

Hanze Hoogeschool Groningen
School of Communication, Media & IT
International Communication Bachelor Program

Graduation Assignment

Developing a New PR Strategy for the Balve Optimum International with Regard to the Dutch and Belgian Market

Non-Confidential

Student:
Feenja Koop

Supervisor:
Dr. Beata Kviatek

Student ID:
306398

2nd Assessor:
Teodora Voaides

Client Company:
Medienhaus Emsland/
Balve Optimum International

Company Supervisor:
Stefanie Knobloch, CEO

Word Count: 17.823
Advice: 4.496

ABSTRACT

Feenja Koop

Developing a new PR Strategy for the Balve Optimum International with regard to the Dutch and Belgian Market.

Under the supervision of Dr. Beata Kviatek

The following report is designed to deliver a strategy for the international equitation tournament Balve Optimum International with regard to the Dutch and Belgian markets. In order to promote the event successfully on an international basis, literature has been analysed to derive assessment criteria which were applied to real-life examples, these are two main competitors of the Balve Optimum International. The confrontation of the assessment criteria with the competitors yielded the advice for the Balve Optimum International.

ACKNOWLEDGEMENT

First of all I want to thank Doctor Beata Kviatek of the School for Communication Media & IT at the Hanze University of Applied Sciences for the professional supervision and elaborate feedback whenever I needed it. She granted this report to be my very own work, yet always guided me in the right direction.

I would also like to thank Teodora Voaides of the School for Communication Media & IT at the Hanze University of Applied Sciences to be the second assessor of this graduation assignment. I am thankful for her valuable opinion on this report.

Lastly, I would thank the Medienhaus Emsland, especially Stefanie Knobloch, and the Balve Optimum International for giving me the opportunity to work on this very interesting case. Stefanie Knobloch's expertise in the field of communication and her immense knowledge of the tournament always helped me whenever I struggled to find the right words.

Executive Summary

The graduation assignment provides the Medienhaus Emsland with a new PR strategy for their client, the Balve Optimum International. The PR strategy will be used to promote the event in the Netherlands and Belgium for the sake of attracting more international spectators. It will be focused on these two foreign markets on account of their geographical closeness to Germany and the certainty that an expansion to more markets at once is neither feasible nor realistically.

Extensive research on the areas of PR in sport events, marketing communications, spectatorship and cultural awareness in PR shows how a tournament should be promoted according to theories. The findings of the theoretical analysis will serve as a foundation for assessment criteria on an event's promotional successfulness. Two major competitors of the Balve Optimum International have been evaluated on the basis in how far they adapt the derived assessment criteria, followed by an evaluation of the client itself.

An analysis of the two foreign markets, will justify their suitability for launching the PR strategy with regard to the interest in equitation of the Dutch and Belgians. The analysis also claims that it has to be paid attention to the cultural differences between Germany, Belgium and The Netherlands in order to tailor the content of the PR messages to the two foreign cultures.

The evaluation of the client shows that it lacks efforts in promoting the event successfully abroad, since no promotional measures were undertaken yet, caused by low financial assets. Therefore, the general advice is to internationalize the whole tournament by partnering with another country, providing content in English, targeting international journals, utilizing social media and organizing tours for internationals to the event with additional activities, for example. All of the recommendations should be applied with cultural sensitivity, taking the differences of each culture into account.

By reason of low financial resources, Offset-Agreements will be utilized to finance the PR measures. Yet, not every recommendation can be financed by Offset-Agreements, meaning that some money has to be invested at some points.

Table of Content

ABSTRACT	2
ACKNOWLEDGEMENT.....	2
Executive Summary	3
1. Project Context	6
2. Organizational Context.....	8
3. Research Design.....	9
3.1 Research Objective	9
3.2 Research Framework	9
3.3 Research Perspective	10
3.4 Research Questions.....	10
4. Research Strategy and Methodology	12
5. Theoretical Analysis	13
5.1 Public Relations in Sport Events	13
5.2 Marketing Communications	16
5.3 Spectatorship.....	18
5.4 Cultural Awareness.....	20
5.5 Discussion.....	24
5.6 Conclusion	25
6. Assessment Criteria.....	26
6.1 Assessment Criteria Public Relations in Sport Events	26
6.2 Assessment Criteria Marketing Communications	27
6.3 Assessment Criteria Spectatorship.....	27
6.4 Assessment Criteria Cultural Awareness.....	28
7. Competitors.....	29
7.1 CHIO Aachen	29
7.2 Horses and Dreams Hagen.....	34

7.3 Comparison with the Balve Optimum	38
7.4 Conclusion	40
8. Market Analysis.....	41
8.1 Dutch Market Analysis	41
8.2 Belgian Market Analysis	42
8.3 Conclusion	43
9. Research Limitations	44
10. Advice	45
10.1 Public Relations in Sport Events	45
10.2 Marketing Communications	47
10.3 Spectatorship.....	48
10.4 Cultural awareness.....	49
11. Implementation.....	50
12. Press Release	57
References	59
Appendix	65

1. Project Context

The company Medienhaus Emsland is a service provider in the field of communication, marketing and event management. It is located in Lingen, Germany and provides companies, which do not have their own communication department with a variety of services or companies which have their own department with additional PR services.

¹The Balve Optimum International is a client of Medienhaus Emsland and the organization the graduation assignment has been written for. The organization hosts a horse-riding tournament for equestrians



Figure 1- Current situation of the Balve Optimum International (Appendix I)

in show jumping and dressage. At the Balve Optimum International, the German championship in show-jumping and dressage is being carried out as well as other competitions in which also international equestrians can participate. The services which are being provided by Medienhaus Emsland are the creation and distribution of press releases, the organization and conduction of press conferences, accreditation of journalists, regimentation of raffles, and the support of journalists on site during the event.

Yet, the tournament committee faces two major problems. One problem is the lack of international recognition and therefore the low number of international spectators. Secondly, the site has expanded during the last years because additional paddocks have been built, the number of horse stables increased as well as the trophy money causing more equestrians. However, the number of spectators remains steadily at around 20,000 during a time span of four days. Money has been spent on making the event more attractive to participants but not to spectators whose entry fees and money spent on the site are essential for financing the event.

Until 2020 the German championship is designated to be held at the Balve Optimum. However, if it wants to compete with the different tournaments to be the host for the years to come, changes will have to be made in order to increase the number of spectators on a national and international base and, thus, also gain international recognition.

¹ Medienhaus Emsland. (2014, January 30). *Rund um Balve Optimum 2014*. Unpublished internal document

The aim of this strategy is to draw up a PR strategy to increase the number of international spectators by 5% of the whole body of spectators in comparison to the previous year by attracting international visitors². It has been agreed with the client to concentrate on neighboring nations. Promising destinations to launch the PR strategy are The Netherlands and Belgium, since an interest in horse-riding is represented to a great extent (Appendix II). However, no budget is available, for the international promotion. Thus, offset-agreements, which will be elaborated on in the section of marketing communications, will be utilized to promote the event without financial assets.

³The most suitable phase to intervene is the stage of design. The problems, namely the lack of international recognition and the number of spectators and their cause, which are the lack of international promotion and the missing framework program for internationals, are clear. However it has to be researched which specific PR-related activities will motivate internationals to visit the tournament. In the end the product designed will be a PR strategy that the client can use in order to promote the tournament abroad and thus, increase the number of international spectators. Resultantly, this research is design-oriented because there will be a deliverable in the end

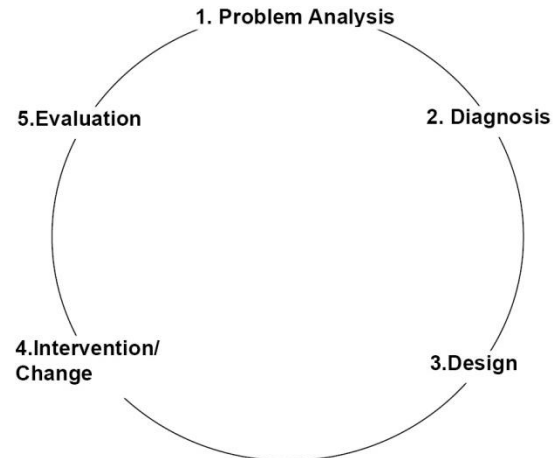


Figure 2- Intervention Cycle

² Number of Spectators 2015: around 20.000
(20.000*0,05 = 1000) Thus, the aim is to have 1.000 international spectators. So in total 21,000 spectators should be attracted at least.

³ Verschuren, P., & Doorewaard, H. (2010). *Designing a research project*. The Hague: Eleven International Publishing House.

2. Organizational Context

The tournament was founded in 1948 in the south-eastern part of North Rhine-Westphalia, which is in the West of Germany, making it one of the longest existing and most traditional tournaments in Germany. Due to its long existence, the slogan “Future needs Tradition” has been derived (Zukunft braucht Herkunft, n.d.). Until 2020, the Balve Optimum International is designated to be the host for the German championship in dressage and show-jumping. Apart from these, there are even more disciplines in which also internationals can participate.

However, the organization’s problem is that even though the German Championship is being carried out at the Balve Optimum International, which could be considered a crowd puller, the spectator numbers remain steadily at around 20,000. As it has been mentioned above, expanded the site throughout the years but the number of spectators has not. Remarkably, the tournament’s organization is a non-profit organization and works mainly with volunteers. However, there are some fixed employees. The money that is being raised through the event is basically used for financing and promoting the event, meaning that no private organization is profiting from it.

In an interview, the baroness Rosalie von Landsberg-Velen, head of the tournament, stated the goals of the Balve Optimum International (Netzwerken im Galopp, 2016). Her answer to the question what she considers to be important for the future of the Balve Optimum International can be translated as follows:

“Never stop moving. One has to constantly think about improvements, innovations and alterations in order to optimize the event from year to year. In the end it is always a question of money. Yet, so far, everything the site has to offer was accomplished without public funds.”

This statement of the baroness shows that the event’s goal is to move with the times and a constant strive for improvements. Therefore, this assignment will serve to create greater awareness abroad and thus to increase the number of international spectators (Appendix III).

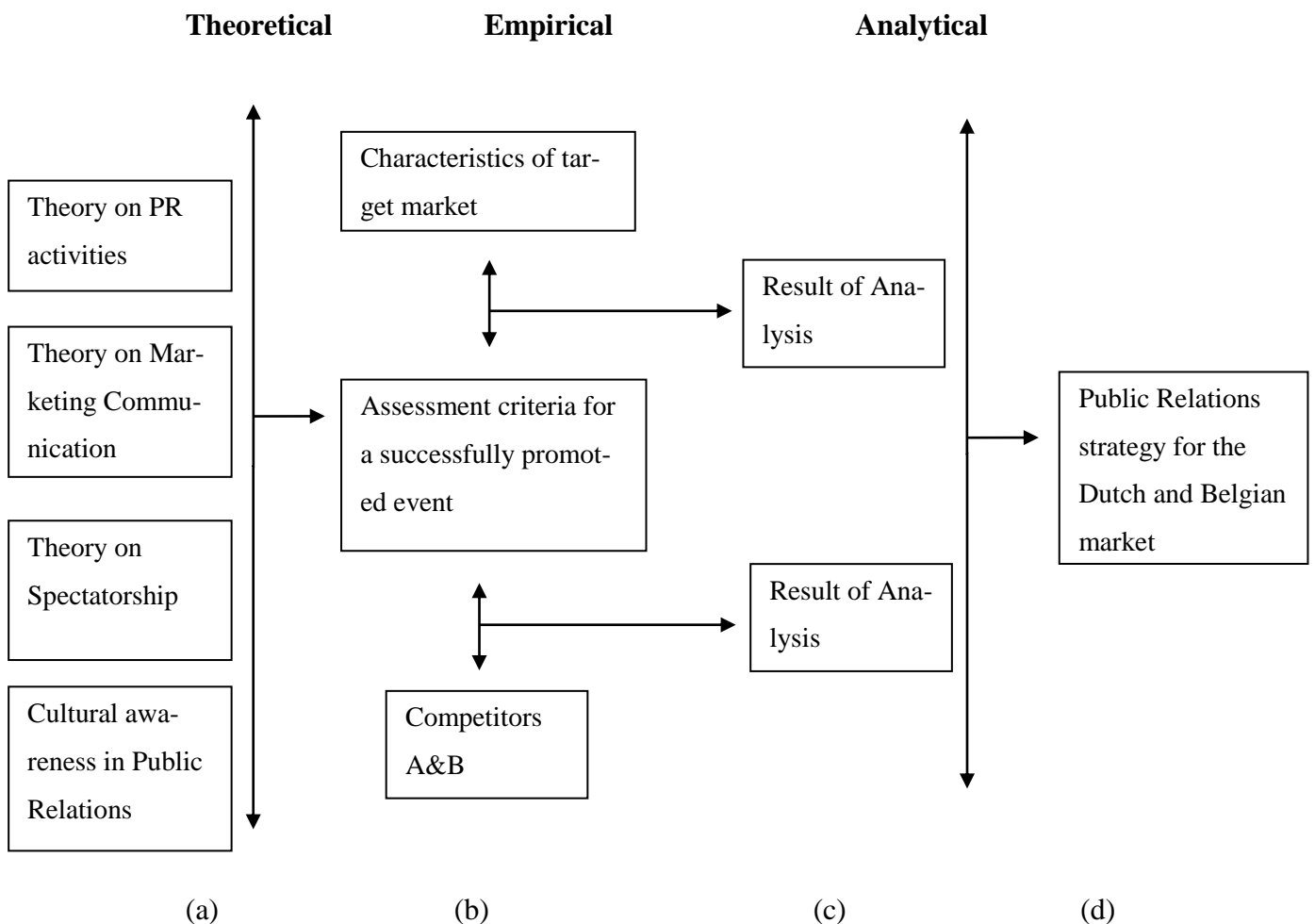
3. Research Design

3.1 Research Objective

(a) The research objective is to provide the tournament committee of the Balve Optimum International with an international Public Relations strategy to increase the number of international spectators by 5% of the whole body of spectators in comparison to the previous year (b) by deriving assessment criteria from theories on PR in sport events, marketing communications, spectatorship and cultural awareness in PR, and confronting them with the competitor's efforts and characteristics of the target market in order to create an international PR strategy.

3.2 Research Framework

The research framework illustrates how the tournament committee will be provided with a Public Relations strategy in order to increase the number of international spectators.



In the first stage (a), existing theories will be analyzed to derive assessment criteria that have to be met in order to promote the event successfully abroad. These criteria are exclusively based on a theoretical analysis.

The second stage (b) will take a closer look on real-life examples, in which the efforts of two German competitors ⁴are being analyzed. Afterwards, a deeper analysis of the foreign markets is the second object that will be researched to find out whether the assessment criteria are implementable in the foreign market.

The findings of stage (b) will then be confronted with the assessment criteria (part a), in stage (c). From this confrontation, assessment criteria for determining what makes an event's communication successful will be derived and then implemented in a Public Relations strategy (d) with the effect to increase the number of international spectators for the Balve Optimum International.

3.3 Research Perspective

The research perspective is a list of assessment criteria concerning the needs of a successful internationally promoted equestrian tournament which will result from studying relevant theories on PR in sport events, spectatorship, marketing communications and finally cultural awareness in PR. These theories are likely to yield criteria, which will serve as a basis for assessing what makes a tournament's promotion successful. In the end, an amendment for an international strategy will be drawn by confronting the criteria with the competitors' efforts and the needs of the target markets.

3.4 Research Questions

The following questions will be answered during the research project and will help to achieve the objective.

Central Theoretical Question

1. What criteria are relevant for assessing an international successfully promoted event? (Descriptive knowledge)

Sub Questions

- a. Which criteria can be derived from theories on PR in sport events?
- b. Which criteria can be derived from theories on marketing communications?
- c. Which criteria can be derived from theories on spectatorship?

⁴ Competitor A: CHIO Aachen
Competitor B: Horses and Dreams Hagen

d. Which criteria can be derived from cultural awareness in PR?

Central Empirical Question

2. What can be learned from comparing the target market and the competitors with the assessment criteria (Evaluative Knowledge)?

Sub Questions

- a. Which promotional efforts have been pursued by the competitors? (Evaluative knowledge)*
- b. What can be derived from the competitor's promotional efforts in contrast with the derived assessment criteria for an international successfully PR strategy?*
- c. What are the needs and wants of the target market in terms of cultural and economic value?*
- d. What can be derived from the target markets' needs and wants, in contrast with the assessment criteria?*

Central Analytical Question

3. What can be derived from the information gathered through the confrontation, for drawing up a PR strategy (Prescriptive Knowledge)?

Sub Questions

- a. What can be learned by analyzing the results of the confrontation with respect to the newly drawn PR strategy?*
- b. Which recommendations can be derived for the newly drawn strategy?*

4. Research Strategy and Methodology

In the following section it will be explained which strategy will be used to get answers to the research questions in order to achieve the objective.

The theoretical research's central question, concerning part (a) of the research framework, will yield descriptive and qualitative data on the research areas of PR activities, spectatorship and cultural awareness in PR. This means that part (a) of the framework is exclusively desk research.

By analyzing only scientifically acknowledged theories, a certain reliability and validity of the collected data can be ensured.

Part (b) of the framework is concerned with empirical research and its central question will yield evaluative knowledge and secondary data, which will be collected by an analysis of two chosen competitors by studying their promotional efforts. Secondly, the target markets will be further analyzed concerning their underlying values. This data will be mainly gathered by researching sources on the internet.

Part b of the framework might not be entirely valid because mainly online sources will be used for the competitor's analysis. Hence, some online sources might be biased and subjective. Therefore it is important to gather many different articles and sources to get many angles on one topic.

The analytical part (c) will yield prescriptive knowledge because the comparison of the assessment criteria with the competitor's situation and the market's needs and wants will result in a strategy on how the client can promote its event internationally to attract international spectators.

5. Theoretical Analysis

The following theoretical analysis will further elaborate how theory suggests to promote an event effectively abroad. From the analysis, assessment criteria will be derived, which will be compared to real life examples.

5.1 Public Relations in Sport Events

Well considered PR activities can help to promote an event efficiently. When these are implemented correctly by the Balve Optimum International, an increase in international spectators can be achieved.

When referring to Public Relations in general, it can be said that it is a two-way transactional process with the target group. Well practiced PR results in a positive corporate identity and image (De Pelsmacker et al., 2010). PR and marketing communications (MKC) are somewhat intertwined but one has to be aware of the differences. De Pelsmacker, Geuens & Van den Bergh (2010) argue that well-practiced PR is the foundation for successful marketing communications. However, there are significant differences. Public relations are used to develop and maintain relationships with its target group whereas marketing communications seek to convince the consumer to buy a product. Thus, the customers are the focus of marketing communications and the focus of public relations are the views of the stakeholders and publics. Lastly, marketing communications and public relations differ in the way of generating publicity. Whereas in Marketing Communications advertisements are bought and thus, generate more control over the media, belong earned media, such as press releases, to public relations. Yet, in PR there is less control over the media because it cannot be assured that a press release will actually be printed by a magazine (Comcowich, 2014). Comcowich (2014) further states that the emerging use of social media blurred the boundaries of PR and MKC because by utilizing social media channels, it is possible to distribute press releases as well as marketing campaign materials via social networks.

According to Stoldt, Dittmore & Bravold (2012), Public Relations in sport events can be defined as a function of communication that identifies an event's audience and establishes and maintains relationships with them. Stoldt et al. (2012) argue that Public Relations in sports are part of the marketing mix and seek to effectively communicate messages to its audience, distributed via mass media. The marketing mix consists of the price, promotion, place and product, also known as the "4Ps" (Kotler & Armstrong, 2012).

Generally speaking, it can be said that PR is the most cost-efficient and trustworthy way of promotion. Hopwood, Skinner & Kitchin (2010) argue that PR activities in sport events are a trustworthy tool for generating credibility. In comparison to advertisements PR messages are usually distributed by an external source. Thus, PR messages are generally more authentic and reliable since they are not bought like advertisements. Hopwood et al. (2010) state that positive messages, distributed by someone else are priceless, especially when this person or source is recognized and accepted by publics. Thus more PR measures should be used over advertising measures in promoting events due to its reliability. Still, almost every event is promoted by advertisements.

Higham (2011) gives some more attributes of PR that should be considered when distributing messages. First of all is it important to communicate distinct characteristics and positive aspects about the event because when these features are positively assessed, potential customers are more likely to buy the product. Secondly, it is vital to differentiate one's event from others. It has to be focused on what makes the event so unique in order to also position the event uniquely. Moreover, the community the event is placed in plays an important role. Consistency is the key word in this case. The event should reflect the community's culture and represent it appropriately because only then the event will gain the community's support which in turn leads to a favourable word-of-mouth. Repeating the messages is the last criteria stated by Higham (2011). Through repetitions the messages are more likely to stick to the customer's mind and eventually reach recognition.

⁵In their contribution, Irwin, Sutton & McCarthy (2008) provide a list of promotional tools which are likely to be used in sport. Irwin et al. (2008) further introduce the sport promotion mix consisting

Promotional Tools Commonly Used in Sport		
Sponsorship	Athlete appearances	Infomercials
Endorsements	Community projects	Contests
Sales presentations	DVDs and videos	Blogs
Web sites	Press conferences	Video games
Speeches	Media guides	Stadium tours
Demonstrations	Interactive exhibits	Museums
Ticket brochures	Exhibitions	Fantasy leagues and competitions
Advertisements	Hospitality areas	Podcasts
Autograph sessions	National-anthem singers	

of advertising, publicity personal contact, incentives, atmospherics, licensing and sponsorship.

Figure 3- Promotional Tools Commonly Used in Sport

Advertising

Advertising can be termed as “any paid form of non-personal presentation of ideas, goods or services by an identified sponsor” (Irwin et al., 2008, p.4). Advertisements are usually displayed physically on billboards, flyers, newspapers etc. or virtually through the internet or

⁵ Irwin, R. L., Sutton, W. A., & McCarthy, L. M. (2008). *Sport promotion and sales management* (4th ed.). Champaign, IL: Human Kinetics

broadcasts. It is highly important to select the correct messages because people tend to be only shortly exposed to adverts. Thus, they have to be catchy, short and precise in order to stick to the person's mind.

Publicity

Publicity refers to the concept of evoking demand for a product non-personally by providing interesting content of the event to a recognized medium. This could be for example, providing a newspaper or journal with a press release or a press conference itself. Unlike advertisements, publicity is free of costs and thus appears to be more trustworthy because the content is not bought.

Personal Contact

As the words already indicate, personal contact is person-to-person communication with the aim to establish a mutually beneficial relationship in order to reach promotional objectives. The ideal outcome would be to sell the product or engage into a deal.

Incentives

Incentives in the context of sport promotion can be defined as a stimulus to actually purchase a product. This can be sales promotion, discounted admissions, meet and greets and so forth. So generally, incentives are special offers which might eventually convince a potential spectator to participate in the event. However, these incentives should have a match between the desires of the customer and the offerings.

Atmospherics

Atmospherics can be termed as anything that contributes to the overall experience outside the core product. The core product is the sport itself. However, during the event, while the core product is happening, the event marketer has no control over the satisfaction of the customer e.g. how satisfied they are with the performance of the athletes. Thus, even though the customers might not be completely satisfied with the performance, the features outside the sport itself should contribute to an overall satisfaction with the event.

Licensing

Licensing is part of the branding strategy in which the licensor gives the licensee the right to use a logo, slogan or a recognizable item for promotional reasons. The licensee has the right to use these items and, for example, print them on T-shirts, sweaters, coffee mugs and so forth. People are likely to buy these products in order to show their identity with their favoured team or sports club.

Sponsorship

Sponsorship is the transaction of, usually, operating money in exchange for generating publicity through perimeter advertising, for example. The most desirable effects of sponsorship are an increase in sales, as well as a favourable image because of the support that bigger companies provide.

Nonetheless, another tool that should be added from the author's view is social media due to the fact that it generates a great coverage and does not involve any money. Eagleman (2013) states that non-profit sport organizations face tougher times in media exposure because they "(...) receive less mainstream media coverage" (p.488). Thus, social media appears to be a promising marketing communications tool in order to spread awareness and increase brand recognition. Theory that suggests how to implement social media as a part of marketing communications will help to formulate them into a PR strategy.

The social media channels being most frequently used are Pinterest, Facebook, Twitter, Instagram, Google+ and LinkedIn. Twitter is a channel for micro blogging, in which usually short so called "Tweets" are posted by individuals or companies which can be "retweeted" (shared) and commented on. Facebook is a social sharing site which has more than 1 Billion users worldwide and probably offers the best opportunity for businesses to interact with its customers (Tuten and Solomon, 2014). On Instagram individuals and businesses can only post pictures and videos. A lot of Instagram users use the hash tag function in order to describe their pictures. By using hash tags, it is possible to also find pictures from other people on one specific topic. Lastly, LinkedIn is a rather professional, business-oriented website, which is mainly used for networking and recruiting. These channels are of interest for the Balve Optimum International because it offers a cost-free opportunity to build and maintain relationships. Especially LinkedIn could be considered a useful platform for Business-to-Business communication because it offers the opportunity to establish new contacts to potential business partners.

5.2 Marketing Communications

Marketing communications has the aim of creating a competitive advantage through the concept of product differentiation (De Pelsmacker, Geuens, Van den Bergh, 2010). Through product differentiation it is possible to position the product uniquely on the market. Moreover, it is possi-

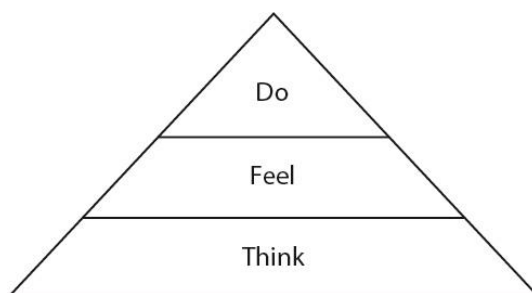


Figure 4- Think, Feel, Do Process

ble, through Marketing Communications, if done correctly, to change the attitudes of potential customers, or spectators in the case of the Balve Optimum, in favour of the tournament.

De Pelsmacker et al. (2010) refer to the hierarchy of effects model, which was firstly introduced by Lavidge and Steiner in 1961. Even though the model seems to be quite old, it is still highly recognized by marketers. The model explains which process potential customers are passing through before they make a purchase decision. As it is depicted on the right, the potential customer goes through three stages in order to make the purchase decision. These three stages are cognitive (think), affective (feel) and behavioural (do) processes. In the first stage the customer gets aware of the brand or product and might decide to gather additional knowledge about it. When the customer has enough information he gets to the second stage, in which attitudes are formed towards the brand/product. If the brand is evaluated positively, the potential customer gets to the third stage of taking action, such as purchasing. From this model it can be derived that the potential customers have to be provided with precise (think) and particularly favourable (feel) information in order to turn the potential spectator into an actual spectator, who will undertake the purchasing decision (do).

De Pelsmacker et al. (2010) further mention the concept of sponsorship as an effective marketing communications tool. Sponsorship belongs to Public Relations as well as Marketing Communications and will be elaborated on further in this section. Generally, sponsorship in sport has a mutual benefit for the sponsor as well as the sponsee. The sponsor benefits from the corporation because it sheds a positive light on the company due to the fact that it supports good causes and leisure activities. The sponsee, on the other hand, profits from the deal because the sponsor creates awareness for the sponsee which makes it seem to be trustworthy due to the fact that the sponsor invests into the sponsee's cause.

Irwin, Lachowetz, Cornwell and Clark (2003) argue that there is a direct connection between the tool of Cause-Related Marketing (CRM) and sponsorship. Due to the integration of sponsorship as a marketing communication tool and the rising expectations customers have in companies to engage in CSR (Corporate Social Responsibilities) measurements, cause-related marketing in sport has gained significant importance.

It can be said that CSR and CRM measures are somehow intertwined but they also have to be separated at some point. Both, CSR and CRM concern the support of good causes by businesses. Whereas CSR measures engage in actions that benefit the society, CRM can be defined as a partnership between a profit and a non-profit organization. This collaboration usually profits both parties, making it more cost-effective than CSR. Cause-Related-Marketing is generally helpful in targeting specific lifestyle and demographic segments (Sheikh and Beise-Zee, 2011).

As mentioned before, sponsorship is a communication tool for creating and manifesting brand awareness, brand image and corporate image in order to generate brand equity. The advantage of sponsorship is that through exposure to the brand familiarity with and awareness of the brand can be generated (Irwin et al. 2003).

By combining sponsorship and Cause-Related-Marketing it is possible to generate awareness, brand equity and to respond to the consumer's demands of CSR measurements. Cause-Related Marketing incorporates social dimensions and thus creates favourable publicity and a unique image. Generally speaking, CRM reaches a more sophisticated target group. Irwin et al. (2003) found out that there are significant differences between men and women in their perception of cause-related marketing. Women generally pay more attention to CSR measurements and evaluate it to be more important than men. This, again, matches the target group because more women are generally engaging in equitation than men. This combination has a positive impact on spectators because CRM measures favourably affect purchase intentions in favour of the sponsoring company as well as the sponsored company. Irwin et al. (2003) close their contribution by stating that 65% of their survey participants responded that they would choose one company that engages in CRM measurements over a company that doesn't.

Due to the low financial resources, the concept of Offset-Agreements will be utilized. The following will elaborate on this concept. According to Martin (1996), there is no internationally acknowledged term for this phenomenon. Offset-Agreements are also known as cross trades, barter transactions or compensation transactions. Due to the fact that there is no budget for marketing activities, it has to be worked with Offset-Agreements. The essential of Offset-Agreements is that goods or services are being traded without money changing hands or as Martin (1996) defines it "(...) the simultaneous exchange of one product for another" (p.15). This way of promotion is especially important for small-sized businesses in order to keep the out of pocket costs as low as possible.

5.3 Spectatorship

In their contribution, Xing, Chalip & Green (2014) describe motives for spectators to attend a sport event. They state that the main achievement for spectators when visiting an event is to share and strengthen their own identity in the sport subculture and to represent their commitment for the sport. Thus, it is obvious that only people interested in equitation will be targeted because of their interest in the sport. However, the mere interest is not enough to get spectators to the site, especially when they have to travel for at least two hours from Belgium or The Netherlands to attend the event. Xing et al. (2014) argue that people will most likely attend the tournament when the event itself is embodied in a bundle of other tourism activities. These activities are of special interest when they generate a feeling of festivity because they provoke positive emotions and well-being.

James and Ross (2004) further describe the Motivation Scale for Sport Consumption, short MSSC. The scale consists of the six components achievement, drama, escape, family, skill and social. According to James and Ross (2004), are spectators more likely to attend the event when the items mentioned above are incorporated in the event.

⁶In line with James and Ross' (2004) contribution goes Hall, O'Mahony & Vieceli's (2009) theory of spectator motivation. Hall et al. (2009)

developed a model which represents the motivation of spectators, which is depicted on the right. The three upper variables are especially important before the event. A person is likely to become a spectator if the event has the image of evoking emotions, if one is a true fan or is brought to the event by family and friends. The lower variables are important during the event. The

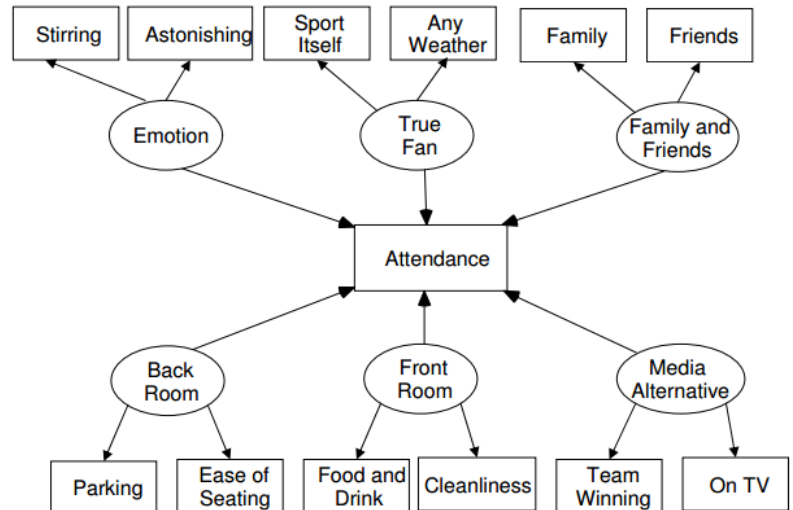


Figure 5- A model of predictors of attendance at major sporting events

Back Room and Front Room variables contribute to the overall experience.

The better the experience, the more likely are people to come back to the event and spread awareness about it. The last variable shows that if there are media alternatives such as live broadcasting on TV people might be less likely to attend the event.

Kim and Trail (2010) argue that there are constraints and motivators that either keep a person from visiting an event or motivate him to go. The constraints Kim and Trail (2010) mention are grouped in intrapersonal, interpersonal and structural ones.

Intrapersonal constraints: Intrapersonal constraints are those which an individual faces within itself. Thus these constraints can be defined as cognitive. Some examples of intrapersonal constraints are: stress, religiosity, perceived self-skill or a subjective evaluation of appropriateness and availability (Kim & Trail, 2010).

Interpersonal constraints: Interpersonal constraints usually involve two or more individuals. One example of an interpersonal constraint would be the lack of an appropriate partner to attend the event with.

⁶ A model of predictors of attendance at major sporting events (Hall et al., 2009)

Structural constraints: Structural constraints can be defined as environmental factors that might prevent an individual from attending an event. Some of these factors are: financial resources, weather, alternative leisure activities, stadium location, seat location or work time schedule.

Kim and Trail (2010) further also mention motivators which make an individual attend an event. However, the motivators are not as explicitly elaborated on as the constraints. They mention that the motivators can be grouped into internal motivators and external motivators. Internal motivators are, again, factors that cognitively affect the individual. These factors are needs, values, beliefs and goals. As external motivators can those factors be considered that externally stimulate the individual to attend the event. These factors are promotional activities or the media.

5.4 Cultural Awareness

An analysis of cultural differences between Germany, The Netherlands and Belgium gives an insight what is important to one culture than another. First, an overview of Hofstede's Dimensions outlines what the characteristics of the different countries are. How high the countries scored in Hofstede's (n.d) dimensions is neither positive nor negative and can be seen in the graph below⁷.

Power Distance:

In countries with a low power distance, power is more equally distributed, whereas in countries with a high power distance a strict hierarchy takes place. In the graph it can be seen that Germany and The Netherlands score quite low on power distance whereas Belgium scores higher, meaning that Belgium has stronger and centralized hierarchical structures.

Individualism:

Countries, in which people tend to be individualistic, have a social framework in which people rather take care of themselves and close relatives whereas people from collectivistic cultures take care of their relatives and more people from a certain group. In Individualistic cultures people tend to think as 'I' whereas people from collectivistic cultures tend to think as 'we'. In the graph it can be seen that each country scores relatively high on Individualism. However, the Dutch seem to think the strongest as 'I' instead of 'we'.

⁷ What about Belgium? (n.d.). Retrieved March 30, 2016, from <http://geert-hofstede.com/belgium.html>

What about Germany? (n.d.). Retrieved March 30, 2016, from <http://geert-hofstede.com/germany.html>

What about the Netherlands? (n.d.). Retrieved March 30, 2016, from <http://geert-hofstede.com/netherlands.html>

Masculinity:

Whether a country tends to be masculine or feminine is dependent on the extent to which people in a country tend to be driven by competition, achievement and the strong will to be the best in what one is doing. People from feminine cultures tend to keep their work-life balance, are caring for others and don't like to stand out of the crowd. As it can be seen, people from the Netherlands tend to be more feminine culture wise than Germany and Belgium. Germany in this case, scores the highest on masculinity and Belgium is somewhere in between masculine and feminine cultures.

Uncertainty Avoidance:

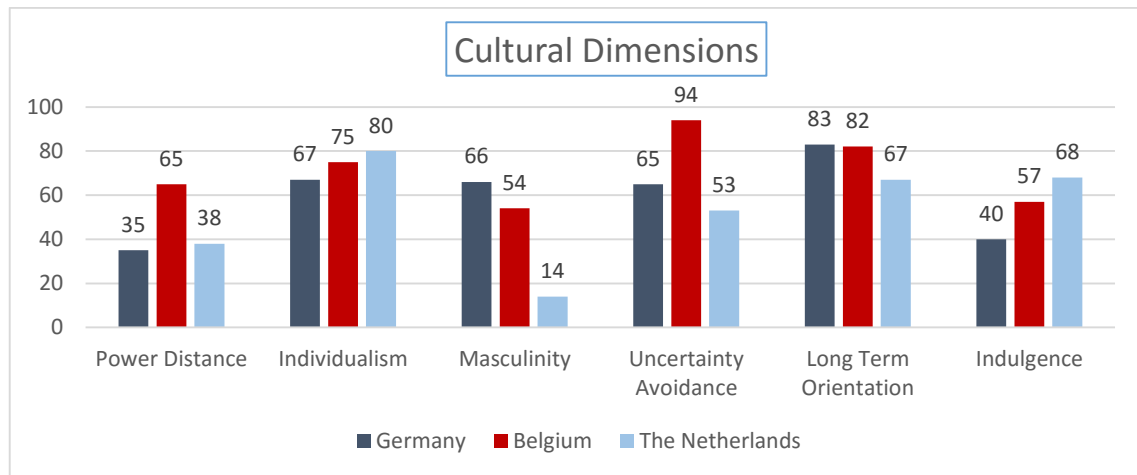
People from highly uncertainty avoidant cultures tend to feel anxious by unknown or ambiguous situations. They tend to stick to the things they know, buy the products they know etc. People from uncertainty tolerant cultures tend to be more open to unknown situations and are willing to take a risk in engaging to them. All three of the countries score over 50 which means that they tend to be more uncertainty avoidant. However, Belgium tends to be more strongly avoidant than the Netherlands which is close at the border between uncertainty avoidant and uncertainty tolerant.

Long-Term Orientation:

Hofstede (n.d) describes long-term orientation as “(...) how every society has to maintain some links with its own past while dealing with the challenges of the present and future”. Countries which score high on long-term orientation tend to adjust to a changing environment in order to prepare for the future, whereas cultures scoring low on long-term orientation tend to embrace tradition and national pride. Again, all three countries score relatively high on long-term orientation, whereas the Netherlands score the lowest. Yet, it is between long-term orientation and short-term orientation.

Indulgence:

Indulgence can be described as the weak control of constraints. The opposite of indulgence is restrains. Cultures, which tend to be indulgent, focus on their leisure time, tend to be more optimistic and give in on their impulses and desires (The Hofstede Centre, n.d.). It can be seen that the Netherlands tend to be indulgent, Germany tends to be restrained, and Belgium is somewhere in between.



From the seven dimensions he describes, three are of importance for this assignment. These dimensions are uncertainty avoidance/tolerance and masculinity/femininity.

Uncertainty avoidance is applicable to this case because Belgium scores high on uncertainty avoidance and the Netherlands much lower. Thus, there has to be made a distinction concerning the information provided. For Belgians it is necessary to provide more information or even stories from previous visitors to give them an insight what it is like at the site. Moreover, specific information on how to get there, accommodation etc. should be provided in order to clear out their restraints.

Masculinity is applicable for Belgium because it scores high in this dimension. Meaning that it might be more important to promote the competitions over the overall experience of the tournament. In the Netherlands, the opposite is the case. It tends to be more feminine, for which the whole experience, with its leisure time activities should be promoted over the competitions. The difference between masculinity and femininity can also be applied when creating texts in each country because people from a rather feminine culture, like the Dutch could pay more attention to rather informal content and a more vivid style of writing, whereas Belgians tend to pay more attention to a direct style of writing.

Indulgence is applicable because the Dutch tend to be rather indulgent, which means that they focus more on leisure time activities and give in on desires. Thus, an emotional appeal should be used when distributing information in order to raise their desire to attend the event.

Kwintessential (n.d.) gives an elaborate description of what a PR practitioner has to pay attention to in general. The features mentioned are the following:

Language:

It is important to check and double check the language in PR materials. Due to language differences in different cultures, poor translation can lead to a great misunderstanding and can even offend people from different cultures. Thus, it is important for this assignment to either have a native speaker translating or keep everything in English.

The Spoken Word:

The spoken word concerns press-related activities such as press conferences or interviews. Press conferences in sport events are usually held one to two weeks before the event in order to inform the media representatives on the latest news.

The Written Word:

Considering the written word in different cultures, it is difficult to estimate what people in different cultures find newsworthy, for example. Moreover, the culture also defines which writing style is most preferred. Is it either vividly or rather objective? The written word is applicable to press releases, copywriting and news articles.

Communication Channels:

The traditional channels of communication are the press, radio, TV, the internet or public spaces. Yet, not every country uses the same channels to the same extent. In some countries content is banned on TV, or only a small amount of the population has access to the internet. Yet, this is rather applicable for developing countries but it is not the case for the Netherlands and Belgium. Thus, a careful consideration of the most used channels is vital.

PR Materials:

The effect of PR materials can differ greatly among cultures. Pictures, the use of colors logos or slogans, for example, can be considered PR materials. However, different colors can have different meanings in different cultures. What might be considered a beautiful color to use in one culture, can offend another culture. The same thing counts for the use of pictures. People from one culture might have difficulties decoding a picture even though it seems to be logical for the other culture.

5.5 Discussion

The following section will discuss which of the above mentioned aspects from the theories should be more emphasized and which should not be regarded further.

Public Relations in Sport Events

Kotler & Armstrong (2012) mention the “4Ps” of marketing which are price, promotion, place and product. In the case of the Balve Optimum International promotion is the most important aspect to look at because it communicates the benefits of a product or services and eventually convinces the customer to buy it, which are tickets to the event, in this case

It can be argued whether advertisements are a suitable tool for the Balve Optimum International due to low financial assets. Even though advertisements are considered to be paid media exposure, they should also be utilized by the Balve Optimum International when there is budget available. It could be tried to also reach an Offset-Agreement with some Dutch and Belgian media to advertise in their magazines.

In their contribution Irwin et al. (2008) provide a list of promotional tools. The tools which are of interest for the Balve Optimum International are: sponsorship, websites, autograph sessions, athlete appearances, community projects, press conferences, contests and stadium tours. Those tools do not require financial resources or they can be managed through sponsorship

It has been argued that also social media should be added as a promotional tool since it generates a high coverage and is affordable for the client. It has been stated by Tuten & Salomon (2014) that Facebook, Twitter, Instagram, Pinterest and Google+ are the most frequently used channels. Yet, Pinterest and Google+ are not applicable to the Balve Optimum International, since these platforms rather concentrate on social interaction between individuals, but not between businesses and their customers (Tuten and Salomon, 2014).

The Balve Optimum International is already active on Facebook and Youtube. However, the activity on Facebook is rather low because the event's Facebook page has 5.309 subscribers (Balve Optimum, n.d.) and provides its fan base with posts rather seldom (Appendix IV).

Marketing Communications

Irwin et al. (2003) state that CRM generally reaches more sophisticated people which also matches the target group of the Balve Optimum International. Equestrianism generally involves higher financial assets than other sports due to the fact that it has to be paid for adequate clothing, riding lessons, accommodation and food for the horse and equipment that is needed for horse-riding.

Offset-Agreements should be utilized in order to promote the event with low financial assets. A possible Offset-Agreement for the Balve Optimum International is to send out press releases to publishers. The publishers report on the event and receive tickets in return which they could use for themselves or offer for a raffle. Yet, Offset-Agreements require a great network, which might be more difficult when entering an unknown market.

Cultural Awareness

Kwintessential (n.d.) state which aspects a PR-practitioner has to pay attention to when communicating abroad. One of these aspects is the spoken word which includes press conferences and interviews. It can be argued whether a press conferences and interviews should be held already because now the tournament is in a stage of getting a foot on the ground on two foreign markets. Thus, media representatives might not have an interest in participating in a press conference yet. On the other hand it can be argued that especially now would be an adequate time to hold a press conference in order to kick off the collaboration with different media. Eventually, press conferences for international media should be held because a personal invitation can be positively evaluated by journalists. At a later stage, when the tournament has already gained awareness, it might be necessary to instruct people on giving interviews or press conferences in a foreign country.

5.6 Conclusion

Due to the elaboration on the scientific articles and theories, it can be seen that all of the research areas are somehow interrelated, due to the fact that they all have the ability to increase the number of spectators when the following assessment criteria are implemented correctly.

The areas of marketing communications and public relations in sport events are interrelated because both of them refer to the tool of sponsorship in promoting and communicating the event to generate publicity and awareness of the event with the effect to increase the number of spectators.

The area of cultural awareness is related to all of the other areas. It suggests which cultural dimensions and differences will have to be taken into account in Public Relations, Marketing Communications and

Spectator ship when communicating the event in Belgium and The Netherlands. Still, a more elaborate analysis of the foreign markets will follow at a later stage.

In the next stage, the central theoretical research question which is “*What criteria are relevant for assessing an international successfully promoted event?*” will be answered. A list of assessment criteria is being provided, which were derived from the previous theoretical analysis.

Afterwards, the assessment criteria will be applied to two other big tournaments in Germany and will then be compared to the Balve Optimum International. By doing so, it is possible to see which criteria the tournament is already applying, which can be improved and which of the criteria should be added followed by an advice section that provides explicit recommendations.

6. Assessment Criteria

In the following section, it will be outlined which assessment criteria can be derived from the theoretical analysis concerning the four research areas of Public Relations in Sport events, Marketing Communications, Spectatorship and Cultural Awareness.

6.1 Assessment Criteria Public Relations in Sport Events

1. **Communicate the benefits.** It is important to communicate the benefits of the event and its unique characteristics in order to position the product uniquely.
2. **News distribution via external sources.** By distributing news via external sources is more valued by audiences because it is more trustworthy than news which are solely generated for self-promotion.
3. **Recognized spokesperson or medium.** The news should be distributed via a spokesperson or source that is recognized by publics with the effect to appear more trustworthy and reliable.
4. **The communicated values reflect the society.** The messages distributed should reflect the community's values and beliefs in order to get the community's support.
5. **The messages are being repeated.** By repeating the messages, they will be more likely to stick to the mind of the potential customer.
6. **Utilizing promotional tools.** By utilizing promotional tools such as websites, community projects, autograph sessions, athlete appearances, press conferences, contests, stadium tours and social media it is possible to generate a greater range of the event and to increase the interest of potential spectators.

7. **Promote several add-on activities.** Promote the services that are being offered outside the core product sport. These could include exhibitions, panels, parties and so forth.
8. **Utilize incentives.** By utilizing incentives such as sales promotions or other special offers, potential customers might be more likely to attend the event.
9. **Leverage sponsorship.**

6.2 Assessment Criteria Marketing Communications

1. **Create competitive advantage.** A competitive advantage can be achieved through differentiation from the competitors.
2. **Unique positioning.** Position the product or service uniquely by pointing out its uniqueness, benefits and distinctiveness.
3. **Think-Feel-Do process.** In this process, it is important to provide clear and favorable information, in order to form positive attitudes.
4. **Incorporate CSR.** Include Corporate Social Responsibilities measures or Cause-Related-Marketing when communicating the event.
5. **Apply Offset-Agreements.** By utilizing Offset-Agreements it is possible to promote the event even without financial resources.

5.1 **Keep networking.** By keeping continuously networking many contacts abroad can be established and maintained which come in handy concerning the offset-agreements.

6.3 Assessment Criteria Spectatorship

1. **Possibilities to share and strengthen identities:** Give potential spectators the possibility to share and strengthen their beliefs in the subculture of equestrianism.
2. **Tourism activities evoking festivity.** Integrate tourism activities which evoke some sense of festivity in order to raise positive emotions.
3. **Incorporate achievement, drama, escape, family and social dimensions.**
4. **Evoke emotions.**
5. **Provide add-on activities.** Generate a general positive environment with many add-on activities apart from the sport.
6. **Offer tours.** By offering tours for people with the same interests, they will be less likely to have interpersonal constraints.
7. **Prevent structural constraints.** Even though some constraints, such as the weather cannot be changed, some constraints, such as the price can be through sales promotions or price reductions for groups, for example.

8. **Add activities that go in line with the spectator's values and beliefs**, in order to motivate them to attend the event.
9. **Promotional activities**. Due to a great amount of promotional activities and
 - a. **a high media coverage** people can be motivated to participate in events.

6.4 Assessment Criteria Cultural Awareness

1. **Provide information in English**. By providing information in English it is easier to communication with the international target group
2. **Separate the cultures when promoting the event**. The Dutch and Belgian cultures should be clearly separated when communicating the event on the foreign markets.
3. **Uncertainty avoidance vs. uncertainty tolerance**. Due to great differences in the dimension of uncertainty avoidance/tolerance, Belgians have to be provided with more precise information.
 - a. A greater amount of information is needed by Belgians.
 - b. Include information on directions, the event site and possible accommodation facilities.
 - c. Include testimonials from former spectators.
4. **Masculinity vs. femininity**. Significant differences can be found in masculine cultures and feminine cultures. Therefore, the focus of the promotion differs.
 - a. The Dutch tend to be a more feminine culture and thus pay more attention to the overall experience and the environment.
 - b. Belgians tend to be more masculine and pay more attention to the competition and the different disciplines.
5. **Show intercultural sensitivity**. By carefully considering how to express messages in terms of the written and spoken word, misunderstandings can be prevented.

7. Competitors

In order to find out in how far the assessment criteria are implemented in real life examples, two major German competitors of the Balve Optimum International will be analyzed to see which features they are adapting. The information will mainly be collected from online sources, such as the event's website and articles about the event.

7.1 CHIO Aachen

The following section will first provide some facts and figures about the Chio Aachen followed by an analysis. This analysis will show which of the aforementioned assessment criteria are adapted by the CHIO Aachen.

The CHIO (Concours Hippique International Officiel) Aachen is an officially acknowledged international tournament in horse riding. At the CHIO Aachen, competitions in jumping, dressage, vaulting, eventing and driving are carried out (Program/Sport, n.d.).

The first tournament took place in 1924, making it a quite established tournament. From 1924-1927 it was a national tournament. Yet, within three years it gained so much recognition that it became an international tournament in 1927. By 1938, so 14 years after its foundation, the event had already attracted 120.000 spectators, nationals as well as internationals. Nowadays, the event lasts for ten days, which are packed with several competitions from every discipline. By now the event is so successful and recognized that it attracts around 350,000 spectators during ten days (CHIO & Co, n.d.). A season ticket for the duration of ten days costs around € 70 at the CHIO Aachen.

Now, looking at the way the CHIO Aachen is representing itself online, it can be already said that the tournament embraces the international aspect to a great extent. Each year, the CHIO Aachen has a partnering country. Among several other countries, were The Netherlands in 2002, and Flanders in 2009 the partnering countries of the CHIO Aachen. This shows that the Netherlands and Belgium are likely to engage in a partnership with German equitation tournaments.

According to Schaffrath (2009) has the CHIO Aachen the ability to attract so many spectators because it expanded the disciplines by adding vaulting and eventing as well as several add-on activities such as concerts and expanding the show program. These add-on activities encompass around 200 national and international exhibitors, which are trying to sell their products, such as equipment for horse-riding, paintings, jewelry and so forth. As well as several parties and a show program in which tricks with horses are acted out.

So much for the event itself. Now, it will be further analyzed how the event is communicated online. The website of the CHIO Aachen has the option to switch between German and English. When browsing through the website, it was evident that almost every sub-page of the website was translated as well as press releases and news articles. On the website there are also links to social media. The CHIO Aachen is operating on Facebook, Instagram, Twitter and YouTube. The majority of posts on the social media channels incorporate an English translation. As it can be seen on the picture to the right, has the CHIO Aachen the most followers/subscribers on Facebook with 104 thousand, followed by Instagram (11,2k), Twitter (2,1k) and lastly YouTube (2k). In order to make the ticket sale easily accessible to internationals is it possible to buy tickets on www.viagogo.com or www.globaltickets.com, which are international ticket sales.



Figure 6- Social Media Presence
CHIO Aachen

The event itself is also represented on tourism websites of Aachen and its surroundings. These tourism websites can also be accessed in English, minimizing the language boundaries for international potential spectators.

It is being stated that the CHIO Aachen has a television exposure of around 30 hours in Germany and is being broadcasted in more than 140 countries (Zahlen, Daten, Fakten, n.d.). However, there are no facts and figures on the duration of the international broadcasting. Yet, the television network TVG2, which is an American broadcasting network dedicated to equestrianism, mentions the CHIO Aachen and also reports about it.

The following table shows which of the aforementioned assessment criteria are actually adapted by the CHIO Aachen from the information that was collected by online sources. The “X” stands for an application by the tournament, the “-” for the absence of the item and N.A. for “not applicable”.

Assessment Criteria Public Relations	CHIO Aachen
Communicate the benefits	X
News distribution via external sources	X
Recognized spokesperson or medium	X
The communicated values reflect the society	-
The messages are being repeated	X
Utilizing promotional tools	X
Promote several add-on activities	X
Utilize incentives	X
Leverage Sponsorship	X

By browsing online articles on the CHIO Aachen and web pages, it can be seen that it engages in all the above mentioned criteria concerning public relations in sport. First of all it is being positioned uniquely and its benefits are communicated in that far that several sources call the CHIO Aachen the “Wimbledon of equitation” (Öcher, 2016; CHIO Aachen - Weltfest des Pferdesports, n.d.; Zahlen, Daten, Fakten, n.d.). Moreover, the spectator-number of 350 thousand speaks for itself.

The news that are published concerning the CHIO Aachen are highly remarkable. Many recognized professional journals as well as daily newspapers report positively about the CHIO Aachen on a regular basis. Thus, news are distributed via external sources because the CHIO Aachen appears to be profoundly newsworthy. It is also evident that the messages are being repeated, due to the fact that several journals and newspapers report about the same or similar stories and it is important to note at this point, that these news were not solely press releases which were distributed to news agencies. The published news also provide information on framework program which includes concerts, exhibitors, show evenings, parties and so forth. Thus, several add-on activities are also incorporated in the event.

The CHIO Aachen also has highly recognized people like the German Chancellor Angela Merkel or her majesty Queen Silvia of Sweden saying positive things about the event (Angela Merkel zeigt hier ihr Herz für Pferde, 2015; Königin Silvia wird im Juli den CHIO eröffnen, 2016).

Concerning the general promotion of the event it can be said that many promotional tools and channels are used to promote the event. The CHIO Aachen is active on several social media channels, it incorporates celebrity endorsement, press conferences and community projects, for example.

Concerning the incentives it can be said that the CHIO Aachen partly applies them. It is possible to get discounts for groups or price reductions if one buys a season ticket. Moreover is it possible to participate in raffles to win tickets to the event.

Lastly, whether or not the values of the society are represented by the CHIO Aachen cannot be identified by studying articles and websites. Yet, it can be argued that the tournament is internationally acknowledged to a great extent and thus makes the citizens proud to be part of it. Secondly, if the community would not support the event, it would not have been existing for already 92 years.

Assessment Criteria Marketing Communications	CHIO Aachen
Create competitive advantage	X
Unique positioning	X
Think-Feel-Do process	-
Incorporate CSR	X
Apply Offset-Agreements	N.A.

As it has been already stated in the section before, the CHIO Aachen has created a competitive advantage and a unique positioning by communicating the event's benefits, such as its extremely remarkable number of visitors, the appearance of her majesty Queen Silvia of Sweden and of other politicians and celebrities etc.

Corporate Social Responsibilities are incorporated in the event because it donates some of the earned money to a charity organization that supports therapeutic horseback-riding (Soerser Sonntag, n.d.).

A statement about the topics of using the think-feel-do process and whether the CHIO Aachen utilizes offset-agreements to finance the corporation with its partners cannot be made. Still, it can be said that the management of the CHIO Aachen has around € 16 million on hand to organize the tournament (Die FEI Europameisterschaften Aachen, 2015)⁸.

Assessment Criteria Spectatorship	CHIO Aachen
Possibilities to share and strengthen identity	-
Tourism activities evoking festivity	-
Incorporate achievement, drama, escape, family and social dimensions	X
Evoke emotions	X
Provide add-on activities	X
Offer tours	X
Prevent structural constraints	X
Add activities that go in line with the spectator's values and beliefs	X
Promotional activities	-
High media coverage	X

Looking at the assessment criteria that were derived of the field of spectatorship, it can be seen that the CHIO Aachen adapts to the majority of them.

⁸ Cf. Balve Optimum €1.2 Million
Netzwerken im Galopp. (2016, April 13). Retrieved May 10, 2016, from
<http://www.suedwestfalen.com/die-region/echte-geschichten-aus-suedwestfalen/netzwerken-im-galopp>

It could not have been found information on whether there are possibilities for spectators to share and strengthen their identities by participating in panels, for example. However, by going to the event and meeting a lot of people with the same interests it is, surely, possible to share opinions and engage in conversations.

Also, it cannot be made a clear statement whether tourism activities which evoke some sort of festivity are provided. As it has been stated before are there several add-on activities evoking festivity. Yet, they are incorporated within the event itself and not a set of separated tourism activities.

The following 6 criteria are, again, applied by the CHIO Aachen. Dimensions of achievement, drama, escape, family and sociality are evoked by the CHIO Aachen. Achievement is reflected by the several competitions in the five different disciplines. Dimensions of drama and escape are evoked by the show program which usually includes concerts and shows. The family is included to a certain extent because there is a children's village in which the children are taken care of, so that the parents are also able to check out the event without the kids. Moreover, is it possible to attend activities which are for families (Unser Springreiter-Team für Mannheim, 2015). Lastly, there are parties for example, for socializing picking up the criteria of providing add-on activities in which the spectators can participate. By incorporating these dimensions and providing several add-on activities which evoke positive emotions, the individuals tend to be in an overall good mood. These add-on activities should match the spectators' interests. Thus, due to the fact that it is an equitation tournament, it will be most likely that the add-on activities are somehow related to horses.

Tours to the CHIO are also offered by a Swiss travel agency that offered a three-day-trip to the event including the transfer, hotel and tickets to the event. The price of the tour is at least 532 €, excluding any extra charges for a single room, for example (CHIO Aachen - Weltfest des Pferdesports, n.d.).

It is moreover, being tried, intentionally or unintentionally, to reduce structural constraints by offering discounts on group tickets, roofed seats and the general duration of the event. Due to the fact that it takes place on two following weekends a lot of people are likely to attend the event because, even if one was prevented on one weekend, it is likely that the person might make it the second weekend, or even during the week.

Yet, a clear statement on how the CHIO Aachen includes promotional activities to communicate the event cannot be made. Of course, there are news articles and a high media exposure, yet, information on specific promotional activities could not have been found.

Assessment Criteria Cultural Awareness	Chio Aachen
Provide information in English	X
Separate the target cultures when promoting the event	N.A.
Uncertainty avoidance vs. uncertainty tolerance	N.A.
Masculinity vs. Femininity	N.A.
Show intercultural sensitivity	X

The CHIO Aachen shows an understanding of cultural awareness due to the fact that almost everything on its website as well as on its social media channels is translated to English, which eases the communication and gives a mutual platform for understanding. The event also shows intercultural sensitivity, due to the fact that each year a different country is the partnering country of the CHIO Aachen and the whole theme of the country is adjusted and implemented to the event.

Nonetheless, it wasn't possible to find information on the internet whether the tournament shows intercultural sensitivity when it comes to the promotion in different countries, such as in press releases or advertisements.

From the analysis it can be seen that the event CHIO Aachen adjusts most of the derived assessment criteria to a great extent.

7.2 Horses and Dreams Hagen

The Horses and Dreams Hagen is, compared to the CHIO Aachen, a smaller and much younger tournament. It was founded in 1997 as a national tournament for young equestrians and was called the Jungreiterfestival. Yet, throughout the years, the tournament gained importance and international recognition until it was renamed Horses and Dreams Hagen in 2002. Due to the event's rising recognition, the competitions have become more challenging as well. By now, the tournament attracts around 68 thousand spectators during a time span of four days. A season ticket for these four days costs around € 40.

Now, looking at the way the tournament is represented, general information on the event will be provided first, followed by an analysis on how far the assessment criteria are applied to the event.

First of all, it can be said that the communication of the Horses and Dreams Hagen is highly international, which is represented by the existence of an English website as well as English posts on social media platforms. On the website of the tournament itself it is possible to get access to press releases in English as well as to an English accreditation form which can be filled out electronically. Just like the

CHIO Aachen, the Horses and Dreams Hagen also has a partnering country each year. In 2016, the partnering country of the event is Denmark. Thus, the theme of the event is adjusted to the Danish culture. Moreover, there are many international partners and sponsors, for example, from The Netherlands, Denmark, Liechtenstein and Luxembourg. During the event it is also possible to attend international panels in which people can share their opinions and exchange information on topics of horse-riding. Thus, due to this high amount of internationality, the event has a great national and international news coverage (Patrick Kittel naar winst op Horses & Dreams in Hagen, 2016; Beato, 2016; Julien Epailard takes the victory in Hagen, 2016).

The event also seeks to make aware of certain charity foundations which it is supporting by donations and alms from a service. The charity projects that the event is supporting always have a current relevance. For example, parts of the collected money go to organizations supporting therapeutic riding, fighting the hunger crisis and aid projects concerning the Syrian refugees.

There are also many add-on activities which the event encompasses in order to be an attractive destination for potential spectators. During the event it is possible to visit event parks, a children's village, many exhibitions, national and international ones, a full program embracing the Danish culture with different shows and lastly the appearance of celebrities.

Assessment Criteria Public Relations	Horses and Dreams
Communicate the benefits	X
News distribution via external sources	X
Recognized spokesperson or medium	X
The communicated values reflect the society	-
The messages are being repeated	X
Utilizing promotional tools	X
Promote several add-on activities	X
Utilize incentives	X
Leverage Sponsorship	X

Regarding the assessment criteria on the field of public relations, it can be said that the Horses and Dreams Hagen applies all of the mentioned criteria. The benefits that are being communicated are the unique atmosphere that spectators can experience, the good deeds that are being supported, the diversity of the participants, and the attraction of celebrities. The news are being disseminated by German as well as international professional journals as well as daily newspapers. Thus, the news are disseminated by recognized media as well as a highly recognized spokesperson and patron of the event, which is the German minister of defence, Ursula von der Leyen (Zenker, 2016).

A clear statement whether the values of Horses and Dreams reflect those of the community cannot be made. Yet, there is no negative press about the event. Quite the contrary is the case, because the event has earned a positive reputation due to its engagement in charity projects.

The messages that can be found in the media are also being repeated, which can be seen by the news found in online magazines. A lot had the same core message, yet were written and published by different sources.

Furthermore, promotional tools such as websites, social media, press conferences etc. were used to communicate the benefits and uniqueness of the tournament as well as the several add-on activities.

Lastly, groups of at least five people can get discounts on the ticket admission at the Horses and Dreams, which counts as an incentive to convince people to attend the event.

Assessment Criteria Marketing Communications	Horses and Dreams
Create competitive advantage	X
Unique positioning	X
Think-Feel-Do process	-
Incorporate CSR	X
Apply Offset-Agreements	-

As stated above, communicates the Horses and Dreams Hagen its benefits in order to establish a competitive advantage and position the event uniquely. The unique positioning is possible due to the Corporate Social Responsibility measurements that are incorporated in the event.

Lastly, the think-feel-do process cannot be detected and there are no information available whether the event has to utilize offset-agreements because no information can be found on how great the budget of the event is and how much money has to be generated through compensation transactions.

Assessment Criteria Spectatorship	Horses and Dreams
Possibilities to share and strengthen identity	X
Tourism Activities evoking festivity	-
Incorporate achievement, drama, escape, family and social dimensions	X
Evoke emotions	X
Provide add-on activities	X
Offer tours	X
Prevent structural constraints	-
Add activities that go in line with the spectator's values and beliefs	X
Promotional activities	-
High media coverage	X

At the Horses and Dreams have spectators the opportunity to participate in panels and open discussions to share their opinions and exchange information with like-minded people in order to share and strengthen their own identities.

In order to evoke the emotions of the participants, dimensions of achievement, drama, escape, family and sociality as well as several add-on activities are implemented in the event. These activities and dimensions seek to create a sense of festivity and make the spectators feel good in order to provide an overall positive experience.

Activities such as panels and open discussions are offered as well as exhibitions and shows around the topics horse, equitation, tournament and lifestyle. Thus, these activities go in line with the values and beliefs of spectators.

Due to the fact that the tournament just took place from the 21st – 24th of April, it is difficult to find information on whether or not promotional activities have been undertaken in order to boost the event. However, by browsing websites and journals, no information could have been retrieved to answer this question. Still, no matter if promotional activities have been undertaken or not, does it appear like the event has been a great success, since only the last week (18.04.2016 – 25.04.2016) generated 43 thousand findings on Google News.

Assessment Criteria Cultural Awareness	Horses and Dreams
Provide information in English	X
Separate the target cultures when promoting the event	N.A.
Uncertainty avoidance vs. uncertainty tolerance	N.A.
Masculinity vs. femininity	N.A.
Show intercultural sensitivity	X

Two out of the five intercultural aspects are being applied by the Horses and Dreams since it provides the visitors of its website and social media platforms with content translated from German to English. Moreover, the partnering country is a fixed part of the overall theme and thus, requires intercultural sensitivity.

Nonetheless, it wasn't possible to find information on the internet whether the tournament shows intercultural sensitivity when it comes to the promotion in different countries, such as in press releases or advertisements.

7.3 Comparison with the Balve Optimum

The following section confronts the efforts of the Balve Optimum with those of the CHIO Aachen and the Horses and Dreams Hagen in order to get an overview which aspects have to be communicated more adequately to create a better exposure in The Netherlands and Belgium.

Assessment Criteria Public Relations	Balve Optimum
Communicate the benefits	X
News distribution via external sources	X
Recognized spokesperson or medium	Partly applicable
The communicated values reflect the society	-
The messages are being repeated	X
Utilizing promotional tools	X
Promote several add-on activities	X
Utilize incentives	X
Leverage Sponsorship	X

The Balve Optimum International actually applies a lot of the above mentioned items. Again, the item whether or not the values of the tournament reflect those of the community and the aspect of a recognized spokesperson or medium is only partly applicable because the media that disseminate news about the event are recognized but it lacks a spokesperson. Yet, even though it seems like the Balve Optimum is doing well in the field of public relations, does this only apply on a national basis because no information can be found in foreign journals or newspapers on the event. Sponsorship is also utilized by the Balve Optimum International, yet the sponsors are only German ones, whereas the CHIO Aachen and Horses and Dreams Hagen also allured international sponsors.

Assessment Criteria Marketing Communications	Balve Optimum International
Create competitive advantage	-
Unique positioning	-
Think-Feel-Do process	-
Incorporate CSR	X
Apply Offset-Agreements	X

Even though the Balve Optimum International has many positive aspects and benefits, it can be argued that there is still room for improvements due to the fact that the CHIO Aachen and Horses and Dreams Hagen undertake more measures to create a competitive advantage and thus establish a unique positioning. The Balve Optimum International already incorporated Corporate Social Responsibility measures during the previous years. These were a children's village and the United Nations World Food Program, for example (Medienhaus Emsland, 2014).

Assessment Criteria Spectatorship	Balve Optimum International
Possibilities to share and strengthen identity	-
Tourism Activities evoking festivity	-
Incorporate achievement, drama, escape, family and social dimensions	X
Evoke emotions	X
Provide add-on activities	X
Offer tours	-
Prevent structural constraints	-
Add activities that go in line with the spectator's values and beliefs	X
Promotional activities	X
High media coverage	-

Concerning the assessment criteria on spectatorship, it can be clearly seen that the Balve Optimum International lacks some aspects here. What it is doing already is to evoke positive emotions by incorporating dimensions of achievement, drama, escape, family and sociality in its add-on activities, which are parties, exhibitions and a show program that concerns topics of equitation (Zeitplan, n.d.). Thus, these activities go in line with the spectator's values and beliefs. During the event a talk on politically trending topic is being held, yet this talk is only for invited people and not everyone can participate. Lastly, there are some promotional activities which are ticket raffles and a Balve Truck that is on the road in North Rhine-Westphalia. Again, the ticket raffle is only on a national and the show truck on a regional basis and the rest of the assessment criteria are missing.

At the event, there are no possibilities such as panels or open discussions to share and exchange their opinions. Further, there are other tourism activities that could be implied in tours to the event. However, they are not promoted in relation to the event.

Moreover, there are no efforts, such as price reductions on tickets for groups, to prevent structural constraints. The relatively high price can even be considered to be a constraint due to the fact that a season ticket at Horses and Dreams Hagen costs 40 €, 70 € at the CHIO Aachen, which is a 10-day event and at the Balve Optimum International 62 €. Thus, people might choose one of the competitors over the Balve Optimum International due to a better price-performance ratio.

Lastly, there is still room for improvement concerning the media coverage. Regional media reports to a great extent, national media to a smaller extent and international media not at all.

Assessment Criteria Cultural Awareness	Balve Optimum International
Provide information in English	-
Separate the target cultures when promoting the event	N.A.
Uncertainty avoidance vs. uncertainty tolerance	N.A.
Masculinity vs. femininity	N.A.
Show intercultural sensitivity	-

Due to the missing aspects of internationalization, lacks the Balve Optimum intercultural sensitivity because the website and social media channels are not available in English. Moreover, the signage on site is exclusively in German.

Additionally, a statement whether the Balve Optimum International separates the cultures when promoting the event or whether the cultural dimensions are taken into account cannot be made yet. This is due to the fact that different countries will just be targeted after the event in 2016.

7.4 Conclusion

Section seven answered the first two sub-questions of the central empirical research question (*What can be learned from comparing the target market and the competitors with the assessment criteria?*).

These sub-questions were:

- a. *Which promotional efforts have been pursued by the competitors?*
- b. *What can be derived from the competitor's promotional efforts in contrast with the derived assessment criteria for an internationally successful PR strategy?*

It can be seen that these two tournaments to which the Balve Optimum International was compared to, pursue a great amount of the suggested assessment criteria, which can be considered an indicator for the event's successfulness. Nevertheless, it was not possible to retrieve information on all the different items of the assessment criteria, which can be seen in the area of cultural awareness. There was no information available whether the tournaments regard the cultural differences in advertisements or press releases.

At this point it can be argued to add the involvement of partnering countries to the list assessment criteria in the area of cultural awareness, since both, the Horses and Dreams Hagen and the CHIO Aachen have a partnering country as well which changes every year. A partnering country can also provide the Balve Optimum International with a solid foundation to start and expand its network in different countries. Therefore, The Netherlands or Belgium should be approached in order to create a solid partnership between Germany and The Netherlands or Germany and Belgium.

Whereas the CHIO Aachen and Horses and Dreams Hagen are quite successful in their international promotion, there is still room for improvement concerning the efforts of the Balve Optimum International to promote the event on an international. In the following sections, it will be described more extensively what can be done to increase the international recognition of the Balve Optimum International.

8. Market Analysis

Since it has been agreed with the client to focus on the Netherlands and Belgium, will the following section provide a more elaborate analysis of these two countries with a justification why they are the most suitable to launch the new PR strategy.

8.1 Dutch Market Analysis

The Netherlands seem to be a promising destination to launch the PR strategy because it is closely located to North Rhine-Westphalia, has around 16 million inhabitants and an interest in horse-riding is greatly represented. KNHS (Koninklijke Nederlandse Hippische Sportfederatie) releases facts and figures about horse-riding in the Netherlands, each year. In the Netherlands, the total revenue in 2015 was 1.5 billion Euro for all kinds of horse-equipment, blacksmiths, horse box trailers and such. According to KNHS (2015) equitation is the second most profit-making sport in the Netherlands, after football (Appendix II).

Moreover are there 1.2 million equitation supporters (which is every 16th person), 400,000 active equestrians, 450,000 horses and 10,000 tack shops (KNHS, 2015). From the 400,000 active equestrians the majority are women. KNHS stated that around 80% of the equestrians in the Netherlands are women, which makes a total amount of 320,000 female and 80,000 male equestrians (Nederland Paardenland, 2015). KNHS also provides a general profile of equitation enthusiasts. As already said, they are predominately women, they are relatively young, live on the country side and belong to an upper income class (Samenvatting Paardensportonderzoek 2011, 2012). Even though the equestrians are predominantly between 15 and 30 years old, can an increase in the number of equestrians, who are 50 years and older, be detected (Samenvatting Paardensportonderzoek 2011, 2012).

It has also been stated that there is an upward trend of searching for information online before checking other sources. This also results in an increased importance of the internet in general, and social media due to the fact that the majority of equestrians seeks to find information on these platforms. Equestrians also state that they see horse-riding more as a lifestyle than only as a sport in which they can enjoy relaxation and the nature (Samenvatting Paardensportonderzoek 2011, 2012).

According to the Centraal Bureau voor de Statistiek (n.d.) that the total number of horse-riding academies has increased by 270 between 2003 and 2006, which made a total number of 1,460 horse-riding academies in the Netherlands in 2006 and the tendency to go upwards. This upward trend has been recognized by KNHS, which stated that in 2015 there are 3.000 horse-riding centers and clubs (Nederland Paardenland, 2015). Generally, the Netherlands attract 765,000 equestrians, who participate in tournaments, each year (Nederland Paardenland, 2015). Thus, the Netherlands offer a great opportunity to launch the strategy due to its geographical closeness and huge market potential.

Lastly, it has been stated by KNHS (2015) that in the provinces of Noord Holland (Alkmeer, Amsterdam, Haarlem), Zuid Holland (Rotterdam, Delft, Leiden), Gelderland (Arnhem, Nijmegen, Apeldoorn) and Flevoland (Lelystad, Almere) equitation is carried out the most.

8.2 Belgian Market Analysis

Another promising destination to launch the strategy would be Belgium, again due to its closeness to North Rhine-Westphalia and a great interest in equitation (Liljenstople, 2009). Yet, the focus should be on the north and east of Belgium because in the region of Vlaanderen, which is in the north, the main language is Dutch and in the east the main language is German (Belgium Facts, Belgium Flag, n.d.). According to Liljenstople (2009) have (...) "Belgium and the Netherlands the highest density of horses" (p.2). In Belgium is also the Belgian Warm blood domiciled, which is a well-known and wanted breed. Moreover is the handling of horses included in school's education and Belgium has four research centers devoted to horses, whereas Germany and the Netherlands have none (Liljenstople, 2009).

As stated by the National Federation Belgium (n.d.) is there an extremely high number of equestrians in Belgium. The number was on a continuous rise until 2015, where the number was 1,373. Yet, from 2015 to 2016 the number declined a bit on 1,071, which could be due to the fact that the outdoor season is just about to start and not every equestrian has registered yet. Most of the equestrians engage in show-jumping (1.), eventing (2.) and dressage (3.). Not only the number of equestrians increased over the years, but also the number of events. In 2016 take 213 tournaments place which is an all-time high. Out of the 213 events, focus 173 on show-jumping, 12 on dressage and nine on endurance, which are the top three.

Thus, it can be concluded that also Belgium, more specifically, Flanders, should be targeted in order to launch the strategy.

8.3 Conclusion

The sections eight answered the third and fourth sub questions of the empirical research questions (*What can be learned from comparing the target market and the competitors with the assessment criteria?*). These sub-questions were:

- c. *What are the needs and wants of the target market in terms of cultural value?*
- d. *What can be derived from the target markets' needs and wants, in contrast with the assessment criteria?*

As it has been explained in section 5.4, differ the Belgian and the Dutch culture in three of Hofstede's cultural dimensions. These dimensions are masculinity vs. femininity, uncertainty avoidance vs. uncertainty tolerance and indulgence. The three dimensions indicate that the Belgians tend to be more uncertainty avoidant which means that they need more information about an event they are not familiar with. Secondly, tends the Belgian culture to be more masculine which means that they might rather focus on the competitions and on famous equestrians.

On the contrary, tend the Dutch to be more uncertainty tolerant which represents a certain openness and willingness to engage in events they are not familiar with yet. Secondly tends the Dutch culture to be more feminine which is expressed by their focus on the whole event with all its add-on activities in order to have an overall positive experience. Also, the Dutch tend to be more indulgent which means that they highly engage in leisure time activities with their friends and families and give in more easily on their desires. Consequently, a more emotional appeal should be used when communicating in The Netherlands.

When talking about the market's needs and wants in contrast to the assessment criteria, it can be, first of all, stated that the markets are highly suitable for launching the international PR strategy due to their great interest in equitation. Moreover is it highly important to separate the markets when distributing content due to the cultural differences that have been stated before. Add-on activities have to be provided as well as highly interesting competitions in order to attract spectators from both cultures.

All in all it can be said that the target market's characteristics and the cultural differences have to be regarded when applying the assessment criteria.

9. Research Limitations

This research paper is limited in so far that not as much information could have been retrieved as desired. The information was limited on the topics of Offset-Agreements, the competitor analysis and organizational information.

Offset-Agreements lack a universally acknowledged term and were referred to as a negotiation practice by the military. Therefore, it was difficult to find sources which discussed the concept of Offset-Agreements in a marketing communication context. Consequently the examples that were mentioned for the Balve Optimum International to apply Offset-Agreements are the authors own thoughts.

The information retrieved about the competitors should have been preferably more extensive in order to make a more elaborate analysis. Due to this, some assessment criteria had to be marked with “N.A.”. It could have been tried to set up interviews with representatives of the two competing tournaments. However, this problem has not been recognized at an earlier stage and would have exceeded the span of the assignment.

Lastly, it was challenging to find out information on the organization itself, since it lacks features such as a mission and vision statement from whose the organization’s goals could have been derived easily. It was also problematic to formulate the research objective adequately because there was no information available, neither published nor unpublished, how many international spectators the event attracts currently. On that account, it has been agreed with the CEO and the organization of the Balve Optimum International to aim for 5% of the total amount of spectators.

10. Advice

The following section will provide an advice on the four research areas which seek to ultimately improve the internationality of the Balve Optimum International for the upcoming years. Along with this, is the central analytical question which is “What can be derived from the information gathered through the confrontation, for drawing up a PR strategy”, going to be answered.

10.1 Public Relations in Sport Events

As it has been seen in the assessment criteria check, the Balve Optimum International utilizes public relations quite correctly. However, there are still some aspects that leave room for improvement. The biggest change that has to be made is to broaden the customer base. This should happen by actively targeting more nations than only Germany. As a start Netherlands and Belgium should be targeted due to its geographical closeness and interest in equitation. It should not only be concentrated on national journals and media but to also on international ones to get on their agenda. Thus, international journals and newspapers should be contacted by sending them press releases and invite representatives of the media to the event. In this case, with the focus on Dutch and Belgian media, these journals could be:

International journals

- **Hoefslag (NL):** Hoefslag is a monthly journal for horse-enthusiasts. Its focus lies on tournaments where competitions in dressage and show jumping are carried out and on horse breeding. The magazine has existed for 65 years, however information on its run could not be retrieved (Hoefslag n.d.). This magazine also provides information on its website and social media.
- **CAP (NL):** The CAP magazine exists for ten years and has a run of 20 000 copies per magazine. CAP is a monthly magazine and provides information on horse care, national and international tournaments, and on athletes (Home, n.d.).
- **De Paardenkrant (NL):** De paardenkrant is a weekly newspaper with a run of 40.000 copies per week. This newspaper targets breeders and raisers of horses and ponies as well as equestrians. In 2015, there has been a journalist accredited for the Balve Optimum International. Thus, the contact to the medium is already established.
- **Haverklap (BE):** The Haverklap magazine belongs to the group of galop.be and appears every two weeks and provides its reader with interviews and reportages on prevailing issues. Unfortunately, no information is provided on the magazine's range.
- **Hippo Revue (BE):** The Hippo Revue is one of the leading equitation magazines in Belgium. It reaches about 20,000 readers in Flanders and Brussels and appears six

times a year, so every two months. It collaborates with 35 organizations in Belgium and regards every equitation-discipline (Vakblad voor de Belgische paardensport, n.d.).

These journals have the highest coverage in the Netherlands and Belgium among equestrians and those interested in the sport of equitation. Thus, these five are an example of the magazines that are possible to target.

Partnering Countries

Both, the CHIO Aachen and Horses and Dreams Hagen have a partnering country each year. Both tournaments already had the Netherlands and Flanders as a partner-country, thus, it shows a certain willingness of the Dutch to engage with different tournaments and become a partnering country. To propose this, the KNHS (Koninklijke Nederlandse Hippische Sportfederatie), which is the royal Dutch equitation union, could be contacted. By having the Netherlands or Belgium as a partnering country, the tournament will automatically appear in the media and news.

Communicate the Benefits

It appears that the Balve Optimum International has to communicate more efficiently what the benefits of visiting the event are. Due to the fact that the Balve Optimum International is in relation to the other events more expensive it either has to slightly reduce the prices or explain the price performance ratio. Even though it is rather unlikely that the prices will be reduced, since the budget for the Balve Optimum International is rather tight. Therefore, it has to be communicated that the experience is worth the price, because otherwise people might choose one of the competitors over the Balve Optimum International, since they have to pay less.

In order to communicate the benefits of the event more effectively, it would be an opportunity to publish testimonials of previous visitors or, at best, a recognized spokesperson from the Netherlands or Belgium, or someone who is known in all of the three countries.

Embrace familiarity

It has been stated by the KNHS (2015) that most equestrians start with the sport because they were brought to it by their families and friends, which shows that equitation always involves a sense of belonging and familiarity. This can be embraced by offering family tickets and group tickets where it is possible to get discounts for bigger groups or have some small extras included in the price.

Channels of Communication

Apart from the print channels, it has also been stated by the KNHS (2012) that social media gains more and more importance and is a great source for information. This should be utilized by the Balve Optimum International due to the fact that social media generates a high coverage when there are many fans or subscribers. However, these fans can only be generated when the social media pages are taken care of and when content is also being provided in English. The social media channels that are the most suitable for the event have been outlined in the section of public relations. The channels are Facebook, Twitter, Instagram and LinkedIn. All these channels can be maintained without financial assets. Yet time has to be invested in order to update the pages and attract followers or subscribers.

10.2 Marketing Communications

Unique Positioning

It can be seen that the two competitors communicate a Unique Selling Point (USP). The Unique Selling Point of the CHIO Aachen is the constant strive for enhancing the experience and the Horses and Dreams Hagen is highly involved into charity projects. The USP of the Balve Optimum is the traditional aspect, meaning, it should be communicated more effectively that the Balve Optimum is historical, traditional, one of the longest-existing tournaments, is located next to a castle and has an royal background since it is hosted by an aristocratic family. The German championship in dressage and show-jumping is also a Unique Selling Point of the Balve Optimum International, because it is the one and only place where this specific discipline is being carried out. Even though it is rather applicable on the national base, it can still be communicated internationally because it represents the uniqueness of the event and promises the potential spectator top-class sport.

Offset-Agreements

It is necessary to establish a great international network due to the fact that there is no budget for additional promotional activities. By generating a great network and mutually beneficial relationships, the partners will be more willing to engage in transactional trades. In order to establish this network it is vital to have contact with the media as well people directly involved in equitation. It has been already stated how to establish the contact to the media. As soon as the contact has been created a trade should be offered to the contact-person in order to get on the agenda. Moreover, representatives of the Balve Optimum International should visit other tournaments or riding clubs in the Netherlands and Belgium in order to create a corporation with them.

The easiest example of an offset-agreement is to offer tickets to the event which can be raffled off. In turn the medium will report about the Balve Optimum International. It would be also possible to use an article as a coupon, which means that people can get discounts on the admission fee to the event in turn for showing the article at the entrance. This would generate more international visitors and for the

medium, the copied sold by retailers could increase because people want to get the coupons. Another example would be to target riding clubs and offer them VIP tours to the event, including board and lodging and some extra activities and the participants, in turn, get a special price for this tour.

Corporate Social Responsibility

As it has been stated before, shed CSR measurements generally a favorable light on the event. Even though the Balve Optimum International already engages in charity projects and foundations, would it be a possibility to support good causes in the Netherlands and Belgium in order to also gain a positive reputation abroad.

10.3 Spectatorship

Open Discussions

It has been stated that spectators at an event value open discussions or panels in which they can share their opinions and strengthen their own identity in the sub culture of equitation. Thus, within the schedule of the event, there should be a possibility for internationals to share their opinions on trending topics in equitation. These open discussions also have to be communicated before the event through national and international media. It certainly has to be stressed that these discussions will be held in English.

Event-Tours

As it already has been stated in the section of Offset-Agreements, is it a possibility to arrange tours to the event, by incorporating different tourism activities in this tour apart from the tournament itself. Depending on the weather, could these activities be canoeing, trail riding, boat tours etc. Group discounts should also be offered or incorporated in a special price for the whole tour. Apart from tours lasting for several days, one-day trips should be offered as well. These trips could be a bus ride to the event, getting a discounted admission, a guided tour through the castle, which is located on site and so forth.

Celebrity Endorsement

By getting famous equestrians from The Netherlands and Belgium on site, the Dutch and Belgians might be more likely to travel to the site in order to support and cheer them on. Another possibility would be to get other celebrities of each of the three nations on site, which are interested in horse-riding. If these celebrities are highly acknowledged by the general public they can serve as a spokesperson and increase the public's interest to travel to the event.

10.4 Cultural awareness

Intercultural Sensitivity

If the Balve Optimum International wants to gain more international recognition, it is inevitable to provide information in English, otherwise people will not understand the messages. As a start, the website should be translated into English. If someone wants to retrieve information on the Balve Optimum International, he or she will most likely search for the key words on Google and will be redirected to the website. However, if the information is not available in English or if they do not understand German, they are also likely to exit the website quickly. However, a translation of the website is not achievable by Offset-Agreements because a whole website has to be translated and also implemented by an external company. Yet, the money should still be invested because it serves as the base for international promotion because people tend to check the internet for information first (Tuten and Solomon, 2014).

Another cost effective tool is to utilize social media in order to promote the event, as it has been previously stated. Again, when using social media, the postings also have to be in English in order to attract internationals.

During the event, it is vital to also provide the signage in English, so that the internationals can be easily guided through the site and feel more welcomed, which will result in a more general satisfaction with the event.

In order to also gain media exposure, Dutch and Belgian journals or magazines should be targeted as mentioned before. It is possible to send English press releases to the media, due to the high proficiency of English in the Netherlands as well as in Belgium. The Dutch are on rank three concerning the world wide proficiency of English and Belgium on rank six (Ranking der Engelschkenntnisse nach Ländern,n.d.).

Dutch and Belgian journalists should also be attracted to the site in order to have them report about the event. Right now there is only a German accreditation form for the journalists and they can either be sent by e-mail, mail or fax. Yet, in order to minimize the constraints for Dutch or Belgian journalists to get an accreditation, they should have the possibility to fill out the accreditation via an online form. Thus, the journalists are less likely to have constraints to fill out the accreditation.

As it has been stated previously, it is important to consider the cultural differences when supplying the journalists with information because Belgians tend to pay more attention to the competition itself rather than the whole experience, whereas the Dutch tend to pay more attention to the overall experience

and less on the competition. Secondly, Belgians score higher on uncertainty avoidance and thus, need more explicit information, such as where to go, what the event is like etc. on the event than the Dutch.

11. Implementation

The following table will briefly illustrate which actions should be undertaken each month from June 2016 until June 2017. The table will be followed by a more elaborate description on how the actions should be carried out explicitly.

June '16	<ul style="list-style-type: none"> - Balve Optimum International 2016 - Networking with internationals during the event - Post Evaluation of the Balve Optimum International 2016 → What was good? → What can be improved?
July '16	<ul style="list-style-type: none"> - Visit other tournaments - Establish contacts → CSI Ommen, NL → NK Dressuur Ermelo, NL → Establish a LinkedIn profile as a social media platform for networking
August '16	<ul style="list-style-type: none"> - Visit other tournaments - Establish contacts → GCT Volkswaard, NL - Revise website → Translate texts into English
September '16	<ul style="list-style-type: none"> - Visit other tournaments - Establish contacts → Outdoor Brabant, Breda - Revise website → Translate texts into English
October '16	<ul style="list-style-type: none"> - Create international mailing list

	<ul style="list-style-type: none"> → Dutch and Belgian Media - Establish contact with media representatives
November '16	<ul style="list-style-type: none"> - Finish the new website/re-launch it - Keep on networking
December '16	<ul style="list-style-type: none"> - Keep on networking - Expand mailing list
January '17	<ul style="list-style-type: none"> - Keep on networking - Propose a partnership to the KNHS → possibility to have the Netherlands as a partnering country
February '17	<ul style="list-style-type: none"> - Keep on networking - Communicate that it is possible to fill out accreditation forms online - Which CSR projects can be supported?
March '17	<ul style="list-style-type: none"> - Send out press releases → Communicate uniqueness of the event → Event's program → Starting field - Keep on networking → target celebrities - Negotiate offset-agreements
April '17	<ul style="list-style-type: none"> - Remind Journalists of the accreditation - Negotiate offset-agreements - Create tour packages and offer them to riding clubs → one-day bus trip → three-day trip (option to book extra activities outside the tournament)
May '17	<ul style="list-style-type: none"> - Send out press releases on → The progress of the organization

-
- Possibility to participate in open discussions
 - Testimonials of previous spectators
 - Participating celebrities
 - Highlights in the program
 - Negotiate offset-agreements
 - International press conference

June '17

- Balve Optimum International 2017
- Post-evaluation:
 - How many spectators have attended the event?
 - How many of them were internationals?

June '16

In June 2016 the Balve Optimum International takes place from the 2nd until the 5th of June. During the event it is important to already start networking with internationals. A show evening is a fixed part of the Balve Optimum International. This year, there is a group of Dutch, who perform spectacular stunts on western horses. This group is called "The Future Guys". This group will probably have a lot of contacts in the Netherlands. Thus, when telling them that the tournament should also be promoted in the Netherlands, they might help in creating contacts in the Netherlands. Moreover, the post-evaluation of the Balve Optimum International 2016 is important as well. By figuring out what was good and what can still be improved on a national basis is also helpful for 2017 when internationals will be targeted.

July '16

After the event is before the event, thus it should be started with creating a network in the Netherlands and Belgium (Appendix V). This can be done by visiting other events and establish contacts with the organizers of other tournaments. Possible tournaments which can be visited are the CSI Ommen and the NK Dressuur, Ermelo. During these events it is also possible to get in contact with representatives of different media. It should be also started with networking via social media channels. The most suitable channel to do so is LinkedIn because it provides a platform for business-to-business communication.

August '16

In August 2016 more tournaments can be visited in order to get a broad overview of a variety of events and how they are handling the events. Again, networking is a vital part of the visits to create as many contacts as possible. As Schaffrath (2009) said, people who want to achieve something in the field of PR and establish a network should not be afraid if canvassing. Another event that can be visited in August 2016 is the GCT Volkswaard.

Additionally is it important to start revising the website. The texts that are on the website should be translated into English.

September '16

Another tournament could be visited in September 2016, which is the Outdoor Brabant in Breda. During this tournament the focus should, again, lie on networking and creating contacts to media representatives or people from riding clubs. Also, the texts of the website should be further translated into English.

October '16

In October 2016 a mailing list of Dutch and Belgian media should be created. This can happen by simply browsing for journals focusing on equitation, regional newspapers, radio channels, bigger riding clubs and television station and inserting the medium, the name of the editorial journalist and his contact details such as phone number, address, and e-mail address. Having a mailing list will come in handy later on when sending out press releases.

November '16/December '16

In November 2016 the renewed website should be ready to be re-launched with the option to also have an English version of the website.

Further, it should be kept on networking and establishing contacts to any kind of media or club that can come in helpful when starting the promotion in the Netherlands and Belgium. These contacts should also be incorporated in the mailing list, which should preferably contain already a great number of contacts.

January '17

In January 2017 the Balve Optimum International should propose to the KNHS that it would like to have the Netherlands as a partnering country and in how far it can be realized. If the KNHS declines the request, the province of Flanders can be targeted as a back-up plan.

February '17

In February 2017 it should be communicated to the different media that it is possible to fill out an accreditation via an online formula. This notification should include a step by step guide on how to get there, which should be backed up with a hyperlink to the website as well as what is necessary to fill out and how the journalists will get their press cards.

Moreover, it should be already searched for possible CSR projects and a plan how they can be integrated in the event.

March '17

The first press release should be sent out in March 2017. The press release should generate a unique positioning. Thus, it should explain what makes the event special, what the general framework program is and who is already a fixed part of the starting field in the different competitions.

Moreover different celebrities should be targeted. Preferably those, who are recognized in the Netherlands, Belgium and in Germany.

Lastly, is it important to start at this point with the negotiation of offset-Agreements, which could include providing tickets to the event in turn for print and online articles or couponing activities, for example.

April '17

A reminder via e-mail should be sent out to the journalists that they can still apply for an accreditation. Further, the Offset-Agreements should still be negotiated as well as tours to the event to magazines and riding clubs should be proposed.

It is advisable to offer different tours. These include a one-day-bus trip, in which the participants travel to the site for one day where the bus drives off in the morning and returns in the evening. The second option would be to offer a two-day or three-day trip to the event in which extra activities outside the event can be booked, in order to provide activities everyone can relate to.

May' 17

Another press release should be sent out in May 2017 to give an update on the progress of the organization, the newly introduced discussion panels, the participating celebrities and high-

lights in the show program. Also, should the negotiation on Offset-Agreements be finished by the mid of May.

As it has been discussed before, can a press conference for the international media be a great opportunity for starting off the collaboration. The conference could either be held with the German journalists in order to already introduce them to each other, since they will be working side-by-side for a couple of days. The other option would be to hold the conference at the same date but at a different time, so the national and international journalists will be separated. This might be necessary because it cannot be predicted yet how good the level of English of the different journalists is.

June '17

In June 2017, the Balve Optimum 2017 takes place. By then, the above mentioned planning should be successfully integrated. The post evaluation of the Balve Optimum International 2017 will show how many spectators attended the event and how many of them were internationals. The most suitable way to find out how many international spectators attended the event consists out of two components. Usually tickets have numbers written on them, meaning that around 22.000 tickets should go into the German ticket sale. Due to the fact that the event attracts around 20.000 spectators annually, another two thousand tickets have been added as a cache. The international ticket sale should receive around 2.000 tickets. It should be registered by the committee which numbers the international tickets have. On this account, it can be traced how many tickets were sold in the pre-sale to Germans and how many to internationals. Yet, this method is not completely reliable since some people might also buy tickets at the counter on site. The second component is to conduct a representative survey in which spectators are asked to indicate where they are from and how they learned about the event. This way it is possible to make a prediction on how many internationals attended the event as well as an evaluation which media channels and promotional activities generated the most spectators. Consequently, it can be deduced which channels deserve more attention and which do not.

Concerning the involvement of staff and finances it can be said that most of the activities can be carried out by the event's fixed employees, meaning that almost no external companies have to be consulted. The activities that can be carried out by the employees are networking, establishing and maintaining the social media channels, negotiating offset-agreements, approaching possible partner countries, organize tours, and searching for possible CSR projects that can be supported. The press-related activities can still be carried out by the Medienhaus Emsland. These activities are the creation of an international mailing list and the distribution of press releases.

Services that have to be outsourced to an external company and which cannot be paid for through Off-set-Agreements are the translation and maintenance of the website. These activities include the translation of the German texts into English and the implementation of them on the already existing website. The approximate costs of the translation are 312€. The price is calculated by combining four different providers and compute its average (Appendix VII).

12. Press Release

International Equitation Tournament in Balve

Strengthening the bonds

Balve, March 2017 – Four days of equitation on the highest level, stars and starlets from over 20 nations, show and shopping- This is the Balve Optimum International. The tournament takes place from the 2nd until the 5th of June. Among top class sport enrich a great amount of all kinds of exhibitors, the evening of the shows and the Optimum-Party the weekend. Tickets can be obtained via the internet on, www.viagogo.com, www.globaltickets.com or by phone under +49180 6050400.

Embedded in the beautiful mountains of North Rhine-Westphalia, Balve is located, host of the German Championship and international disciplines in Show-Jumping and Dressage. According to equitation suiters, the Balve Optimum International takes place in one of the most beautiful stadiums in Germanys. The tournament is one of the longest-existing tournaments and is idyllically situated next to the beautifully historic castle Wocklum where the event's organizers will provide professional frame condition, for equestrians as well as some thousand spectators. Equestrians from all over the world get the possibility to show their talent in multiple disciplines which take place next to the German Championship in Show-Jumping and Dressage as well as many disciplines for youngsters.

2017 is decicated to International bonds

For the first time in the history of the Balve Optimum International has the tournament a **partnering country**. The Netherlands. The Dutch Federation KNHS supports the partnership to strengthen the bonds between the two equitation nations. Rosalie von Landsberg-Velen explains: Our spur is to grow and innovate from year to year in order to

Basic information of a press release.

Who, What, When, Where, Why

International ticket sale

Stressing the Unique Selling Point (USP)

Employing partnering countries. In this example, The Netherlands

serve everyone a wonderful tournament each year again. This year we want to expand our passion for the sport to our neighbouring nations and create strong bonds in times threatened by terrorism.

Panels around the theme of equitation

Also newly applied this year, is **an international panel** taking place to discuss recent topics on equitation. Among **well-known equestrians** everyone interested in equitation can participate to share their opinion. The panel seeks to broaden the horizon of those participating and give thought-provoking impulse to look at something from different perspectives.

Holding the conference in English for internationals and nationals, to show intercultural sensitivity

Using Celebrity endorsement to get their fans on site.

The outstanding environment attracts families, VIPs and representatives from politics and economy.

The popularity of the event is embossed by the familiar atmosphere and multiple offers of the framework programme. The mile of exhibitions, stretched over the whole area shows new international exhibitors and is extended by new sectors. The Welcome-Party on Thursday, the evening of the shows the Warsteiner-Party on Saturday and the Children's Village will create an unforgettable experience for everyone.

Embracing familiarity as well as offering add-on activities people can relate to.

Save the Date

For families and groups are many **attractive offers** available. Tickets are being sold via the internet on www.balve-optimum.de, www.viagogo.com and www.globaltickets.com or via telephone under +49180 6050400

Repeating Ticket sale, referring to the international websites for purchasing tickets, providing sales incentives

Visit us

Link to Social media channels



www.facebook.com/balve.optimum



[#balveoptimum](https://www.instagram.com/balveoptimum)

References

Angela Merkel zeigt hier ihr Herz für Pferde. (2015, May 31). Retrieved April 23, 2016, from <http://www.welt.de/print/wams/sport/article141694081/Angela-Merkel-zeigt-hier-ihr-Herz-fuer-Pferde.html>

Beato, O. (2016, April 21). CDI4* - Hagen : Gros plateau en Allemagne - Equidia Life. Retrieved April 24, 2016, from <http://www.equidia.fr/life/cdi4-hagen/>

Belgium Facts, Belgium Flag - National Geographic. (n.d.). Retrieved March 30, 2016, from <http://travel.nationalgeographic.com/travel/countries/belgium-facts/>

CHIO Aachen - Weltfest des Pferdesports. (n.d.). Retrieved April 23, 2016, from <http://www.stireisen.ch/reiseprogramm/details/pferdereisen/CHIO-Aachen.php>

CHIO & Co. (n.d.). Retrieved April 23, 2016, from <http://www.chioaachen.de/de/chio-co#24435>

Comcowich, W. (2014, December 24). What's the Difference Between PR and Marketing? Retrieved May 10, 2016, from <http://www.cyberalert.com/blog/index.php/whats-the-difference-between-pr-and-marketing/>

Cross Cultural Communication & PR. (n.d.). Retrieved March 30, 2016, from <http://www.kwintessential.co.uk/cultural-services/articles/cross-cultural-pr.html>

Die FEI Europameisterschaften Aachen 2015. (2015). *ALRV Zeitung*. Retrieved April 24, 2016.

Eagleman, A. N. (2013). Acceptance, motivations, and usage of social media as a marketing communications tool amongst employees of sport national governing bodies. *Sport Management Review*, 16(4), 488-497. Retrieved March 02, 2016.

Hall, J., O'Mahony, B., & Vieceli, J. (2009). A model of predictors of attendance at major sporting events. Retrieved March 29, 2016, from <http://www.duplication.net.au/ANZMAC09/papers/ANZMAC2009-481.pdf>

Haverklap - de enige volwaardige paardenkrant in Vlaanderen. (n.d.). Retrieved May 10, 2016, from http://www.haverklap.be/_html/main.php?page=home

Higham, J. (2011). *Sport Tourism Destinations*. New York, NY: Routledge.

Hoefslag. (n.d.). Retrieved April 25, 2016, from <http://www.dehoefslag.nl/>

Home. (n.d.). Retrieved April 25, 2016, from <http://www.capmagazine.eu/home/1/NL>

Hopwood, M., Skinner, J., & Kitchin, P. (2010). *Sport public relations and communication*. Oxford: Butterworth-Heinemann.

Irwin, R. L., Sutton, W. A., & McCarthy, L. M. (2008). *Sport promotion and sales management* (4th ed.). Champaign, IL: Human Kinetics.

James, J. D., & Ross, S. D. (2004). Comparing Sport Consumer Motivations Across Multiple Sports. *Sport Marketing Quarterly*, 13(1), 17-25.

Julien Epailard takes the victory in Hagen. (2016, April 21). Retrieved April 24, 2016, from <http://equnews.com/showjumping-en/julien-epailard-takes-the-victory-in-hagen/>

Kim, Y. K., & Trail, G. (2010). Constraints and Motivators: A New Model to Explain Sport Consumer Behavior. *Journal of Sport Management*, 24(2), 190-210.

KNHS. (2015). Het grote paardensportonderzoek [Brochure]. Author. Retrieved April 25, 2016, from <https://www.knhs.nl/media/8734/brochure-paardensportonderzoek-15-februari-2016.pdf>

Königin Silvia wird im Juli den CHIO eröffnen. (2016, February 15). Retrieved April 23, 2016, from <http://www.aachener-zeitung.de/sport/chio/home/koenigin-silvia-wird-im-juli-den-chio-eroeffnen-1.1295474>

Liljenstolpe, C. (2009). Horses in Europe (Unpublished doctoral dissertation). Swedish University of Agricultural Sciences. Retrieved April 24, 2016, from [http://www.wbfs.org/files/EU Equus 2009.pdf](http://www.wbfs.org/files/EU_Equus_2009.pdf)

Longines FEI World Cup Jumping North American League Promo | TVG2.com. (n.d.). Retrieved April 23, 2016, from <http://www.tvg2.com/english/>

Martin, S. (1996). The economics of offsets: Defence procurement and countertrade. Amsterdam: Harwood Academic.

Medienhaus Emsland. (2014, January 30). Rund um Balve Optimum 2014. Unpublished internal document

Medienhaus Emsland. (2014, May 7). Reiten Gegen den Hunger. Unpublished internal document

National Federation-Belgium. (n.d.). Retrieved May 10, 2016, from <https://data.fei.org/NFPages/NF/Details/Federation/14/FEDERATION-ROYALE-BELGE-DES-SPORTS-EQUESTRES>

Nederland Paardenland. (2014). Feiten & Cijfers [Brochure]. Author. Retrieved February 12, 2016, from <https://www.knhs.nl/contact/feiten-en-cijfers/brochure-nederland-paardenland/>

Nederland Paardenland. (2015). Feiten & Cijfers [Brochure]. Author. Retrieved March 12, 2016, from <https://www.knhs.nl/media/8538/boekje-nederland-paardenland.pdf>

Netzwerken im Galopp. (2016, April 13). Retrieved May 10, 2016, from <http://www.suedwestfalen.com/die-region/echte-geschichten-aus-suedwestfalen/netzwerken-im-galopp>

Öcher, B. (2016, January 13). Die Top-Veranstaltungen in Aachen. Retrieved April 23, 2016, from http://www.focus.de/regional/aachen/chio-oecher-bend-karneval-die-top-veranstaltungen-in-aachen_id_5187952.html

Patrick Kittel naar winst op Horses & Dreams in Hagen. (2016, April 23). Retrieved April 24, 2016, from <http://equnews.nl/dressuur/patrick-kittel-naar-winst-op-horses-dreams-in-hagen/>

Pelsmacker, P. D., Geuens, M., & Bergh, J. V. (2010). *Marketing communications* (4th ed.). New York, NY: Financial Times/Prentice Hall.

Program/Sport. (n.d.). Retrieved April 22, 2016, from <http://www.chioaachen.de/en/programm-sport>

Ranking der Englischkenntnisse nach Ländern. (n.d.). Retrieved May 05, 2016, from <http://www.ef.de/epi/>

Samenvatting Paardensportonderzoek 2011 [Summary of an equitation conference]. (2012, April). Breda.

Schaffrath, M. (2009). Sport-PR und PR im Sport: Arbeitsweisen und Anforderungsprofile von Öffentlichkeitsarbeit in verschiedenen Berufsfeldern. Berlin: Lit.

Sheikh, S., & Beise-Zee, R. (2011). Corporate social responsibility or cause-related marketing? The role of cause specificity of CSR. *Journal of Consumer Marketing*, 28(1), 27-39. Retrieved May 10, 2016.

Soerser Sonntag. (n.d.). Retrieved April 24, 2016, from <http://www.chioaachen.de/de/programm-sport#2376>

Stoldt, G. C., Dittmore, S. W., & Branvold, S. E. (2012). *Sport Public Relations: Managing organizational communication*. Champaign, IL: Human Kinetics.

Tuten, T. L., & Solomon, M. R. (2014). Social media marketing (2nd ed.). London: Sage Publications.

Unser Springreiter-Team für Mannheim. (2015, July 09). Retrieved April 24, 2016, from <http://www.st-georg.de/news/springen/unser-springreiter-team-fuer-mannheim/>

Vakblad voor de Belgische paardensport. (n.d.). Retrieved May 10, 2016, from http://www.hipporevue.be/hipporevue/index.php?option=com_content

Varadarajan, P. R., & Menon, A. (1988). Cause Related Marketing: A coalignment of marketing strategy and corporate philanthropy. *Journal of Marketing*, 52, 58-74.

Verschuren, P., & Doorewaard, H. (2010). Designing a research project. The Hague: Eleven International Publishing House.

What about Belgium? (n.d.). Retrieved March 30, 2016, from <http://geert-hofstede.com/belgium.html>

What about Germany? (n.d.). Retrieved March 30, 2016, from <http://geert-hofstede.com/germany.html>

What about the Netherlands? (n.d.). Retrieved March 30, 2016, from <http://geert-hofstede.com/netherlands.html>

Xing, X., Chalip, L., & Green, C. (2014). Marketing a Social Experience: How Celebration of Subculture Leads to Social Spending During a Sport Event. *Sport Marketing Quarterly*, 23(3), 138-147.

Zahlen, Daten, Fakten. (n.d.). Retrieved April 23, 2016, from <http://www.chioaachen.de/de/chio-co#418>

Zeitplan. (n.d.). Retrieved April 25, 2016, from <http://www.balve-optimum.de/sport/zeitplan/>

Zenker, J. (2016, April 24). Von der Leyen trägt sich ins Goldene Buch Hagens ein.
Retrieved April 24, 2016, from <http://www.noz.de/lokales/hagen/artikel/703660/von-der-leyen-tragt-sich-ins-goldene-buch-hagens-ein>

Appendix

Appendix I Information Output Balve Optimum⁹

DATEN RUND UM BALVE OPTIMUM 2014

CIRCA

20.000	Zuschauer
200	Sportler
360	Pferde
400	mobile Boxen
400	Helfer
5.000	überdachte Sitzplätze plus Stehplätze
100	Pagoden-Zelte
6.000	m ² Zeltfläche (mit Stallzelte)

ÜBER

100.000	Euro verbleiben in Hotels, Pensionen ect.
110.000	Euro für allgemeine Gastronomie, VIP (ohne öffentlicher Verkauf)
75.000	Euro für Werbung, Drucksachen, Medien
290.000	Euro im Dienstleistungsbereich
150.000	Euro Mietboxen, Zelte, mobile Tribünen
370.000	Euro Preisgelder, Gebühren, Versicherungen
150.000	Euro jährliche Investitionen

MEDIENDATEN

5.760	Minuten Emotionen
400	Meter feinste Ausstellermeile
20.000	begeisterte Zuschauer an vier Tagen
5	Stunden Liveübertragung im TV (WDR, Sportnachrichten ARD/ZDF)
80.000	Besucher des Livescreens im Internet
	Berichterstattungen und Liveschaltungen im Radio (Radio MK, WDR)
	mediale Präsenz in allen nationalen und internationalen Reitsportfachzeitschriften und Magazinen ebenso wie in Tageszeitungen (Welt am Sonntag, FAZ, Ruhrnachrichten u. v. m.)



⁹ Medienhaus Emsland. (2014, January 30). *Rund um Balve Optimum 2014*. Unpublished internal document

Appendix II Brochure KNHS¹⁰

PAARDENSPOORT & KERNCIJFERS



Samenvattend hieronder kerncijfers die de omvang en de positie van de paardensport in Nederland beschrijven. Het belangrijkste om te weten is: "Nederland is een Paardenland".

- 1.2 miljoen paardensport geïnteresseerden
- 500.000 actieve paardensporters
- 7.300 paardenevenementen per jaar
- 765.000 wedstrijdstarts
- 64% van alle ruiters zijn jonger dan 30 jaar
- 450.000 paarden
- 6.600 paardenbedrijven, waarvan 1.000 maneges
- 1,5 miljard omzet in totale Nederlandse paardenbranche
- 18 medailles tijdens het WK 2014.

Alle kwalificaties voor Rio 2016 gehaald.

Paardensport is de derde sport op de Nederlandse Olympische medaillespiegel aller tijden.

Het KWPN-paard is het best presterende sportpaard ter wereld (officiële wereldwijde WBFSH-ranking).

Nederland is het grootste paarden (kennis) exportland ter wereld.

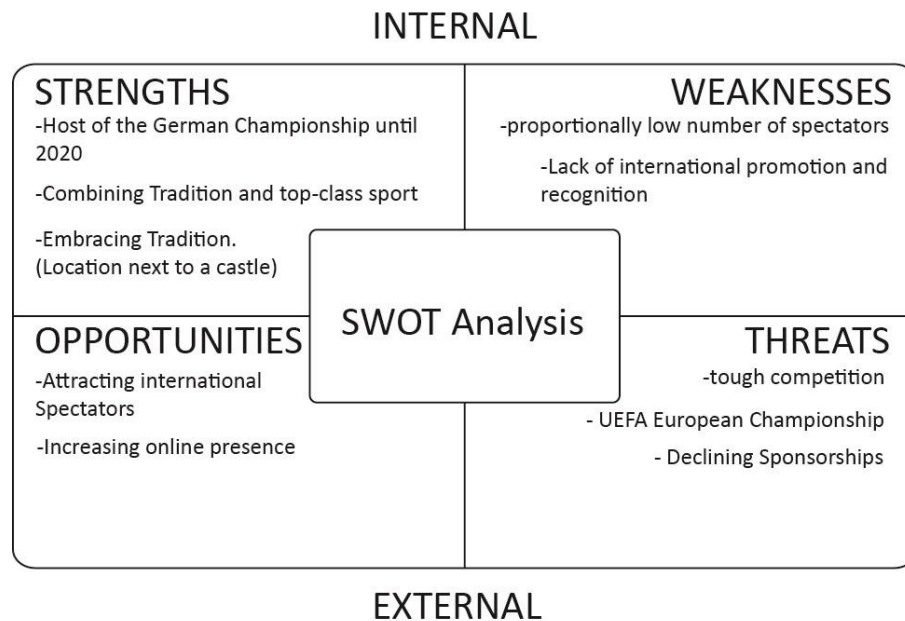


14
NEDERLAND PAARDENLAND

¹⁰ Nederland Paardenland. (2015). Feiten & Cijfers [Brochure]. Author. Retrieved March 12, 2016, from <https://www.knhs.nl/media/8538/boekje-nederland-paardenland.pdf>

Appendix III SWOT Analysis

In order to get an overview of the environment of the Balve Optimum International a SWOT analysis has been carried out. In the section below, it will be further explained what the items in the picture mean. The depicted SWOT shows the strengths, weaknesses, opportunities and threats the Balve Optimum International is facing. The strengths and weaknesses are internal factors, whereas the threats and opportunities are external ones.



Strengths

The first tournament in Balve has been organized in 1948 making it one of the longest-existing tournaments in Germany. From this fact, its slogan “Future needs Tradition” has been derived (Zukunft braucht Herkunft, n.d.). Since 1948 seven tournaments for the Olympic qualifications, nine German championships and several qualifications for the World Cup, have been held in Balve. The tournament is held in the south-eastern part of North Rhine-Westphalia next to the castle “Wocklum”, which is in possession of an aristocratic family that also organizes the tournament. During this event, the German championship in show jumping and dressage is held as well as several more competitions in which also international equestrians can participate. Until 2020, Balve is the designated host of the German championship, meaning that it has four more years to promote the event successfully abroad (DAS SIND WIR, n.d.).

Weaknesses

The Balve Optimum International attracts a proportionally low numbers of spectators, even though it carries out the German championship in show-jumping and dressage. During the four-day event a number of around 20.000 spectators has been reached in 2015. Since additional horse stables and paddocks have been built and the trophy money has been increased, the money earned through

ticketing gains even more importance (Medienhaus Emsland, 2014). Moreover, the tournament lacks international recognition. This is due to the fact that it is called “Balve Optimum International”, yet no promotional activities at all are being carried out internationally. This can be seen, for example, in the non-existence of an English website (DAS SIND WIR, n.d.).

Threats

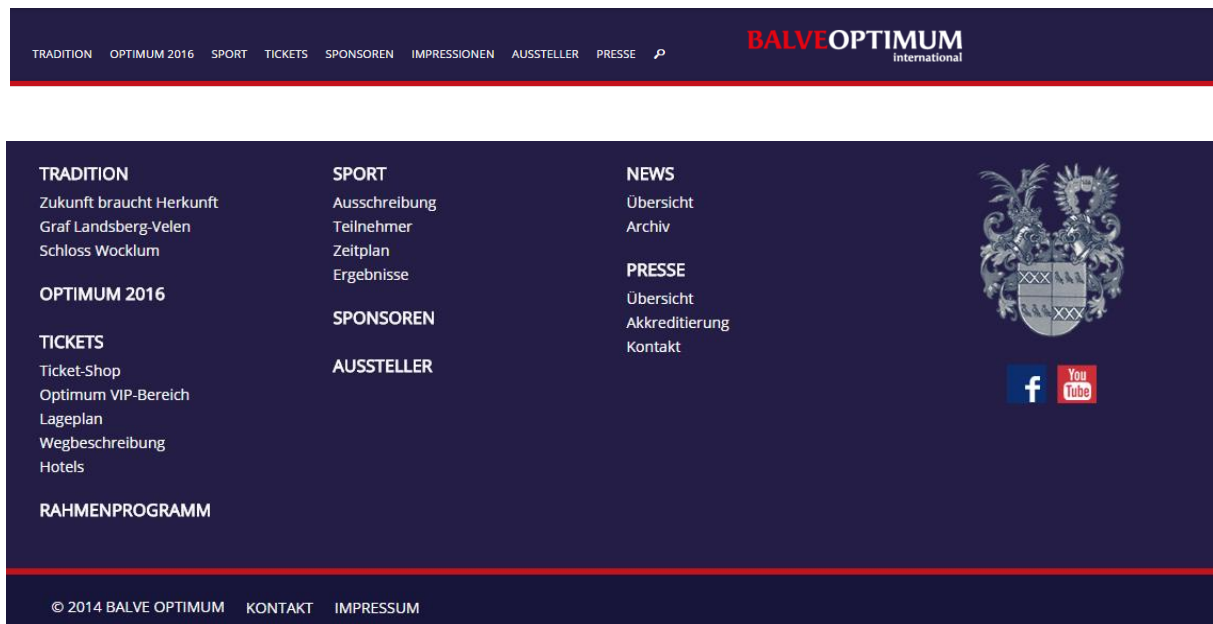
The tournament is facing a tough competition in the sector of equitation as well as in other sport sectors. The UEFA European Championship starts one week after the tournament which might influence potential spectators who are interested in equitation as well as football to choose to attend one event over the other. Apart from the threat of potential spectators attending the UEFA European Championship, will the media might tend to focus on reporting about this event rather than the Balve Optimum International. This might influence the post processing of the event in the media negatively. Moreover, there are 24 additional international equitation tournaments taking place in 2016 (Pferd Aktuell, n.d.)

Opportunities

Looking at the online presence of the Balve Optimum International, it can be argued that it is not tapping its full potential. Its Facebook page has 5.309 subscribers (Balve Optimum, n.d.) and provides its fan base with posts rather seldom (Balve Optimum, 2016). An opportunity to attract international spectators would be to increase promotional measurements abroad. Specifically The Netherlands or Belgium is a promising destination due to its closeness to North Rhine-Westphalia.

Appendix IV Homepage Balve Optimum¹¹

A: Home page



B: Call for entries

Ausschreibung

Der Platz der Meister!

Hier finden Sie die verschiedenen Ausschreibungen des diesjährigen Balve Optimum international mit den Deutschen Meisterschaften im Dressur- und Springreiten vom 11. bis 14.06.2015.

Wir freuen uns auf Sie!



Internationale Ausschreibung



Ausschreibung Louisdor-Preis Nachwuchspferde Grand Prix FN 2015.pdf



Einladungshandicap.docx



Balve 2015 National.pdf

As it can be seen above on picture A, the website of the Balve Optimum International is exclusively in German. There is no option on the top or bottom of the page to change the language setting.

On picture B, the call for entries is being displayed. In the call of entry it is described which rights and duties the equestrians have. Again, on this sub-page everything is in German. Even the in-

¹¹ DAS SIND WIR! (n.d.). Retrieved February 10, 2016, from <http://www.balve-optimum.de/>

ternational call for entries for the equestrians is in German. Thus, it is very tricky for international participants to find their way through the website to get this information. In the end, this might also prevent them from participating in the tournament.

Appendix V Schedule of equitation tournaments

A: Germany¹²:

- **February:** Löwen Classics Braunschweig, VR Classics Neumünster
- **March:** Signal Iduna Cup Dortmund
- **April:** Horses & Dreams Hagen a.T.W., Pferdefestival Redefin
- **May:** Deutsches Spring- und Dressur-Derby Hamburg, Pferd International München, Maimarkt Turnier Mannheim, Internationales Pfingstturnier Wiesbaden
- **June:** Future Champions Hagen a.T.W.
- **July:** CHIO Aachen, Albführen Country Classics
- **August:** Internationales Dressur- und Springfestival Verden, Pferdesport Festival Niedersachsen Allersehl, Turnier der Sieger Münster, Horse & Classic Schenefeld
- **September:** Chiemsee Pferdefestival Ising, Internationales S.D. Fürst Joachim zu Fürstenberg-Gedächtnisturnier Donaueschingen, Kranichsteiner Sommerfestival Darmstadt
- **October:** Baltic Horse Show Kiel
- **November:** Munich Indoors München, Stuttgart German Masters, Agravis Cup Oldenburg
- **December:** Internationales Festhallten Reitturnier Frankfurt.

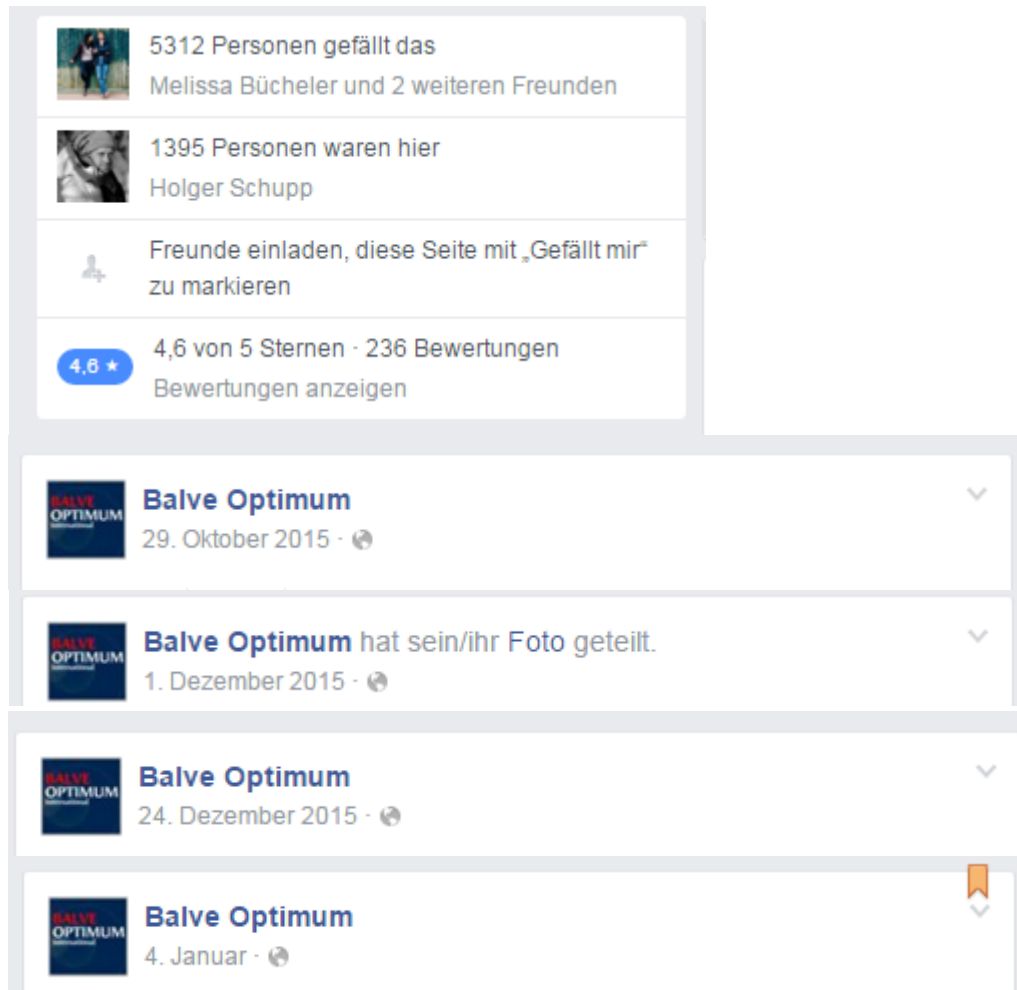
B: The Netherlands¹³:

- **February:** KWPN Hengstenkeuring, Den Bosch
- **March:** Indoor Brabant, Den Bosch
- **April:** /
- **May:** /
- **June:** CHIO Rotterdam, CSI Twente, Outdoor Gelderland (29.06.2016-03.07.2016)
- **July:** Outdoor Gelderland (29.06.2016-03.07.2016), WK Jonge dressuurpaarden Ermelo, CSI Ommen
- **August:** G.C.T. Valkenswaard, Outdoor Brabant, Breda
- **September:** /
- **October:** Military Boekelo Enschede
- **November:** JIM Maastricht
- **December:** /

¹² Pferd Aktuell. (n.d.). Retrieved February 30, 2016, from <http://www.pferd-aktuell.de/turniersport/veranstaltungen>

¹³ Nederland Paardenland. (2015). Feiten & Cijfers [Brochure]. Author. Retrieved March 12, 2016, from <https://www.knhs.nl/media/8538/boekje-nederland-paardenland.pdf>

Appendix VI Social Media Exposure¹⁴



The Facebook page of the Balve Optimum International is depicted above. It can be seen that the page has 5312 subscribers which is a rather low number in view of 20.000 spectators at the site and 80.000 following the live stream in 2015¹⁵.

Moreover, it can be seen that there is one post a month which is very low. Thus, the facebook page of the Balve Optimum International is not well-tended.

¹⁴ Balve Optimum. (n.d.). Timeline [Facebook page]. Retrieved February 8, 2016, from <https://www.facebook.com/Balve.Optimum/?fref=ts>

¹⁵ Medienhaus Emsland. (2014, January 30). *Rund um Balve Optimum 2014*. Unpublished internal document

Appendix VII Translation Services

Tolingo¹⁶

Tolingo is one of the providers for translation services, where one word costs 17 cent. Assuming that each text of the website will be translated, are they adding up to around 2.800 words. For Tolingo would this mean:

$$2.800 \cdot 0.17 \text{€} = 476 \text{€}$$



Unsere Preisgestaltung

So setzt sich der Preis für Ihre Übersetzung zusammen.

GGF. ZUSCHLAG			
WORTPREIS	Beispiel:		
	Deutsch – Englisch	(UK)	17 ct pro Wort
	Deutsch – Arabisch	(VAE)	19 ct pro Wort
	Englisch – Chinesisch	(trad.)	18 ct pro Wort
GRUNDPREIS	14,90€ pro Sprachkombination		

Typetime¹⁷

At typetime the translation per word costs 13 cent.

$$\text{Equation: } 2.800 \cdot 0.13 \text{€} = 364 \text{€}$$

Günstige Englisch Übersetzung

Übersetzungsbüro TypeTime - faire Preise, beste Leistung

Ihre professionelle Englisch Übersetzung muss nicht teuer sein. Unser Übersetzungsbüro bietet professionelle Übersetzungen, Korrekturen und beglaubigte Übersetzungen ins Englische und aus dem Englischen zu fairen Preisen. Verwenden Sie den TypeTime Preisrechner, um sofort alle Preise unseres Übersetzungsbüros für Ihre Übersetzung Englisch - Deutsch zu prüfen. Der Preis für Ihre Englisch Übersetzung hängt von der gewählten Fachrichtung und dem Liefermodus ab. Gern erstellt Ihnen der Preisrechner unseres Übersetzungsbüros ein Sofortangebot für Ihre Englisch Übersetzung.

Jede Übersetzung ein Meisterstück

Jede von unserem Übersetzungsbüro erstellte Englisch Übersetzung enthält eine Korrektur durch einen zweiten muttersprachlichen Korrektor - kostenlos für beste Qualität.

So günstig erhalten Sie Ihre Englisch Übersetzung

Übersetzungspreise inkl. Korrektur durch zertifizierte muttersprachliche Fachübersetzer nach DIN EN Norm 15038 (Wortpreise zzgl. MwSt.):

Deutsch-Englisch ab 13 Cent
Englisch-Deutsch ab 16 Cent
Englisch-Französisch ab 14 Cent
Russisch-Englisch ab 16 Cent

¹⁶ Unsere Preisgestaltung. (n.d.). Retrieved May 19, 2016, from <https://www.tolingo.com/sites/de/preise>

¹⁷ Übersetzungsbüro Englisch. (n.d.). Retrieved May 19, 2016, from <http://www.uebersetzungsbuero-typetime.de/uebersetzungsbuero-deutsch-englisch-uebersetzungsbuero-englisch-deutsch.html>

Betranslated¹⁸

At betranslated the translation per word costs 13 cent as well.

Equation: $2.800 \cdot 0.13\text{€} = 364\text{€}$

Beispiele

Nachfolgend finden Sie einige beispielhafte Preise (Nur zu Informationszwecken! Die Preise können abhängig von den oben genannten Faktoren variieren.):

Übersetzung eines Marketing-Dokuments mit 5.000 Wörtern aus dem Englischen ins Französische oder umgekehrt:

➔ 0,13 EUR / 0,17 USD pro Wort im Quelltext (650 EUR bzw. 850 USD)

Etranslation¹⁹

At Etranslation the translation per word costs 11 cent.

Equation: $2.800 \cdot 0.11\text{€} = 308\text{€}$

The screenshot shows a web interface titled "Übersetzungsangebot berechnen". It features three dropdown menus for "Ausgangssprache" (Deutsch), "Zielsprache" (Englisch), and "Fachgebiet" (Marketing). Below these is a text input field for "Wortzahl" containing the value "2800". A "Berechnen" button is positioned below the input field. The results are displayed in a table-like format:

Ausgangssprache:	Deutsch
Zielsprache:	Englisch
Fachgebiet:	Marketing
Wortzahl:	2800
Standardpreis pro Wort:	0.11 €
Kostenvoranschlag (zgl. 19% MwSt.)	308.00 €

Average Costs

In order to find out the average costs of the translation the 4 prices have to be added up and then be divided by 4.

$(476+364+364+308)/4 = 312\text{€}$

¹⁸ Übersetzungspreise. (n.d.). Retrieved May 19, 2016, from <http://www.betranslated.com/uebersetzungspreise.html>

¹⁹ Übersetzungsangebot berechnen. (n.d.). Retrieved May 19, 2016, from <http://www.etranslation.eu/ubersetzer-preise.html>