

04

MODULE



STARTING YOUR EQUINE ENTERPRISE

Learner Workbook

Use your tested offer to design the mindset, systems, customer experience, goals and readiness plan for a responsible equine enterprise.

Name:

Date:

Facilitator:

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Co-funded by
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How to Use This Workbook

This workbook follows Module 4 and turns the learning into an enterprise plan you can complete, review and improve. Bring your Module 3 workbook so your decisions remain connected to real customer evidence.

WORKING METHOD

- | | |
|--|--|
| ☐ Use evidence from Module 3 | ☐ Write in your own words |
| ☐ Choose systems that match your offer now | ☐ Record decisions and reasons |
| ☐ Keep horse welfare and customer trust visible | ☐ Ask for advice where specialist knowledge is needed |

WHAT YOU WILL BUILD

Enterprise mindset	Operating systems	Customer experience	Goals and tracking	Readiness plan
How you make responsible decisions	How work moves from enquiry to completion	What customers and horses experience	What you will achieve and measure	What is ready and what needs support

Your Starting Point

TASK

Bring the evidence from your Module 3 workbook and summarise the offer you are preparing to organise.

GOAL

Begin Module 4 with a clear, tested offer and one priority question.

Prompt	Your notes
My tested offer	
My specific customer	
The strongest evidence from testing	
The key improvement I made	
My decision after Module 3	
The value my offer creates for the horse	
The value my offer creates for the customer	
The biggest question I still need to answer	

My enterprise focus for this module

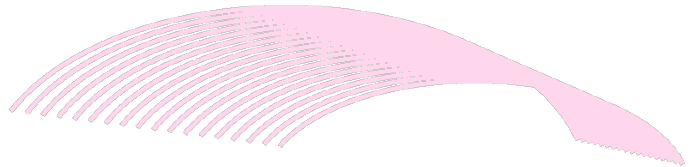
Complete this sentence: By the end of Module 4, I want to have...

01

SECTION

Think Like an Equine Entrepreneur

Use evidence, judgement and clear boundaries to make responsible decisions about your offer.



01

Passion into Value

GOAL

Connect your interest in horses to a clear contribution in the equine world.

Enterprise thinking begins when passion becomes useful action. The question is not only what you enjoy. It is also what you can do well, who it helps and why the result matters.

Prompt	Your notes
What I enjoy or care about in the horse world	
What I already know or can do	
What people ask me for help with	
What problem I want to solve	
Who benefits from my work	
What changes because of my offer	
What I still need to learn	

My value statement

I create value in the horse world by...

Doing the Work and Running the Enterprise

TASK Separate the work you deliver from the work needed to organise and sustain it.	GOAL See the full workload behind your equine offer.
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Doing the work	Running the enterprise
Make the product or deliver the session	Plan how the offer will be produced or delivered
Work with the horse or customer	Manage enquiries, permissions and expectations
Use equipment and materials	Order, maintain and record equipment or stock
Complete the activity	Record payment, cost and customer feedback

The enterprise task I am most likely to overlook

Explain why it matters and how you will remember it.

02

The Four Decision Lenses

GOAL

Test a business decision from the perspective of the horse, customer, you and the enterprise.

A business decision can look attractive through one lens and create difficulty through another. Use all four before committing money, time, horses or your reputation.

Lens	Questions to consider	Evidence I have	What needs attention
Horse	How will the offer support welfare, comfort, safety and good practice?		
Customer	What result does the customer need and what will make the offer easy to trust and use?		
You	Do I have the skills, time, confidence, money and support to create or deliver it well?		
Enterprise	Can the offer be organised, priced, recorded and repeated consistently?		

The decision I am testing

Choose one real decision about your product, service, experience or role.

03

Risk, Reward, Time and Value

GOAL

Make a balanced decision using practical evidence.

Area	Question	My evidence	Action
Risk	What could go wrong and how will I reduce the chance or impact?		
Reward	What useful result could this create for the customer, horse or enterprise?		
Time	How much preparation, delivery, travel, follow up and recovery time is required?		
Value	Does the result matter enough for the customer to choose, return or pay?		

My decision after using the four areas

State what you will do and the evidence that supports your choice.

04

Decision Traffic Light

GOAL

Choose whether to proceed, improve the plan or seek support before moving ahead.

GREEN	Go ahead	The next step is clear. I can deliver it safely and with the support I need.
AMBER	Pause and improve	The opportunity is useful, and one area needs attention first.
RED	Stop and review	A serious concern around welfare, safety, value, trust, delivery or cost needs to be resolved.

My current traffic light decision

Write the decision, choose a colour and explain what must happen next.

Project Mode and Enterprise Mindset

TASK

Compare how you approach one activity with how you would organise a repeatable enterprise.

GOAL

Identify the enterprise habits you already use and the ones you need to strengthen.

Project mode	Enterprise mindset	My current approach	Next habit
Complete the immediate activity	Build an offer customers can understand, choose and return to		
Accept work when it appears	Check fit with time, skills, support and horse availability		
Focus on my own tasks	Define the result and experience promised to the customer		
Depend on effort and memory	Use clear processes, roles, standards and records		
Respond when problems appear	Plan for common changes and exceptions		
Think about money received	Understand costs, price, value and cash flow		
Judge success by completion	Track outcomes, repeat use and customer response		
Finish and move on	Build trust, relationships and future demand		

Entrepreneurial Mindset Self Assessment

Rate each statement from 1 to 5. A score of 1 means this is rarely true for you. A score of 5 means this is consistently true for you.

Statement	1	2	3	4	5	Evidence
I look for opportunities to solve problems.	☐	☐	☐	☐	☐	
I make decisions using evidence.	☐	☐	☐	☐	☐	
I take responsibility for results and learning.	☐	☐	☐	☐	☐	
I ask for support when specialist knowledge is needed.	☐	☐	☐	☐	☐	
I protect horse welfare and customer trust in every decision.	☐	☐	☐	☐	☐	
I understand the time and cost behind my offer.	☐	☐	☐	☐	☐	
I can say no to work that does not fit my capacity or standards.	☐	☐	☐	☐	☐	
I record what happens and improve the way I work.	☐	☐	☐	☐	☐	
I can turn my equine interests into useful value for others.	☐	☐	☐	☐	☐	

My strongest enterprise habit

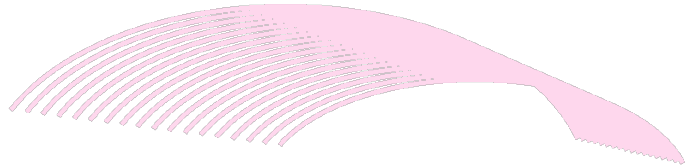
The habit I will practise during this module

02

SECTION

Build Systems That Work

Design clear routines that protect quality, welfare, customer trust and your time.



The Six Core Systems

TASK

Identify the systems your offer needs now.

GOAL

Choose a practical way to manage each recurring part of the enterprise.

System	What it answers	My simple tool	Owner	Review date
Customer contact	How do people enquire and receive clear information?			
Bookings and schedule	When is the offer delivered and who is confirmed?			
Money and pricing	What is charged, paid, owed and recorded?			
Safety and welfare	What checks protect people, horses and good practice?			
Equipment and supplies	What do I need and when must it be checked or replaced?			
Follow up and feedback	How do I learn and improve after delivery?			

How a Business System Works

A strong system connects each stage of the work. It helps another person understand what starts the process, what must happen and how quality is protected.

Trigger and inputs	Process and responsibility	Standard and record	Communication and exception plan
Trigger What starts the process? An enquiry, booking, order, payment, delivery date or customer request. Inputs What information, materials, equipment or permissions are needed?	Process What steps happen, in what order and within what timeframe? Responsibility Who owns each step and who checks completion?	Standard What does good delivery look like for quality, service, safety and welfare? Record What customer, payment, stock, horse, consent or check information must be saved?	Communication What does the customer need to know, when and from whom? Exception plan What happens when there is a cancellation, delay, damaged stock, weather change, unavailable horse or safety concern?

01

Customer Contact

GOAL

Create a clear route from first enquiry to useful information.

Prompt	Your notes
What starts the enquiry	
Information the customer needs	
Response time standard	
Message or form used	
Who responds	
Information recorded	
What happens if the enquiry is unsuitable	

My simple tool for this system

Name or sketch the notebook, form, calendar, spreadsheet, template or checklist you will use.

How I will test this system

State when you will try it and what will show that it works.

02

Bookings and Schedule

GOAL

Confirm availability, expectations and responsibilities.

Prompt	Your notes
What starts the booking	
Information collected	
Availability check	
Confirmation method	
Payment or deposit point	
Cancellation process	
Weather or horse availability plan	

My simple tool for this system

Name or sketch the notebook, form, calendar, spreadsheet, template or checklist you will use.

How I will test this system

State when you will try it and what will show that it works.

03

Money and Pricing

GOAL

Record what is charged, paid, owed and spent.

Prompt	Your notes
Price and pricing method	
What is included	
Payment method	
Deposit or payment date	
Receipt or record used	
Costs recorded	
Refund or cancellation rule	

My simple tool for this system

Name or sketch the notebook, form, calendar, spreadsheet, template or checklist you will use.

How I will test this system

State when you will try it and what will show that it works.

04

Safety and Welfare

GOAL

Protect horses, customers and everyone involved.

Prompt

Your notes

Checks before delivery

Horse suitability or product safety check

Permissions and consent

Supervision or specialist support

Stop or change conditions

Incident record

Follow up after a concern

My simple tool for this system

Name or sketch the notebook, form, calendar, spreadsheet, template or checklist you will use.

How I will test this system

State when you will try it and what will show that it works.

05

Equipment and Supplies

GOAL

Make sure materials, stock and equipment are available and fit for purpose.

Prompt	Your notes
Items needed	
Quantity or stock level	
Condition check	
Storage location	
Supplier or source	
Reorder point	
Maintenance or replacement date	

My simple tool for this system

Name or sketch the notebook, form, calendar, spreadsheet, template or checklist you will use.

How I will test this system

State when you will try it and what will show that it works.

06

Follow Up and Feedback

GOAL

Close the customer journey and turn experience into improvement.

Prompt	Your notes
Thank you or completion message	
Feedback question	
Who records the response	
Complaint or concern route	
Learning captured	
Testimonial permission	
Improvement action	

My simple tool for this system

Name or sketch the notebook, form, calendar, spreadsheet, template or checklist you will use.

How I will test this system

State when you will try it and what will show that it works.

System Stress Test

TASK

Choose one system and test how it responds when the normal plan changes.

GOAL

Prepare a clear response before a real problem occurs.

Situation	What happens now	Who decides	Customer message	Record or action
Customer cancels				
Horse becomes unavailable				
Supplier delivery is late				
Product is damaged				
Weather changes the plan				
Payment is overdue				
A safety or welfare concern appears				

The system I need to strengthen first

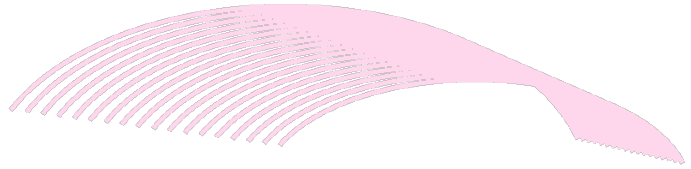
Explain the evidence behind this priority.

03

SECTION

Create a Professional Customer Experience

Plan every customer touchpoint so the offer feels clear, reliable, respectful and safe.



Map the Customer Journey

TASK

Describe what the customer experiences from first contact to follow up.

GOAL

Set a clear standard for each touchpoint.

Touchpoint	Customer question	My standard	Tool or message	Evidence recorded
First contact	Do they understand me and respond professionally?			
Information	Do I know what is included, suitable and priced?			
Booking or order	Is my place or purchase confirmed?			
Preparation	Do I know what to bring, expect or do?			
Delivery	Do I feel safe, respected and well informed?			
Follow up	Was I thanked, supported and invited to give feedback?			

Customer Experience for Different Offers

A professional experience applies to a product, service, experience or freelance role. The details change, but clarity, reliability, respect and welfare remain central.

Offer shape	Before purchase or booking	During use or delivery	Afterwards
Product	Clear description, fit, materials, price and suitability	Safe use instructions, quality and packaging	Delivery updates, returns, care advice and guarantee
Service	Scope, price, timing, qualifications and suitability	Clear steps, respect, safety and communication	Summary, payment record, feedback and next advice
Experience	Who it suits, schedule, location, preparation and limits	Welcome, supervision, horse care and participant support	Thank you, feedback, photos with consent and future dates
Freelance role	Responsibilities, hours, rate, authority and reporting line	Reliable work, records, boundaries and communication	Completion record, review and payment confirmation

Case Reflection: Liina Images

Use the Liina Images example in the presentation. Focus on how each touchpoint makes the customer feel informed, prepared and confident.

Prompt	Your notes
What makes the first response professional?	
What information reduces uncertainty before booking?	
How is the customer prepared before delivery?	
What builds trust during the work?	
What makes the follow up memorable?	
Which idea could transfer to my offer?	
What would need to change for a product rather than a service?	

One customer experience idea I will adopt

State exactly where it fits in your customer journey.

01

My Promise to Clients and Horses

GOAL

Write standards you will commit to every time you deliver the offer.

Prompt

Your notes

I will respond to enquiries within

I will explain price, suitability and what is included by

I will explain safety and welfare arrangements by

I will treat every horse according to this standard

I will communicate changes or delays by

I will protect customer information by

I will collect feedback by

I will say no or stop delivery when

My three to five public standards

Write the promises customers could see on a booking form, product page or welcome message.

Handling Problems Professionally

TASK

Prepare a calm and clear response to a problem that could occur in your enterprise.

GOAL

Protect safety, trust and learning when the plan changes.

Stage	What I will do	Who must know	What I will record
1. Protect	Put horse welfare and human safety first.		
2. Explain	Tell the customer or team what is happening in plain language.		
3. Record	Write what happened, the action taken and any follow up needed.		
4. Follow up	Contact the customer, helper, yard, supplier or mentor and close the issue.		

A likely problem in my enterprise

Describe the situation and the professional response you will use.

Create Your Core Customer Messages

Prepare these messages before launch so customers receive clear and consistent information.

First enquiry response

Include what you offer, who it suits, price information and the next step.

Booking or order confirmation

Include date or delivery details, payment, preparation, safety and contact information.

Create Your Core Customer Messages

Change or cancellation message

Explain what changed, what options are available and what happens next.

Thank you and feedback message

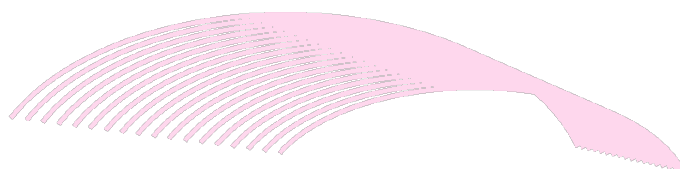
Thank the customer, ask one useful question and explain how you will use the feedback.

04

SECTION

Set Goals and Track Progress

Turn your enterprise priorities into measurable action and review what the evidence shows.



Purpose, Goal and Evidence

TASK Connect your reason for starting with one measurable enterprise goal.	GOAL Create a goal that guides action and can be reviewed.
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My purpose

Why does this enterprise matter to me, the customer and the horse world?

Prompt	Your notes
The result I want to achieve	
Who will benefit	
How I will measure progress	
The resources or support I need	
The date I will review the result	

01

Build a SMART Goal

GOAL

Turn a broad ambition into a clear result with a date and measure.

Element	Question	My answer
Specific	What exactly will I achieve, for whom and through which offer?	
Measurable	What number, result or evidence will show progress?	
Action based	What important actions will move the goal forward?	
Realistic	Can I do this with the time, money, horses, skills and support available?	
Timed	By what date will I achieve or review it?	

My complete SMART goal

I will... for... by... measured by...

Benefits, Challenges and Support

TASK

Identify what makes the goal worthwhile and what could prevent progress.

GOAL

Prepare action and support for the barriers that matter most.

Benefit or opportunity	Challenge or barrier	Action I can take	Support I need

The challenge that needs attention first

Explain why it has the greatest effect on welfare, customers, you or the enterprise.

My Enterprise Action Plan

Action	Owner	Start date	Target date	Evidence of completion	Status

Use one status for each action

☐ Status: planned

☐ Status: complete

☐ Status: in progress

☐ Status: needs support

Choose What to Track

Track a small number of measures that help you make decisions. Choose measures that show demand, quality, welfare, money and your own capacity.

Measure	Why it matters	How recorded	Starting point	Target	Review frequency

Ideas to consider: Enquiries or orders, Bookings or sales, Repeat customers, Income, Delivery cost, Customer feedback, Welfare or safety concerns, Hours worked, Stock or equipment condition.

Weekly or Monthly Enterprise Review

Prompt	Your notes
What did I plan to achieve?	
What did I complete?	
What evidence shows customer interest or value?	
What went well for horse welfare and safety?	
Where did time or cost differ from the plan?	
What did customers or partners say?	
What system needs improvement?	
What is the next priority?	
Who do I need to involve?	

My decision for the next review period

Continue, change, seek support or pause. Give the reason.

Adapt, Pivot or Grow

TASK Use evidence to choose the right type of change.	GOAL Make a deliberate decision rather than reacting to every new idea or difficulty.
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Choice	Meaning	Evidence that may support it	My possible action
Adapt	Improve part of the existing offer or system.	Customers want a different time, message, size, feature or process.	
Pivot	Change the customer, offer or delivery direction.	The problem is real, and another solution or customer responds more strongly.	
Grow	Increase capacity, reach or range.	Demand, quality, money, welfare and systems are stable enough to expand.	

My evidence based choice

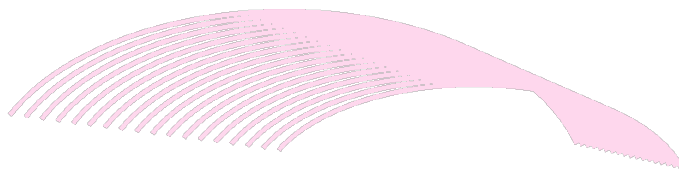
State whether you will adapt, pivot, grow or continue as planned.

05

SECTION

Check Your Readiness

Review what is in place, identify priorities and create a realistic starting plan.



Enterprise Readiness Checklist: Part 1

Use Yes, Needs work or Support needed. Add evidence or an action for every response.

Statement	Yes	Needs work	Support needed	Evidence or action
I can explain the tested offer and customer clearly.	☐	☐	☐	
I use the four decision lenses for important choices.	☐	☐	☐	
I know which work fits my capacity and standards.	☐	☐	☐	
I have a system for enquiries and customer information.	☐	☐	☐	
I have a system for bookings, orders or scheduling.	☐	☐	☐	
I can record price, payment, cost and money owed.	☐	☐	☐	
I have clear welfare and safety checks.	☐	☐	☐	
I know how equipment, supplies or stock will be managed.	☐	☐	☐	

Enterprise Readiness Checklist: Part 2

Statement	Yes	Needs work	Support needed	Evidence or action
Customers know what is included, suitable and priced.	☐	☐	☐	
I have standards for each customer touchpoint.	☐	☐	☐	
I have a plan for changes, complaints and concerns.	☐	☐	☐	
I have written at least one SMART goal.	☐	☐	☐	
I know what measures I will track.	☐	☐	☐	
I have a regular review routine.	☐	☐	☐	
I understand when to adapt, pivot or grow.	☐	☐	☐	
I know who can advise me on specialist or legal matters.	☐	☐	☐	
My first starting step is clear and manageable.	☐	☐	☐	

My Support Map

TASK

Identify the people and organisations that can strengthen your readiness.

GOAL

Know who to contact before a question becomes a barrier.

Support area	Person or organisation	What I will ask	When I will contact them
Horse welfare or professional practice			
Insurance or legal requirements			
Finance and pricing			
Production or suppliers			
Yard, venue or facilities			
Marketing and customer reach			
Technology or systems			
Confidence, mentoring or wellbeing			

My First Thirty Days

Week	Priority result	Three actions	Support or permission	Evidence of progress
Week 1				
Week 2				
Week 3				
Week 4				

My first action this week

Make it specific, realistic and connected to the evidence in this workbook.

Final Reflection

Prompt	Your notes
The part of my enterprise I feel most confident about	
The priority I still need to solve	
The evidence that gives me confidence to continue	
The boundary or standard I will protect	
The person who can support my next step	
The result I want to see in six months	

My enterprise commitment

Complete this sentence: I will start responsibly by...

Real Story Reflection: Sveifla

Use the Júlíus Guðni Sveinsson story in the presentation. Look for the decisions, systems, relationships and standards that helped a young entrepreneur turn product knowledge into an enterprise.

Prompt	Your notes
What problem did Júlíus recognise through experience?	
Why was starting with gloves a practical product decision?	
What did testing with riders teach him?	
How did the manufacturing partner strengthen the enterprise?	
What did the defective batch reveal about standards and reputation?	
Which supports helped the business grow?	
What system would Sveifla need for stock, quality and orders?	
What lesson will I apply to my enterprise?	

My strongest takeaway

Write one decision or habit from the story that will influence your own work.

My Module 4 Enterprise Pack

Use this checklist before you finish. Your completed workbook should show how you will organise and review your enterprise.

- | | |
|--|--|
| ☐ Enterprise starting point completed | ☐ Value statement written |
| ☐ Four decision lenses applied | ☐ Risk, reward, time and value reviewed |
| ☐ Decision traffic light completed | ☐ Enterprise mindset assessment completed |
| ☐ Six core systems designed | ☐ Exception plans considered |
| ☐ Customer journey mapped | ☐ Promise to clients and horses written |
| ☐ Problem response prepared | ☐ Core customer messages drafted |
| ☐ SMART goal written | ☐ Action plan completed |
| ☐ Measures selected | ☐ Review routine planned |
| ☐ Readiness checklist completed | ☐ Support map completed |
| ☐ First thirty days planned | |

The most important system I created

The decision I am now ready to make

The support I will seek next



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