



**young
equine
innovators**

MODULE 6

Future - Proofing Your Enterprise - Sustainability in Action

www.younequineinnovators.eu



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01

Introduction



Why this module matters:

Our final module helps emerging young equine entrepreneurs to embed sustainability and ethical thinking into their equine ventures.

This module supports learners to make choices that consider animal welfare, community impact, and environmental responsibility, while also building long-term business resilience.

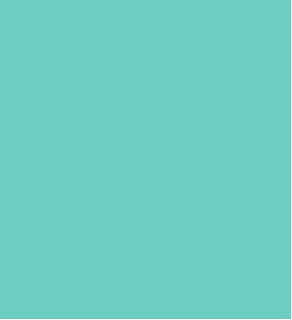


What you'll gain:

- Understanding of the key aspects of sustainability in the equine industry
- The ability to identify the environmental, social, and ethical impact of their enterprise
- The skills to apply practical approaches to improve sustainability and animal welfare
- The ability to communicate their values and impact clearly to customers and supporters

Future proofing – the areas you need to prioritise:

1. What Sustainability Looks Like in the Equine Sector
2. Environmental and Animal Welfare Considerations
3. Social and Community Impact
4. Planning for Long-Term Resilience
5. Telling Your Impact Story



What you will be able to do at the end of this module:

- Complete sustainability self-assessment
- Have a list of priority improvements to implement
- Have a written ethical practices statement
- Complete a draft impact summary for use in funding or promotion

Your Role:

Be curious, be honest, and take time to reflect. This is about you – your future, your choices, and your potential in the equine world.

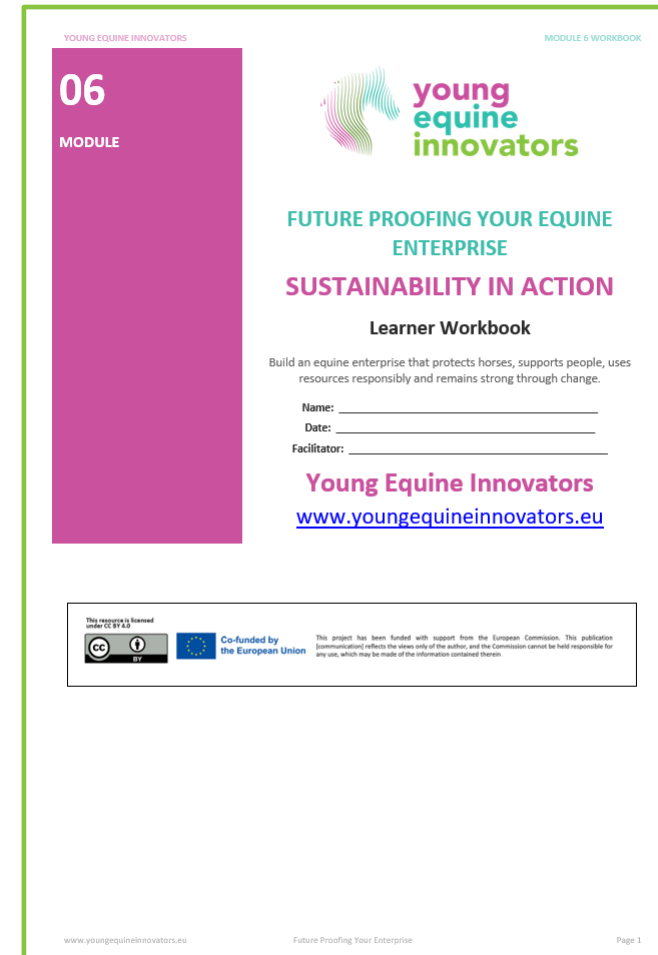
Your learner workbook – take what's yours

This module comes with a Learner Workbook. It's yours to mark up, write in, and share with a mentor.

One rule: there is no rule.

You don't have to complete every activity. Some won't apply to your idea, your stage, or your country. The point is to pick the ones that move **YOUR** venture forward and skip the rest without guilt.

A workbook half-finished but acted on beats a workbook fully completed and filed away.



A photograph of a brown horse being groomed by two people in a stable. The horse is on the left, facing left, with a white blaze on its face. Two people are on the right, one with long dark hair and one with a long blonde ponytail, both wearing grey hoodies. They are grooming the horse's neck and head. The background is a brick wall with wooden stall bars.

02

Sustainability in the Equine Sector

Defining Sustainability

Sustainability integrates
three interconnected areas:

1. **Environmental responsibility** – reducing ecological footprint
2. **Social responsibility** – contributing positively to people and communities
3. **Economic viability** – ensuring long-term financial stability

*Sustainable decision-making
considers short-term results and
long-term consequences*

Why Sustainability in the Equine Sector?



Sustainability goes beyond "being green" – it can be competitive edge

What today's customers expect:

- Transparent practices they can trust
- Proof you care about horse welfare
- Real environmental responsibility
- Positive community impact

The business case:

- Attracts clients who share your values (and pay for quality)
- Opens doors to funding and partnerships
- Reduces costs through efficient resource use
- Future-proofs your business against industry changes
- Builds a brand people want to support

Bottom line: Sustainability balances welfare, responsibility, AND profitability. It's not "extra". It is essential for long-term success.

What It Actually Means for Equine Businesses

ENVIRONMENTAL - Reducing your ecological footprint

- Pasture management & preventing overgrazing
- Manure composting & waste reduction
- Water efficiency & energy use
- Local feed sourcing & supply chain choices
- Protecting biodiversity on your land

ETHICAL - Animal welfare as a core value

- Evidence-based training methods
- Adequate turnout & social interaction
- Individual horse workload monitoring
- Transparent breeding & retirement planning
- Recognizing stress signals & responding

What It Actually Means for Equine Businesses

SOCIAL - Positive impact on people & community

- Fair employment & safe working conditions
- Youth programs & accessible opportunities
- Supporting therapeutic/adaptive riding
- Local partnerships & knowledge sharing
- Honest pricing & clear communication

Remember:

Every decision you make touches at least one of these pillar.

Sustainable = considering short-term results AND long-term consequences.

Activity: Your Sustainability Starting Point: Where Are You Now?

Understanding your starting point helps you prioritize improvements and recognize you're likely already further along than you think!

Part 1: Current Reality Check

For each pillar, rate yourself honestly (1-5 scale):



- **Environmental:** How well do you manage resources, waste, and land?

1	2	3	4	5
☐	☐	☐	☐	☐

- **Ethical:** How strong are your animal welfare practices?

1	2	3	4	5
☐	☐	☐	☐	☐

- **Social:** How much positive impact do you create for people?

1	2	3	4	5
☐	☐	☐	☐	☐

Activity: Your Sustainability Starting Point: Where Are You Now?

Understanding your starting point helps you prioritize improvements and recognize you're likely already further along than you think!

Part 2: Dig Deeper - Answer these questions:

- **What are you already doing well?** List at least 3 sustainable practices you currently use (even if you didn't call them "sustainable" before).
- **What's your biggest sustainability challenge right now?** (Cost? Knowledge? Time? Infrastructure?)
- **Think about your customers/clients:** What sustainability aspects do THEY care most about? How do you know?
- **Quick wins:** Name 2 small changes you could realistically make in the next 3 months that would improve sustainability.
- **Inspiration scan:** Research one equine business doing sustainability well. What's one specific thing they do that you could adapt?

ACTIVITY: Priority Improvements Tracker

Your Sustainability Starting Point self-assessment (Section 02), pick the top five changes you'll commit to in the next 12 months.

Improvement #1 (do this quarter)	<i>Specific change, owner, by when...</i>
Improvement #2 (do this quarter)	<i>Specific change, owner, by when...</i>
Improvement #3 (next six months)	<i>Specific change, dependencies, cost...</i>
Improvement #4 (next 12 months)	<i>Bigger lift — facility, equipment, partnership...</i>
Improvement #5 (next 12 months)	<i>Bigger lift — bigger reward...</i>

A photograph of a person in a dark jacket and pants leading a dark horse in a stable. The person is on the left, holding a lead rope. The horse is in the center, facing left. The stable has white metal walls and a dark floor. A bucket is on the floor near the horse. The background shows wooden beams and a light fixture.

03

Environmental and Animal Welfare Considerations in the Equine Sector

Your Environmental Impact Areas - Where You Can Make a Difference.

Every equine enterprise affects the environment. Here's where:

Land & Pasture

- Overgrazing damages soil & reduces biodiversity
- **Action:** Rotational grazing, protect water sources, manage drainage

Manure & Waste (Yes, it's a resource!)

- Average horse = 50 lbs manure/day
- **Action:** Compost for reuse/sale, partner with local farmers, reduce single-use plastics

Water & Energy

- Stables use significant resources daily
- **Action:** Fix leaks, install automatic systems, LED lighting, consider solar



Your Environmental Impact Areas - Where You Can Make a Difference.

Every equine enterprise affects the environment. Here's where:

Feed & Supplies

- Transport = carbon footprint, packaging = waste
- **Action:** Source locally, evaluate supplier standards, accurate ration planning

Reality Check:

You don't need to fix everything at once. Start with what's feasible and build from there. Even small changes have a measurable impact.

Animal Welfare - The Non- Negotiables.

High welfare standards
aren't optional - they're
your foundation

Daily Essentials:

- Adequate turnout & social interaction (horses are herd animals!)
- Balanced nutrition + constant clean water access
- Individual workload monitoring (not one-size-fits-all)
- Regular veterinary, dental, farrier care
- Early identification of pain, stress, or behavioral issues



Animal Welfare - The Non- Negotiables.

High welfare standards
aren't optional - they're
your foundation

Ethical Training Standards:

- Evidence-based methods (not "we've always done it this way")
- Avoid excessive force or equipment misuse
- Recognize stress signals: head tossing, tail swishing, teeth grinding, resistance
- Educate riders on welfare awareness
- Commit to ongoing professional development

The Truth:

*Poor welfare kills reputation faster than anything else.
High welfare = trust = long-term business success.
Your welfare standards directly reflect your brand values*

An Example: Animal Welfare Pledge at Lýtingsstaðir - Riding tours in North Iceland

We care for our horses!

Our Horses

Our horses live outside all year round on expansive pastures.

The Riding Season

The riding season extends from April until the end of October. All horses are on vacation from November until the beginning of April, with some horses resting for even longer periods.

During the riding season

During the riding season, all riding horses are shod to protect their hooves. Shoes are replaced every 8-10 weeks, hooves trimmed regularly.

The horses spend the nights

The horses spend the nights in the pasture. During the day, they spend some time in the paddock with access to water and salt and graze on smaller grassy areas around the farm. Their health is checked daily and we make sure all horses get the rest they need.

An Example: Animal Welfare Pledge at Lýtingsstaðir - Riding tours in North Iceland

We prepare the horses

We prepare the horses ourselves just before the guests arrive to ensure they are in good condition and that all riding gear fits properly. Experienced riders are welcome to assist with the preparations.

After the ride

After the ride, guests are allowed to remove the saddles, brush the horses, and return them to the paddock, all under our supervision.

Each horse is used

Each horse is used for a maximum of one tour per day and get days of rest. Horses designated for beginners and less experienced riders are never ridden for more than 2 hours per day to keep them fresh and positive. Horses for experienced riders, who often have more temperament, go on longer tours but never for more than 5 hours per day.

An Example: Animal Welfare Pledge at Lýtingsstaðir - Riding tours in North Iceland

We know our horses very well

We know our horses very well and put a great deal of effort into selecting the right horse for every guest, which is why we ask for information about your age, weight, height and experience before your arrival. Maximum weight is 100kg.

This pledge has been shared on social media and is on display when guests arrive

Activity: Your Welfare Pledge Checklist - Build Your Standards

Check the boxes that reflect YOUR non-negotiable welfare standards:



Daily Care:

- ☐ Minimum hours turnout per day
- ☐ Access to shelter 24/7
- ☐ Fresh water always available
- ☐ Daily health checks
- ☐ Horses live with companions (not alone)



Workload Limits:

- ☐ Maximum rides per horse per day
- ☐ At least rest days per week
- ☐ Seasonal break: weeks off per year
- ☐ Stop work immediately if horse shows stress/pain

Activity: Your Welfare Pledge Checklist - Build Your Standards

Check the boxes that reflect YOUR non-negotiable welfare standards:



Professional Care:

- ☐ Farrier every weeks
- ☐ Vet check times per year
- ☐ Dental care annually
- ☐ Proper tack fit checked regularly



Training Approach:

- ☐ No harsh equipment or force
- ☐ Match horse to rider skill/weight
- ☐ Listen when horses say "no"

Activity: Your Welfare Pledge Checklist - Build Your Standards

Check the boxes that reflect YOUR non-negotiable welfare standards:



Write ONE sentence describing your welfare philosophy and keep it visible

A man with blue eyes, wearing a grey cap and a brown jacket, is smiling. He is standing next to a brown horse with a white blaze on its face. The background is a stable with wooden beams.

04

Social and Community Impact in the Equine Sector



Your Business Lives in a Community - Make It Count

Who are your Stakeholders?

- The horses (yes, they count!)
- Clients and their families
- Employees, volunteers, freelancers
- Local residents and neighbors
- Suppliers and business partners

Your Business Lives in a Community - Make It Count.

Ways to create Positive Impact:

The Reality:

Social impact isn't charity - it's smart business. Strong community relationships = support when you need it.

01. Employment & Fair Work

- Offer jobs, apprenticeships, skill-building opportunities
- Pay fairly, provide safe working conditions
- Value work-life balance (avoid burnout culture)

02. Access & Inclusion

- Youth programs or discounted rates for local kids
- Adaptive/therapeutic riding opportunities
- Scholarships or community riding days
- Welcome people of all backgrounds and abilities

03. Community Connection

- Support local suppliers and services
- Share knowledge (workshops, school visits, mentoring)
- Open days or community events
- Be a good neighbor (manage noise, parking, manure)

Beyond Profit - Your Circle of Impact

Every business decision affects people. Choose wisely.

Ethical Business Practices Build Trust:

- Transparent, honest pricing - no hidden fees
- Clear contracts and cancellation policies
- Truthful marketing (don't overpromise)
- Fair treatment of everyone (staff, clients, suppliers)
- Open communication about challenges

The Inclusivity Question:

Who feels welcome at your enterprise? Who doesn't?

- Is your facility physically accessible?
- Can people afford your services?
- Do your images/marketing show diverse riders?
- Are beginners treated with respect (not just experienced riders)?
- Can families participate together?



Beyond Profit - Your Circle of Impact

Every business decision affects people. Choose wisely.

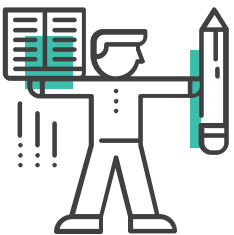
Promoting Respectful Horse Culture:

- Educate clients about welfare (not just skills)
- Challenge outdated or harmful practices
- Celebrate ethical horsemanship
- Build a culture where speaking up is encouraged

Remember:

Your social impact shapes your reputation. People remember how you made them feel - and they tell others.

Activity: Your Community Impact Map - Discover Your Circle of Impact



Part 1: Who do you Impact?

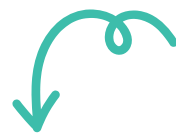
Draw a simple circle diagram with **YOUR ENTERPRISE** in the center. Add circles around it for each stakeholder group, then fill in names:

1. **Horses:** How many? Names?
2. **Clients:** Who are they? (Ages, backgrounds, skill levels)
3. **Team:** Staff, volunteers, freelancers - who helps you?
4. **Community:** Neighbors, local businesses, suppliers
5. **Wider Impact:** Who else benefits? (Families, schools, social programs)

Activity: Your Community Impact Map - Discover Your Circle of Impact

Part 2: The Quick Audit

Rate yourself honestly



Doing well



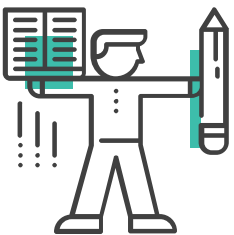
Could improve



Not there yet

Area	Rating	What I'm Doing/What I Could Do
Fair employment		
Youth opportunities		
Accessibility/inclusion		
Supporting local businesses		
Knowledge sharing		
Transparent communication		
Being a good neighbor		

Activity: Your Community Impact Map - Discover Your Circle of Impact



Part 3: Your Impact Statement

Complete these sentences:

1. "My enterprise positively impacts the community by..."
2. "One group I could serve better is..."
3. "One social impact goal for this year is..."

Purpose:

Understanding your social footprint helps you identify opportunities to create more positive impact - which strengthens your business and community standing.

ACTIVITY: Ethical Practices Statement

Welfare, environment, community, business conduct. Write one paragraph per pillar.
Display it prominently.

Animal welfare

Our non-negotiable standards for the horses in our care...

Environmental responsibility

How we minimise our ecological footprint...

Social and community impact

What we contribute to people and place around us...

Business conduct

How we price, communicate, employ, and resolve disputes...

How we'll hold ourselves to it

Annual review, public publishing, who is accountable...

05

Planning for Long Term Resilience



Building a Business That Survives the Storms

Resilience = your ability to adapt, survive challenges, and keep going

Why it Matters:

The equine industry faces real challenges:

- Extreme weather (droughts, floods, heat waves)
- Rising costs (feed, bedding, fuel, insurance, vet)
- Changing regulations and welfare standards
- Shifting customer expectations
- Unexpected emergencies (injury, illness, equipment failure)

Building a Business That Survives the Storms.

How To Build Resilience:

01. Financial Stability

- Don't rely on one income source
- Build an emergency fund (aim for 3-6 months expenses)
- Plan for seasonal ups and downs
- Keep debt manageable

02. Diversify Your Income

Multiple revenue streams = security when one drops:

- Lessons + livery + clinics
- Events + training + sales
- Tourism + therapy programs + consulting
- Online content + merchandise



Building a Business That Survives the Storms.

How To Build Resilience:

03. Strong Relationships

- Loyal clients who return and refer others
- Reliable suppliers with backup options
- Supportive local network
- Staff who can handle multiple roles



The Truth:

You can't predict every challenge, but you can prepare to handle them.

Future Proofing Spotting Risks Before They Hit

Smart entrepreneurs
plan ahead for
predictable challenges.
Resilient businesses
don't panic - they adapt.

Climate & Environmental Risks:

- Drought → Water scarcity, expensive hay, poor pasture
- Extreme heat → Horse health risks, reduced riding hours
- Flooding → Damage to facilities, lost grazing land
- **Your plan:** Water storage? Alternative feed sources? Shelter upgrades?

Financial Risks:

- Feed costs doubling overnight
- Major equipment breakdown
- Key client leaves
- Insurance claims or liability issues
- **Your plan:** Emergency savings? Equipment maintenance? Client retention strategy?

Future Proofing Spotting Risks Before They Hit

Smart entrepreneurs plan ahead for predictable challenges. Resilient businesses don't panic - they adapt.

THE STRATEGY:

*Identify your top 3 risks.
Create a basic. "if this happens, I'll do this"
plan for each.*

Industry & Regulatory Changes:

- New welfare standards requiring facility upgrades
- Competition from new businesses nearby
- Changing trends (what's popular now might not be in 5 years)
- **Your plan:** Stay informed? Invest in education? Flexibility to pivot

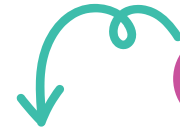
Personal Risks:

- You get sick or injured (who runs things?)
- Staff shortage or key person leaves
- Burnout and exhaustion
- **Your plan:** Cross-train staff? Document systems? Sustainable workload?

Activity: Your Resilience Reality Check - Prepare for the Unexpected

Part 1: The Stress Test

Imagine these scenarios happen TOMORROW.
How prepared are you?



Big problem



Manageable



No worries

Scenario	Rating	My Current Plan / What I'd Do
Your biggest client leaves		
Feed prices double		
You're sick for 2 weeks		
Major equipment breaks (truck/tractor)		
Extreme weather closes you for a month		
A horse gets seriously injured		

Activity: Your Resilience Reality Check - Prepare for the Unexpected

Part 2: Your Income Mix

List your current (or planned) income sources:

1. Percentage:%
2. Percentage:%
3. Percentage:%

Question:

If your biggest income source disappeared, could you survive? If not, what's one additional income stream you could develop?

Activity: Your Resilience Reality Check - Prepare for the Unexpected

Purpose:

Resilience starts with honest assessment. You don't need to solve everything today - just identify your vulnerabilities and start planning.

Part 3: Your Emergency Plan

Answer these:

1. **Emergency Fund:** How many months of expenses could you cover right now with savings? What's your target?
2. **Backup People:** Who could run things if you couldn't? (Staff member? Family? Business partner?) If no one - that's your biggest risk.
3. **Climate Action:** What's ONE thing you could do this year to prepare for weather extremes? (Water storage? Shade structures? Alternative hay suppliers?)
4. **The Big Risk:** What keeps you up at night about your business? Write it down. Now write one action step to reduce that risk

A photograph of four people riding horses on a dirt path through a grassy field. The riders are seen from behind, moving away from the camera. The landscape features rolling hills and mountains in the background under a clear blue sky. A green circular graphic is overlaid on the right side of the image.

06

Telling Your Impact Story



Lýtingsstaðir/North Iceland: 26 Years of Innovation and Sustainable Growth

How It Started

In 2000, Evelyn and Sveinn faced a practical challenge: they wanted to live on their horse farm in North Iceland, but selling horses alone couldn't support two people. Sveinn brought years of experience from working in Icelandic equine tourism, while Evelyn arrived 1995 from Germany with a background in cultural science, tourism management, and a lifelong passion for horses. For her, Iceland and a horse farm felt like a dream come true.

Their original vision was clear: offer authentic long riding tours across the highlands and surrounding areas, as well as shorter rides and farm stays where guests could feel like part of the family. From the beginning, they weren't just building a business - they were creating a life and a future on the land they loved



What Is the Impact?

Over 26 years, the impact of Lýtingsstaðir has rippled far beyond the farm gates.

For the local community:

For the local community, they've built a strong, tax-paying business that keeps farming and tourism traditions alive in the region. They demonstrate that heritage and modern enterprise can thrive together.

For visitors and young people:

For visitors and young people, they've become ambassadors for the Icelandic way of life, showing that it's possible to follow your dreams and build something meaningful through hard work and focus. Young people who come to work with them for a few months leave with skills, experiences, and inspiration



What Is the Impact?

For the horses:

For the horses, the farm breeds animals suited to their work and ensures they live well while earning their keep - a balance of purpose and care that honors the Icelandic horse tradition.

For the environment:

For the environment, they've learned to manage resources carefully: maintaining healthy pastures through rotational grazing, proper fencing, waste sorting, and constant attention to their ecological footprint.

Evelyn admits the understanding of their impact came gradually. *"One needs to understand its own impact, always be self-reflecting,"* she says. When they started, sustainability wasn't part of the conversation. It's been a process of realization and continuous learning.



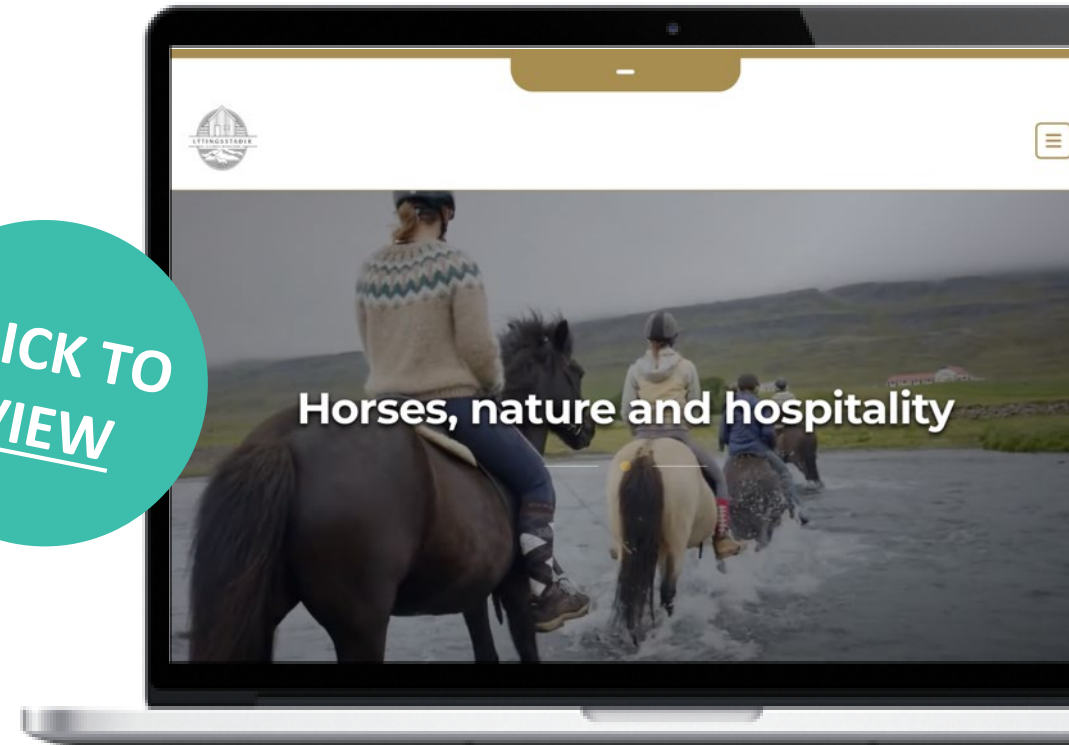
What Would be a Sustainable Solution to This Impact?



The turning point came when their impact became more visible and the language around sustainability emerged. Rather than seeing sustainability as a checklist, Evelyn and Sveinn approached it as an opportunity to innovate and differentiate themselves



CLICK TO
VIEW



What Would be a Sustainable Solution to This Impact?

Their major breakthrough:

Keeping guests longer at the farm instead of the typical one-night stopover. This created multiple benefits: guests connect more deeply with the family and farm life, they become more conscious of resources, they use local activities and facilities (supporting the wider community), and the farm saves resources by reducing daily cleaning and linen washing. What started as an operational adjustment became their unique selling point.

Cultural integration:

Evelyn's educational background in cultural science found new purpose. They built an old-fashioned turf stable to show guests how things were done historically, creating conversations that bridge past and present. "My personal key was working more with focus on culture and heritage to understand the place we are nowadays," she explains. This innovation attracts guests interested in more than just riding - it creates meaning



What Would be a Sustainable Solution to This Impact?

Clear welfare standards:

They implemented transparent policies including rider weight limits, no automated booking systems (only personal contact via phone or email to understand who's coming), and a published Animal Welfare Pledge. For those who don't fit their riding criteria, they created alternatives like farm visits where people can experience Icelandic horses without riding.

These changes weren't just ethical - they were strategic.

*"They gave us the chance to use our resources better, keeping costs lower and our service personal. It gave us unique selling points, making us different from other operators. This was also important because we are **off the beaten track**."*



What Would be a Sustainable Solution to This Impact?

Challenges of Becoming Sustainable:

Innovation requires courage.

"Find a way which might be unusual but works," Evelyn advises. "Trying things, adapting when not working. Implementing new ideas is not always easy - you have to be well prepared and know what you want."

The financial reality is significant: new ideas cost money. Sometimes it requires saving, sometimes finding funding sources. The turf stable didn't build itself. But the investment pays forward in differentiation and guest experience.



Supports That Helped

Challenges of Becoming Sustainable:

Education, research, and community support made the difference. Evelyn's academic training provided frameworks for thinking about culture and heritage. They actively sought mentors and programs that aligned with their vision.

Crucially, funding from local development foundations helped turn ideas into reality. These weren't just financial transactions - they were votes of confidence from the community in what Lýtingsstaðir was building.

Innovation and sustainability aren't about perfection or radical transformation.

They're about thoughtful evolution - making choices that align your values with your operations, finding unique solutions that reduce costs while increasing impact, and having the courage to do things differently when "different" serves your horses, your community, and your future better than the conventional path.

Young Equine Innovators



Opportunities in Sustainability Actions to Future-Proof Your Business

For Evelyn, innovation means *"always keep thinking, reflecting, adapting, finding better solutions without changing the purpose of the business itself."* It's about creating unique selling points while enjoying what you do - never stagnating.

They stay innovative by remaining curious: listening to customers, attending lectures and events, keeping informed about industry trends. *"Sometimes we need to adapt,"* Evelyn notes, acknowledging that responsiveness is key to longevity.

Looking forward, their focus is on protecting what they've achieved while staying alert to new demands. *"More demand for animal welfare, more awareness raising,"* she observes. *"If we want to last, we need to adapt to changing demands - but also remain true to ourselves and the authentic role of the Icelandic horse."*



Opportunities in Sustainability Actions to Future-Proof Your Business

It's a delicate balance she describes as "truly walking a tightrope" - honoring tradition while embracing necessary change, meeting modern expectations while maintaining authentic Icelandic horse culture.

After 26 years, Lýtingsstaðir proves that sustainability isn't a destination – it's a practice of continuous reflection, brave innovation, and staying true to your core values while the world changes around



Impact Summary — for funders and promotion

Bring this to grant applications, loan meetings, your website's About page. Update regularly.

Who we are (one line)	<i>Name, what you do, who for, where...</i>
The problem we address	<i>From real customer evidence, not from a brochure...</i>
What we deliver — in numbers	<i>Clients served, jobs created, welfare measures...</i>
Environmental and social outcomes	<i>Carbon saved, partnerships, community programmes...</i>
Our next 12 months	<i>Three concrete goals with measurable targets...</i>



SECTION

07

Going Further

Why a Start Your Own Business course matters

You've worked through our six modules. You have an idea, a tested offer, an enterprise structure, a digital plan, a funding stack, and a sustainability commitment. The next step we strongly recommend: complete a Start Your Own Business (SYOB) course in your region.

What a SYOB course gives you:

- Structured business-planning training, often free or low-cost for under-30s.
- A mentor or business advisor you can return to with questions.
- Networking with other young entrepreneurs in your region.
- An official certificate that opens doors to grants, loans and accelerators.
- Accountability — a deadline to actually launch.

The YEI modules give you the equine-specific edge. A SYOB course gives you the standard business toolkit every founder needs.

SYOB courses by region

Ireland

LEO Start Your Own Business — free to low-cost, run by your Local Enterprise Office.

2-day classroom or online, plus 1-1 mentoring. Eligibility: anyone planning to start a business. → localenterprise.ie

Iceland

Frumkvöðlafræðsla via Vinnumálastofnun, Nýsköpunarmiðstöð and regional development centres (e.g. SSNV in the north).

Free for unemployed and under-30s. → vinnumalastofnun.is and your local atvinnuþróunarfélag.

Sweden

NyföretagarCentrum — free 1-1 advice and group courses across Sweden.

ALMI Företagspartner business-development workshops. Drivhuset — for student and young entrepreneurs. → nyforetagarcentrum.se / almi.se / drivhuset.se

Denmark

Iværksætterhuset (Entrepreneurs' House) and Erhvervshus regional business hubs — free guidance, workshops and 1-1 advisors.

Startvækst events and meetups. → iværksætterhuset.dk / erhvervshus.dk / startvaekst.dk

What to expect on a SYOB course

Typical content across the four countries:

- Market research and customer validation (you've already done this in Modules 2 and 3).
- Business model and revenue planning (covered in Module 4).
- Marketing, sales and digital presence (covered in Module 5).
- Finance — cash flow forecasting, pricing, taxation, VAT thresholds (deepens Module 4).
- Legal structures — sole trader vs limited company vs co-operative vs social enterprise.
- Funding routes — grants, loans, investors, crowdfunding (matches Module 4's Funding unit).
- Building a one-page business plan you can take to a bank or grant body.

Bring your YEI workbooks to the course. You'll be ahead of the room.

ACTIVITY: My Equine Innovator's Plan

Pull the outputs from all six modules into one page. This is your venture's defensible position.

Who I am (from Module 1)	<i>Strengths, values, my equine pathway...</i>
My idea (from Modules 2 & 3)	<i>The problem, NABC, tested offer, evidence...</i>
My enterprise (from Module 4)	<i>Systems, customer XP, SMART goals, funding stack...</i>
My digital business (from Module 5)	<i>Customer journey, presence, payment stack, AI plan...</i>
My future-proofing (from Module 6)	<i>Welfare pledge, sustainability commitment, resilience plan...</i>



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