



Leadership Awards Session Plans

Each topic (Future Leader, Goal Setter, Team Player, Innovator) has been broken down into sessions which could be delivered to cover the content of the awards. However, you can adapt the number of sessions you deliver to suit your explorer group and your centre.

Each session plan contains several optional activities, so you can choose the activities which suit your group best. For example if a topic is new to the group you might decide to deliver all the main activities in the session plan over more than one session.

The final session plan in for each topic includes details of the Explorer Challenge and suggestions of activities – participants should be encouraged to come up with their own ideas, but these must be suitable for the centre/coach to deliver. All BHS Approved Centres and APCs should check their own insurance cover if delivering activities outside of their usual remit.



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Platinum Innovator

Session 1: Businesses that have adapted/innovated, what can affect businesses, diversification, SWOT analysis

Session 2: Idea generation (mind mapping, brainstorming), market research

Session 3: Choosing a business venture, checking it is financially viable, starting the business plan

Session 4 onwards: Getting ready to start trading

Innovator Session 1

Introduction

Resources: Booklet

This session should include a brief introduction to the innovator topic and the skills that will be developed. This could include how they can apply these to all areas of their life including the Explorers Awards, education, and future employment.

The aim of this topic is for participants to develop skills associated with innovation with a focus on how this links to running a mini business venture.

Discuss the requirements of the award and the Explorer Challenge.

Discuss what they think innovation in business is.

Innovation is vital to businesses as it enables them to adapt to changes in the market, helps them to grow and can help a business gain an edge over its competitors. They may innovate through technological advances but can also be successful by diversifying their business and being able to adapt to changes that are external to the business (social and environmental) and follow current trends.

Can participants give some examples of businesses that have innovated to become successful? Examples could include; Apple, Disney

Apple – Apple inc. was founded in 1970s and was successful with the Apple Mac computer, however by 1990s was in decline due to competition from windows and other personal computers. Through technological innovation in the late 90's early 2000s the company gained success with the iMac and iPod. The iPhone and iPad followed – Apple inc. is now one of the biggest and most successful companies in the world.



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| | <p>https://en.wikipedia.org/wiki/Apple_Inc.</p> <p>Disney – Walt Disney started by creating and producing cartoons and then films. Although a great success the company didn't stop there, they diversified to creating theme parks. The company has managed to continue to grow opening more theme parks worldwide and by acquiring various television and film production companies, film franchises including Star Wars and launching its own subscription service Disney+. Disney along with the other production companies it owns continues to release box office hits every year.</p> <p>https://en.wikipedia.org/wiki/Timeline_of_The_Walt_Disney_Company</p> <p>Can Participants give examples of businesses that have ceased to trade and what might have caused this. Examples could include; Blockbuster, Blackberry.</p> <p>Blockbuster – Blockbuster were a highly successful chain of video rental stores which ran from the late 1980's to 2014. They saw their decline when streaming services such as Netflix were introduced. They did not adapt in response to the consumer's changing needs and turned down a deal to buy Netflix in 2000.</p> <p>Blackberry – Blackberry had success with their smartphones in the late 1990s which had a miniature keyboard but failed to move with the trend for touch screens provided by the iPhone and other smartphones.</p> <p>https://www.valuer.ai/blog/50-examples-of-corporations-that-failed-to-innovate-and-missed-their-chance</p> |
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Main Activity

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| <p>External factors affecting businesses</p> | <p>Resources: pens, post its, white board or large piece of paper</p> <p>What can affect businesses?</p> <p>Having briefly discussed the above businesses, talk about how the environment can affect businesses. Something big and fairly unexpected can happen and businesses must react quickly, an example of this is COVID and lockdown.</p> <p>Some businesses will have benefitted (e.g. Online retail - Amazon, IT/Technology – Microsoft Cloud as a result of remote working, Social media platforms – Facebook, Tik Tok) and some not (travel, hospitality and small businesses with less financial resources).</p> <p>Ask participants to write down on post it's the names of a variety of businesses they think might have benefitted and those that may have been negatively affected by COVID. Have two large pieces of paper which could be stuck up on the wall or lists on a white board. Ask participants to stick the names under the heading they think they sit under (positively affected or negatively affected).</p> <p>Briefly discuss each business.</p> <p>Businesses benefitted from COVID lockdown:</p> |
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| | <p>www.ft.com/content/844ed28c-8074-4856-bde0-20f3bf4cd8f0</p> <p>www.tugagency.com/blog/2021/07/27/the-rise-of-tiktok-during-covid-19/</p> <p>Discuss how businesses might have adapted to cope with COVID e.g. restaurants offering takeaway services and outdoor dining. How did Riding Schools cope? Examples may include – putting ponies out on loan, providing online courses, discuss what your centre did.</p> |
| <p>Business diversification</p> | <p>Diversification</p> <p>Do you know what business diversification is?</p> <p>Diversifying is where a business makes use of its existing resources to enter a new market with a product or service. Doing this can strengthen the existing business, but is also a way of adapting when the unexpected happens e.g. riding schools and coaches offering online courses. One of the most common examples of diversification for equine businesses is linking with tourism, if they have land as a resource – using this for camping, glamping or converting buildings to holiday cottages. Riding schools without the ability to do this may still be able to diversify and offer riding holidays by linking with local accommodation e.g. B&Bs.</p> <p>Can participants think of any other examples of diversification?</p> <p>https://blog.shortcuts.uk.com/business-diversification-strategy-examples</p> |
| <p>SWOT analysis</p> | <p>Resources: pens, SWOT template</p> <p>SWOT</p> <p>Although there can be events such as covid which have a sudden and dramatic effect on business, mostly the environment affecting businesses will change more gradually as a result of technological advances but also from social and cultural changes. Discuss how businesses need to be aware of these to be able to adapt to deal with these changes. A SWOT analysis is a good way to identify the Strengths, Weaknesses, Opportunities and Threats which may affect a business.</p> <p>Work through a SWOT analysis for the centre.</p> <p>A SWOT template is available on the hub, there is also space in the Explorer book to do this.</p> <p>The following may help identify key points:</p> <ul style="list-style-type: none"> • Do a yard walk to identify resources (or draw a yard map) • List all the activities/products/services the centre offers • List the types of customers the centre has |



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| | <ul style="list-style-type: none">• List all staff and volunteers available to the centre – any specific skills the staff have which could benefit the centre• Look at direct (other riding schools) and indirect (alternative activities) competitors• Are there any technological advances the centre could benefit from (are competitors using these)? For example; online booking systems, mechanical horse.• Are there any social changes or trends which the centre should be aware of (e.g. social licence) www.worldhorsewelfare.org/about-us/our-work/who-we-help/sport-and-leisure-horses/what-is-a-social-licence-to-operate <p>Useful links:</p> <p>3 minute YouTube clip on both personal and business SWOT analysis: www.youtube.com/watch?v=EJ4uVsQ9k</p> <p>Articles:</p> <p>blog.hurree.co/blog/4-tips-for-creating-a-successful-swot-analysis</p> <p>asana.com/resources/swot-analysis</p> |
| Wrap up | |
| Re cap | <p>How important do you think innovation and adaptation in business are?</p> <p>Did any businesses you discussed inspire you?</p> <p>Which key points stood out to you?</p> <p>What do they think is the biggest strength of the centre?</p> <p>What do they think is the biggest weakness of the centre?</p> <p>What do they think is the biggest opportunity to the centre?</p> <p>What do they think is the biggest threat to the centre?</p> <p>Ask participants to think of some ideas for a business venture they could run alongside the centre's activities (i.e. riding school). They could bring these ideas to the next session.</p> |



Innovator Session 2

Introduction

Recap on the previous session; businesses' ability to adapt, diversification and SWOT.

The aim of this session is to start coming up with ideas for a business venture.

This could be as simple as coming up with and discussing ideas or you could use brainstorming or mind mapping to help generate and organise ideas.

If using these, briefly introduce brainstorming and mind mapping or recap if previously covered at another level. These are both exercises which help with idea generation.

Main Activity

Mind mapping

Mind map

Mind mapping- create a mind map for the centre. This can help to map out all the activities and resources the centre has and help participants come up with ideas for business ventures to link to these.

Put the name of the centre in the middle of a piece of paper and draw branches out. Branches could lead to different areas of the business (riding school lessons, hacking, livery yard), types of customer (children, adults, beginners, students), waste which could be reused (string, feedbags, horse shoes). Try to cover as many areas/branches as possible.

Mind map image examples:

- [Health https://learningfundamentals.com.au/how-to-mind-map/](https://learningfundamentals.com.au/how-to-mind-map/)
- [My goal https://www.art-is-fun.com/create-a-mind-map](https://www.art-is-fun.com/create-a-mind-map)
- [About me https://www.pinterest.com/pin/93801604716112752/](https://www.pinterest.com/pin/93801604716112752/)
- [Help the environment https://mindmapsunleashed.com/10-really-cool-mind-mapping-examples-you-will-learn-from](https://mindmapsunleashed.com/10-really-cool-mind-mapping-examples-you-will-learn-from)

Brainstorming

Brainstorming

Have a brainstorming session to come up with as many ideas as possible for potential business ventures and discuss and expand ideas individuals have.

In these sessions all participants should be encouraged to be adventurous; it doesn't matter if the idea might not work in practice, would cost too much or would not be practical. Allowing participants to do this will encourage them to be more creative, hopefully this will spark ideas in others and can also enhance some of the more practical ideas.



How to run a brainstorming session

Before running the session do some preparation to ensure the session has some structure and rules

Rules could include; allowing participants to talk during a designated time slot, everyone should contribute at least one point per topic, no ideas should be disregarded or disrespected, everyone is encouraged to express ideas.

- Each person will need to introduce the idea they want to do for the practical challenge and why they have chosen it. This should be fairly brief, for example: I would like to set up a photography business where I offer to take photos of clients with their favourite horse and then have these converted to key rings, cards or other keepsakes.
- The group should ask questions about the idea, each participant could ask at least one question each. This will highlight any potential issues and provide extra ideas.
- Ask for ideas and contributions from the group, again make sure everyone contributes. Encourage all participants to be as creative as possible with ideas, it doesn't matter if they aren't realistic – big ideas will spark creativity to enhance basic ideas.
- Consider how to record ideas; written bullet points, flow chart, mind map. Nominate someone to take responsibility to record ideas or take notes?

Other points to consider:

- Sitting in a circle or around a circular table can be beneficial and can make communicating within a group easier and as they can all see each other.

Set specific timeframes for sessions, creativity and engagement is likely to dwindle if sessions go on too long. With larger groups organise several brainstorming sessions to be able to discuss everyone's practical activity ideas and possibly hold them as part of other sessions.

<https://www.indeed.com/career-advice/career-development/brainstorm-facilitation>

Market research to check demand

Market research

Plan some market research. Once you have a few solid ideas plan some research to see if customers at the centre would be interested in the products/services. This could be survey questions (asked in person or posted on the centre's social media pages). Also look to see whether there are any similar services/products available and consider how you could differentiate your offering.

Market research should focus on:



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| | <ol style="list-style-type: none">1. <u>Demand</u> – Is there a need for the product or service – would customers buy it?2. <u>Market saturation</u> – How many other similar products are available to customers? Who are the competitors? Could this venture do better and why?3. <u>Market size</u> – Are there enough customers to make the business venture worth doing?4. <u>Location</u> – where will the business venture operate? How will you reach customers?5. <u>Pricing</u> – What will customers pay? What is the price of similar products/services offered by competitors? <p>https://www.tide.co/blog/business-tips/market-research/</p> |
| Wrap up | |
| Re cap | <p>Make a short list of the idea’s participants might want to pursue.</p> <p>Plan and delegate any market research to be done.</p> <p>In the next session decide which venture(s) to pursue, so participants should think about the reasons why their choice of venture should be the one chosen.</p> |



Innovator Session 3

Introduction

Did participants manage to carry out the market research?

If they have an idea for which venture they want to choose this can be discussed further in this session.

If completing the explorer challenge as an individual, each person can decide on their venture. If running a group venture the decision should be made collectively with the group. The coach needs to check whether the idea will be viable and offer alternative suggestions if the idea is not suitable.

Main Activity

Choosing a business venture

Decision making

Reasoning

Reasoning involves using facts to make decisions. You will need to know the full breadth of the situation in order to make an informed decision – try to think of as many questions you can which might need to be answered in relation to the venture choice e.g. if selling food or drink do you need a license? Consider demand, which ideas had the most positive support from the market research done?

Making a decision

When you are ready to make a decision, here are some points to help:

- List all your possible business venture ideas and strike off all the options that aren't workable.
- Create a list of pros and cons for the ideas left.
- Weigh up all the pros and cons for each idea. Start to cross off the ones with more negatives than positives. If you still have some to choose from rate them out 10, this should highlight the best option to you.

Is your idea financially viable?

Work out if the business idea will be financially viable

As the coach you will need to decide how participants will fund the start-up of their business venture. Examples for funding start-up:

- A set amount included in the cost of the course (decided by coach)
- Participants contributing own money (be clear this may be lost if venture is not successful)



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| | <ul style="list-style-type: none"> ➤ A scheme to raise funds selling shares (share purchasers must be made aware of what a share is and returns will be dependent on success of business) <p>As the coach you will need to decide where profit from the venture will go. This should be discussed with participants, so they are aware at the start. Examples for distribution of profit at the end:</p> <ul style="list-style-type: none"> ➤ % to shareholders if present ➤ Vouchers or credit for participants to use at centre ➤ Agreement beforehand that profit will benefit centre and so go to centre ➤ Distributed evenly between participants ➤ Combination of the above <p>Work out how much it will cost to start the business. What needs to be purchased?</p> <p>Then work out the potential for profit. Work out what it will cost to make the product or supply the service and find the cost per unit?</p> <p>To work this out, list all the expenses and then divide the total expenses by the number of products you will make (can adapt this if it is service – for how many services you could provide in relation to the costs).</p> <p>Cost per unit (product) = total expenses ÷ number of products made</p> <p>Cost per unit (service) = total expenses ÷ number of times service could be provided.</p> <p>Now you can work out potential profit:</p> <p>How much will you make on each sale after you have subtracted your expenses?</p> <p>Profit = Income – Expenses</p> <p>Think about how many sales you think you will be able to make and decide whether the venture is worth pursuing.</p> |
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| <p>Start your business plan</p> | <p>Resources: Explorer book (business plan template), pens</p> <p>Business plan Once you have made your decision start putting your business plan together. You can use the business plan template in the Explorer book or use any business plan template – there are lots of different templates available online.</p> <p>A Business plan template is available on the hub.</p> |



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| Business name | <p>Come up with a name for the business: There are lots of different ways to come up with a name you could:</p> <ul style="list-style-type: none">• Use an acronym (examples include BHS, BBC, MI5)• Create a 'mash up of words' (examples include Netflix which is mixture of internet and flicks)• Draw inspiration from mythology, literature or popular culture (examples include Nike who is the goddess of victory in Greek mythology)• Use your own names (examples include Ben and Jerry which was created by Ben Cohen and Jerry Greenfield)• Use foreign words• Use a place name (look at a map) for inspiration• Use a symbol• Use a name that describes what the business does (e.g. 7 Eleven - the US stores which are open from 7am - 11pm) <p>www.vistaprint.co.uk/hub/business-name-ideas</p> |
| Planning | <p>Planning Start to plan the work that needs to be done and which role each person will have if working in a team.</p> <p>Make a list of the tasks which need to be completed to get the venture ready to be started. It would be useful to set a date to have these done by.</p> <p>This might include:</p> <ul style="list-style-type: none">• Sourcing materials• Product production• Creating marketing materials (e.g. posts, posters)• Description of service/product with pricing• Creating a customer care policy; returns, refunds, complaints (how will you provide the best service and information) <p>If you want to delegate roles, think about who you would like to put in charge of the following:</p> <ul style="list-style-type: none">• Product production• Finances (recording expenses, income and profit and deciding where money will be stored e.g. at centre)• Marketing |
| Marketing plan | <p>Plan marketing How will you get the word out about your product/service?</p> |



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| | <p>This might include creating posters to put up at the yard – creating a social media post to put on the centre’s Facebook page, website or other social media platforms.</p> <p>Remember to consider who the target market is for the product/service – create a message tailored to them and advertise where they will see it.</p> |
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Wrap up

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| Re cap | <p>If the individual or group hasn’t decided on a name they could think about this before the next session.</p> <p>If tasks have been delegated – confirm what needs to be done and by who, for the next session.</p> |
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Things to consider

- Make sure parental permission is sought where required to access social media platforms if relevant
- Check the owner/manager of the centre is happy with the venture proposed before any advertising



Innovator Session 4 onwards

Get ready to start trading

Catch up from previous session. Recap over plans made in previous sessions and check progress. Confirm the business name.

Review any tasks that have been set e.g. marketing, product production.

This session will focus on completing the business plan and getting everything planned and ready to start the business venture.

Set a date to start trading with the business venture.

Delegate tasks required. Set dates for reviews (potentially weekly for the first month and then monthly afterwards).

Check finances, make sure expenses have been recorded.

You can use the cash sheet template (available on the hub) to keep track of money coming in and going out.

You can use the sales log template (available on the hub) to log sales.



Innovator EXPLORER CHALLENGE

Set up a business venture at your centre. This can be done in a group or as an individual.

Come up with a business plan and share this with the coach or yard manager to see if it's possible to put the plan into action. If it's not possible to put your plan into action the coach can suggest a venture suitable for the centre which could be done instead.

Run your business venture for a minimum of three months.

Examples of business venture ideas:

- Equestrian photographer or artist. Take photos of people with their horse or favourite horse. If you are good at drawing, you could draw these. You could look into creating products using the images like key rings, fridge magnets, birthday cards.
- Grooming or bathing service for liveryes (support from coach may be required)
- Tack cleaning for liveryes or cleaning grooming kits, horse trailers or any other equipment
- Brand ambassador or influencer. This could also incorporate running a fashion show and sale for clothing/equine company.
- Second hand equestrian clothing sales
- Selling manure.
- Making keepsakes from horse hair or horse shoes – e.g. bracelets so customers can buy one of their favourite horse.
- Homemade horse treats
- Make haynets out of bailer twine to sell
- Car wash provided for parents whilst children are in lessons
- Sunflower fields, pumpkin patch, or vegetable patch
- Sponsor a pony scheme.

Checklist for achievement:

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| <ul style="list-style-type: none"> • Know why innovation and adaptability is important in business | <p><i>Know examples of businesses that have innovated and those that have failed to adapt.</i></p> |
| <ul style="list-style-type: none"> • Be able to do a SWOT analysis | <p><i>Know what a SWOT analysis is for and how to research environment/competitors. Complete at least one SWOT analysis</i></p> |
| <ul style="list-style-type: none"> • Know what they need to consider when coming up with an idea for a business | <p><i>May include; demand for product/service, start-up cost, local competitors, business name, identification of resources and skills available.</i></p> |
| <ul style="list-style-type: none"> • Come up with an idea for a business venture | <p><i>Come with own idea to discuss with centre/coach – if not suitable coach can support with another idea.</i></p> |
| <ul style="list-style-type: none"> • Complete a basic business plan | <p><i>Complete basic business plan in explorer booklet.</i></p> |
| <ul style="list-style-type: none"> • Run own mini business venture | <p><i>Run business venture for minimum of 3 months.</i></p> |



Things to consider

- The coach will need to decide how participants will fund the start-up of their business venture. Examples for funding start-up:
 - A set amount included in the cost of the course (decided by coach)
 - Participants contributing own money (be clear this may be lost if venture is not successful)
 - A scheme to raise funds selling shares (share purchasers must be made aware of what a share is and returns will be dependent on success of business)
- The coach will need to decide where profit from the venture will go, this should be made clear to participants and discussed with them. Examples for distribution of profit at the end:
 - % to shareholders if present
 - Vouchers or credit for participants to use at centre
 - Agreement beforehand that profit will benefit centre and so go to centre
 - Distributed evenly between participants
 - Combination of the above
- All business venture ideas should be checked with the centre and must not disrupt centres activities or business