Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Economics

Bachelor Thesis

Economical Aspects of Training and Sale of Sport Horses

Linda Portychová

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Linda Portychová

Economics and Management

Thesis title

Economical Aspects of Training and Sale of Sport Horses

Objectives of thesis

The purpose of this bachelor thesis is to conduct an economic evaluation of the training and sale of sport horses by comparing two distinct subjects: a well-progressing stable and a starting business. The primary aim is to analyze and contrast the economic dynamics within these contexts. At the end deliver an optimal solution for the starting business. Through this comparative study, the thesis tries to provide strategic insights and recommendations that will enhance the economic viability and success of the starting business in the competitive sport horse industry.

Methodology

The methodological procedure will be based on a simplified financial analysis applied to the specific area of sport horse breeding. A necessary part is the calculation of costs and the definition of the income potential of the breeder. Ultimately, the profitability of breeding will be quantified and its comparison for a professional stable and a novice sport horse breeder.

Sub methods:

- cost quantification

- indicators of financial analysis

- comparative analysis

The proposed extent of the thesis

50 p.

Keywords

sports horse, breeding stable, costs, revenue potential, profitability

Recommended information sources

Bain, M. R. (2013). The Business of Horses: Creating a Successful Horse Business. Outskirts Press

Houghton Brown, J., & Clinton, M. (2015). Horse Business Management: Managing a Successful Yard. Wiley-Blackwell

McDonald, M. A. (1997). Starting & Running Your Own Horse Business. Storey Publishing.

O'Brien, C. E. (2005). Horse Economics: A Personal Finance Guide for the Horse Owner. Trafalgar Square Books

Vial, C. (Ed.) & Evans, R. (Ed.). (2017). The New Equine Economy in the 21st Century (Eaap Scientific). 1st ed. Wageningen Academic Publishers.

Expected date of thesis defence

2023/24 SS – PEF

The Bachelor Thesis Supervisor

doc. Ing. Michal Malý, Ph.D.

Supervising department

Department of Economics

Electronic approval: 21. 2. 2024

prof. Ing. Lukáš Čechura, Ph.D.

Head of department

Electronic approval: 27. 2. 2024

doc. Ing. Tomáš Šubrt, Ph.D.

Dean

Prague on 14. 03. 2024

Declaration

I declare that I have worked on my bachelor thesis titled "Economical Aspects of Training and Sale of Sport Horses" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

In Prague on 14.03.2024 ____________________________

Acknowledgement

I would like to thank the supervisor of my bachelor thesis doc. Ing. Michal Malý, Ph.D. for his advice and support during my work on the bachelor thesis. Additionally, I also thank the Schröder brothers who have provided me with valuable information about their business.

Economical Aspects of Training and Sale of Sport Horses

Abstract

This thesis delves into the intricate world of the equine industry, specifically exploring the economical aspects associated with the training and sale of sport horses. The study centers on a comparative analysis between an established, well-progressing stable and a nascent, starting business. Drawing from a rich array of literature, the research aims to uncover insights that can inform optimal strategies for initiating and managing a successful sport horse business. The study employs a meticulous methodology encompassing accounting comparison, financial analysis, cost summation, and strategic breakdown. The research, informed by the author's dual role as a show jumper and an aspiring entrepreneur, aims to deliver actionable insight for optimalisation of a successful sport horse business. Against the backdrop of a rising number of horses in the Czech Republic, the equine sector has evolved into a global enterprise where the convergence of athletic abilities and economic interests is palpable. The study contributes timely insights into the dynamic equine market, serving as a valuable resource for entrepreneurs navigating the complexities of the industry.

Keywords: optimization, sports horse, breeding stable, costs, revenue potential, profitability, financial analysis, horse business, planning, comparison

Ekonomické aspekty výcviku a prodeje sportovních koní

Abstrakt

Bakalářská práce se ponoří do spletitého světa koňského průmyslu, konkrétně zkoumá ekonomické aspekty spojené s výcvikem a prodejem sportovních koní. Studie se soustředí na srovnávací analýzu mezi již úspěšnou stájí a začínajícím subjektem. Práce čerpající z bohaté literatury si klade za cíl odhalit poznatky, které mohou poskytnout optimální strategie pro nastartování a řízení úspěšného podnikání. Autor využívá širokou metodologii zahrnující účetní srovnání, finanční analýzu, sčítání nákladů a strategické členění. Cílem práce, která je založena na autorových zkušenostech úspěšného parkurového jezdce a začínajícího podnikatele je poskytnout užitečné poznatky pro optimalizaci podnikání se sportovními koňmi. Na pozadí rostoucího počtu koní v České republice se koňský sektor vyvinul v globální podnik, kde je hmatatelné sbližování sportovních schopností a ekonomických zájmů. Práce přispívá aktuálním vhledem do dynamického trhu se sportovními koňmi a slouží jako cenný zdroj pro podnikatele orientující se ve složitosti tohoto odvětví.

Klíčová slova: optimalizace, sportovní koně, chovná stáj, náklady, výnosový potenciál, rentabilita, finanční analýza, koňský byznys, plánování, porovnání

Table of content

1 Introduction

The equestrian industry is a connection of passion and commerce, where the world of sport horses plays a significant role. The training and sale is not only trying to achieve the pursuit of excellence in equestrian disciplines but also a dynamic market with considerable economic implications. As a well-performing and successful show jumper with an interest in contributing to and benefiting from this industry, the author undertakes a complex research of the "Economical Aspects of Training and Sale of Sport Horses".

Against the backdrop of a rising number of horses in the Czech Republic, the equine sector, including various disciplines such as dressage, show jumping, and eventing, has evolved into a global enterprise where the convergence of athletic abilities and economic interests is palpable. This study driven by the author's firsthand experience in show jumping aims to unravel the multifaceted landscape that characterizes the financial dimensions of the equine industry.

In the following chapters, we will go through the intricacies of the training process, the factors affecting the market value of sport horses, and the wider economic impact of the equestrian industry. By comparing two different subjects – a well-progressing stable and a nascent business – we aim to process insights that not only contribute to the academic discourse on the economic aspects of the horse industry but also offer practical recommendations. These recommendations are intended to inform and guide stakeholders, including the author, in their pursuit of financial success in this exciting and dynamic field.

As we embark on this journey, the author's dual role as an accomplished show jumper and an aspiring participant in the economic success of the industry adds a unique perspective to the exploration of financial considerations in sport horse training and sales.

2 Objectives and Methodology

2.1 Objectives

This bachelor thesis has undertaken an economic evaluation of training and sale of sport horses by examining two distinct subjects: a well-progressing stable and a starting business. Through a comparative study, the aim was to analyze and contrast the economic dynamics within these contexts with a particular focus on providing strategic insights and recommendations for the starting business to enhance its economic viability and success in the competitive sport horse industry.

In the introductory part of the thesis, a literature research, which draws on professional sources, is written.

The methodology employed in this study involved a simplified financial analysis tailored to the sport horse breeding sector. Key elements included the quantification of costs and the assessment of income potential for breeders. By quantifying the profitability of breeding and comparing it between a professional stable and a novice sport horse breeder, this study aimed to provide valuable insights into the economic landscape of the industry.

Submethods utilized in the analysis included cost quantification, indicators of financial analysis, and comparative analysis. These methods allowed for a comprehensive examination of the economic factors affecting both established stables and new entrants to the market, thereby facilitating the identification of key challenges and opportunities for the starting business. Additionally a SWOT analysis would be conducted to identify the strengths and weaknesses of the company, as well as potential opportunities and threats. Based on this analysis, an appropriate strategy for enhancement recommendations would be determined.

In conclusion, the findings of this thesis underscore the importance of strategic financial planning and management in the sport horse breeding industry. By leveraging the insights and recommendations provided in this study, the starting business can better position itself to navigate the complexities of the market, and achieve sustainable growth and success in the long term.

2.2 Methodology

In the introductory part of the thesis, a literary search, which draws on professional sources about the topic, is prepared. The research contains a theoretical overview of sport horses and their needs, while it also embraces the horse market and starting a business within the equine industry.

Furthermore, in the practical part, a financial analysis of the company is processed based on data obtained from the owner of the enterprise. Various economic indicators are used for financial analysis, such as liquidity, indebtedness, profitability, and others. A SWOT analysis is performed to identify the company's strengths and weaknesses, and also to discover new opportunities and possible threats. Subsequently, optimization and financial measures drawing on SWOT analysis are proposed.

2.2.1 Financial Analysis

Financial analysis plays a role in assessing the financial status of a company. It helps to determine if the business is making profit maintaining a suitable capital structure utilizing its assets effectively, while meeting its financial obligations and other various key aspects on time. Several methods are available for conducting analysis to gauge the company’s financial well-being with specific indicators often playing a vital role in securing bank loans and other financial support to sustain operations. The foundation of analysis lies in accounting and tax records, where data from financial statements and tax filings are utilized. (Brag, 2013)

Tax Records

Tax records fall under Act No. 568/1992 Coll. concerning income taxes. The main aim is to determine the income by calculating the difference between income and expenses. These financial details are documented in tax records, long term assets, and accounts of receivables and liabilities. Additionally, auxiliary books like inventory records, payroll logs, and valuables register are also maintained.

Income and expenditure journal tracks cash flow movements throughout the accounting period using supporting documents, such as bank statements or cash receipts, for income and expenses. This journal plays a role as the primary accounting record in tax documentation.

The accounts receivable and payable ledger keeps track of transactions related to businesses and includes sections for recording liabilities to various entities, such as social security institutions or tax authorities.

Entrepreneurial individuals who earn income from their businesses, and other self-employment sources are the focus of tax records. Unlike those under the tax system, these individuals do not deduct expenses based on a percentage of their earnings or maintain detailed accounts. (Valder, et al., 2016)

Financial Statement

The fundamental financial documents used for creating an analysis include the balance sheet and the income statement (double entry accounting). In complex analyses, these documents may be complemented by a cash flow statement or a statement of changes in equity. These statements offer both status information, which is accurate as of a specific date, and flow information that covers a certain period. (Pokorná, 2021)

Financial analysis relies on data extracted from these statements, which are mandated by the Accounting Act and typically consist of the balance sheet and income statement along with supplementary details that elaborate on the information provided in these primary documents.

For enterprises, additional components such as cash flow summaries and equity changes are often included in financial reports. However, not all entities are obligated to produce detailed reports; small scale businesses and micro accounting units may be exempt from this requirement. (Valder et al., 2016)

Financial statements can be prepared in either condensed or comprehensive formats. In these reports, entities without an obligation for auditor certification may choose to present their financial information in a summarized form.

It's a requirement for companies to release their reports annually according to Act No. 563/1991 Coll., 2022.

The balance sheet is a financial document in accounting and plays a crucial role in bookkeeping. With the income statement, it forms the foundation for financial analysis. It involves organizing accounting data about the status of resources on a specific date (known as the balance sheet date) into a two-sided table format. This table typically presents assets (resources used for business operations) on the side, and liabilities (sources of funding for those assets) on the right side as described by Valder et al. (2016)

A key principle that must be upheld in a balance sheet is the principle of equilibrium, which requires both sides of the sheet to be equal. Each item within the balance sheet is identified using a combination of Roman numerals, along with its name following outlined guidelines. (Šteker et al. 2016)

The income statement provides a summary of earnings, expenses, and the financial outcome for a time frame. This report is typically prepared annually at least. Within the assessment, it is essential to monitor the structure of earnings and expenses, as well as their trends and progression. It's worth noting that the income statement does not deal with incomes and outgoings; it includes details on management outcomes in stages instead — from operational and financial to the economic result pre and post taxation. (Brag, 2013)

The income statement is then formatted into a table, listing items according to balance sheet numbers. This report typically covers not costs and revenues for the current accounting period but also those from the preceding period. Currently only entities required to prepare financial statements must include a cash flow statement. (IDoklad, 2021)

Translated into Czech as an overview of cash movements, the cash flow statement primarily serves business enterprises in analysis.

Cash flow statements serve to prevent profit manipulation by company management to present specific financial outcomes as desired. (Bernstein & Wild, 1999)

2.2.2 Methods of Financial Statements

There is currently a variety of financial analysis methods available. Similarly, the terminology used in finances varies across professional literature analyses. A common categorization of financial analysis methods includes analysis and technical analysis.

Fundamental analysis relies more on information about the company, and typically requires the expertise of an experienced analyst who uses theoretical knowledge as the foundation for this type of analysis. While fundamental analysis may involve working with data, it does not employ mathematical tools for processing them.

Technical financial analysis is centered around processing quantitative economic data using mathematical, statistical, and similar methods. The outcomes are then assessed both quantitatively and qualitatively. (Bernstein & Wild, 1999)

Technical financial analysis encompasses approaches that involve quantitatively processed economic data while also evaluating them qualitatively. These elementary methods include absolute indicator analyses (vertical), differential indicator analyses (such as net working capital), system of indicators analyses, and ratio indicator analyses (focusing on liquidity, profitability, activity). (Bernstein & Wild, 1999)

Horizontal Analysis

Horizontal analysis is a method that focuses on examining current performance metrics, also known as trend analysis. It involves studying the chance of indicators occurring over time. To conduct this analysis effectively, it is essential to obtain an amount of historical data. By ensuring accuracy in plotting the data points, we can avoid misinterpretations of the analysis outcomes. Additionally, it is crucial to consider the factors that influence the company's operating environment. (Brag, 2013)

Horizontal analysis functions according to the following equation:

$$Horizontal\ analysis\ formula = \frac{comparison\ year\ amount - base\ year\ amount}{base\ year\ amount} \times 100 \qquad (2.1)$$

Vertical Analysis

Vertical analysis, also known as percentage analysis, is the phase of examining absolute indicators. It focuses on the composition of these indicators by comparing individual items in financial statements to the total assets or liabilities. This type of analysis allows for comparisons between businesses within the same industry and facilitates evaluating financial statements over different time periods. The vertical analysis essentially involves assessing the allocation of a company's capital in terms of assets and liabilities, providing insights into its investment decisions and profitability. Additionally, it sheds light on the sources of company resources.

Vertical analysis functions according to the following equation:

$$Vertical\ analysis\ formula = \frac{statement\ line\ item}{total\ base\ figure} \times 100 \qquad (2.2)$$

Fund Analysis

Liquidity management relies heavily on pools of funds calculated by comparing two indicators. (Sedláček, 2001) These indicators represent asset and liability items with the concept of net funds referring to cleared funds from binding obligations. Commonly used funds within the analysis include net working capital, net cash, and net cash receivables financial resources. (Brag, 2013)

Net working capital constitutes the asset portion of current assets and is backed by long-term financial resources, enabling companies to utilize it freely. It also serves as a buffer for emergencies providing some operational leeway, even if all short-term liabilities need to be settled promptly. (Brag, 2013)

The calculation for working capital is as follows:

$$Working\ capital = current\ assets - current\ liabilities \qquad (2.3)$$

Working capital is then taken as current assets that are netted about the company's obligations. At the same time, these obligations will have to be repaid in the nearest future.

Net cash is determined by subtracting cash and cash equivalents from payable liabilities. Cash refers to currency and funds in current accounts, which may also encompass bills of exchange, checks, short term deposits, and securities with maturity of less than 19 days. (Businessinfo, 2009)

The calculation for net cash is as follows:

$$Net\ cash = cash\ balance - current\ liabilities \qquad (\ 2.4)$$

A pure cash receivables fund strikes a balance between working capital and net cash. The formula for this calculation is as follows;

$$Pure\ Cash\ Receivables\ Fund = Total\ Cash + Receivables \qquad (2.5)$$

Ratio Analysis

In ratio analysis, we explore the connections between financial metrics often represented in terms of percentages. By dividing items from a company’s financial statements, like the balance sheet or profit and loss statement, we derive financial ratios .(Sedláček, 2007) These methods are fundamental in analysis and widely utilized. One key benefit of ratio analysis is its straightforwardness and efficiency in evaluation. There are recommended benchmarks for indicators within this analysis that guide companies towards optimal performance.

Financial ratios are categorized based on aspects of business management and financial well being into distinct groups, such as profitability, activity, debt levels, and liquidity. (Fistro, 2014)

Profitability Indicators

Profitability serves as a gauge of a business ability to generate assets by earning returns on invested capital. It hinges on the correlation between statements, namely the Profit and Loss statement and balance sheet. When computing profitability metrics, the numerator reflects outcomes while the denominator factors in various forms of capital representing a blend of flow and stock quantities. Occasionally, sales are included in the denominator as a flow quantity. These metrics are instrumental in assessing the efficiency of operations particularly for stakeholders and investors. (Bernstein & Wild, 1999)

The ideal aim for profitability metrics is always to maximize values. This implies that companies strive to elevate these metrics to their potential (Brag, 2013). Three key indicators of profitability include return on assets, return on sales, and return on equity.

Return on Assets

Return on Assets (ROA) measures a company's profitability by comparing its earnings before interest and taxes to the assets invested in the business. This ratio remains useful for comparing companies, especially in varied tax environments. The ROA indicator allows a business to establish an interest rate for accepting loans, helping it decide whether borrowing is financially viable based on this metric:

$$u < ROA \tag{2.6}$$

where u is the loan interest rate

If the loan interest rate is higher than the ROA indicator, the company will not pay off the loan use.

The return on assets ratio is calculated as follows:

$$ROA = \frac{net\ income}{total\ assets} \tag{2.7}$$

Return on Sales

Return on sales, also known as ROS for short is a metric that indicates the relationship between a company's revenue and its profitability. It consists of both a top and bottom number. The top number represents the managements focus on profitability in the form of operating profit. The bottom number represents the sales figure used to calculate this profitability. Specifically when looking at operating sales profitability, it pertains to the profit generated from activities. (Brag, 2013)

The equation for calculating the return on sales indicator is as follows:

$$ROS = \frac{profit}{sales} \tag{2.8}$$

Return on Equity

Return on equity, also known as ROE, is a metric used in financial analysis. It signifies the profitability of the capital invested in a business by its owners or shareholders. Ideally, ROE should exceed the interest earned from risk investments as mentioned by Brag (2013). ROE essentially indicates the amount of net profit generated per unit of invested capital. Shareholders, partners, and investors rely on this metric to assess the health of a company. CFOs often utilize ROE in ratio analysis processes (ManagementMania, 2015).

The formula for calculating return on equity is as follows:

$$ROE = \frac{taxed\ economic\ result}{equity} \tag{2.9}$$

Return on Costs

Return on costs, or the so-called return on investment, is a financial measure that evaluates how well a company's investments are performing. It looks at the ratio of profit earned compared to the amount of money invested, giving insights into how resources are being used to generate profits. A higher return on investment suggests that the company is earning money relative to the funds invested, showing efficient resource management. This measure is significant for investors and stakeholders, as it aids in assessing the success and profitability of the company, helping to guide decisions related to allocating resources and forming investment strategies.

It is counted as follows:

$$ROC = \frac{Net\ Income}{Total\ Capital} \times 100 \tag{2.10}$$

Activity Indicators

Activity indicators assess a company's competence in utilizing invested resources effectively. They also gauge the allocation of capital components across different asset types and liabilities. These indicators are typically categorized into two types; the quantity of individual asset turnovers and turnover duration. Analyzing these metrics helps to understand how well a company manages its assets and their components influencing profitability and liquidity. If a business holds few assets, it misses out on potential sales opportunities. Conversely, an excessive number of assets leads to expenses, thereby impacting profitability negatively. Additionally, turnover ratios and durations for asset components are key aspects of activity indicators. The fundamental turnover ratios include asset turnover ratio, inventory turnover ratio, and short term receivables turnover ratio. These rates signify the frequency of asset turnovers within a specified period to generated sales.

The turnover rate indicators are suggested to be maximized. Additionally, there are three turnover time indicators; asset turnover time, inventory turnover time, and the repayment period of short term receivables. These turnover times represent the duration in days or years for one cycle of assets to complete as mentioned by Higson (2012). The recommended values for these turnover time indicators lean towards minimization. For short term receivables repayment, the optimal range falls between 30 to 90 days. (Higson, 2012)

Asset Turnover Rate

The asset turnover rate is a measure that assesses how effectively a company utilizes all its assets in production activities regardless of their value.

The formula to calculate the asset turnover rate is as follows:

$$ATR = \frac{annual\ sales}{activity} \qquad (2.11)$$

Stock Turnover Rate

The inventory turnover rate is a ratio that compares sales to the amount of stock held. It shows the conversion of the stock into current assets during a specific time period, typically a year. This ratio helps to measure the efficiency of a company management in regards of its inventory by tracking how quickly products are sold and restocked (Brag, 2013).

The formula for calculating the inventory turnover rate is as follows:

$$STR = \frac{annual\ sales}{inventory} \qquad (2.12)$$

Turnover Speed of Short-term Receivables

The speed at which short term receivables are turned over is expressed as a ratio where annual sales and short term receivables are compared. This ratio indicates how swiftly short term receivables are transformed into cash with values indicating faster conversion, enabling the company to access cash more promptly. (Higson, 2012)

The calculation for the turnover speed of short term receivables is as follows:

$$TSOSTR = \frac{annual\ sales}{short\ term\ receivables} \tag{2.13}$$

Inventory Turnover Time

The period it takes for inventory to be sold or used up in a company indicates both its liquidity and efficiency. Ideally, this turnover time should decrease over time reflecting a financial status for the company. (Bernstein & Wild, 1999)

The formula for calculating inventory turnover time is as follows:

$$ITT = \frac{inventory}{daily\ sales} \tag{2.14}$$

Receivables Turnover Time

The receivables turnover ratio shows the time it takes for a company to collect its receivables each year. It indicates how quickly a company collects payments from its customers. This metric is often linked to the turnover of short term receivables.

The equation is as follows:

$$RTT = \frac{short{-}term\ receivables}{daily\ sales} \tag{2.15}$$

Accounts Payable Turnover

The accounts payable turnover ratio indicates how efficiently the company settles its debts. Ideally, this period should exceed the receivables turnover period to maintain stability within the company. This metric offers insights into the company's adherence to its business credit policies, posing as valuable information for creditors and potential lenders. (Higson, 2012)

$$APT = \frac{current\ liabilities}{daily\ sales} \tag{2.16}$$

Asset Turnover

The asset turnover ratio indicates the average time required for recovery
funds assets.

It is calculated as follows:

$$AT = \frac{assets}{daily\ sales} \tag{2.17}$$

Indebtedness Indicators

Indicators of indebtedness are utilized to assess the equilibrium between sources of funding (liabilities) and their distribution towards the company's assets. Additionally, these indicators evaluate the stability of the business. It is important for enterprises to maintain a rounded financial and asset structure where assets are equivalent to liabilities. The foundation for these indicators lies in the balance sheet which helps to understand the connections among individual items on the balance sheet. In essence, indebtedness signifies that a company is funding its assets from sources. (Bernstein & Wild, 1999)

Creditor Risk Indicator

The creditor risk indicator, also known as indebtedness, is determined by comparing foreign resources to total assets. It is suggested that this indicator should be maintained below 50%. This metric reflects the level of third party coverage for the company's assets. (Higson, 2012)

The formula for calculating this ratio is as follows:

$$CRI = (creditor\ risk/\ assets) \times 100 \qquad (2.18)$$

Coefficient of Self-Financing

The self funding coefficient serves as a measure alongside the creditor risk indicator with both indicators ideally summing up to approximately 1. This ratio highlights the percentage of the company's assets financed by its shareholders, typically recommended to be approximately 50%. Calculating the self funding coefficient involves a formula as outlined by Higson (2012):

$$COSF = own\ capital/\ assets \qquad (2.19)$$

Financial Leverage Indicator

By utilizing the financial leverage indicator, one can determine the enhancement of the company's profitability by leveraging capital. If the return on assets exceeds the interest rate, equity can be bolstered through funds. As the proportion of sources in the company's overall financing increases, the leverage ratio also rises. It is advised to maintain a financial leverage indicator value below 4. (Brag, 2013)

The calculation formula for this relationship is as follows:

$$FLI = (assets/\ own\ capital) \times 100 \qquad (2.20)$$

Interest Coverage

Interest coverage ratio is a metric that indicates the number of times the company's operating profit exceeds its interest payments before taxes. It helps assess the company's ability to meet its obligations, and establishes whether creditors' interests are protected in case of liquidation. A value of 3 is considered critical within values indicating severe financial challenges for the company. An ideal score is 8 while higher values are generally favorable. (Higson, 2012)

The interest coverage ratio is computed as follows:

$$IC = EBIT / \ interest \ expense \qquad (2.21)$$

Interest Burden

The interest burden represents the opposite of interest coverage presented in percentage form. Additionally, it holds a narrative significance.

The formula for computing this ratio is as follows:

$$IB = interest \ expense / \ EBIT \qquad (2.22)$$

Liquidity Ratios

Liquidity ratios are seen as indicators of the company's financial stability. These ratios assess the company's ability to meet short-term obligations by comparing its assets to short-term liabilities that need to be paid within a year. (Higson, 2012) The concept of liquidity pertains to how an asset can be converted into cash without significant loss in value. It essentially measures the company's ability to meet its obligations promptly.

Current Liquidity

The present liquidity can also be known as Tier 3 liquidity, turnover related liquidity. It indicates the number of assets in crowns that can cover one crown of short term. The suggested range for liquidity values expressed as percentages is between 150% and 250%. (Brag, 2013)

The formula for computing this relationship appears as follows:

$$CL = current \ assets / \ short - term \ liabilities \qquad (2.23)$$

Quick Liquidity

The quick ratio, also known as the second degree liquidity (collection related liquidity), indicates the company's ability to pay off short-term debts promptly. It reflects the possible coverage of external capital. A quick ratio of 1 (100%) means the company can settle all short-term obligations. The ideal range for this ratio is typically between 0.2 and 0.8. (Brag, 2013)

To calculate quick liquidity, use the following formula:

$$QL = \frac{(financial\ assets + short-term\ receivables)}{short-term\ liabilities} \qquad (2.24)$$

Cash Liquidity

Cash liquidity, also known as Tier 1 liquidity, includes the most liquid assets from the balance sheet. The ideal range for liquidity typically falls between 0.9 and 1.1. In some cases in the Czech Republic, a value as low as 0.6 is seen as the minimum threshold.

The following formula is used for calculation:

$$CaL = cash\ liabilities / \ short - term\ liabilities \qquad (2.25)$$

2.3 Cost Calculation

Within a company, costs represent the money spent on aspects like employee work, assets, and performance. These costs are incurred at the time of consumption different from mere expenses. The goal is to offer an insight into the financial aspects of managing a sport horse enterprise focusing on both the day to day expenses, and potential profits from sales.

To begin, we need to pinpoint the cost elements linked to training and caring for sport horses. These elements might encompass, among others;

Costs for feed and nutrition.

Expenses for care and healthcare.

Fees for training and coaching.

Overhead costs for facility maintenance.

Transportation costs.

Administrative and management expenses.

Information related to each cost element is gathered from sources like financial records, invoices, receipts, and industry standards. This data is then carefully scrutinized to ensure accuracy and consistency.

Once we have identified and analyzed individual cost components, they are assigned to activities or stages in the training and sales processes. This allocation helps to understand where costs are being incurred precisely, and how they impact the business expenses.

By utilizing the collected data and allocated cost components, we determine the costs associated with training and selling sport horses. This covers both fixed expenses (like rent for facilities and insurance premiums), and variable expenses (such as feed and costs), giving a thorough look at the financial investment needed for running the business smoothly.

The calculated expenses are then matched up against industry standards and past data to gauge their reasonableness and competitiveness. This comparison aids in pinpointing areas where costs can be optimized or operations can be made efficient within the business.

Sensitivity analysis is carried out to assess how changes in cost factors impact the overall financial performance of the equestrian business. This examination helps in recognizing risks and uncertainties linked with cost estimates, guiding decision making processes effectively. (O'Brien, 2005)

Some of the important formulas are as follows:

$$Total\ Cost\ =\ Fixed\ Costs\ +\ Variable\ Costs \tag{2.26}$$

$$Average\ Cost\ =\ Total\ Cost\ /\ Quantity \tag{2.27}$$

$$Fixed\ Costs\ =\ Total\ Expenses\ -\ (Variable\ Costs\ *\ Quantity) \tag{2.28}$$

$$Variable\ Costs\ =\ Total\ Expenses\ -\ Fixed\ Costs \tag{2.29}$$

$$Break-Even-Point(in\ units)\ =\ Fixed\ Costs\ /\ (Selling\ Price\ per\ Unit\ -\ Variable\ Cost\ per\ Unit) \tag{2.30}$$

$$Break-Even-Point(sales\ euro) = Fixed/\ Contribution\ Margin \tag{2.31}$$

2.4 SWOT Analysis

SWOT analysis is a method used to assess both external factors impacting an organizations success. It was developed by Albert Humphrey in the 1960s and consists of examining strengths (S), weaknesses (W), opportunities (O), and threats (T). The primary purpose of SWOT analysis is to aid in evaluation, management decision making, and risk assessment. By focusing on strengths and weaknesses that can be controlled by the company, as well as external opportunities and threats in the business environment, SWOT analysis helps to identify weaknesses to enhance strengths, explore new opportunities, and mitigate potential threats.

The process is not overly complex. It is crucial to adhere to the guidelines. When completing the quadrants, the primary focus should be on identifying the crucial factors relevant to the company. It is vital to consider real and unbiased factors in this analysis. These factors add significance and depth to the assessment. The critical factors are then dissected into quadrants, and assessed accordingly. To accomplish this, it is necessary to pose some questions;

- Opportunities evaluation. How can strengths be leveraged to make optimal use of opportunities?
- Weaknesses assessment. How can opportunities be utilized to address or minimize weaknesses?
- Threat evaluation. How can strengths be harnessed to counter threats?
- Threat assessment. How can threats be mitigated concerning weaknesses?

These inquiries aid in conducting a SWOT analysis, assuming that the aforementioned critical factors are employed and correctly categorized into individual quadrants. (Higson, 2012)

3 Literature Review

3.1 Introduction

In the eyes of economists making investments, sports is often frowned upon as they see it as diverting resources away from productive infrastructure without clear future benefits. Despite this view, there is an evidence linking sports to economic activities. In today's society, both the education and sports sectors are acknowledged as growing industries with an impact on the economy. Nowadays, the world of sports has become a business for teams and players, attracting attention from interested parties. The advancement of technology has been instrumental in turning the sports industry into a global platform over the last decade. This economic analysis of sport horse training and sales aims to explore perspectives on investing in sports while aligning them with established theories. Moreover, it seeks to challenge assumptions about the significance of sports by considering diverse viewpoints. It also calls on policymakers and stakeholders to take approaches when assessing how sports impact local communities economically. By focusing on research that demonstrates how sports contribute to prosperity than solely relying on opinions, this study will provide private investors in sports with a more rational basis for decision making. Additionally, it will offer athletes and fans clearer insights into how sports affect their lives and communities. (Leeds et al., 2022)

3.2 Background

The world of sport horse breeding, training, and sales revolves around preparing horses for events like show jumping, dressage, and three day eventing.. Riders, whether freelancers or employed by training facilities, earn money through their services and sometimes receive a cut from a horses sale. Sales can take place privately or at auctions, often attracting amateur riders seeking a horse for competitions. Prospective buyers commonly opt for a trial period before purchasing, during which the horse is brought to their facility and joins them in competitions for evaluation over a period of time. These trials involve expenses like transportation and boarding fees at the buyer's location. Upon completion of the trial period, horses are transferred to their new home with ownership changing hands. My main focus within the sport horse industry lies in training methods. This industry operates with a touch as trainers have significant autonomy in designing training programs tailored to individual horses, resulting in diverse practices among different trainers, and throughout the industry.

However, there is information available regarding the training methods used in the industry, and there seems to be lack of formal assessments of these practices. Most industry professionals I have spoken with believe that in western regions of the United States, disciplines like reining or three day eventing are more prevalent, leading to an increased number of trainers specializing in those areas. While this notion is commonly accepted within the industry, as far as I know there have been no official evaluations conducted on it. Nonetheless, there is documentation on the training techniques employed in the field, and a noticeable absence of formal assessments on these practices. (Koskinen, 2020)

3.3 Structuring the Starting Horse Business

Starting a horse business requires a combination of passion for horses and sharp business skills. Like any effort, it is important to establish a strong foundation which begins by creating a thorough business plan. A crafted plan acts not only as a roadmap for the future but also serves as a strategic tool to secure funding, attract partners, and navigate day to day operations. It is surely less costly to fail on the paper than after all work and time has been invested. (Bain, 2014)

Participating in the horse world involves a significant financial commitment with costs escalating across various aspects. The maintenance of horses, encompassing feed, healthcare, and essential needs averages around €2,500 per horse annually. This sum can vary considerably, ranging from €1,800 to €8,500, while being influenced by a multitude of factors. Moreover, for those engaged in the sale and acquisition of sport horses, the average price can range from €10,000 to €200,000 and may climb even to millions for elite competitors. As the financial landscape in the equine industry evolves, individuals and businesses should be mindful of these average costs and prices to ensure sound and sustainable economic practices. (Martinson, 2009)

Choosing the business structure is a decision that has a significant impact on the legal and financial aspects of the horse business. There are several options, each with its own advantages and considerations. A sole proprietorship offers simplicity but comes with liability, while a partnership spreads out responsibilities but requires a strong and trusting relationship. Incorporating as a corporation provides protection against liability. This option involves navigating governance requirements. On the other hand, a limited liability company (LLC) strikes a balance by offering liability protection along with operational flexibility. The choice among these structures depends on factors like risk tolerance, financial goals, and desired level of control. (Clinton, 2010)

A sole proprietorship is a straightforward structure where a single individual owns and operates the horse business. While it provides maximum control and simplicity, the proprietor assumes personal liability for business debts and legal obligations. You basically are the one making all the decisions, and it is the easiest to get out of if things do not go the right way. The huge risk of this option is that all compounds are signed up to your name, so it is your own personal assets that are at risk.

A partnership involves two or more individuals sharing ownership and management responsibilities. It offers shared decision-making but demands clear partnership agreements to address issues, such as profit distribution, roles, and conflict resolution. We can speak about two possible ways of partnership. A general one has two or more partners that share all their profits and losses together, and they are all responsible for the same thing. The other partnership is a limited partnership, where you have a managing partner who makes the important decisions for the rest of the partners. In equine industry, we speak about the syndicates. Few partners buy shares of the syndicated horse.

The managing partner in this relationship could be the original owner who wanted to limit their expenses. The other partners pay their share of expenses and in return, they get a share of profits from the syndicated horse. (Bain, 2014)

Incorporating as a corporation creates a separate legal entity, shielding owners from personal liability. However, the formal structure comes with stringent governance requirements, including regular meetings and detailed record keeping. In comparison with the sole proprietorship, the losses are not deducible on personal tax but the dividends are again taxed at the personal level. (Bain, 2014)

Incorporating as an S corporation creates a separate legal entity, shielding owners from personal liability. It also provides a tax advantage with profits and losses passing through to shareholders' personal tax returns, potentially resulting in tax savings. We can talk about it as a legal safeguard with tax benefits. The horse business mostly has a great deal of liability, so it is a desired structure as it ensures the protection of your personal assets. (Bain, 2014)

The LLC is quite similar to the S corporation; it combines liability protection with operational flexibility. Owners, known as members, enjoy protection against personal liability while retaining a more adaptable structure compared to a corporation. There is also a disadvantage; the owners get taxed with self-employment tax same as partnership and sole proprietorship. (Bain,2014)

3.4 Sport Horse Characterisation

Let's take a closer look on our actual "product" on the market. Throughout our history, horses have played a significant role in people's lives. Horses that became domesticated were classified by their type. The cold-blooded horses were used to transport loads and were also excellent workers on the fields, the warm-blooded horses, i.e. lighter horses, became riding horses, and were also used in the warfare. Nowadays, the horses on the fields were replaced by machines, and they are no longer used in wars. Despite this, horses became a great interest for breeders, especially in the field of sport and recreational activities. Nowadays, everyone wants to breed sport horses, the embodiment of athleticism and elegance posing as partners for enthusiasts and competitive riders. Understanding the needs of these horses, the demands of their chosen discipline, and the associated costs that guarantee their well-being and performance excellence are key in characterizing them. (Vogel, 2003)

Sport horses possess a combination of attributes. They display a defined conformation that encompasses strength, agility, and balance. Their athletic abilities are complemented by a structure, resilient hooves, and a muscular physique tailored to meet the specific requirements of disciplines such as dressage, show jumping, eventing, and others. (Parker, 2018)

In the captivating world of show jumping, where precision and power come together as one, there are many horse breeds that have become the symbols of prowess. One of the most popular ones are the Holsteiner, KWPN (Royal Dutch Warmblood), Oldenburg, and even Czech Warmblood is making its way to success in show jumping arenas. (Hendricks, 2007)

The Holsteiners are known for their athleticism and strength. They dominate the show jumping stage with their commanding presence. With hindquarters and an impressive jumping ability, these horses display both elegance and effectiveness in maneuvering through courses. Their calm nature and willingness to work make them formidable contenders embodying the essence of an accomplished show jumping partner. One of the most remarkable stallions from this breed was Cassini I, born in 1988, who competed successfully at the highest levels and later became an influential sire, passing on his athletic prowess to numerous offspring. (Hendricks, 2007)

The KWPN breed stands as a testament to excellence in Dutch Warmbloods, emphasizing quality movement and jumping ability. With gaits, athleticism, and a natural talent for clearing fences, KWPN horses bring style and precision to show jumping arenas. Their friendly disposition, intelligence, and strong drive to perform make them sought-after companions for riders aiming for success in this discipline. Indoctro as a leading KWPN stallion produced a lineage of successful show jumpers, earning recognition for his impact on the breed's excellence in sport. (Hendricks, 2007)

In terms of appearance and expressive movement, the Oldenburg breed is the one that truly shines. With developed musculature, hindquarters, and a graceful jumping style, Oldenburgs epitomize gracefulness and agility in the world of show jumping. Within this breed it was Argentinus, an Oldenburg stallion born in 1980, that stood out for his elegant appearance and outstanding jumping ability. He became a prominent sire within the Oldenburg breed, contributing to the refinement and athleticism of generations of sport horses. (Hendricks, 2007)

The Czech Warmblood originating in Czechoslovakia brings a blend of adaptability and friendly temperament to the world of show jumping. With their abilities, they excel in tackling the intricate challenges that come with this sport. Even though this breed is much smaller in numbers, many breeding stallions from this breed are used worldwide, for example the sire Aristo Z, who was one of the most used stallions in 2020 and who gives a smart offspring with a competitive edge. (Chýle,2021)

Between 2002 and 2019, the horse population in the Czech Republic witnessed remarkable growth. Starting with 38,754 horses in 2002, the numbers surged to 94,906 in 2019, reflecting a substantial increase of 56,152 horses. This equates to a notable overall growth rate of 145%. (Ústřední evidence koní)

Examining the 2019 data reveals a diverse distribution within the horse population in the Czech Republic. Among the total of 94,906 horses, the most populous category comprises animals without breed affiliation, numbering 29,087 (30.65%). Following closely are Czech Warmbloods, with a count of 17,515 (18.46%), while, as previously mentioned, being primarily recognized for their utility in sports. (Ústřední evidence koní)

In the symphony of show jumping, each breed contributes its elements of precision, power, and partnership. Whether it might be the Holsteiners' technique of jumping, the huge stride of KWPN horses, smooth movement of Oldenburgs, or the versatility offered by Czech Warmbloods, every breed plays a crucial role in creating a captivating and dynamic narrative of excellence within this sport.

3.4.1 Sport Horse´s Needs

Maintaining health and performance for sport horses heavily relies on meeting their needs. A balanced diet consisting of high quality forage, grains, and supplements is crucial. The horses age, workload intensity, and discipline may influence its requirements. Additionally, ensuring hydration through water sources along with appropriate supplementation further contributes to overall equine well being. The difference between horses held outside 24/7 or the ones mostly in the stable is also noticeable. A horse that gets to eat grass the whole day and works once a week doesn't need as much hay and grains as a sport horse that gets out few times a week but works 6 times a week 3 times a day. This kind of horse doesn't only need twice as much hay but we mostly also have to add a special feed full of fibre and minerals. At the end of the month, if we compare the expenses of these two horses, we would think that one sport horse eats as much as a whole herd of amateur ponies. (Parker, 2018)

Sport horses thrive when subjected to training regimens and regular exercise routines. Customizing training programs according to each horses discipline ensures the development of skills and fitness levels necessary for success. (McDonald, 1997)

Whether you're involved in activities like dressage, jumping, or mastering country riding, having a well structured and progressive training program is crucial to unlock your horse's full potential. That means it also costs money to have people around you to help you move all the horses. Even the one horse needs almost 2 hours a day of your time, as they need to get out the box to move at least twice a day - you can either ride or lunge them for an hour, and then you have to groom for them and take them out to the paddock or walker for the second movement. (McDonald, 1997)

To keep your sport horse healthy and in shape, it is important not to only have enough of movement for the horse, to build the right muscles and strengthen up the tendons, but also to provide veterinary care. This includes vaccinations, dental examinations, and preventive measures against parasites. Specialized veterinary services like evaluations and sports medicine consultations play a role in identifying and managing any issues that could affect your horse’s performance. A busy sport horse will probably need a few treatments like coffin joint injections during the long season. A regular sport horse needs to be either trimmed or shoed every 4 to 6 weeks. (Brown, 2010)

Creating the environment for your sport horse is essential for their well being. A comfortable stable with ventilation and proper bedding ensures they have a place to rest and recover. We can use either a cheaper option of straw but some horses might need high quality shavings, as their gut can become blocked while eating straw, or they might have respiratory problems linked with straw. Access to pastures or paddocks where they can engage in social behavior is also important for their mental well being. Especially for sport horses, it is very important to have a lot of land with paddocks to switch them around and keep them in a good condition. (Brown, 2010)

Equipping your sport horse with quality gear that matches their discipline is vital. Saddles, bridles, and protective boots not only enhance rider comfort but also contribute to the horse’s comfort and performance. Regular maintenance and timely replacements help ensure that the equipment remains in good condition. The high quality leather tack might get very expensive. (Brown, 2010)

The costs associated with owning and taking care of a sport horse can vary significantly depending on various factors. These include expenses for stabling, feed and supplements, veterinary care, vaccinations and emergencies, farrier services for hoof care and shoeing, training costs involving professional trainers and coaches, competition expenses such as entry fees, travel and accommodation for events, stable fees and facility upkeep for housing the horse, as well as insurance coverage for medical expenses and mortality. Taking care of a sport horse requires dedication, financial responsibility, and a genuine understanding of their needs as athletes. Striking a balance between their health, mental well being, emotional state, and the associated costs is crucial in building a partnership within the dynamic world of equestrian sports. (Parker, 2018)

3.5 The Business Environment

A horse business like any other has to generate turnover, whereby goods or services are sold in exchange of money. In order to be successful, the customers have to be attracted and kept. To do so, the business has to do a customer research and has to be aware of the market place that is operating in. Understanding the nature of the equine industry requires a comprehensive grasp of its multifaceted business landscape. This ever-changing ecosystem is shaped by various factors including trends, economic conditions, political decisions, and challenges that collectively influence the trajectory of horse businesses. (Brown, 2010)

In the equine industry, trends play a role in shaping its dynamics. From evolving consumer preferences to advancements in horse care and changes in competition formats businesses must stay ahead to adapt their breeding, training and marketing strategies to meet the current market demands. Horse businesses are service-oriented, which means that their general income comes from providing a personnel service to customers. Whilst all the businesses are unique, we can find few common trends like labour cost-saving devices, quality increased in terms of facilities, and standards or growth often coming from conversion of farm buildings. These trends have developed as a response to some common characteristics. For example the labour-saving devices can help to counter high cost and save time, so that the personnel doesn’t need to spend too much time on time-consuming daily tasks. (Brown, 2010)

Successful horse businesses also have to understand the internal and external factors. Internal factors like breeding program, quality effective training methods, and overall management practices directly impact day to day operations. Businesses are capable of controlling these micro factors. On the other hand, external macro factors such as conditions, political decisions, competitors, and so on influence the strategic planning and adaptability. Even though the business itself has little or no control, it still has to be able to operate and react as necessary. (Bain, 2014)

The economic climate plays a role in determining the vitality of the equine industry. Economic fluctuations, inflation rates, and consumer spending patterns directly affect the demand for sport horses. Businesses need to be flexible and adjust their strategies accordingly to thrive in both times and challenging economic environments. (Bain, 2014)

Political decisions and regulations have an impact on horse businesses. Changes in legislation concerning animal welfare, land use, and taxation can reshape how these businesses operate. It is crucial for them to stay updated on developments and understand how these decisions may affect their practices requiring adjustments to comply with evolving legal requirements. (Bain, 2014)

Keeping up with industry trends allows businesses in this field to position themselves as leaders in innovation and excellence. By staying informed about emerging disciplines changes in competition standards and global industry developments, these businesses can proactively shape their offerings to meet the changing needs and expectations of riders and enthusiasts. (Brown, 2010)

The equine industry faces challenges that require careful navigation by businesses operating within it. Rising costs of feed and healthcare conflicts related to land use and intense market competition are among the obstacles that demand management. Successfully addressing these challenges involves finding a balance between operational efficiency, financial resilience, and a commitment to adhering to industry best practices. (Clinton, 2010)

In conclusion, the equine business environment is dynamic and constantly evolving. Successful horse businesses not only adapt to current conditions but also anticipate future challenges and trends with proactive measures. By embracing innovation fostering adaptability and maintaining an awareness of both internal dynamics and external factors influencing the industry, horse businesses can position themselves for sustained success, in this captivating and ever changing field. (Brown, 2010)

3.6 Sale Strategies

Sales strategies revolve around pinpointing the right target audience comprehending their needs and crafting a marketing strategy to close deals successfully. Various methods like sales and auctions are commonly employed, with multiple sales channels available for promoting horses. Many equestrian businesses, including competitors of Horse Sport Ireland and similar organizations rely on sales agents' expertise. The horse sales market extends globally. Also has significant European and national dimensions. For instance, countries like Germany have strategies that entice buyers to purchase sport horses directly from breeders—a trend not as prominent in Ireland where a shift towards more direct marketing has emerged. In the market sport horses are often bred and sold in countries such as Poland, France, Switzerland, and the Netherlands. However, English speaking markets like the U.K./Ireland and the U.S.A. remain to be the choices for selling off horses internationally due to cultural nuances that require tailored marketing approaches for diverse clientele sources and preferences. Ultimately successful sales hinge on establishing and nurturing business relationships.

Selling competition horses efficiently and to the right target market is crucial for the success of a business as its value heavily depends on its stock turnover. Regularly refreshing the inventory ensures that the business stays relevant and ready to cater to returning customers. This sales process is not vital for the business but also plays a key role in maximizing the potential of each horse. Every horse has abilities and leaving them on the market without suitable offers for an extended period can be detrimental both to their performance and the sellers return on investment. To ensure the well being of the animals, we strive to keep horses at our sales facility for short periods of time. The reputation of a horse sales business hinges on its impression, so maintaining a visually organized and efficient appearance is essential. By focusing on each horse creating appraisal plans and adhering to legal regulations, we can develop a successful marketing and sales strategy. (Huntington et al., 2020)

3.7 Market Analysis

Market analysis entails conducting an examination of various elements that influence the business environment providing valuable insights to guide decision making allocate resources effectively and gain a competitive edge. (Brown, 2015)

A crucial aspect of market analysis involves exploring trends within the equine industry. This encompasses changes in consumer preferences, emerging disciplines, advancements in horse care practices, and shifts in competition formats. Businesses must stay attuned to these trends to align their offerings strategically with the evolving demands of the market. (McDonald, 1997)

To conduct market analysis, it is essential to delve into both micro and macro factors that impact equine businesses. Internally micro factors encompass aspects such as breeding program quality, training methodologies and overall management practices. Externally macro factors like conditions, global events, and regulatory changes significantly influence operations. Navigating the interplay between these factors allows businesses to adapt to the nature of the industry. (Parker, 2018)

Assessing the climate is of utmost importance as it shapes the demand for sport horses. Market analysis involves evaluating factors such as inflation rates, consumer spending patterns, and overall economic stability. This assessment enables businesses to anticipate shifts in demand levels efficiently, adjust pricing strategies accordingly, and position themselves optimally in both challenging economic situations.

Market analysis also extends its focus on decisions and regulatory frameworks that can have a profound impact on equine businesses.

Keeping up with changes in laws concerning animal welfare, land use, and taxation requires an approach. It is important for businesses to stay informed about developments so they can anticipate and adapt to potential shifts in regulations. (Reszetylo, 2015)

Market analysis goes beyond businesses and includes broader industry trends and the competitive landscape. By understanding emerging disciplines changes in competition standards and global industry developments, businesses can proactively shape their offerings. This strategic positioning within the market allows them to stand out from competitors and take advantage of evolving trends.

A thorough market analysis not only identifies opportunities but also recognizes challenges. Rising costs of feed and healthcare conflicts over land use. Increasing competition pose hurdles that businesses must navigate. By acknowledging and addressing these challenges head on, businesses can develop strategies that promote sustainability and growth. (Reszetylo, 2015)

In essence, market analysis acts as a compass for equine enterprises guiding them through the complexities of the industry. By staying tuned to trends understanding how internal and external factors interact with each other and proactively tackling challenges, businesses position themselves for success in the ever changing equine market. (Bain, 2014)

4 Practical Part

4.1 Introduction of a Well-Progressing Stable

The example of a well-progressing stable of the author's choice will be the "BWG Stables B.V." based in Tubbergen, Netherlands. At the origin of the stable in the year 2005 were the three Schroder brothers - Ben, Wim, Gerco, and their wives. Ben and Wim are the older brothers and they are the same age as twins. Ben is a very handy rider with a lot of feeling for a horse and that is what also makes his name in the equestrian world. His twin brother Wim and his younger brother Gerco have both represented the Netherlands in equestrian jumping at the Olympic Games. Wim competed at the 2004 Games in Athens, while Gerco won individual and team silver medals at the 2012 Games in London. The area that once housed the farm of their parents was gradually transforming starting in 1998 into an established equestrian facility for competitive jumping and trading of horses on both national and international scales. It was fully developed into an equestrian complex by December 2016. Working alongside all staff members they have built a team where top level sportsmanship is highly valued. The stable consists of almost 50 boxes and is mostly full during the year. The main income of the stable is from training of clients' horses and sale of high quality show jumpers that are developed to the highest levels.

The author decided to use this stable as an example because she had 3 years of working experience there.

4.1.1 Business Model

B2C: Providing services directly to individual horse owners and riders.

B2B: Collaborating with different riding stables, horse dealers, and riders to offer specialized service.

4.1.2 Income for Year 2023

The main income sources can be divided into 4 sections. The first one is the training part where all the three brothers among training their own horses and adding a remarkable value to them are getting paid for training clients' horses or the riders themselves. A few clients get trained in their own properties or at the shows where they either pay by training or have some kind of credit. The price then is around 50 €/a horse/a lesson. Some clients are stabled directly at the BWG stables and so they pay a monthly fee of stabling, where the training is mostly included and do not have to pay any extra at the shows or trainings. The monthly invoice to them is around 1000 € then. The last group of clients leave the horses at the BWG stables for them to get trained into a higher level and be sold after. This group has to pay the stabling, the training, and also the rider that works and shows for the horses. These clients have an invoice of around 1500 € on a monthly basis. If we look at the numbers per year, the stable doesn't charge any training fee for its horses, which make up a group of 20 animals. Clients who leave their horses at the stable for advanced training and sales comes to a total of 10 horses that pay a monthly fee of €1,500 per horse. This totals 15 000€ per month or 180 000€ per year. Moreover, clients who keep their horses at BWG Stables but get trained themselves are charged a fee of €1,000 per horse. This sums up to 7000€ per month or 84 000€ annually for the 7 horses in this category. For clients who attend training sessions but have the horses stabled elsewhere and pay the 50 € a lesson, considering they have two lessons a week with 4-6 horses, it makes it monthly around 2000€, yearly sum would be 24 000 €.

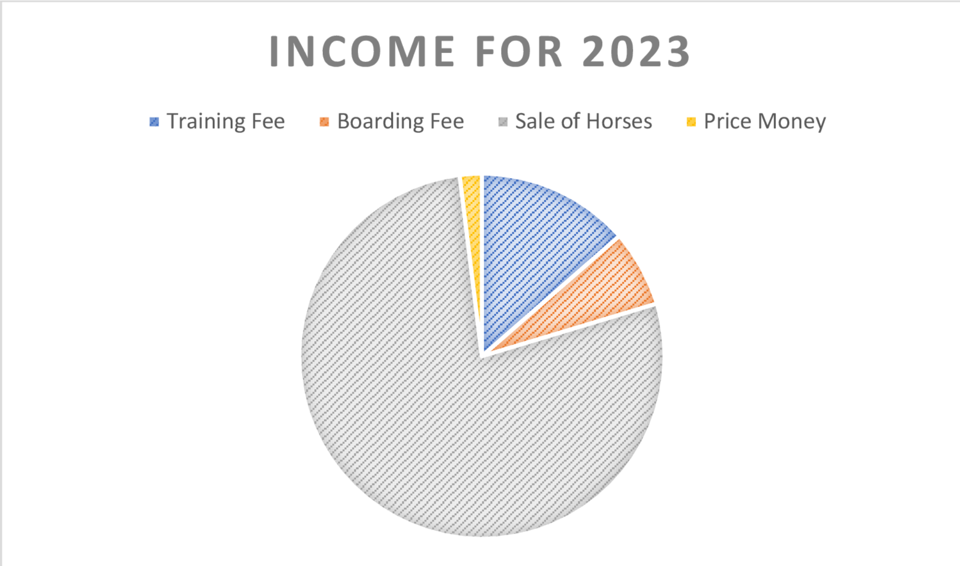
Altogether the yearly training fees at BWG Stables reach 288 000 €. This includes the arrangements for training services provided to both the stables own horses and those belonging to the clients. The clients pay for this service with the stabling already accounted for in the price. If we separate it in pure training fee, it makes 192 000 € and the rest of 96 000 € comes in the stabling fee.

The other section is the sale of the horses. These horses can be either their own horses that they have bred or bought cheaper as a young prospect, or they could be clients' horses that they have helped to develop and later found the right buyer for. They can even pose just as a dealer in the sale of a horse, meaning some people ask them for a horse and they find them at a show or from their friends a fit. For this kind of service they get around 10% (or more) of the price of the horse, which can be really between 5000 € and even 100 000 € depending on the sale price of the individual horse. The total income from sales commission varies annually based on the number and value of horses sold. The year 2023 was quite successful as they managed to sell their best horse, which they got to train from a client, for over a million € and few average horses priced from 20 to 100 000 €. In total, they earned around 1 100 000 €.

The next section is a boarding fee, where they get paid for having horses from other people at their place. Some people don't use their training possibilities so they pay monthly the stabling and feeding fee where the costs are around 400 € a horse.

Last but not least there is a smaller amount of income that comes from the shows they attend. The national ones that they go mostly to develop the younger ones are not well donated, but the international ones where they take the experienced horses in the best shape are already well prized. The prize money of the 2* Grand Prixes are always at least 6350 € for the winner. The prize money is either collected by Gerco, as he is the only one still competing, or their rider that shows the horses for them. The actual income from show winnings depends on the performance of the stable's horses and riders throughout the year. Few of their best horses managed to get some serious results during the 2023 season, as for example winning the CSIO4* GP in Prague that brought them 13 250 €, in total they got 27 600 € on their prize money in 2023.

These income sources collectively contribute to the stable's financial stability and growth, reflecting its diverse revenue streams and expertise in various aspects of the equestrian industry.



Graph1 Income Decompostion for 2023 of BWG, author´s processing

4.1.3 Costs for Year 2023

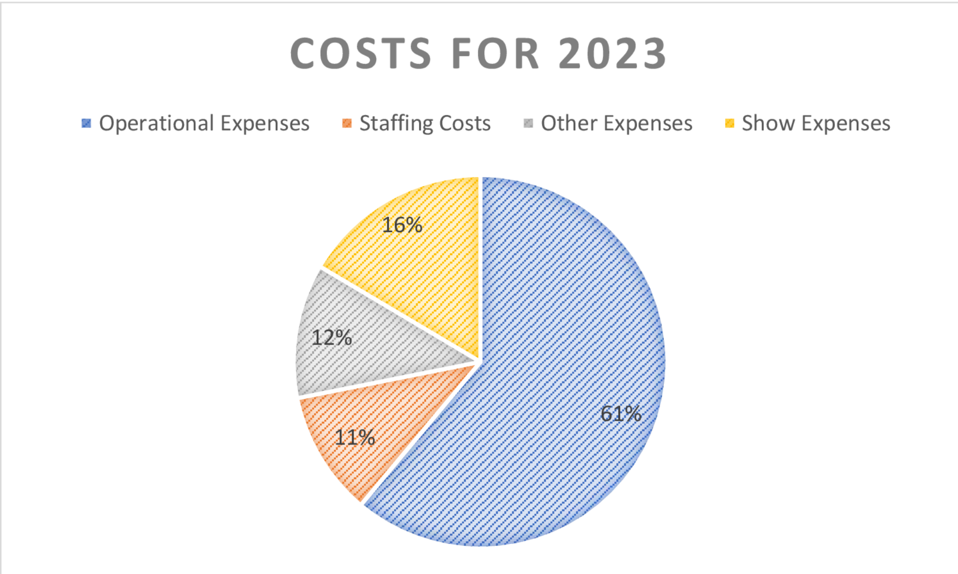
The stable's annual operational expenses cover essential aspects of horse care and facility maintenance. In the year 2023, we count the average of 40 boxes being full during the whole year and 20 of them being full with their own horses, where approximately 19 800 € goes in for feed and bedding, 34 500 € for veterinary care of the sport horses, not only when they injure themselves, but also regular checkups and treatments, and 6 000 € for farrier services, scheduled every 6 to 8 weeks for the 20 horses. Utility costs, including electricity and water, amount to around 15 000 € annually, considering the premises' ownership. Maintenance and repair expenses are estimated at €17 100, while insurance coverage for property and liability incurs an annual cost of €13 680. Together, these operational expenses sum up to approximately €106 080.

In terms of staffing, salaries for 4 grooms, one rider, and 3 people in administrative staff have a significant portion of the budget, totalling 150 000 € annually. Additional expenses for payroll taxes and benefits amount to approximately €37,500, bringing the total staffing costs to €187 500.

Other expenses include marketing and advertising costs of around €5 040, equipment and supplies amounting to 10 200 €, and miscellaneous expenses estimated at €5 000, resulting in a total of approximately 20 240 €.

Show expenses, including participation fees, truck maintenance, and fuel costs, are also factored into the budget. International shows, attended twice a month with 8 horses, incur an annual expense of 10 800 €, while national shows, frequented weekly with 10 horses, amount to 7 800 € annually. Additionally, truck maintenance and fuel costs for transporting horses to shows are estimated at 10 000 € annually.

Taking all these expenses into account, the total annual costs for the stable amount to approximately 334 620€. These figures offer a comprehensive overview of projected expenses, considering various operational, staffing, and show-related expenditures. Actual costs may vary based on specific circumstances, regulatory requirements, and market conditions. But these were the numbers for the year 2023.



Graph2 Income Decomposition for 2023 of BWG, author´s processing

It is also important to divide the costs mentioned into fixed and variable ones.

Fixed Costs:

Total annual salaries for trainers, grooms, and administrative staff: €150,000

Payroll taxes and benefits: approximately €37,500

Total fixed salaries: €187,500

Annual insurance premiums for property and liability: €13,680

Annual costs for marketing and advertising: €5,040

Total Fixed Costs: €187,500 + €13,680 + €5,040 = €206,220

Variable Costs:

Feed and bedding: €19,800

Veterinary care: €34,500

Farrier services: €6,000

Utilities (electricity, water): €15,000 (estimated)

Maintenance and repairs: €17,100

Total variable operational expenses: €92,400 (estimated)

International shows: €10,800

National shows: €7,800

Truck maintenance and fuel: €10,000 (estimated)

Total variable show expenses: €28,600

Equipment and supplies: €10,200

Miscellaneous expenses: €5,000

Total variable other expenses: €15,200

Total variable costs: €92,400 + €28,600 + €15,200 = €136,200

4.2 Introduction of a Starting Business

The starting business to compare is the author's own business that has been on for a year. The stable sets off on a journey driven by passion and dedication aiming to make a mark in the world of equestrian sports. Despite the challenges of attracting customers and navigating the industry's complexities, their unwavering commitment propels them towards excellence laying the foundation for a future in sport horse management. The above-mentioned author's work experience at the international stable compared is making the challenge of building a client base much easier, as the international experience is well valued in the Czech Republic. The business owner was selected to a Rolex-sponsored programme and was educated at the Young Riders Academy, where she gained valuable experience she was lacking as she doesn't come from an equestrian family. She managed to make her name in the sport already as a young rider when she won the Czech Championship, competed at the European Championship, and was announced the rider of the year for 3 years in a row.

The business currently owns 4 sport horses competing already on an international level, 3 breeding mares, and 3 foals/young horses. It has bought their own land, but hasn't built their own stables yet, so they rent a stable.

4.2.1 Income for Year 2023

Same as the above-mentioned stable, they have multiple income sources as well. Income streams for the starting stable are diversified, with the main sources being training fees, coaching services, and commissions by sales. Training fees are derived from hosting 3 client horses in training, each paying 1000 € per month, resulting in a total monthly income of 3 000€ and 36 000 € annually. The stable would profit from this service even more if they would have had already their own properties. This way the bussiness have to give up a significant part on the rent of the boxes.

The other way of earning is the coaching service where the rider drives at least once a week into different stables to either ride clients' horses or coach the riders themselves. The current price lays by 20 € per horse, as the rider still needs to gain her name to raise the price even higher. She manages to ride or train 5 to 7 horses on a daily basis, that makes it 480 € monthly and 5 760 € per year. Because of the fact that the stable can be located quite far, the gas money is counted with around 0.20/km, so for one way, the rider gets up to 47 € for the 238 km travelled, 188 € monthly and 2256 € annually.

The last significant income comes from the commissions on sales of horses. The horses don't have to be owned by the business, the job is to have contacts around the big equine industry and find the best matches for clients that seek for horses. In the year of 2023, the rider managed to match 4 horses for prices from 35 000 € to 100 000 €, each time they got 10% of the sale price, making it 27 500 € for the year 2023.

Prize money from shows can be seen as smaller income sources (approximately 10 000 €) or one clinic for riders that gained 200 € for one day jumping training.

4.2.2 Costs for Year 2023

The starting stables have various monthly expenses to consider. This includes paying 2400€ per month for renting stables for sport horses - 28 800€ annually, and 1500€ per month for young horses and breeding mares, making it 18 000€ per year. Moreover, the monthly farrier services for sport horses amount to 280€, climbing up to 3 360€ per year. The monthly staffing expenses for one groom are set at 1200€, so yearly 14 400€. Show-related costs are also significant, with international shows costing 1800€ per month and national shows costing 60€ per month. Truck maintenance and depreciation add up to 300€ each month while gas costs amount to 240€ for shows, and 40€ for national shows on a monthly basis. Overall, the total monthly expenses reach 7820€ resulting in an annual expenditure of around 93 840€.

It is important to divide the costs in fixed and variable ones:

Fixed Costs:

Stable Rental:

Sport Horses: €28,800

Young Horses/Breeding Mares: €18,000

Staffing Expenses (Groom Salary): €14,400

Truck Maintenance and Depreciation: €3,600

Variable Costs:

Farrier Services: €3,360

Show Expenses:

International Shows: €21,600

National Shows: €720

Gas Costs:

International Shows: €2,880

National Shows: €480

Total Monthly Expenses: €6,520

Total Annual Expenses: €78,240

4.2.3 Structure Comparison

The starting stable operates with a group of horses consisting of 4 sport horses competing internationally, 3 breeding mares, and 3 young foals. They currently lease boxes for their horses instead of owning stables. Their main sources of income include training fees, coaching services, and sales commissions. They have one groom on staff, whose salary is 1200€ per month. Monthly expenses cover rent, farrier services, staff salaries, and show costs as they focus on expanding their clientele and reputation in the industry.

On the other hand, the well progressing stable manages a much bigger number of horses that includes both their own and client owned ones. They possess their stable facility which negates the need for rental fees. Their revenue streams come from training fees, horse sales, boarding fees, and show winnings, which is making it very diverse. They employ team members such as rider, grooms, and administrative personnel with a total annual salary expense of 150 000€. Their costs comprise expenses like salaries, insurance premiums, and marketing as well as variable expenses, such as feed costs, veterinary care bills ,and show related outlays. Having already established themselves prominently in the industry, they have a track record of successful horse sales and show performances.

4.3 SWOT Analysis

The primary reason for SWOT Analysis is that the dynamics of horse training and sales have evolved over time. In the past, horses were typically trained before being put up for sale. However nowadays many sellers avoid training due to its high costs and prefer to sell horses that are either untrained or minimally trained. While there are pricing models to assess the impact of sale prices there is a lack of research addressing the correlation between training expenses and sale prices within the sport horse industry, which this study aims to explore. This research seeks to provide evidence supporting the practicality of profit functions for developing a viable model for negotiating horse sales based on varying levels of training.

4.3.1 Strengths

One great aspect of training and selling sport horses is the potential for generating income. A well-trained and properly cared-for sport horse is likely to find buyers easily. While some may view training and selling horses as an endeavour, experience shows that selling trained sport horses can be a straightforward process. A trained sport horse holds significant value and garners interest from numerous prospective buyers whether they are individual enthusiasts or professional trainers. The buyers interested in experienced sport horses are mostly well secured, also shown by the fact that the demand after horses has not changed much even during corona times when the economy was very unsure. It is crucial to conduct research on the horse market before delving into this field including understanding the types of horses in demand and identifying regions with high market demand. Horses are considered long term investments with returns. As someone involved in training and selling these animals I've noticed a growing trend towards practicality in spending habits leading to an increased demand for high quality horses over time. This realization has motivated me to focus on producing top-notch sport horses through comprehensive training programs. In today’s global economy, having a business that appeals to an international clientele is advantageous. The equine industry boasts a global market, making it a strategic economic choice to venture into the training and sale of horses.

As someone involved in trading, I enjoy the flexibility of selecting the market that aligns best with my interests. Through my experience in this field. I have gained a deep understanding of the complexities and regulations of international trade. There are incentives designed to support the horse industry, offering investors a wide array of lucrative opportunities. With this kind of support, establishing and growing a horse trading business becomes an easy task. The assistance and incentives available in this sector make it truly unique compared to any business venture I have encountered.

I have also succeeded to make my name quite early in my career, as I had the possibility to attend the international competitions and showed high-quality horses. A big shoutout was done through the “Young Riders Academy” as they helped me to exchange many valuable contacts and helped me to come to the fore through their project. It also offered me the possibility to work and ride for three years in the Netherlands, where the equestrian sport is developed to another level. At the stable I worked for I have gained a lot of experience that helped to make my comeback to the Czech Republic very smooth, as I straightaway gained good clientele.

4.3.2 Weaknesses

The equine industry also faces many weaknesses, such as the demand for sport horses is not very high as not everyone is into equine sports and not many people can afford to buy the high quality sport horses. Moreover maintaining horses can be quite costly. Taking care of a horse involves tasks that may require professional assistance; while an owner can handle basics like feeding and watering, activities such as trimming hooves and training, the horse typically need a professional trainer and other experienced licensed people. Unfortunately there's a shortage of professionals who can train horses for competitions due to the demand for such services. This poses a challenge in the business model. Although horses are sold at prices establishing, a consistent revenue stream is difficult. Professional riders do pay for training but the process of finding suitable horses finalizing purchase agreements and making payments takes time. Horse trainers often bear most of the costs themselves. Even after a successful sale there may be a temporary surplus of assets until another horse enters training. The financial success of horse trainers relies greatly on riders and customers who board and compete with trained horses that are up for sale.

It is never a thing that the first, second, or even third horse picked by a trainer will reach competition level and yield profits. Despite market research and careful planning, there is always a notable risk that the trainer's business model may not succeed. On the side having a well trained horse with a proven track record of success makes it easier to attract riders seeking that specific level of competition. This dual approach of leveraging existing talent while scouting and training horses for future sales presents its own set of challenges.

The whole sale and training is also a huge gamble, as we never know if the horse is not going to get injured or if we are not going to lose value on the horse the longer we keep them.

4.2.4 Opportunities

The stable is well positioned to take advantage of opportunities that can boost its competitiveness and promote growth in the horse industry.

To begin with, there is a chance to expand the stables training programs. By providing training for different disciplines like dressage, show jumping, or eventing, the stable can attract a diverse range of clients and increase its revenue streams.

Furthermore, branching out services beyond training and boarding offers a path for growth. This may involve introducing organizing clinics and workshops or offering services such as breaking in young horses or even conditioning programs for injured horses.

Forming partnerships and securing sponsorships present another opportunity for the stable to enhance its reputation and gain access to new resources. Teaming up with businesses, veterinary clinics, and equine organizations can lead to mutually beneficial collaborations and sponsorships. It is very necessary to go international, as the clientele in the Czech Republic is still quite limited compared to Germany, Netherlands, or Belgium.

Expanding sales operations at the stable is also an opportunity. By sourcing and training horses for sale while building relationships with buyers, the stable can boost its sales revenue and establish a stronger presence in the market. It comes always handy when the clients get a good experience with your sale and either come back themselves or give your name to some of their friends searching for their new champion.

Investing in facilities and infrastructure provides an opportunity to improve the quality of services offered by the stable. Upgrading arenas, stables, and amenities can attract high end clientele. Justify premium pricing, for services.

Establishing a horseback riding school tailored for beginners and casual riders opens up a market segment and boosts revenue potential. Providing riding lessons for pony rides and organizing summer camps can introduce newcomers to the joys of sports and cultivate a future customer base for the stable. It is always very trendy for kids to train with their idols.

Moreover, utilizing platforms and social media channels offers a chance to enhance the stables visibility and connect with a wider audience. By creating content, sharing inspirational stories, and hosting virtual training sessions, the stable can attract clients from various locations and grow its clientele.

By seizing these opportunities, the stable can position itself for growth and prosperity in the competitive world of equine industry.

4.2.5 Threats

A growing issue is that despite the efforts made by organizations involved in sports, finding suitable accommodations and pastures for horses and their training is becoming increasingly challenging. Overall, recent developments have created a situation where investing time, money, and effort into horses and training may not necessarily lead to harm or alienation. However it may not offer protection against unethical behaviour that could result in substantial costs to a business or livelihood. Such as legal issues, damage to reputation, and demands from third parties for performance. From an economic perspective, recreational activities like horseback riding often linked to equestrian services and the training of sport horses are experiencing reduced funding as consumers opt for more cost-effective alternatives or decide to forego the activity altogether. This shift can be attributed to the struggles faced by libraries sports organizations, public services, as well as tighter personal finances among consumers. These changes could potentially compel individuals involved in providing services and sport horses to adapt their daily operations and ensure the safety of their businesses amidst an uncertain external environment while seizing opportunities, for effective threat management.

As we have already experienced by the modern pentathlon, the horse riding can still be seen by some organisations as an abuse and the future of this sport for example on the Olympic Games can be still very unsure.

Several significant issues arise from these circumstances. It outlines the avenues of legal liability that may be foreseen or lessened in different aspects of ownership and behaviour. The impact of trends and obstacles to traditional sports along with the potential for structural modifications and policy changes in rural areas is not explored extensively. These factors are not commonly cited as risks in cases involving horses, such as claims of professional negligence or personal injury resulting from horse related accidents. This sets the stage for a thorough understanding and improved forecasting of the development and demand for various types of horses and related services. The three widely acknowledged solutions to these challenges present in industry practices include seeking optimal research to establish evidence based strategies, investing capital, and diversifying, as well as restructuring property holdings to enhance risk management capabilities effectively.

Last but not least, it is also necessary to mention the high probability of accidents in this sport. It can take a second and one can injure themselves very fatally around horses. They can be very unpredictable, swiftly leading to a kick. Also especially while show jumping, the riders have to take huge risks when riding the course in order to succeed, as there are only few milliseconds between the best riders. If then a huge accident happens, one can also end up not being able to ride anymore and have to focus their income only from training some clients.

4.3 Market Analysis in Czech Republic

The number of horses in the Czech Republic has been rising by 1% annually, as of the end of December 2023, there were 104,771 horses and 1,872 donkeys or other equids officially registered in the Czech Republic. This brings the total to 106,643 animals, which is an increase of 2,981 from the previous year.

Regarding the number of foals born the figures have remained quite consistent. According to the data from the Central Registry of Horses, in the Czech Republic for 2023 2,582 foals have been registered so far. However this number is expected to rise as registration are still ongoing. For comparison purposes at this time last year Jezdci.cz reported 2,564 foals registered in 2022; ultimately reaching a total of 3,722. In years it was around 3,543 and 3,591. Between the years 2002 (38,754 horses) and 2019 (94,906), there was a total increase in the horse population by 56,152, which in total means an increase of 145%.

The import and export figures for horses show variation. The number of horse imports (1,568) from countries significantly surpasses exports (603). Comparing the periods, there is only a small difference between these figures. In terms of exports in 2023 were mainly directed towards Poland (177) and Slovakia (120). Additional countries, like Germany (82) Austria (53) and notably United States of America (44) also received exports.

The Netherlands leads with 18 followed by Italy with 13, France with 11, Belgium with 9, and Hungary with 8. The destinations of the remaining 27 horses are currently unknown. A huge number of these horses are involved in agriculture and other non-sport activities. With an increase in the number of horses in times there is a noticeable interest and participation in equestrian activities within the country. This rise in the horse population indicates a growing demand for services related to horses, such as training, sales and recreational activities.

In terms of horse breed distribution, there is generally stability with exceptions. Notably there are 31,056 horses without information. The common breed remains the Czech Warmblood with 17,045 individuals. However, it has seen a decrease of 177 horses. Another breed that experienced a decline is the Czech Mink with six representatives.

New to the ÚEK data is a category for Czech sport horses, previously known as Slovak Warmbloods. The number of CS designated horses has increased by 337 to reach a total of 3,902. Additionally, there are now 254 Welsh Ponies and Cobs compared to last years' count of 4,311. The Quarter Horse, popular among riders saw a modest increase to reach 3,245 individuals. Furthermore. there are 2,187 Paint Horses in the region.

In the Czech Republic there are over two thousand Czech Moravian Belgian horses (2,038) along, with Old Kladrub horses (2,015) and Haflingers (2,006). In addition to the breeds previously mentioned, there are breeds in the fictional ranking such as the Trotter (1,745), Silesian Norik (1,545), Czech Norik (1,317), Hucul horse (1,077), Shetland Pony (1,461), Shagya Arab (949), and Czech Sport Pony (929). Altogether, these other breeds account for a total of 18,654 horses.

Various economic factors, both at micro and macro levels play a role in shaping the dynamics of the market. The economic situation, consumer preferences and disposable income levels affect peoples involvement in horse related activities and their willingness to invest in horses. Political decisions regarding animal welfare regulations and equestrian sports also have an impact on the market environment.

Current trends in the industry suggest a move towards professionalism and specialization within the horse sector. There is an increasing focus on high quality breeding, training, and performance standards driven by heightened competition in sports. This trend offers opportunities for businesses that can provide high-quality services and products tailored to meet the needs of discerning horse owners and enthusiasts.

The exact turnover rate of the horse industry is difficult to determine as there are no statistics available. However it is believed that 20,000 individuals are employed directly in roles associated with horses. Additionally a larger number of people offer services connected to horses including training, schools riding gear suppliers and feed producers. According to

Josef Malinovský, an expert in horses who manages the website www.jezdci.cz, 200 000 individuals engage in the equine industry.

Nevertheless, challenges exist within this market domain, such as escalating expenses, competition from global markets, and regulatory intricacies. Economic uncertainties along with fluctuations can affect consumer spending patterns and investment choices within this industry. Balancing success with ethical concerns like animal welfare and sustainability remains a constant struggle for those involved.

5 Results

5.1 Dynamics of the Well-Progressing Stables

5.1.1 Horizontal Analysis

In this chapter, the dynamics of the years from 2017 to 2023 are displayed together with the horizontal analysis, which has been calculated with the relationship (2.1).

	2018	2019	2020	2021	2022	2023	2023/2018
income total	298000	302000	369000	358000	403000	375600	26,04
costs total	334000	397000	358000	367000	369000	375000	12,28
difference	-36 000	-95000	11000	-9000	34000	600	-101,66
purchase of horses	240 000	120000	350000	80000	220000	520000	116,66
sale of horses	150000	850000	330000	870000	400000	1100000	633,33
differnce from sale	-90 000	730000	-20000	790000	180000	580000	-744,44
total difference	-126 000	635000	-9000	781000	214000	580600	-560,79

Table 1 Horizontal analysis, author´s processing

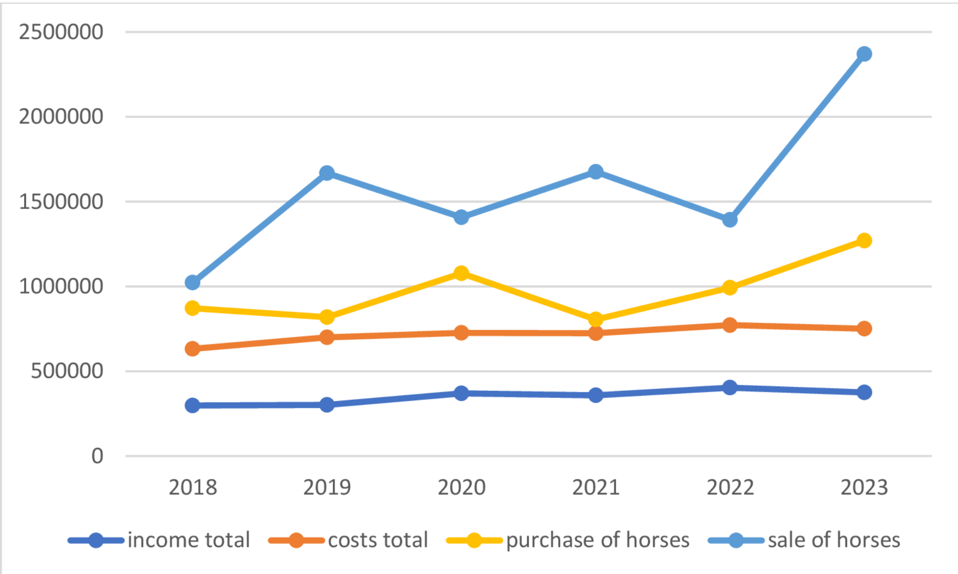
The year 2018 is considered the base year in this case. In the year 2019, there were upticks in consistent rental charges, farrier services, and staffing expenses attributed to inflation and possible rate adjustments. The stable also invested in new jumping material. Show related costs might have slightly increased because of involvement in competitions or raised entry fees. Earnings from training sessions, horse boarding fees, horse sales, and other sources of income may have experienced growth owing to the stables good reputation, and an expanding clientele base. Even though the stable didn't manage to breakeven through their income, they still managed to gain through the sale of horses.

In 2020 the stable might have faced inflationary challenges resulting in modest rises in stable rental fees, farrier services, and staff expenses. Show-related costs could have also gone up due to competitive schedules or higher travel expenses. Earnings from training sessions, boarding fees, horse sales, and other sources of revenue may have gradually increased, indicating the stables popularity and customer interest. The stable still managed to sell horses even during the corona times, showing that the clientele within the equine industry is financially strong and is not threatened by the economical situation as such. The same year, the stable invested in more horses, so there wasn't a great profit that year.

In 2021 the costs for rental, farrier services, and staff may have gone up to match inflation and market changes. Show expenses might have also risen due to increased competition fees or investments in showcasing horses. Revenue from training and boarding fees horse sales and other sources could have seen an increase thanks to the stable's good reputation and expanding customer base.

In 2022, they managed even with the rising costs to make a profit in both the income and sale of horses. The income compared rose up a lot as they gained a valuable client that signed a contract with them for another year.

The year 2023 was their most successful one as they managed to sell one of their best horses to a really good client and even break even with the other income.



Graph3 Distribution of costs and income through out the years, author´s processing

5.1.2 Vertical Analysis

This analysis also referred-to as common size analysis plays a role in our thesis by examining financial statements to better understand the financial performance of the BWG Stables. By expressing each line item as a percentage of a common base, such as total revenue or total assets, we can compare different financial components within and across entities. This analysis aids in identifying trends and helping the optimalization ideas. Unfortunately, the BWG Stables only provided data from year 2023, but it still is a valuable indicator of the financial health. The formula (2.2) was used.

Income Statement:				**Balance Sheet:**		
Item	**Amount (€)**	**Vertical Analysis (%)**		**Item**	**Amount (€)**	**Vertical Analysis (%)**
Total Revenue	€ 500,00	100%		Total Assets	€1,000,000	100%
Cost of Goods Sold	€ 150,00	30%		Current Assets	€ 300,00	30%
Gross Profit	€ 350,00	70%		Property, Plant, and Equipment	€ 600,00	60%
Operating Expenses	€ 200,00	40%		Total Liabilities	€ 400,00	40%
Operating Income	€ 150,00	30%		Current Liabilities	€ 150,00	15%
Net Income	€ 100,00	20%		Long-Term Liabilities	€ 250,00	25%

Table 2 Income Statement and Balance Sheet, author´s processing

The profit margin seems strong at 70% indicating profitability after accounting for the cost of goods sold. Operating expenses make up 40% of revenue showing where funds are allocated for ongoing activities. Both operating income and net income are shown as 30% and 20% of revenue, respectively highlighting the stable's ability to generate profits after expenses.

When looking at the balance sheet, current assets make up 30% of assets reflecting the liquidity position for short term obligations. Property, plant, and equipment represent 60% of assets showing significant investments in fixed assets to support stable operations. Total liabilities (long term) make up 40% of total assets, indicating the financial obligations owed by the stable. Owner’s equity stands at 60% of assets, emphasizing how much is financed by stable owners and their ownership in the business.

5.2 Return on Costs

The return on costs indicates how many € of costs the company must spend to reach one € profit. The optimal values should be as high as possible, while the indicator should show a growing trend. The indicator is calculated as the share of profit and total costs, which is subsequently multiplied by 100.

	2018	2019	2020	2021	2022	2023	2023/2018
income total	298000	302000	369000	358000	403000	375600	26,04
costs total	334000	397000	358000	367000	369000	375000	12,28
return on costs %	-10,78	-23,93	3,07	-2,45	9,21	0,16	

Table 3 Return on Costs, author´s processing

As we see in the table above, the first two mentioned years have the values of the return on costs negative in all monitored years. It is given that after deducting depreciation from the difference between income and expenditure, it arises in years loss. The company recorded the highest loss in the year 2019 with exactly 95 000€. That year they had to invest in some reconstructions and new jumping material.

On the other hand, the highest value was recorded in year 2022 where the stable gained a new valuable client and the profit difference was 6 600€.

5.3 Return on Costs of the Sport Horses

In the table below are displayed some of their horses that were sold in 2022 and 2023.

name of a horse	purchase price	sale price	added value
Jaguar	100 000	350 000	250 000
Chathargos PS	90 000	120 000	30 000
EIC Ambience du Seigneur	150 000	150 000	0
Diablo	60 000	40 000	-20 000
Savarona	70 000	30 000	-40 000
Alpha Nero	100 000	25 000	-75 000
Chakanno PS	50 000	30 000	-20 000
Chactula PS	80 000	200 000	120 000
Jackpot	300 000	300 000	0
Casalla Tendra PS	120 000	80 000	-40 000
Next Idool Lady	20 000	180 000	160 000
El Chacca PS	45 000	40 000	-5 000
Quantums Robin V	250 000	1 300 000	1 050 000
Mr Hanley	30 000	50 000	20 000
Ludivine	20 000	160 000	140 000
Grace V	130 000	210 000	80 000
Dior LB	25 000	20 000	-5 000
Brilliants Berlin	90 000	270 000	180 000
Lorona	120 000	130 000	10 000
E Liberty of Dalwhinnie Z	50 000	100 000	50 000
	1 900 000	3 785 000	1 885 000

Table 4 Return on costs of the sport horses, author´s processing

To see the actual amount of money gained, the costs for the time the horse was kept have to be counted in. To calculate the monthly costs for one horse, we can divide the total annual expenses by the number of horses. Let's use the expenses for the year 2023 where the total annual expenses were 375 000€.

Assuming there are 40 horses in the stable, we can calculate the monthly costs per horse as follows:

$$Monthly\ Costs\ per\ Horse = \frac{Total\ Annual\ Expenses}{Number\ of\ Horses \times 12}$$

By following the formula, the monthly expenses for a horse are 781,25 €.

name of a horse	added value	months kept	monthly expense	expense on the horse	gained money
Jaguar	250 000	48	781,25	37 500	212 500
Chathargos PS	30 000	44	781,25	34 375	-4 375
EIC Ambience du Seigneur	0	2	781,25	1 562	-1 562
Diablo	-20 000	18	781,25	14 062	-34 062
Savarona	-40 000	34	781,25	26 562	-66 562
Alpha Nero	-75 000	74	781,25	57 812	-132 812
Chakanno PS	-20 000	26	781,25	20 312	-40 312
Chactula PS	120 000	43	781,25	33 593	86 407
Jackpot	0	1	781,25	781	-781
Casalla Tendra PS	-40 000	39	781,25	30 468	-70 468
Next Idool Lady	160 000	10	781,25	7 812	152 188
El Chacca PS	-5 000	18	781,25	14 062	-19 062
Quantums Robin V	1 050 000	61	781,25	47 656	1 002 344
Mr Hanley	20 000	29	781,25	22 656	-2 656
Ludivine	140 000	37	781,25	28 906	111 094
Grace V	80 000	22	781,25	17 187	62 813
Dior LB	-5 000	19	781,25	14 843	-19 843
Brilliants Berlin	180 000	51	781,25	39 843	140 157
Lorona	10 000	22	781,25	17 187	-7 187
E Liberty of Dalwhinnie Z	50 000	4	781,25	3 125	46 875
	1 885 000			470 304	1 414 696

Table 5 End return on costs of the sport horses, author´s processing

The table shows that even when over half of the horses' value was added, if the monthly costs are counted in, it is much less than the amount of money actually earned by half of the 20 horses. The biggest sum comes from the Quantum Robin in which they invested already as a youngster and kept quite long compared to the others. A good example of the most loss-making was Alpha Nero, which they bought at the same age as Quantum Robin and also invested in the purchase. Unfortunately Alpha was injured for almost a year and his results were very unstable, which scared most of the customers away. They had to sell him under price to get rid of the monthly costs the horse was making. By the two horses Jackpot and EIC Ambience du Seigneur, they've made the decision to sell them after a very short time to not lose more money on them.

As we can see, there isn't any "best way" of dealing the horses as we never know if the horse is not going to injure themselves, or if there is even possibility to add more value to the horse, and find him later a fitting customer. Some horses like Mr Hanley improved and gained more value but it took a long time to find him a client who would be able to ride him.

5.4 Return on Assets

Another valuable insight of the financial health can be gained by calculating the return on assets. Using the formula (2.7) we can come the result of:

Net income (from the vertical analysis) = 20% of total revenue

Total assets (from the balance sheet analysis) = €1,000,000

ROA = (Net income / Total assets) * 100

ROA = (20% of €1,000,000 / €1,000,000) * 100

ROA = (0.20 * €1,000,000 / €1,000,000) * 100

ROA = 20%

The return on assets for the BWG stable is 20%. This indicates that for every euro of assets employed, the stable generates a return of 20 cents.

5.5 Return on Equity

The company's return on equity (ROE) is a metric that shows how well it generates profits from its equity. A higher ROE suggests that the company is effectively using its equity to benefit its shareholders. Using the formula (2.9) we can come the result of

Net Income: €250,000

Shareholders' Equity at the beginning of the period: €1,000,000

Shareholders' Equity at the end of the period: €1,200,000

First, we'll calculate the average shareholders' equity:

Average Shareholder´s Equity=$\frac{1000000+1200000}{2} = 1100000$

Now we divide the net income by the average shareholder´s equity and multiply by 100.

ROE=$\frac{250000}{1100000} \times 100 = 22{,}73\%$

So, the Return on Equity (ROE) for the stable is approximately 22,73%.

5.6 Profit Margin

We use the profit margin to evaluate how much of the revenue is kept as profit after paying for all expenses. This helps us understand how well costs are managed and the overall profitability of the stables operations. A higher profit margin shows financial performance and a greater ability to make profits from sales.

Profit Margin = (Net Income / Total Revenue) * 100

= (€50,000 / €300,000) * 100

= 16.67%

The profit margin of 16.67% indicates that for every euro of revenue generated, the stable retains approximately 16.67 cents as profit after covering all expenses. A higher profit margin reflects better profitability and cost management.

5.7 Debt-to-Equity Ratio

We examine the debt to equity ratio to assess the balance between debt and equity in funding the stables activities, showing how much it relies on borrowed money compared to the owner's investment. A reduced debt to equity ratio indicates financial risk and better stability, reflecting less reliance on external borrowing for finances, and improved financial oversight.

Debt-to-Equity Ratio = Total Liabilities / Total Equity

= €100,000 / €200,000

= 0.5

A debt-to-equity ratio of 0.5 suggests that the stable has €0.50 in debt for every euro of equity. This indicates a moderate level of financial leverage with equity financing, comprising a larger portion of the stable's capital structure compared to debt.

5.8 Assets Turnover Ratio

We evaluate the assets turnover ratio to gauge how effectively the company uses its assets to make money, showing how well it turns assets into sales. A higher turnover ratio indicates asset usage and efficiency in earning revenue from investments, demonstrating a more effective utilization of resources in the company's activities.

Asset Turnover Ratio = Total Revenue / Total Assets

= €300,000 / €300,000

= 1

An asset turnover ratio of 1 signifies that the stable generates €1 in revenue for every euro invested in assets. It indicates efficient utilization of assets to generate sales, which is favourable for maximizing revenue.

5.9 Gross Margin Ratio

We use the margin ratio to assess how profitable the stables main operations are showing the portion of revenue left after deducting the cost of goods sold. A greater gross margin ratio indicates profitability and effectiveness in handling production expenses, demonstrating the stables capability to earn profit from its key tasks.

Gross Margin Ratio = ((Total Revenue - COGS) / Total Revenue) * 100

= ((€300,000 - €150,000) / €300,000) * 100

= 50%

The gross margin ratio of 50% indicates that the stable retains 50% of its revenue after deducting the cost of goods sold. This implies strong control over production costs and a healthy gross profit margin.

5.10 Liquidity Ratios

We use liquidity ratios to evaluate the stables capability to fulfil its term financial responsibilities and evaluate its general financial well being. These ratios offer a glimpse into the presence of assets to handle current debts guaranteeing the stables financial security and ongoing operations.

Current Ratio = Current Assets / Current Liabilities

= €100,000 / €50,000

= 2

Quick Ratio = (Current Assets - Inventory) / Current Liabilities

= (€100,000 - €0) / €50,000

= 2

Both the current ratio and quick ratio are 2, indicating that the stable has sufficient current assets to cover its current liabilities. This suggests a strong liquidity position with the ability to meet short-term financial obligations comfortably.

5.11 Breeding Instead of Buying

The stable also use their own retired sport mares for breeding. Yearly, they get up to 10 foals but they sell most as soon as possible. Only the really outstanding ones continue to the later training as they reach 4 years of age. It is mostly because the monthly costs can get very high and the risk that the horse either gets injured or is going to be average is also big. The monthly costs for the breeding mare are around 350€. We have to count in the monthly rent that is lower than by the sport horses, as they are most of the time in the field with a bigger group and don't need as much attention. In the 350€, there is already some basic veterinary care counted in, as for example EHV vaccine that is very important for breeding mares. After the foal is born, the mare needs to stand in the box for a while to be outside the group and be able to rest. The costs are then doubled up as we pay 300€ a month for the foal as well. It takes 3 to 4 years before the show jumping horses are broken in, so before we even sit on the horse, the expenses are already on almost 15 000€. To be able to sell the horse with some profit, the breeder has to be very lucky as the horse has to be quite exceptional to have the value before showing it under saddle. It is possible to sell the horses mostly in an auction, where they show the young horses in free jumping. The average price on horses like this is around 10 to 15 000€, which makes it loss-making for most of the horse breeders.

5.12 Developing an young horse

A young horse in international show jumping is considered a horse between 5 to 7 years of age. If we don't breed our own young horse, we have the possibility to buy a cheaper

3-years-old and sell it at age of 8, when the horse is considered matured and should be ready for all kind of levels.

Other stable	per month	500	12	2	12000	Two first years place horse somewhere else
Monthly rent		0				only when at own place
Veterinary	per month	50	12	3	1800	
Farrier	per month	35	12	3	1260	All five years
Travel and hotel					2000	From five years on
Lorry		1000	1	3	3000	Depriciation 10.000/year over 10 horses
Tractor et al		800	1	3	2400	Depriciation 8000/year over 10 horses
Buildings		125	12	3	4500	Depriciation or lease/year
Food	per month	250	12	3	9000	
Entries		100	12	3	3600	
own work 2 hours/day		10	300	3	9000	15 Euro/day for 300 days /year
Tack		50	12	3	1800	Total cost for tack and related material
Groom		2200	12	3	79200	Salary for groom
Social costs		800	12	3	28800	Social cost for employee
Insurance		5000	1	3	2143	Total insurance cost
					7	Number of horses per groom

Table 6 Costs from 3-years to 8-years old

With all these factors considered, we can display a specific example. If we decide to buy a 3-years-old for 15 000€ and decide to leave him in a different stable for breaking in, as it is quite dangerous and time consuming for a show jumper, who is busy with shows during the season, the first two years already cost us 12 000€. As we take him "home" as a 5-years-old, ready to show, we have to consider also our work put in to that horse.

B.Price	2 first years	Work/year	Feeding	Vet & Far	Competition	Stabling	Equipment	Other costs
15000	12000	9000	9000	3060	5600	4500	7200	17571

Table 7 Example of costs on developing a young horse

With all the other costs, as the horse reach 8 years of age, we have to sell the horse for at least 82 931€ to be able to breakeven. As we see in the table above, not many horses even reach that sale price, so it is a big gamble.

5.13 Optimalisation of the Starting Stable

One way to improve the starting stable is to focus on building partnerships and collaborations within the community. By working with experienced trainers, breeders, and competitors the stable can gain valuable knowledge, resources, and connections to boost their growth and reputation in the industry.

An effective strategy could involve teaming up with trainers or coaches who can offer guidance and support to the stables staff and riders. These partnerships can provide access to training methods, career development opportunities, and exposure to higher level competitions, ultimately enhancing the performance and marketability of the stables horses.

Moreover, partnering with breeders or stud farms can enhance the quality of the stables breeding program. By breeding high-quality mares with established bloodlines and track records of success, the stable can produce offspring with impressive athletic potential and market appeal. Collaborating on breeding projects with breeders can grant access to superior stallions and breeding facilities, raising the overall standard of the stables breeding program.

In addition, forming partnerships with related businesses like equine veterinarians, farriers, or equine nutritionists can provide crucial services and expertise while potentially cutting costs through group purchases or shared resources.

Building relationships with reliable partners and collaborators can give the initial stable a competitive edge and set it up for lasting prosperity in the horse riding sector. This way, they can also split the monthly costs. When we focus on the breeders, the riders can present their horses on international shows and make them a good reputation. The other way round, the riders can get a chance to place in big shows and potentially draw more sponsors owing to the horses.

6 Conclusion

In conclusion, this bachelor thesis has thoroughly examined the aspects related to training and selling sport horses, comparing a successful Dutch stable to a new business in the Czech Republic where the numbers of horses have risen by 145% during the first two decades of the new millennium.

By analyzing the structures of these two businesses, their revenue, sources, and operational strategies, valuable insights into the complex world of the sport horse industry have been gained.

The comparison highlighted differences between the two entities showcasing distinct approaches used to navigate the market intricacies. The successful stable stood out as a model of prosperity, utilizing various income streams, such as training fees, sales commissions, and boarding services. Its ability to leverage reputation, high-quality facilities, and skilled staff emphasized the importance of positioning for financial sustainability and growth. Even in the case of the successful business, the income in this industry can still be very unstable. Nonetheless, if done correctly, a business should survive some losses as well.

The new business encounters challenges in establishing itself amidst competition. These hurdles, however, present opportunities for improvement and progress. By applying lessons from stable and identifying areas for enhancement, the new business can pave its way towards steady expansion and achievement.

One important aspect to consider for improvement is broadening the sources of income, thus improving the ability to generate revenue. For a business, this might involve expanding training programs to attract a wider range of clients, forming partnerships with local equestrian facilities to provide coaching services, and using digital platforms to promote services to a larger audience, as this has been a very popular tool nowadays. Additionally, exploring pricing strategies like offering different levels of training packages or fees based on performance can help increase revenue and encourage client participation. The new business already managed to gain some international contacts which will surely be of immense help along the way.

Moreover, the new business can take advantage of its flexibility and adaptability to stand out in the market. By promoting a culture and continuously striving for improvement, the business can spot emerging trends and opportunities in the sport horse industry. This could include investing in a good hinterland and owning a stable instead of renting. As a result, the business might lose much less of monthly income on the monthly rent and even gain another income source as renting out the boxes for several clients. If the number of clients were within reasonable numbers, it wouldn't need much more staff and the renting out would help to pay stable expenses.

An interesting ratio stems from comparing the income vs cost values for the two businesses. While the well-established business had an income vs cost ratio of 7,1:1,7, the starting business had a noticeably higher ratio of 4,1:3,9 marking the need for more cost-saving strategies.

Based on the outcomes of the assessment, it is clear that the starting stable should concentrate on enhancing its revenue sources and implementing cost-saving strategies to boost profitability and financial well-being. Here are some tailored optimization suggestions based on the findings:

Improving Revenue Streams; Use insights from calculations like return on assets and return on equity to prioritize activities that generate revenue. This might mean expanding training programs to attract clients or introducing specialized clinics and workshops to diversify income streams.

Cost Cutting Measures; Pinpoint areas where costs can be trimmed or optimized using data from liquidity ratios and gross margin ratios. For instance, negotiate rental agreements for stable spaces or adopt energy-efficient practices to reduce utility expenses.

Enhancing Efficiency; Apply insights from the assets turnover ratio to streamline operations and enhance efficiency. Implementing solutions, such as an online booking system for training sessions or automated billing processes, can cut administrative costs and boost overall effectiveness.

Building Strategic Partnerships; Utilize analysis results to identify strategic partners like equine professionals or complementary businesses for collaboration. This could involve marketing efforts, shared resources, or referral programs to expand the stable‘s reach and customer base.

When deciding where to invest, it's important to consider profitability ratios to guide your choices and to make sure you allocate resources wisely. Look into projects that promise returns, like improving facilities or launching marketing strategies aimed at attracting valuable customers.

In conclusion, this thesis acts as a guide for navigating the landscape of the sport horse industry by providing practical insights and actionable suggestions for experienced professionals and aspiring entrepreneurs alike. Through improvements, innovation, and strong dedication to quality, the new business can tackle obstacles, seize opportunities, and achieve long-lasting success in this very specific vibrant industry.

8 References

Bain, M. R. (2014). *The Business of Horses- Creating A Successful Horse Business.* Outskirt Press, Inc.

Bernstein, L., & Wild, J. J. (1999). *Analysis of Financial Statements 5th Edition.*

Brag, M. S. (2013). *Financial Analysis: A Business Decision.*

Brown J. H., C. M. (2010). *Horse Business Management, Managing a Successful Yard.* A John Wiley and Sons, Ltd., Publication.

Clinton, A. (2004). *Clinton Anderson's Downunder Horsemanship: Establishing Respect and Control for English and Western Riders.* Trafalgar Square Books.

Fistro. (2014). Analýza poměrových ukazatelů. *[Online] FISTRO digital s.r.o.*

Hendricks, B. L. (2007). *International Encyclopedia of Horse Breeds.* University of Oklahoma Press.

Higson, C. (2012). *Financial Statements. Economic Analysis and Interpretation.* Rivington.

Huntington P.J., B.-D. C. (2020). *Growth and development of Thoroughbred horses.* Animal Production Science.

Huntington, D. P. (2019). *Feeding Horses in Australia: A Guide for Horse Owners and Managers.* CSIRO Publishing.

Chýle, J. (2020). *Ročenka Českého Teplokrevníka 2020.* SČT a ASCHK.

Koskinen, K. (2015). *Equine Business Management: A Practical Guide to Running Your Own Horse Business.* Trafalgar Square Books.

Leeds, e. a. (2018). *Horse Business Management: Running Your Own Equine Business Successfully.* Wiley-Blackwell.

Martinson, J. (2016). *The Equine Business Guide: A Legal and Financial Guide for Horse Businesses.* Trafalgar Square Books.

McDonald, M. A. (1997). *Starting & Running Your Own Horse Business.* Storey Publishing.

O'Brien, C. E. (2005). *Horse Economics: A Personal Finance Guide for the Horse Owner.*

Pokorná, L. (2021). Proč se provádí finanční analýza a jaké informace nám poskytne? *Online*, stránky https://www.podnikatel.cz/clanky/proc-se-provadi-financni-analyza-a-jake-informace-nam-poskytne/.

Reszetylo, P. (2015). *What to Know Before Marketing Your Horse Business In The New Economy: The Secret That Makes YOU The ONLY Option in Your Market (ow To*

Market Your Horse Business In The New Economy). CreateSpace Independent Publishing Platform.

Sedláček, J. (2007). *Finanční analýza podniku.* Brno : Computer Press.

Šteker, K. a. (2016). *Jak číst účetní výkazy: základy českého účetnictví a výkaznictví.* Grada publishing a.s.

Valder, A. S. (2016). *Základy účetnictví. Praha : Česká zemědělská univerzita, Provozně ekonomická fakulta.*

Vial, C. (. (2017). *The New Equine Economy in the 21st Century.* 1st ed. Wageningen Academic Publishers.

Vogel, C. (2011). *Complete Horse Care Manual.* Dorling Kindersley Ltd.

9 List of pictures, tables, graphs and abbreviations

9.1 List of tables

9.2 List of graphs

9.3 List of abbreviations

APT – accounts payable turnover
AT – assets turnover
ATR – asserts turnover rate
B.V. - besloten vennootschap (private limited company)
BWG – Ben, Wim and Gerco
B2B – Business to Bussiness
B2C – Business to Consumer
CaL – cash liquidity
CFO – Chief Financial Officer
CL – current liquidity
CS – Czechoslovakian horse
CSI – competition show jumping international
COSF – coefficient of self-financing
EBIT – earnings before interest and taxes
FLI – financial leverage indicator

GP – Grand Prix
IB – interest burden
IC – interest coverage
ITT – inventory turnover time
KWPN - Koninklijk Warmbloed Paardenstamboek Nederland (dutch warmblood)
LLC – limited liability company
QL – quick liquidity
ROA – return on assets
ROC – return on costs
ROE – return on equity
ROS – return on sales
RTT – receivables turnover time
STR – stock turnover rate
TSOSTR – turn speed of short-term receivables
UK – United Kingdom
USA – United States of America
ÚEK – Ústřední evidence koní (central horse registration)
YRA – Young Riders Academy

Appendix

KVK

Uittreksel Handelsregister
Kamer van Koophandel®

KvK-nummer 08127115

Pagina 1 (van 2)

Rechtspersoon

RSIN	813472490
Rechtsvorm	Besloten Vennootschap
Statutaire naam	BWG Stables B.V.
Statutaire zetel	Tubbergen
Eerste inschrijving handelsregister	17-01-2005
Datum akte van oprichting	11-01-2005
Geplaatst kapitaal	EUR 18.000,00
Gestort kapitaal	EUR 18.000,00
Deponering jaarstuk	De jaarrekening over boekjaar 2021 is gedeponeerd op 07-03-2023.

Onderneming

Handelsnaam	BWG Stables B.V.
Startdatum onderneming	01-08-2004
Activiteiten	SBI-code: 93125 - Paardensport en maneges SBI-code: 46231 - Groothandel in levend vee
Werkzame personen	4

Vestiging

Vestigingsnummer	000018324185
Handelsnaam	BWG Stables B.V.
Bezoekadres	Reutummerweg 43 a, 7651KK Tubbergen
Telefoonnummer	0546898387
Internetadres	www.bwgstables.nl
E-mailadres	info@bwgstables.nl
Datum vestiging	01-08-2004
Deze rechtspersoon drijft de vestiging sinds	11-01-2005
Activiteiten	SBI-code: 93125 - Paardensport en maneges SBI-code: 46231 - Groothandel in levend vee Exploitatie van een onderneming op het gebied van het trainen van paarden, het deelnemen aan concoursen en de handel in paarden
Werkzame personen	4

Enig aandeelhouder

Naam	BWG Vastgoed B.V.
Bezoekadres	Reutummerweg 43 a, 7651KK Tubbergen

KVK

Uittreksel Handelsregister
Kamer van Koophandel®

KvK-nummer 08127115

Pagina 2 (van 2)

Ingeschreven onder KvK-nummer	08130717
Enig aandeelhouder sedert	11-01-2005

Bestuurder

Naam	BWG Vastgoed B.V.
Bezoekadres	Reutummerweg 43 a, 7651KK Tubbergen
Ingeschreven onder KvK-nummer	08130717
Datum in functie	11-01-2005
Titel	Algemeen directeur
Bevoegdheid	Alleen/zelfstandig bevoegd

Uittreksel is vervaardigd op 22-01-2024 om 15.13 uur.