

Q1. It is a given that you have a passionate interest in the sport of eventing. What are the main objectives that have encouraged you to stand for election?

I have on occasions both felt frustration and listened to that of others. I believe, however, that complaining gets us nowhere and that positive changes are best affected from within, and only when you understand the issues facing its organisation. I am a solution, not a problem, focused person, keen to get involved and make a difference, working with the great expertise already at BE's disposal.

As a businesswoman, I am very aware of the challenges facing the sport in 2020 and beyond, which has also been a major factor in my decision to stand. Clarity, transparency and inclusivity are qualities that no business can ignore going forward, and are potential areas for improvement.

I also believe that eventing must raise its bar regarding young talent-spotting systems (which are excellent but offer limited and belated support for new riders and owners), and its strategy for securing comprehensive funding and attracting lucrative corporate sponsorship deals with TV rights. My key objective is that eventing aligns itself more closely with the mentality of other professional, elite athlete sports in order to be viable, allowing good financial benefits when competing, growing its Owner, Breeding, supporter, and sponsor base, and its audience reach.

Q2. The BE Board comprises individuals with a range of skills derived from their professional lives. How do your own skills and expertise fit with the current Board members' expertise in relation to running the sport and the business of eventing?

My self-nomination statement answers this question more fully, but I would just reiterate here that my demonstrable business experience in a manufacturing industry and wider commercial acumen together with an understanding of what is needed to produce successful 5* horses and riders from youngsters, are an excellent fit with the expertise of the current board of directors. As far as I can tell from the existing Board's bios, I would bring practical experience of bespoke construction and civil engineering: I relish really intractable problem solving and hands-on implementation, and have always been driven to get things done. I work well within a team of similarly capable people, either taking the lead or in a support role, and I know from long experience that having the right people for the job and in the right mix is the key to any successful business or organisation.

Q3. Given the pressures the sport faces, with falling membership, competition from other equestrian activities and the prospect of a generally poor economic climate, **marketing** is likely to be important to BE in 2021. Where do you think BE's marketing efforts should be focused in order to address these challenges? Please provide **specific examples of initiatives** that are likely to enable existing members to gain full benefit from their membership and suggest means to encourage new members and horse registrations.

I sit on (and previously chaired) the marketing and membership committee for The British Constructional Steel Association, so I understand the challenges of member recruitment and retention. Eventing already has a USP: all ages, male, female, professional and amateur, complete on an equal footing, which may well be a marketing dream, but it will still need an experienced marketing manager to maximise its potential with both private and corporate sectors, in order to achieve the best outcome for the sport.

BE's in-built layers are challenging, but also an opportunity: BE needs to establish what it wants to achieve, perhaps have different offshoots and set out a strategy to work towards it. There is already a large activity base within the 80 to 100 range, but more could be done here, to integrate with other clubs from an early age, which for most is the beginnings, the progression to BE, BS, BD the passage to the professional elite sport, that we really want to focus on. This is a chance to grow the amateur sport and membership, keeping continuity and support with Youth Programmes all the way through. To produce and support our professionals.

The Success of BE relies on the success of our professionals.

We must also address the quality of live scoring and commentating and 'catch up' TV coverage, to improve spectator experience, encourage new membership and attract high-end sponsorship.