedt, is de doelgroep breed.

Ten eerste zal de doelgroep mensen met een eigen paard zijn, zonder de mogelijkheid deze aan huis te stallen. Ik richt me op mensen met een bovengemiddeld inkomen, omdat het daaronder niet mogelijk is een paard te onderhouden.

De leeftijdsgroep varieert van 6 jaar tot 60 jaar. Daaronder en daarboven zijn mensen vaak niet in het bezit van een eigen paard. Het grootste deel van deze doelgroep zal bestaan uit vrouwen, omdat het een gegeven is dat er meer vrouwen dan mannen de paardensport beoefenen.

Verder zal ik mijn richten op de regio's Groningen-Zuid, Haren, Glimmen, Onnen en Noord-Zuidlaren, omdat de reistijd anders te lang wordt en dat de regio's zijn waar men vaker in het bezit is van een eigen paard.

Ik zal me niet specifiek richten op de verschillende disciplines binnen de paardensport, aangezien Hippisch Centrum Onneresch voldoende mogelijkheden en faciliteiten biedt voor de recreatieruiter, springruiter, enduranceruiter en dressuuruiter. Ik zal de nadruk wel iets meer leggen op dressuur aangezien dat mijn specialiteit is en ik daar door middel van lesgeven inkomen uit zal kunnen halen.

De tweede doelgroep zal vooral bestaan uit kinderen in de leeftijd van 6 tot 10 jaar voor de manegelessen, welke nog geen ervaring hebben met paardrijden. Jonger dan 6 jaar is het niet verantwoord om kinderen te laten paardrijden.

De derde doelgroep zal oudere kinderen, jong volwassenen en volwassenen beslaan die niet in het bezit zijn van een eigen paard, maar wel de paardensport willen beoefenen.

Voor alles doelgroepen geldt dat het voornamelijk vrouwen zijn waar ik me op zal richten.

2.3.3 Concurrentie

De grootste en meest vergelijkbare concurrent in de nabije omgeving is Manege De Bongerd in Glimmen.

Deze concurrent heeft ruimte voor 150 paarden, geeft elke dag gemiddeld 8 uren manegeles, biedt mogelijkheden voor privéles, heeft goede uitrijdmogelijkheden en draait al jaren volop. Kijkend naar de toekomstplannen voor mijn onderneming is dit een concurrent die het meest vergelijkbaar zal zijn en het dichtste bij is.

Daarentegen heeft Manege De Bongerd veel klanten uit Groningen-Zuid, Haren en Glimmen, die daar hun paard stallen en/of les nemen omdat er simpelweg niets dichterbij is met dezelfde faciliteiten. Groot minpunt aan deze manege, dus een voordeel voor Hippisch Centrum Onnen, is de afstand.

Bovendien is deze manege zo groot, dat het als onpersoonlijk aanvoelt. Ook worden er zoveel manegelessen gegeven, dat er voor de pensionklanten (ca 30) bijna geen mogelijkheden zijn om te rijden, alleen onder etenstijd. (tussen 6-7 uur 's avonds).

Deze klanten zoeken inmiddels al stalling ergens anders, in de afgelopen twee maanden zijn er al vijf klanten van Manege de Bongerd verhuisd naar de Onneresch Manege. (toekomstige Hippisch Centrum Onnen)

Andere concurrenten zijn;

Pensionstalling HarenderMolen	Harendermolen	Pensionstalling/Privéles
Stal A.Blom	Onnen	Pensionstalling/Privéles
Manege J.Dolfing	Vries	Manege/pensionstal/Privéles
De Eswalmanege	Vries	Manege/pensionstal/Privéles

Echter deze concurrenten zijn niet vergelijkbaar als concurrenten, omdat de afstand te groot is of de concurrenten teveel verschillen in hun aanbod in vergelijking met Hippisch Centrum Onnen.

Bovendien zitten de twee maneges, J.Dolfing en de Eswal met hetzelfde probleem als De Bongerd, zij bieden niet voldoende mogelijkheden voor pensionklanten om te rijden. De manegelessen bestaan vaak uit 8 personen, iets wat de kwaliteit van een les niet ten goede komt, omdat er dan niet genoeg individuele aandacht is per persoon.

Hippisch Centrum Onnen zal zich daarin onderscheiden, met altijd een bak vrij voor de pensionklanten om te kunnen rijden en een maximum van 5 personen per les, om de kwaliteit en individuele aandacht te kunnen garanderen.

Pensionklanten zullen misschien kiezen voor een stalling bij A.blom of pensionstal Harendermolen, maar gezien de weinige faciliteiten en de hoge prijs van pensionstal Harendermolen en de faciliteiten van A.Blom in vergelijking met Hippisch Centrum Onnen zullen potentiële klanten hoogstwaarschijnlijk doen kiezen voor Hippisch Centrum Onnen.

2.4 Bedrijf en product in de markt

Intern (bedrijf)		Extern (de markt)	
Strengths	Weaknesses	Opportunities	Threats
Goede kennis van zaken binnen management	Risico's ondernemer	Groeiende markt	Ziektes (west-Nijl)
Goede prijs-kwaliteit verhouding	Klein (nu nog)	Mogelijkheden om land bij te kopen	Economische crisis
Veel faciliteiten en mogelijkheden		Rijvereniging de Blauwe Ruiters zoekt naar plek om zich te vestigen	
Jonge ondernemers, dus continuïteit		Uitbreidingsmogelijkheid en in samenspraak met de gemeente	

Risico's voor mij als ondernemer zal ik zoveel mogelijk beperken door het afsluiten van de juiste verzekeringen, zodat er vervanging kan komen wanneer dit nodig mocht zijn. Het feit dat het nu nog klein is, zal in de toekomst niet meer van toepassing zijn omdat het groot en bekend zal worden, door goed management en het bieden van goede kwaliteit en service.

Ziektes zijn in de agrarische sector altijd een bedreiging, het West-Nijl virus is bij paarden een opkomend probleem. Inmiddels zijn er voor vele ziektes al vaccinaties gevonden en echt grote uitbraken in de paardensector zijn er tot nu toe in Nederland nog niet geweest. Mocht er een nieuw virus of een nieuwe ziekte uitbreken, dan zal ik de nodige maatregelen nemen om de verspreiding naar ons bedrijf te voorkomen en ook hiervoor de nodige verzekeringen afsluiten om eventuele schade te kunnen dekken.

Een economische crisis is voor elke zelfstandige ondernemer een bedreiging, zo ook voor een bedrijf in de paardensector. Paarden zijn omschreven als een luxe en daarmee ook bestempeld als iets wat het eerste weg zal moeten wanneer er een economische crisis ontstaat. Paarden zijn echter ook gezelschap voor mensen, ze zien hun paard als een vriend en dat is iets wat ze pas als allerlaatste weg zullen doen. Mocht het wel zover komen, dan is het ook zo dat de prijs van producten die het bedrijf nodig heeft om de paarden te onderhouden is prijs zal dalen, wat mogelijkheden biedt om de prijs van de stalling te doen dalen en zo mensen in staat zal stellen om ook tijdens een economische crisis het stalgeld te kunnen voldoen.

Maar, terugblikkend op de crisis van nu is er op dit moment geen daling in vraag naar stalling te vernemen, iedere lege stal (door verhuizing etc. niet de crisis als reden) was direct weer opgevuld.

2.5 De marketing mix

2.5.1 Product

Mijn onderneming zal volledige pensionstalling aanbieden, dus; huisvesting van een pony/paard, inclusief voer, water, stro en de gehele dag het gebruik van alle faciliteiten op het bedrijf. Dit, plus persoonlijke aandacht en goede service, door kennis van zaken, een plezierige sfeer en het welzijn van de paarden, zal mijn bedrijf onderscheiden van de concurrenten.

Ook zal mijn onderneming manegelessen aanbieden. In een plezierige omgeving, met betrouwbare pony's en paarden, zullen mensen kunnen genieten van paardrijdlessen. Door middel van een maximum van vijf personen per les, dus tijd voor individuele aandacht binnen een groepsles, goed geschoolde

pony's/paarden en gediplomeerde instructeurs, zullen de lessen kwalitatief beter zijn dan bij de concurrenten en zal ik mij ook daarmee onderscheiden van concurrenten. Bovendien kan ik mij onderscheiden van de concurrenten doordat ik meerdere faciliteiten te bieden heb. Buiten twee binnenbakken en een buitenrijbaan om, zal ik ook een trainingsmolen voor paarden en een overdekte longeercirkel aanbieden. Geen van de concurrenten beschikt over beide extra faciliteiten. Bovendien zal er gezorgd worden voor zandpaddocks, zodat de paarden ook 's winters voldoende uren naar buiten kunnen. Dit alles draagt zeer goed bij aan het welzijn van paarden.

2.5.2 Prijs

De all-inclusive prijs voor pensionstalling zal 260 euro per maand per paard/pony bedragen. De all-inclusive prijs houdt in: 3 kilo biks per dag, ruwvoer naar behoefte, water, gas en licht, binnen en buiten zetten van de paarden en gebruik van alle faciliteiten.

Dit is een prijs die mensen zeker willen betalen en is bovendien marktconform.

Bij de concurrenten betalen ze minimaal 250 euro en maximaal 325 euro, waarbij geen enkele stal zoveel faciliteiten biedt als Hippisch Centrum Onnen. Vaak is het stalgeld ook niet inclusief alle bovenstaande punten. Er zal elk jaar een kleine verhoging van het stalgeld plaatsvinden, maar voor de huidige klanten, zou het niet prettig zijn wanneer het stalgeld maandelijks ineens met 25 euro omhoog zou gaan.

2.5.3 Plaats

Het bedrijf zal zich vestigen aan de dorpsweg 5 in Onnen (gemeente Haren). Op dit moment is het bedrijf, wat ik wil gaan overnemen, daar al succesvol gevestigd, alleen wordt de locatie door de huidige ondernemer gehuurd.

Ik wil het bedrijf kopen, maar ook de locatie, zodat ik vrij ben om dingen te veranderen en investeringen ook echt in mijn bedrijf doen.

De locatie is erg goed, het is goed te bereiken vanaf de plaatsen waarop ik me richt, met zowel de fiets, auto, trein en de bus. Bovendien biedt het de ruiters met hun paarden de mogelijkheid om mooie buitenritten te maken. Het bedrijf ligt op loopafstand van het bos Appelbergen, nabij Sassenheim en via deze twee bossen, kan er nog uren doorgereden worden naar Vosbergen, het Noordlaarderbos en andere. Dit is een van de grootste pluspunten van de locatie!

2.5.4 Promotie

Promotie zal plaatsvinden door advertenties in paardenmagazines en via advertenties op internet. Ook zal ik advertenties plaatsen in de Gouden Gids en het Telefoonboek. Er zal ook een website komen, met informatie, prijzen en foto-impresies.

Op dit moment wordt er helemaal niet geadverteerd en is er niet eens een website, maar toch blijft men dit bedrijf vinden via mond-tot-mondreclame.

Het is dus duidelijk dat men je kunt vinden wanneer je een goede service biedt.

Door wedstrijden, spelletjesdagen en informatieve dagen te organiseren, zal ik Hippisch Centrum Onnen in de belangstelling houden en op deze manier ook nieuwe mensen introduceren met mijn bedrijf.

2.5.5 Personeel

In het begin zal ik starten als eenmanszaak, dus zonder personeel. Op de langere termijn zal ik misschien iemand parttime in dienst nemen om les te geven. Deze persoon zal ik vinden via bekenden of via internet. Op dit moment werkt er een vrouw via een sociaal project (Wahjongg) op het bedrijf, zij wordt ook via dit project betaald en brengt dus geen extra kosten met zich mee.

Deze vrouw wil graag blijven wanneer het overgenomen wordt. Haar taak bestaat nu uit het uitmesten van stallen, vegen en de paarden voeren en ze doet dit vijf dagen per week.

In de toekomst zal zij haar instructeurdiploma behalen, waardoor ze bevoegd is om les te geven. Dit zal ze naast haar bestaande taken doen.

2.6 Doelstellingen

2.6.1 Kwantiteit

De omzet zal ongeveer 225.000 euro bedragen, bestaande uit:

Pensionstalling 40 paarden x 260 euro x 12 maanden	= €.	125.000,-
Manege lessen 20 uur x 5 pers x 12,50 euro x 48 weken	= €.	60.000,-
Privélessen 10 uur x 30 euro x 48 weken	= €.	14.400,-
Wedstrijden 12 keer p/j x 20 deelners x 5 euro	= €.	900,-
Spelletjesdag 2 keer p/j x 20 deelners x 5 euro	= €.	500,-
Trailerverhuur 24 keer p/j x 15 euro	= €	360,-
Overige inkomsten, kantine, verhuur rijhal, handel	= €	10.000,-
Verhuur appartement 700 euro x 12 maanden	= €	8.400,-
Verhuur dienstwoning 500 euro x 12 maanden	= €	6.000,-

Wanneer er voldoende vraag is, zal ik ook ponykampen aanbieden voor 200 euro per persoon per week. Kijkend naar de concurrenten die gemiddeld 8 weken per jaar ponykampen organiseren voor gemiddeld 250 per persoon per week, met gemiddeld 50 kinderen per week, zal de vraag waarschijnlijk hoog zijn. Uitgaande van 10 kinderen per week, keer 8 weken, keer 200 euro zal dit met 16.000 euro de omzet per jaar verhogen.

2.6.2 Kwaliteit

Kwaliteit is één van mijn belangrijkste punten.

Wanneer het voer, huisvesting en faciliteiten kwalitatief niet goed zijn, zal ik nooit het welzijn van de paarden kunnen garanderen.

Door kwalitatief het beste aan te bieden, zal ik positieve naamsbekendheid verwerven, wat mijn bedrijf, door de groeiende vraag, zal doen groeien.

Mijn uiteindelijke ambitie is om over 10 jaar bekend te staan als zeer goede manegehouder, waar mensen graag hun paard stallen en/of de paardensport beoefenen en de geroemd worden om de conditie van de gestalde paarden.

Ik wil een voorbeeld zijn voor anderen.

Over 10 jaar zal mijn bedrijf zeer goed lopen en zal het zeer goed verkoopbaar zijn, zodat ik eventueel weer met een nieuw bedrijf zou kunnen beginnen.

3 Het Financieel Plan

3.1 Investeringsplan

Investeringsbegroting

Vaste activa

	Bedrag
Huisvesting: verbouwing	€ 0,00
Inventaris / machines	€ 900.000,00
Vervoermiddelen	€ 0,00
Goodwill	€ 0,00
Overig	

Totaal vaste activa	€ 900.000,00
----------------------------	---------------------

Vlottende activa

	Bedrag
Voorraad	€ 0,00
Debiteuren	
Aanloopkosten	€ 0,00
Voorfinanciering BTW	
Waarborgsom / Bankgarantie	
Kasgeld	
Onvoorzien	

Totaal vlottende activa	€ 0,00
--------------------------------	---------------

Totaal Investering	€ 900.000,00
---------------------------	---------------------

3.2 Financieringsplan

		Financiering	
Eigen vermogen			
		Bedrag	
Spaargeld		€ 10.000,00	
Achtergestelde lening familie, vrienden, kennissen		€ 100.000,00	
Inbreng bedrijfsmiddelen ('reeds aangeschaft')		€ 10.000,00	
Totaal eigen vermogen		€ 120.000,00	
Vreemd vermogen lang			
		Bedrag	
Lening van de bank		€ 900.000,00	
Lease			
Familielening			
Overig (oa. BBZ lening)			
Totaal vreemd vermogen lang		€ 900.000,00	
Vreemd vermogen kort			
		Bedrag	
Krediet van de bank			
Leverancierskrediet			
Overig			
Totaal vreemd vermogen kort		€ 0,00	
Totaal vermogen		€ 1.020.000,00	

3.3 Exploitatieopzet (Cöoperatie Centraal Boekhoudkantoor "Eendracht" u.a.)

	<u>€</u>	<u>€</u>
<u>Omzet incl.BTW</u>		
Pensionstalling 40 paarden * 12 maanden á € 260,00		124.800,00
Groepslessen 5 personen * 20 uur * 52 weken á € 12,50		60.000,00
Privélessen 10 uur * 48 weken * € 30,00		900,00
Spelletjesdag 20 personen * 2 á € 5,00		200,00
Trailerverhuur 24 keer á € 15,00		360,00
Overige inkomsten: kantine, verhuur rijhal, handel		<u>10.000,00</u>
		210.660,00
Huuropbrengst privéwoning 12 * € 500,00		6.000,00
Huuropbrengst appartement 12 * € 700,00		<u>8.400,00</u>
		225.060,00
Gem. B.T.W 10% over 225.060,00		<u>22.506,00</u>
<u>Inkopen</u>		
Voer, hooi, stro		<u>36.000,00</u>
<u>Personeelskosten</u>		
Lonen en salarissen		<u>P.M.</u>
<u>Huisvestingskosten</u>		
O.Z.B	2.000,00	
Extra Verzekering	2.000,00	
Premie opstalverzekering	1.000,00	
Energie	4.500,00	
Onderhoud	1.500,00	
Afvalverwijdering	<u>1.000,00</u>	
		<u>12.000,00</u>
<u>Kantoorkosten</u>		
Kantoorbehoeften, drukwerk	500,00	
Telefoon	750,00	
Computerkosten, incl. website	<u>1.000,00</u>	
		<u>2.250,00</u>
<u>Vervoerskosten</u>		
Onderhoud en verzekering trailer	<u>1.000,00</u>	
		<u>1.000,00</u>
<u>Verkoopkosten</u>		
Advertenties, promotie	1.500,00	
Diverse verkoopkosten	<u>250,00</u>	
		<u>1.750,00</u>
<u>Algemene kosten</u>		
Contributies, heffingen	200,00	
Accountant	1.500,00	
Premie W.A.B	1.500,00	
Premie inventarisgoederenverzekering	1.500,00	

Veearts	3.000,00	
Hoefsmid	1.000,00	
Bedrijfskleding	1.000,00	
Onderhoud inventaris	5.000,00	
Diverse algemene kosten	<u>1.000,00</u>	<u>15.200,00</u>
<u>Afschrijvingen:</u>		
Opstallen, erfverharding	4.000,00	
Inventaris	1.400,00	
Manegepaarden	1.000,00	
Binnenrijhal	<u>5.400,00</u>	<u>11.800,00</u>
<u>Financieringskosten:</u>		
Rente en kosten rekeningcourant	1.000,00	
Rente lening bank 5% over gemiddeld 900.000	45.000,00	
Afsluitprovisie	<u>12.000,00</u>	<u>58.000,00</u>
Nettowinst		64.554,00
Bij: afschrijvingen		<u>11.800,00</u>
		76.354,00
Af: aflossingen		<u>27.000,00</u>
		49.354,00
Beschikbaar voor privé (te transporteren)		49.354,00
<u>Privé:</u>		
IB/PVV	2.000,00	
Premie ZVW	2.300,00	
Premie ziekenfonds	1.200,00	
Energie	2.500,00	
Premie AOV	2.500,00	
Privé-aandeel telefoon/administratiekosten	<u>450,00</u>	<u>10.950,00</u>
Liquiditeitsverbetering		38.404,00

! Personeelskosten zijn 0, daar er één personeelslid aanwezig is die werkt via Wahjong en verder geen kosten met zich meebrengt. Zij werkt echter 5 á 6 dagen per week en kan een deel van de lesuren voor haar rekening nemen.

! Er is uitgegaan van 48 weken in de berekening daar men per kwartaal betaald, voorafgaand aan ieder kwartaal en de lessen van dat kwartaal binnen het betreffende kwartaal moet rijden, anders komen deze te vervallen.

3.4 Liquiditeitsprognose 2010-2011

	<i>september</i>	<i>oktober</i>	<i>november</i>	<i>december</i>	<i>januari</i>	<i>februari</i>	<i>maart</i>	<i>april</i>	<i>mei</i>	<i>juni</i>	<i>juli</i>	<i>augustus</i>
Inkomsten												
Ontvangsten	13287	13602	13872	13962	14322	14412	14772	14952	15222	15312	15699	15627
BTWontvangsten	1476	1511	1541	1551	1591	1601	1641	1661	1691	1701	1714	1736
Totaleinkomsten	14763	15113	15413	15513	15913	16013	16413	16613	16913	17013	17413	17363
Uitgaven												
Inkoopwaarde	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000
Werk door Derden	0	0	0	0	0	0	0	0	0	0	0	0
Personeel	0	0	0	0	0	0	0	0	0	0	0	0
Huur	1950	1950	1950	1950	1950	1950	1950	1950	1950	1950	1950	1950
Gas, Water, Licht	375	375	375	375	375	375	375	375	375	375	375	375
Verkoop/Promotie	500	500	250	100	100	50	50	50	50	50	50	0
Vervoer	0	0	0	0	0	0	0	0	0	0	0	0
Accountant	0	0	375	0	0	375	0	0	375	0	0	375
Rente	375	375	375	375	375	375	375	375	375	375	375	375
Verzekeringen	4000	0	0	0	0	0	0	0	0	0	0	0
Privé-opnamen	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Algemeen (onderhouden)	250	250	250	250	250	250	250	250	250	250	250	250
BTWafdracht	599	599	599	599	599	599	599	599	599	599	599	599
Totale uitgaven	12049	8049	8174	7649	7649	7974	7599	7599	7974	7599	7599	7924
Kasgeld	2714	7064	14128	21367	29231	37495	45534	54348	63362	72301	81715	91529
Wijzigingen liquide middelen	2714	7064	7239	7864	8264	8039	8814	9014	8939	9114	9814	9439
Saldo liquide middelen	5428	14128	21367	29231	37495	45534	54348	63362	72301	81715	91529	100968

3.5 verklaring verschil huidige situatie en nieuwe situatie

Huidige inkomsten (alleen pensionstalling) € 93.000

Stalgeld is momenteel € 225,00 (binnenstal) en € 240,00 (buitenstal) per maand per paard.
Er staan momenteel 17 binnenstallen en 17 buitenstallen geregistreerd in de boekhouding;

17 * € 225,00 * 12 maanden = € 45.900,00
17 * € 240,00 * 12 maanden = € 48.960,00 +

€ 94.860,00

Er zijn 40 stallen beschikbaar voor stalling.

Nieuwe situatie

Stalgeld € 260,00 per maand per paard. (marktconform)

De huidige eigenaar zal per 1 april het stalgeld verhogen naar € 240,00 (binnenstal) en naar € 250,00 (buitenstal).

Wij kunnen dan het stalgeld per 1 september nogmaals verhogen naar € 260,00.

40 * € 260,00 * 12 maanden = € 124.800,00

Lessen

Op dit moment worden er geen lessen gegeven. Een groot verschil tussen de huidige omzet en nieuwe omzet zal hierdoor te verklaren zijn. De bedoeling is dat er dan wel groepslessen als privélessen gegeven gaan worden, de prijs hiervan is marktconform.

Hierbij ben ik uitgegaan van een minimale bezetting en een realistisch aantal uren.

De omzet wordt hierdoor verhoogd met € 75.000,00 euro per jaar. (zie paragraaf 2.6.1)

Overige inkomsten zijn er momenteel niet, maar door het organiseren van spelletjesdagen, wedstrijden, verhuur van trailer en rijhal, kantine en handel, wordt er nog +- € 12.000,00 extra gegenereerd.

3. 6 Opsplitsing kredietbehoefte

Totale lening €. 900.000,00

Bedrag (€)	Nodig voor:	Boekwaarde 31/12/2008 (€)
850.000	2 dienstwoningen + weide + kosten koper Dorpsweg 5/5a, Onnen.	
25.000	Opstallen en erfverharding	65.968
10.000	Harnachement, zadelkasten, stalinrichting, paarden/pony's, verlichting, machines, silo e.d.*	15.000
5.000	Goodwill	n.v.t.

Verder heb ik nog €. 5.000,00 nodig voor aanloopkosten en €.5.000,00 voor de huidige voorraad op de datum van overname.

De totale kredietbehoefte komt hiermee uit op €. 900.000,00.

Harnachement = tien zadels en hoofdstellen en overige toebehoren (borstels, schabrakken, beenbescherming)
Zadelkasten = veertig stuks
Stalinrichting = hekwerk stallen, hekwerk weide, drinkbakken, voerbakken, wasplaats toebehoren e.d.
Paarden en pony's = 3 paarden, 7 pony's
Verlichting = kantelbare lichtmasten buitenrijbaan (en alle overige verlichting)
Machines = heftruck, hoefslagkeerder, rondebalenpers, gasolietank, zitmaaier, trailer
Silo = silo voor de opslag van biks
Overige = alle overige inclusief; mestwagen, kruiwagens, bezems, vorken, koffiemachine, ijsmachine e.d.

3.7 openingbalans per 1/9/2010

Openingsbalans 1/9/2010

Debet		Credit	
<i>Duurzame activa</i>		<i>Eigen vermogen</i>	€ 120.000,00
Pand	€ 886.000,00		
Inventaris	€ 85.000,00	<i>Lang vreemd vermogen</i>	
Machines	€ <u>15.000,00</u>	Hypothecaire lening	€ 900.000,00
	€ 925.000,00	Onderhandse lening	€
<i>Vlottende activa</i>		<i>Kort vreemd vermogen</i>	
Vorraden	€ 5.000,00	Crediteuren	€
Debiteuren	€ 29.000,00	Bank	€
Totaal Vermogensbehoefte	€ 1.020.000,00	Totaal Vermogensvoorziening	€ 1.020.000,00

Annex 5 'List of references'

References on alfabetic order;

Andel van, C. 2009, 'Verpaarding, ja graag!' De Hoefslag, no. 6, pp. 12-15.

Atsma, J, 09 April 2005. 'paard motor van het nieuwe platteland', NRC.

Agricola, H.J, Dossier Verpaarding March 2010, Wageningen University.
<http://library.wur.nl/dps/diensten/dossiers/verpaarding.html>

Bakker, A. Real Estate. 2010

Boertjes Makelaars, <http://ww.boertjes.nl/paardenobjecten.html> / Mr. H. Boertjes, 2010.

Course Manual Bedrijfskunde, 2001, Erasmus Universiteit Rotterdam.

CPB, Bijlsma, Suyker. december 2008. 'De Kredietcrisis en Nederland', viewed 28 March 2010,
<http://www.rijksoverheid.nl/onderwerpen/kredietcrisis/documenten-en-publicaties/rapporten/2008/12/08/de-kredietcrisis-en-de-nederlandse-economie.html>

Di-Masi, P. 'Defining entrepreneurship', viewed 12 May 2010,
<http://www.gdrc.org/icm/micro/define-micro.html>

Flint, D, Woodruff, R & Fisher Gardial, S. October 2002, 'Exploring the phenomenon of customers desired value change in a Business-to-Business Context', Journal of Marketing. Vol. 66, pp. 102-117.

Flits Interventies, 2010. <http://www.flitsinterventies.nl/>

Franken, J, 2005. 'Ondernemen doe je'. Amstel Uitgevers. ISBN 9789047000419.

Heuving, D & Heuving, M, 2010. Information about riding school De Bongerd.

Jonge de, G, 2010. Pensionstal Harendermolen.

Kennis Centrum Toerisme, 2010. <http://www.kenniscentrumtoerisme.nl/page/124>

Keulen van, S & Keulen van, A, 2010. Information about Hippisch Centrum Zuidwijk.

LTO Noord. Januar 2007, 'Strong growth of horse sector', viewed 10 May 2010,
<http://www.liwwadders.nl/data/nieuws/items/EEylkuVppZTAQZtUIH.php>

Meer Advies, Januar 2010. 'The 6 characteristics of a passion-entrepreneur'. Viewed 24 March 2010.
<http://meeradvies.wordpress.com/2010/01/21/de-6-kenmerken-van-een-passie-ondernemer/>

Muller, E, October 2008. 'Wat is een HIT-actief stal', Hippolog,
<http://hippolog.wordpress.com/2008/10/21/wat-is-een-hit-actiefstal/>

NHK, HIP. 24 October 2008, Hippisch Onderzoek: Broodnodig of overbodig?, Academy Bartels, Hooge Mierde.

Nicodem, M.G. Coöperatie Centraal Boekhoudkantoor "Eendracht" u.a., 2010.

Rodriguez, J. January, 2010. 'Making a profit out of passion: Lifestyle Entrepreneurship'. Viewed 15 May 2010. <http://www.powerhomebiz.com/vol100/lifestyle/rodriguez.htm>

Scherzer, D. 'Animal-friendly livery stabling with the HIT- Active Stable'. Viewed 6 May 2010. <http://www.hit-horseconsult.de/finn/fintxtreport.html>

Stephenson, J. March, 2009. '25 common characteristics of successful entrepreneurs'. Viewed 12 March 2010. <http://www.entrepreneur.com/homebasedbiz/article200730.html>

Vis, L. December 2008. 'Niet kijken hoe anderen onze verworven kennis bedreigen, maar hoe ze die kunnen aanvullen', viewed 16 May 2010. <http://www.horses.nl/blogs/view/475>

Zanderink, R& van Andel, C. 2009, 'Paard en Landschap', Fontaine uitgevers, ISBN. 9789059562790.

Zuidema, B. 2010, Information about the Onneresch.

