IT PROGRAMME STRATEGY REVIEW TASK FORCE

PHASE 2: SUMMARY OF RECENT WORK

BACKGROUND

The purpose of the IT Programme Strategy Review is to analyse the current IT situation; fully assess the associated capabilities and risks of the IT programme; and provide recommendations to the BE Board for next steps, including a short-, medium- and long-term strategy for the direction and level of further investment.

Having completed the "assessment" work in Phase 1, and having presented a report with its recommendations to the BE Board for next steps, the Task Force is now proceeding with the "solution" work of Phase 2.

Phase 2 will involve three stages: defining the future IT vision; fact-finding to determine availability in the marketplace of potential applications and services to support the vision; and developing the roadmap, using the output from the first two stages and the priorities agreed in Phase 1.

During the past few weeks, Task Force members have participated in a series of workshops aimed at Defining the Vision: what do we want BE's IT system to deliver in future?

The workshops have covered a range of areas, with persons outside the Task Force, both within and outside BE, invited to join workshops to share relevant expertise. We are building a report from the points developed by the workshops, to be completed within the next couple of weeks as the outcome from the first stage. The report will inform our work in the second stage to identify potential third-party suppliers in the marketplace who can support the vision. Based on our work to date, we are starting to build the roadmap towards an agreed IT vision for the future. We remain on track to complete all three stages culminating in a final report to the BE Board by April, with recommendations for the Board to consider.

The following is a summary of the basic principles and some of the key points captured to date by the various Vision workshops. These are aspirational in nature and subject to further review and consideration by the Task Force in finalising its recommendations, all of which will be subject to the Board's review and approval.

The Task Force welcomes comments from members on this summary, and will continue to provide updates as we proceed with the rest of our work.

Key Concepts Applied Throughout the Vision

At every level of eventing, a wide range of people are participating as members of British Eventing, primarily as competitors and owners. BE members typically are willing and able to devote significant amounts of money to compete, own or otherwise interact with the sport of eventing, have multiple other commitments and are often time poor. Many, but not all, are familiar with and have good access to IT equipment. All members rely upon BE's IT system to deliver fundamental services and are potentially a huge target for IT-based interaction on many levels.

Taking this into account, and in defining the Vision, the following key concepts have emerged, for consideration across all the different functions of BE's IT System in order to provide an overall framework for the IT Vision:

Paperless
Cashless
Adopt an Amazon one-click model wherever possible
Mobile phone-friendly
Simple, flexible
Easy access to information contained in the fixtures calendar
Real-time
Management of events should live with the event organiser
BE's role should be light touch
"Trustpilot", "TripAdvisor" approach to event reviews
"Just in time" approach (for collecting payment, accessing entries, finalising the event schedule)
Information flow should be seamless
Data should be captured as close to the source as possible
Data should be captured only once
Owners, breeders, and producers should always be identified with their horses and their needs should be considered
Allow self-help by users wherever possible
Options and flexibility should be built in – pay less, get less, with premiums charged to members and competitors for specific services
Validation of data must be automatic and accurate
Software should be seen as a service

The following is a high-level summary of the Vision for each area of our sport where technology has a significant impact.

1. Entries (National and International, including Validation)

- All entries interaction screens must work on a mobile, tablet and desktop and have as few screens involved as possible
- The website should make "how to enter" very easy and obvious, with the ability to set up static data defaults, and have payment details stored securely for repeat use
- Entry must be fast and uncomplicated. We should aim for the Amazon 'buy now' one-click approach with perhaps four clicks to enter being the maximum for one horse owners
- Event organisers need real-time updates of entries as they arrive and full visibility of how their events are filling out
- Riders need to be able to 'help themselves' in making substitutions, class changes and withdrawals where the rules allow
- Colour-coding should be used throughout to indicate classes that ballot, closed classes etc. The design of the user experience must have a high priority
- "My account" for members should contain a financial history of all transactions made
- The international entries process should be streamlined
- Balloting should be automated but systems must be ready to move to a first-come, first served or similar non-balloting approach in the future
- Communication to members should move away from emails and towards SMS/Whatsapp, with e-programmes replacing printed programmes for the majority of events
- Any new technology must be ready to embrace the concept of pricing entries based on the services provided at the event, and the concept of premium services for additional fees

2. Scoring

- The sport should continue to aspire to 'paperless' and 'real-time' scoring for all phases. Capturing movement-by-movement dressage marks should be a goal
- Over time we should move to a system of capturing dressage marks and even comments electronically during the test and making them available to spectators on their phones/tablets etc during the test, with judges able to sign-off on the scores electronically
- Similar principles should be applied to showjumping and xc scoring again with the aim being paperless and real-time for scoring in all phases

3. Membership and Registration

- Any IT solution must provide a flexible approach to a tiered membership structure that may change over time
- The systems must allow for multiple types of restrictions/access based on membership type. Day tickets are not seen as part of the future and would not necessarily need to be supported in any future system
- Ideally the purchase of memberships and registration of horses should be integrated into the entries system
- It should be possible to upgrade a membership or register a horse from within the entry process
- The systems should accommodate payment to one entity for an entry fee and to a different entity for membership and registration
- The registering and change of ownership of a registered horse should be fully automated including with multiple owners and should support the sale or partial sale by one but not all of the owners
- The technology should encourage increasing use of direct debit (particularly monthly direct debit amount) for membership
- Day tickets may be replaced with a system charging a low membership fee that allows just a certain number of entries. It's possible that the sport will retain the "one-time" entry model for foreign riders entering international events in the UK

4. Course Design, Documentation and Safety

- Initial course details should be captured electronically during the course design process. This should include terrain details. Technology should be in place to help designers plan and design their courses
- Once designed the same information should be available to course builders and to the TAs when reviewing and signing off the course
- The same data can then be used to provide XC Control with all details of the fences including sponsors' names
- Full course data should be available to competitors, spectators and owners online
- Coach and course designer audio commentary should be available with each fence to competitors online particularly for lower-level introductory courses
- Scores, including all details about penalties and falls (including weather and ground conditions) should be collected and recorded at source by the fence judges
- Videos and photos must be able to be added to the results data
- Riders should be equipped with devices to track speed, lines taken etc
- Post-event reporting of safety data to the FEI and for national safety analysis e.g. to the TRL should be fully automated from data already captured
- All fence data should be linked to detailed score information to support long-term trend analysis for safety and the continuous improvement of course design

5. Event Team Management, Event Set-Up and Scheduling, and Event Standards and Review

- Key for the grassroots sector is the early availability of schedules and outline timetable and any technology needs to work to make this possible
- Late changes to the schedule are the biggest irritation – systems need to give organisers what they want as early as possible so that they can fix and publicise the final schedule
- As a matter of principle, a move towards providing technology to support structured, on-line rider reviews is to be encouraged, based on a 'TripAdvisor' and 'Trustpilot' model of evaluation of products and services
- Each event page should have an 'information' page where the event should be able to publish information such as directions, accommodation, special instructions etc. This will allow the 'newsflash' facility to be used for real newsflashes that riders need to see (new classes, abandoned classes, last minute travel instructions etc.)
- The role of the BE volunteer database should be reviewed. Potential volunteers should be directed to the organisers of their local events. Events should supply BE with their volunteer coordination contact

6. Youth Programme

- The Youth Programme is designed around regions that have co-ordinators and coaches and regional championships
- Any IT system needs to be able to support the tracking of riders to their regions
- It also needs to support the ability to efficiently communicate with all the youth programme members in a region
- For under 18s it is often the case that the first approach to BE is by a non-equestrian parent, so interaction needs to be equivalent to that offered by other sports,
- Parents of YP riders need to be considered as a user group of BE's IT
- With the YP now starting at BE90 level, there is a need to develop guidance and explanations for those who have little or no experience. New technology in the form of easy-access webinars and on-line training should be developed to encourage riders to join the programme and to provide guidance and information
- Balloting rules includes special conditions for the Youth Programme. The system must support consultation with the youth regional team to ensure that YP members have the opportunity to qualify in their area and are not balloted out in favour of entries from outside their area

7. Championships and League Management

- Championships and leagues are seen as a way of engaging and incentivising riders and owners to feel part of BE
- Establishing leagues is perhaps the most significant for riders at grassroots, up to Novice. However, a national league/ ranking system at every level (already existing

in other sports) is of big interest to GR riders to track their own progress and improvement

- There is potential to monetise this instinct to compare our own progress against our peers. It matters to be ranked on a national scale.
- For leagues it is essential that the data used is up to date and accurate. People soon lose faith in rankings that are continually adjusted/corrected. The criteria for measuring rankings should be clear and consistent, and potentially could be personalise
- We should be able to support virtual team competitions much more easily than at present

8. IT Management and Support

- Overall, the concept of 'self-help' for members is to be encouraged, possibly with the assistance of designated "super-users" who help others resolve issues
- More use could be made of social media to ask questions and resolve issues, perhaps by launching a new social media forum moderated by the Rider Working Groups
- The website should support access to FAQ documents explaining fundamental concepts and rules such as those relating to balloting. Access to the FAQs should be as easy and obvious as possible – members are typically time-poor and need access to help at the point where they are experiencing a problem

9. Stats and Analysis/Commercial Exploitation of Data

- British Eventing manages more results data than any other federation in the world. Each year it has 3.5 times what the FEI has and 1.5 to 2 times what USEA has. It has 10 times what Ireland has per annum.
- Risk and performance data currently available to BE on every horse, every rider, every BE event, every level and every year should be used for risk management purposes at an operational level, developing bespoke risk ratings to create watchlists/add risk ratings that could be added to the balloting rule,
- Entry and results data should be used to analyse trends to inform the BE Board and Sport Committee.
- The system should support 'Record' tracking which would detail the key achievements of the sport over the last decade
- Data should also be used by BE to analyse its sources of revenue, by market segment and "stickiness"
- BE should be able to use the popularity of its league and performance data to attract sponsors.
- Data could also be used to create a subscription service providing a comparison feature of horse performance for the horse sales market.

10. Training

- More conversations are required to understand just exactly what is being provided by BE and what IT support is required
- BD has made money this year from providing Continuing Professional Development courses for its officials, and could run training courses for BE – there is potential here for sharing training across the disciplines.
- In general, there are many suppliers of training services in the marketplace – training could be outsourced to a separate training company in return for agreed commissions, with revenues and data still capable of being captured by BE