



MEDIA OPERATIONS GUIDE FOR EVENT ORGANISERS

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These guidelines are to assist organisers in providing the best possible working conditions for the media. They outline the necessary steps, decisions, and actions that need to be taken before, during, and after the event to optimise media coverage, both on-site and remotely.

Our goal is to enable everyone to provide a better service to the media, increase the appeal of your event, equestrian sport in general, and provide greater brand visibility for both the event and FEI sponsors.

It is worth noting that some media, particularly broadcast media, may have contracts that need to be respected. As such, it is important to review any respective Host Agreement between organisers and FEI for specific contractual requirements for FEI-named events, series, and championships.

FEI's Communications Department is always available for advice and support to ensure the smooth running of your event.

The International Alliance of Equestrian Journalists (IAEJ) has also appointed national delegates in each country to advise and support organisers.



Table of Contents

(Click the links to go to section)

[1. The Press Officer](#)

- [Working with the Media](#)
- [Roles & Objectives](#)
- [Contact Lists](#)

[2. Press Services](#)

- [Operational Deadlines](#)
- [Accreditation Procedures](#)
- [Access](#)
- [Stable Access](#)
- [Field of Play](#)
- [Press Accreditation Form](#)
- [Press Conferences](#)
- [Anti-Doping Testing](#)
- [Press Conferences at FEI Events](#)
- [The Protocol](#)
- [Role of the Moderator](#)
- [Crisis Management](#)

[3. Press Facilities](#)

- [Press Centre](#)
- [Access](#)
- [Opening hours](#)
- [Working Space for Press](#)
- [Accessibility Considerations](#)
- [Press Conference Room](#)
- [Audio](#)
- [TV](#)
- [Press Tribune](#)
- [Press Parking](#)

[4. Press Information](#)

- [Info to Provide to Press](#)

[5. Staff & Duties](#)



[6. Photographers](#)

[Bibs/Armbands](#)

[Photo Lockers](#)

[Photo Positions](#)

[Use of Remote Controlled Cameras To be used at FEI-named Events, Series and Championships](#)

[Ceremonies](#)

[Lighting](#)

[Transmission](#)

[7. Broadcast Guidelines](#)

[8. Basic Glossary & Principles](#)

[FEI Broadcast Coordinator \(FEIBC\)](#)

[Broadcast Liaison Officer \(BLO\)](#)

[Rights Holding Broadcaster \(RHB\)](#)

[Host Broadcaster](#)

[Broadcast Coverage](#)

[Broadcast Rights](#)

[Advertising & Sponsorship](#)

[Broadcast Related Accreditations](#)

[Broadcast Compound](#)

[Broadcast Graphics/Data/Timing Services](#)

[Broadcast Information for HB and Accredited Broadcasters](#)

[Broadcast Signal Times/Satellite Times](#)

[Cameras on Athletes and/or Athletes' Equipment](#)

[Commentary Positions](#)

[International Broadcast Signal \(IBS\)](#)

[Interview Zones and Kiss and Cry Zone](#)

[Flash Interview Zone](#)

[Mixed Zone](#)

[Kiss & Cry Zone](#)

[I-Zone](#)

[Lighting](#)

[9. Contacts](#)

[Fédération Equestre Internationale \(FEI\)](#)

[International Alliance of Equestrian Journalists \(IAEJ\)](#)

[Association Internationale de la Presse Sportive \(AIPS\)](#)

[International Equestrian Organisers Alliance \(IEOA\)](#)

[9. Abbreviations](#)



1. The Press Officer

The Press Officer has a key role to play in the promotion of an Event. Any Organiser, even of a small Event, should appoint one person who is responsible for liaising with the media.

To maximise media coverage, accredited media should be provided with the following working conditions:

- Adequate workspace with tables, chairs, and power outlets for laptops and other equipment.
- Access to reliable and fast Wi-Fi or wired internet connection.
- Well-lit areas for interviews and photography.
- Access to the event site and facilities, including parking, restrooms, and refreshments.
- A designated media centre or press room with screens displaying real-time updates and results.
- Regular [press conferences](#) or briefings with event organisers and key athletes.
- Assistance from event staff to arrange interviews, access areas, and answer any queries.
- Clear and concise information about the event schedule, location, and any restrictions.
- Adequate security measures to ensure the safety of the media and their equipment.
- Provision of media kits, including relevant event and athlete information, press releases, and photos.

Working with the Media

- Anticipate and proactively address the media's needs before they have to ask for it.
- Emphasise honesty and transparency. If you are unable to provide information when asked, let the media know when you will be able to release a statement and stick to that timeline.
- Stick to the facts and avoid speculation or conjecture.
- Be personable: You are the face of the organisation you represent.
- Be professional: Be familiar with your sport and your organisation, as well as the media and their work style.
- All media should be treated with equal respect. However, priority should be given to broadcasters with contractual obligations and immediate deadlines for live audiences, and access to athletes for interviews should be prioritised. TV must also be given



priority for information, such as changes to competition timings, as specified in Host Agreements.

- Use of video, film cameras, or any filming device for professional or commercial use is not allowed without a special permit, and the Organiser and/or Event Press Officer is responsible for ensuring that Photographers and/or Press do not film.

Roles & Objectives

- The Press Officer and their team have a crucial role in event management. They are responsible for providing information to the media before, during, and after the event in a proactive way.
- This means that they should not wait for the media to ask questions but instead provide relevant news and stories to them in a systematic way. By doing so, they can reduce the number of questions the media has to ask and help them cover the event more efficiently.
- One of the Press Officer's key responsibilities is to provide good access to athletes for the media. This means making sure that athletes are available for interviews and photo opportunities. The Press Officer must also be creative in finding interesting stories for the media, which can increase coverage and publicity for the event.
- The Press Officer is the leader of the [Press Centre](#), and their team includes staff responsible for managing media relations, producing content, and coordinating interviews.
- They play a critical role in the crisis communications team and must be prepared to implement the Crisis Communications Plan in case of an emergency. In addition, they manage the event website and social media accounts, ensuring that all content is up to date and relevant.
- The Press Officer coordinates all media functions and interviews, making sure that they fit in with the overall operation of the event. This includes prioritising media access, organising interviews, and ensuring the smooth running of media operations.
- The Press Officer also works closely with other key personnel involved in the event, such as the Technical Delegate and Course Designer to determine photo positions and other logistical details. They may also liaise with the broadcast team to ensure that camera positions are appropriate for capturing key moments.
- The [Press Centre](#) team should be well-trained and informed about their roles and responsibilities. Different members of the team may have different personalities and skill sets, so careful matching of personnel to positions is necessary.
- The Press Officer holds a daily briefing with the full Press team to ensure that everyone is up to date on any changes or developments.

Contact Lists

The Press Officer should have a contact list which includes:

- Press Office staff
- Organising Committee, including President
- Officials (Ground Jury, Veterinary Commission, Course Designer, FEI Technical Delegate)
- Chefs d’Equipe or trainers
- Accredited media
- Broadcasters
- National Federations and/or FEI representatives in attendance
- IAEJ Delegate for important Events
- FEI and Event sponsors representatives

2. Press Services

Operational Deadlines

The Press Service should be operating according to the size/importance of the Event and not later than six months ahead of the Event.

Ideally a Press Officer should be appointed at least nine months prior to the Event.

The following table shows the most important operational deadlines:

Period	Activity
<p>6 – 9 months prior to Event</p>	<ul style="list-style-type: none"> • Planning of all tasks • Set up press accreditation procedures • Set up accommodation booking procedures, pre-reservation of a number of rooms for media at a negotiated price, preferably at two different hotels to offer price options • Creation and/or updating of media mailing list • Preliminary information to media • General plan for media activities • Staff recruitment • Press facilities location and plan (Press Centre, tribunes, etc.)

<p>3 months prior to Event</p>	<ul style="list-style-type: none"> • Outgoing information (press releases, news, social media posts) • Previews in specialised media • Updating Event website
<p>2 months prior to Event</p>	<ul style="list-style-type: none"> • Confirm accreditation to accredited media • Outgoing information (as above) • Updating website • Photo and camera positions to be approved by Technical Officials
<p>1 month prior to Event</p>	<ul style="list-style-type: none"> • Production of information on Athletes/Event • Production of press kits • Outgoing information (as above) • Detailed planning for media activities during Event (press confs, tours, etc.) • Guidelines for staff • Updating website
<p>1 week prior to Event</p>	<ul style="list-style-type: none"> • Setting up of the Press Centre; staff training and testing procedures and facilities (technology and telecommunications, etc.) • Outgoing information (as above)
<p>During the Event</p>	<ul style="list-style-type: none"> • Managing of press service • Outgoing information (including daily press releases, statements, news) • Daily update of the website • Social media posting • Traditional and social media monitoring
<p>Following the Event</p>	<ul style="list-style-type: none"> • Post-Event report • Traditional and social media monitoring • Press cuttings collection and evaluation report Debriefing



Accreditation Procedures

- Implement a proper accreditation system to clearly identify members of the media attending the event.
- Media should go through an accreditation process, typically starting 6 to 3 months before the event.
- Media should receive their credentials or a special pass to access the [Press Centre](#) before the event starts.
- The accreditation process helps the Press Officer determine the size of the Press Centre and plan adequate facilities.
- The Press Officer should pay attention to the acceptance of accreditation requests and seek advice from the FEI Communications team if needed.
- Sponsors, partners, and local authorities may also need accreditation, but priority should be given to members of the media for working space in the Press Centre and seats in the [Press Tribune](#).
- The Accreditation process should include booking forms for hotel accommodation and, if applicable, reservation for a locker.
- International accreditations for main FEI named events must be approved by the FEI Communications Team.
- International accreditation applications must be approved by the FEI Communications team and can be submitted via email to media.accreditation@fei.org

Access

Regardless of the level of the Event, press accreditation should give access to the following areas:

1. [Press Centre](#)
 2. [Press Tribune](#)
 3. Training areas
 4. Catering areas (including non-public catering services, when applicable)
 5. [Mixed Zone](#) or (if no Mixed Zone is available) Athletes stand
- Children under 12 and dogs are not permitted access to the Press Centre as this is a working area.

Stable Access

- Press accreditation does not grant access to the stabling area in accordance with FEI Regulations.
- Strict rules are in place to ensure safety and welfare of horses, and protect media from potential injury caused by horses.



- Guided tours of the stabling area are generally not recommended as they are difficult to supervise and disrupt the normal routine of the stables.
- Welfare of horses must always be a priority.
- If a tour is organised, disruption should be minimised, and media should never be unaccompanied in the stabling area to avoid placing themselves or horses at risk of injury.

Field of Play

Press accreditation may grant access to the Field of Play in two circumstances:

1. Accredited photographers and broadcast crew wearing special identification (such as [bibs or armllets](#)) may be permitted access if agreed upon with the Organiser.
2. Accredited print media may be permitted to walk the course during an organised course walk or at a time determined by the Organiser, coordinated in a way that does not impede the athletes from walking the course.

Press Accreditation Form

The media should apply for accreditation through an official form, which would usually be available online.

The form should clearly state the deadline for accreditation for the Event The form should ask for the following information:

- Full name
- Home address
- Phone number
- Email
- Social media handles
- Is the applicant a member of the AIPS/IAEJ (for information only)
- Press card number (not essential)
- Name of media outlet
- Address of media outlet
- Phone number of media outlet
- Website/social media handles of media outlet
- Electronic signature of applicant
- Electronic signature of Editor
- A brief overview of the coverage expected to be delivered from the Event

If possible, the accreditation form should allow the applicant to select multiple areas of journalism. For example, Journalist, Photographer, Social media producer, Podcast Editor – not just limited to one of these. This will enable the organisers to get a better understanding of the kinds of media that are being used at the event.

Press Conferences

- Press conferences should be called only when there is a need for "real news" to be disclosed to the media.
- Before the press conference, communicate the subject, main points, and speakers to the media in advance.
- Press conferences can be held prior to the event's start or during the event, after major competitions or phases.
- Presentation press conferences prior to the event should cover essential topics such as the organiser's presentation, program, technical aspects, "people" aspects for the general press, press service information, and sponsors.
- Press conferences during the event should provide an opportunity for the press to meet with athletes, trainers, officials, and sponsors after competitions or at the end of each day.
- Organise press conferences as quickly as possible after competitions, after broadcasters have conducted interviews with winning athletes.
- Communicate the schedule of all press conferences to accredited media at the beginning of the event, including day, time, subject, and speakers.
- Depending on the importance of the event and press attendance, informal briefings can also be held between relevant parties - such as athletes and technical officials - and the press.
- Assign a member of the Press Office team to inform athletes and relevant persons about the press conference and escort them to the conference after the prize-giving ceremony and broadcast interviews.

Press Conferences at FEI Events

Strict coordination between the FEI and the Event Press Office is required at FEI-named Events such as Longines League of Nations™, FEI World and Continental Championships, FEI World Cup™, etc.



The following points regarding the organisation of a press conference at an FEI Event must be agreed in advance between the FEI and the Event Press Officer and cannot be changed without FEI's prior agreement:

- Purpose and content of the press conference
- Names of the persons at the top table, their exact titles, and their placement
- Timing
- Location
- Moderator
- Translation (English <-> local language if applicable)
- Backdrop and any other branding items
- Distribution of press kits, flyers or any other promotional materials

Speaking Order

Journalists are often writing live copy during press conferences and in order for them to publish their content as quickly and efficiently as possible, this is the order those at the press conference should speak:

1. 1st, 2nd and 3rd placed on podium, as well as the top-placed local athlete
2. Head Judge/Course Designer
3. Organisers and/or sponsors (if required)

The Press Conference Protocol

- Participants in the press conference and Press Office staff are briefed by the Event Press Officer/FEI.
- The press conference is announced via email/SMS/[WhatsApp](#) group to all accredited journalists, as well as physical signs/printouts in the [Press Centre](#), and a verbal announcement in the media workroom five minutes before the start of the press conference.
- Name cards are produced by the Event Press Office and placed at the top table in the agreed order.
- Drinks for speakers should be made available, with labels removed from bottles if necessary due to sponsorship requirements.
- Technical equipment, including audio and video systems, are checked in advance. PowerPoint presentations, videos, and images that may be shown during the press conference are tested to ensure proper functioning.
- If photographs from the press conference are required, a photographer is briefed accordingly.
- If broadcast crews are expected to attend, the Event Press Officer ensures there is enough space for cameras, preferably on a raised platform at the back of the room for a clear view and minimal disturbance to other journalists.
- Space should also be made available for broadcasters' microphones on the top table if required.



- If a press release is issued in connection with any announcement made at the press conference, the content, quotes, photographs, branding, and distribution are agreed upon between the Event Press Office and the FEI.
- The press release should be distributed at the start of the press conference, sent out through usual distribution channels, posted online, and made available in the [Press Centre](#).

Role of the Moderator

The role of the press conference moderator is to steer the press conference:

- Results and standings should be announced at the outset, including a clear reference to the Title and/or Presenting Sponsors.
- Individuals on the top table should be introduced briefly, followed by some short opening questions. For post-competition press conferences these will be specific to the competition just completed.
- The moderator will then open up the conference to attending journalists, asking journalists to state their name and media outlet before asking their questions.
- Journalists will be provided with roving microphones to ensure clarity for individuals sitting on the top table and other journalists attending the press conference.
- The moderator should have a number of questions prepared in advance for use in the Event that no questions are asked by the attending media.
- At the conclusion of the press conference, the moderator should thank the guests on the top table, the sponsors and the media and make any necessary miscellaneous announcements (i.e. programme for the next day).

At FEI-named Events, any changes to the agreed format, particularly the persons at the top table, must be cleared with the FEI in good time before the start of the press conference.

Anti-Doping Testing

- It's important to note that anti-doping controls will be performed only AFTER the press conference.
- The Press Officer will ensure that anti-doping officials can chaperone all designated athletes from the medal ceremony to the press conference at all times.
- The organising committee must brief the staff and volunteers that this is the established protocol and anti-doping personnel must wait until the end of the press conference.



Crisis Management / Serious Incident Management Plan

The FEI has guidelines around recommended actions and planning/preparation in the build-up to an event with regards to serious incident management planning, including communications protocols and templates for messaging.

You will find these Guidelines on the [FEI Knowledgebase](#) in section 8.1 which have been designed to highlight best practice examples for Organisers to integrate into their overall Risk Assessment and Management Planning.

The Event Press officer should be included in the Serious Incident Management Planning prior to the event, and have full knowledge of the protocols prior to the start of competition, including contact details for all the key persons and clear messaging and protocols for spokespersons.

It is important to distinguish the roles of the Crisis Management Team and Crisis Communications personnel.

The FEI Communications department is on hand should you have any questions in the build-up to an event, and should they be attending the Event will be on-hand to provide support/lead crisis communications in the event of an incident. However, should there not be any members of the FEI Communications team onsite, and given the nature of crisis communications and the need to respond/act quickly, any messaging around an incident will need to be handled directly by the Crisis Management team onsite and the press officer.

There are four basic types of crisis that can occur during an equestrian Competition.

They are:

1. Competition related problem (i.e. major Horse/Athlete/spectator accident).
 2. Veterinary/judicial related problem (i.e. doping/rapping/abuse).
 3. Discipline related problem (i.e. Competition rules or conditions).
 4. General organisational problem (i.e. transport, access, electrical breakdown).
- The Press Officer should always be involved in the crisis management team.
 - The persons within the Organiser who are authorised to comment on the incident/accident should be clearly identified and a detailed plan of action should be agreed in advance based on a thorough Risk Assessment and in line with best practice examples outlined in the FEI's Serious Incident Management guidelines.
 - The official version of the incident should be clearly established to ensure that there is only one message coming out from the Organiser.
 - Not all incidents require proactive messaging, and as part of the planning, the press officer should reflect on the different scenarios which would warrant reactive vs proactive messaging.

A written press statement should be prepared for reactive or proactive messaging and be transmitted to the media if relevant and as soon as the exact circumstances have been verified and a plan of action agreed. Prior to issuing the full reactive/proactive statement, a holding statement can be provided along the lines of:



*"The organisers are investigating the facts surrounding the incident.
As soon as these are available, a full statement will be issued."*

If a [press conference](#) is to be held, it must be announced to all on-site. Replies, either written or verbal, should be Calm, Unemotional, Objective, Clear, Factual & Brief.

3. Press Facilities

A working space needs to be provided for press at all international shows of any level.

Press Centre

A standard Press Centre is composed of the following areas:

Public areas:

- Welcome desk
- Safe/storage area
- Press working area
- Photo working area
- Information area (pigeon holes/trays with starting lists, results, transport/shuttle times), [WhatsApp group](#) invite QR codes
- Interview/press conference area

Private areas:

- Press Officer's office
- Photo Manager's office
- Webmaster's office
- Editorial staff working space

Access:

- The location of the Press Centre should be clearly indicated.
- Access should be restricted to accredited members of the press and authorised persons (Organiser, Athletes and chefs d'Equipe, FEI, NF Press Officers).
- Accreditation should be checked at the entrance to the Press Centre

Opening hours:

- The Press Centre should be open at least one hour before the start of the first Competition, and remain open for at least three hours after the end of the last Competition.

Working Space for Press:

- Working space should be a minimum of one metre per person, with one electrical plug per position and one broadband modem per position if Wi-Fi is not available
- Photographers should have a working space, preferably in a dedicated area, and it is recommended that a cabled internet connection is provided for them.
- If cables are not provided, photographers should be advised in advance to bring their own.
- The working room must be secure with strictly controlled access at the entrance due to the risk of theft of laptops and cameras.

- Photographers typically have their cameras with them or have lockers for secure storage, but the written press may need assurance that their laptops are secure in the press work room while they are elsewhere on the showground.
- Media can be advised to bring security cables to attach laptops to the desk, and the Organiser may consider subscribing to theft insurance.
- Also, providing a number of lockers and clearly stating that each accredited member of the media is responsible for their own property can be a solution

Must Have	Nice to Have
<ul style="list-style-type: none"> • Entrance control, security guards • Tables and chairs • Adequate lighting • Wi-Fi/cabled internet connection • Lockers for journalists and larger lockers for photographers (bulky equipment). Recommended size: 80 cm height x 45 cm length x 45 width • Electrical sockets • Access to toilets (preferably nearby Press Centre). 	<ul style="list-style-type: none"> • TV monitors (if closed-circuit coverage is provided) with live feed • Real time results • Relax area with drinks and snacks • Electrical and modem adapters • Toilets for media use only, close to Press Room and not for general public

Press Centre Security

- As some Press Centres can be temporary structures, and they contain a lot of valuable equipment such as cameras, lenses, laptops, etc. it is vital that there are adequate security measures in place to safeguard this equipment.
- Aside from the issue of theft, it will also have a bearing on the reputation of your event, if it is known to have excellent security, as media professionals will be more comfortable to attend, knowing their equipment will be safe.
- There should be security personnel guarding all points of entrance to the Press Centre at all times it is open for the media to work in. All other times, it should be securely locked. 24 hr security guards are preferable if possible.
- All accreditation passes should be checked by the security personnel as media enter the Press Centre, and those without proper accreditation visible should be politely asked to provide it.
- There should ideally be a separate area/room for photographers to store their equipment, which is locked at all times and a member of the organising committee present with the key. Only they can open upon request of properly accredited journalists.



Accessibility Considerations

- Consideration should be made for members of the media with disabilities and/or mobility challenges, so they have access to locker rooms, around warm-up areas, field of play, [mixed](#) & flash zones, press conference room, [Press Tribune](#) and seating areas.
- Adequate accessible seating (with necessary shade) is available for press attaches and members of the press. A dedicated area for wheelchair users to watch the field of play unobstructed, along with seats for their accompanying persons.
- All briefing areas must be large enough to accommodate a wheelchair and have a ramp to enter the room.
- If the press conference table is on a raised platform, consideration must be given to allow for wheelchair users to easily access the area.
- Consideration must be given to the ramps leading to the Kiss and Cry areas as well as to any raised boards and photographer positions that may obstruct the view of people in wheelchairs.

The full FEI Accessibility Guidelines for Event Organisers can be found [HERE](#)

Press Conference Room

- According to the importance of the Event and the press attendance, the press conference should be held either as a formal conference with a moderator, or as an informal briefing between the relevant persons and the press.
- For important Events a separate access for Athletes and media is recommended.
- A press conference room is most of the time arranged in theatre style, with a podium for the speakers. The number of seats should be planned in relation to the number of accredited press (approx. one seat for every five accredited press).

Must Have
<ul style="list-style-type: none">• Table (with tablecloth)• Chairs• Water• Name plates• Branded backdrop with sponsors/Event logo



Depending on the size of the Event, a sound system, lighting and provision for television might be required:

Audio

- Microphones (for the podium and a minimum of one cordless microphone for the floor).
- The number of microphones must be sufficient for the number of speakers and the size of the audience.
- Connection for sound (TV, radio).

TV

- Platform at least 30cm high, 1m wide, 2.5m long, positioned at the end of the room opposite the speakers’ podium.

Note:

The press conference should be in an area that will be quiet enough for the athletes to be heard and the media to pose questions, without distracting background noise. If held in the press centre, for example, this can be an issue.

Press Tribune

The Press Tribune should be clearly identified and only accessible to accredited media and authorised personnel.

Must Have	Nice to Have
<ul style="list-style-type: none"> • Reserved tribune • Clear and unobstructed view of the field of play • Separate area from the public, with easy access to the Mixed Zone • Entrance control, security • Tabled seats • Electrical sockets • Wi-Fi/broadband connection 	<ul style="list-style-type: none"> • TV monitors • Live-streamed results • Covered stand

In case of a limited number of tabled seats, it is suggested to do a pre-allocation of the seats (labelling) to the most relevant accredited journalists (preference is usually given to national daily newspapers, press agencies, national radio stations).

Mixed Zone

- Organisers should provide a Mixed Zone in addition to the Flash Interview Zone. It can be indoors or outdoors and should provide shelter from the weather if outdoors (i.e. a tent/covering 3m x 3m minimum), seating, and a TV monitor showing the live action. If soft ground/mud is a possibility, flooring should be provided.
- Location and size of Mixed Zone should be suitable for the number of Accredited Broadcasters and Press attending the event/competition and easy for athletes to get to after their rounds.
- Access to Mixed Zone should be limited to FEI, FEIBC, Accredited Broadcasters not using the Flash Interview Zone, Accredited Press, and athletes.
- Organisers should appoint persons to locate and escort athletes to the Mixed/Flash Zones after they complete their rounds
- Security should be posted at all entrances to ensure only those accredited have access (The public cannot walk through the area, for example.)
- Flash Interview Zone and Mixed Zone may be combined into a single Zone depending on the number of Accredited Broadcasters and Accredited Press for the event/competition.

Kiss & Cry Zone

- Organisers should set aside an area close to the in-gate for the Kiss and Cry Zone.
- The Kiss & Cry Zone should have a clear view of the Competition arena and be able to accommodate four (4) to five (5) people standing.
- The Kiss & Cry Zone should be in shot of the main HB-camera(s) and Organiser/BLO should notify HB in advance.
- It is important that photographers are also considered with the positioning of the Kiss & Cry Zone and, whenever possible, consideration be given by broadcast to not impede their view.
- Organiser/BLO should inform concerned parties (trainers, horse owners, family members, etc. of athletes) about the Kiss & Cry Zone and request them to use it during the performance of the relevant athlete.
- Dedicated staff should be allocated by BLO to operate the Kiss & Cry Zone.
- Care should be taken to ensure that the Kiss & Cry Zone is used for working media purposes only.



I-Zone

- It is encouraged to provide an area for interviews within the [Mixed Zone](#) or in place of the Mixed Zone.
- The area should accommodate all types of media, including print, online, and social, and allow for interviews to camera for non-Rights Holding Broadcasters.
- It is recommended to have comfortable seating and creative construction to encourage interviews and press activity outside of traditional media.
- Area should include an FEI approved backdrop featuring FEI Logo, Games/Event Logo, and Games/Event Sponsors' logos as per Sponsorship Packages.
- Consultation with the FEI Communications team for optimal construction and maximum effect. Contact communications@fei.org

Press Parking

Parking should include a reserved area for the accredited press located at a reasonable distance from the showground and [Press Centre](#).

This is especially important for broadcast crews and photographers, who have to carry large amounts of bulky equipment.

There should be accessible parking solutions for those who have mobility issues.

4. Press Information

- A constant flow of information regarding the Event should be provided to the press before, during and after the Event.
- Means of communication should include email, the official website of the Event and social media channels, as per the press mailing list, for circulating information such as press releases and newsletters
- During the Event, information should be provided through press kits (ideally on USB sticks), press releases, press conferences, and possibly Intranet.
- All information produced on site should be made available to non-attending media via email, the Event website, and social media channels.
- It is recommended to also have information presented as hard-copy/printed form on a notice board or other prominently visible area.
- Flash quotes should be uploaded to the event website for journalists, especially offsite ones, to use.



WhatsApp Groups and Data Sharing

- WhatsApp groups are very useful for sharing information quickly and efficiently. Consider setting up a group for all accredited media, even separate groups for journalists and photographers if necessary. Print off the QR invite code and have this displayed in the Press Room.
- Either at the [Press Accreditation](#) stage (as part of the online form) or in the Media Centre there should be an "Opt-In" option for joining event specific WhatsApp groups and mailing lists (journalists, photographers, flash quotes, etc). In the UK and Europe, the legal requirement is for applicants to opt-in rather than opt-out. Opting-in should, of course, be encouraged.
- WhatsApp groups should be decommissioned immediately after the event.
- Organisers must adhere to local laws regarding the holding and retention of personal data - through GDPR or similar. It should be made clear how you intend to use the data provided through the accreditation form. There should also be clear guidelines as to what information may be retained and for how long. There should be a simple and unambiguous process for members of the media to have their data removed from an organiser's files.

Info to Provide to Press:

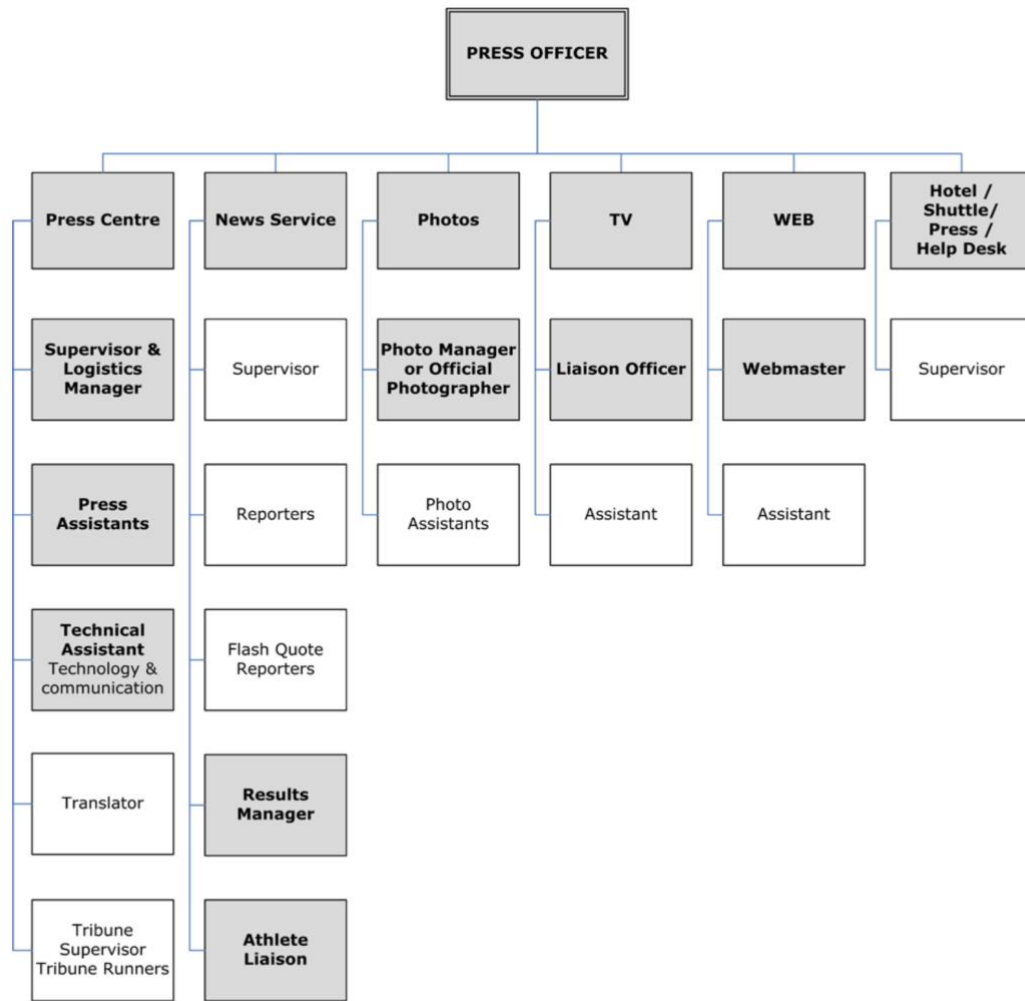
- [Athlete biographies](#)
- Past winners of the Event/medal table (only for Championships)
- Venue: facts and figures (i.e. size of arena, seating capacity)
- Detailed schedule of the Event, including press conferences and other activities for the press (guided course walks, tours, forums, parties)
- Sport description (for non-specialised media)
- Start lists
- Course plans
- Results (also intermediate results if produced)
- Press releases

Please note: Updated Athlete biographies are available on a dedicated section of the FEI website at <http://www.fei.org/media/biographies> and also on the FEI Database at <https://data.fei.org/>

5. Staff & Duties

- Press Centre staff should be on duty from two days prior to the official opening of the Press Centre to respond to the needs of accredited media.
- Staff should be operational from one hour before the opening time of the Press Centre until closing time. The [Press Centre](#) should never be unstaffed.
- The Press Centre staff should be as shown in the chart, according to the size/importance of the Event.

(The roles indicated in bold are MUST HAVES, the others are NICE TO HAVES.)



In addition to the above-mentioned Press Centre staff, the Organiser should provide staff for cleaning, catering & security services.

The following table refers to the recommended minimum number of staff required according to the number of accredited media:

1-20 media (without TV)	1 Press Officer 1 Press assistant
21-50	1 Press Officer 2 press assistants 1 Webmaster
51-120	1 Press Officer 1 Photo Manager 2-3 Press assistants 1 Technical assistant
121-200	1 Press Officer 1 Photo Manager 3-4 press assistants 1 tribune supervisor 1-2 reporters
Above 200	1 Press Officer 1 Press room supervisor 1 Photo Manager 3 photo assistants 2 tribune supervisors 3 tribune runners 6-8 press assistants 1 results manager

6. Photographers

- It is not allowed to use video, film cameras, or any filming device for professional/commercial purposes without a special permit. The responsibility to ensure that photographers and/or press are not filming lies with the Organiser and/or Event Press Officer.
- To ensure that photographers are properly accommodated, a member of the Press Office staff should be appointed as a Photo Manager to communicate with them and ensure that their requirements are met.
- Accredited photographers should be given priority for lockers for storage of their equipment, as well as for parking spaces.
- A working area for photographers should be provided in the [Press Centre](#), which is a designated space for media representatives.
- For televised events, there should be a dress code for photographers. They are typically required to dress professionally, avoiding shorts or sleeveless shirts, to maintain the professional image of the event.

Bibs/Armbands

- It is important that photographers wear bibs or armbands that are highly visible so they can be easily identified as photographers, even from a distance. Bibs are preferable as they are larger and easier to see.
- The colours of which should **NOT include dark green and yellow combined** or separately. Ideally, they should be in [FEI brand colours](#).
- Bibs are to be numbered and recipients registered. A cash deposit should be requested to ensure return of the bib at the end of the Event.
- It is worth noting that according to some Host agreements, sponsor branding may be required on bibs/armbands, so please notify commercial@fei.org prior to organising bibs/armbands for your event.

Photo Lockers

- Lockers for photographers should be provided in sufficient quantity in an area with 24hr security and should be an [adequate size](#) for photo equipment, in particular, large lenses.



Photo Positions

When planning a sports event, careful consideration should be given to the positioning of photographers and broadcast cameras to ensure optimal access and view of the athletes, while also considering various factors such as obstacles, sun position, and sponsored fences.

Here are some important points to keep in mind:

Coordination with technical officials:

The positioning of photographers and broadcast cameras should be carefully planned and coordinated with technical officials, such as the Course Designer and the President of the Ground Jury, to ensure that they do not interfere with the competition and that the athletes' performance is not compromised.

Early planning:

The positioning of photographers should be planned early in the event planning phase to avoid selling tickets to seats that may obstruct their view or impede their ability to capture quality photos. This includes considering the placement of sponsored fences to allow for unobstructed shots.

Defined areas or pens:

Photo positions can be either a defined area next to the competition arena or a smaller clearly marked and roped-off Zone ("pens") with controlled access inside the field of play. This helps in maintaining order and safety, while also ensuring that photographers have a clear view of the athletes.

Press Tribune as an alternative:

In case of limited space around the arena or inside the field of play, photographers should be allowed to shoot from the [Press Tribune](#), which may provide a vantage point for capturing the action.

OCs should organise at least one briefing with accredited Media on-site to cover topics such as:

- Use of Video footage from Field of Play on Social Media
- Photo positions and accesses.
- [Mixed zone](#) location
- Use of remote cameras, etc.

Dressage:

- Photographers' pens should be organised at least on one of the two long sides, as well as one on the short side opposite the judges' boxes.
- Photographers need an unrestricted view of Horses' feet in Dressage Competitions and therefore, particular attention should be paid to the placements of plants and advertising banners.

Jumping:

- Photo positions should be organised inside the field of play, if possible. Photographers accessing these positions should be warned not to leave the arena during the running of Competition. They can, however, change position in-between Athletes.



- If there are too many accredited photographers present, a rotation system will have to be set up by the Press Officer and the Photo Manager.
- It is advisable that the Press Officer or the Photo Manager verify the positions of all photographers inside the field of play before the first Athlete enters the arena and that is also monitored during the competition.
- The pens should be placed so that Athletes can be photographed from the left and the right. In addition, the photographers should have access to at least two of the four sides of the arena.

Eventing Cross Country and Driving Marathon:

- Access to obstacles should be provided inside the public viewing areas.
- If free access to obstacles cannot be provided due to design or placement, photographers' pens should be placed in positions agreed with the FEI Technical Delegate and Course Designer.
- Cross Country and Marathon Stewards should grant access to photographers wearing [bibs](#) to designated pens to prevent obstruction of photo positions.
- Photographers should be allowed to move between obstacles by walking inside the ropes and touching the rope.
- Viewing access should be provided to the finish line and the general training area.

Endurance:

- Rules for positioning of the photographers on the official course are identical to the Cross Country and Marathon.
- Photographers should be given the opportunity to work next to the Vet Gate area and their position should be planned and agreed in advance with the FEI Technical Delegate.
- Due to the distances involved, the organisers should provide transport for photographers to get to photo positions.

Use of Remote-Controlled Cameras To be used at FEI-named Events, Series and Championships

- The Press Officer will collaborate closely with photographers to ensure they have the best opportunity to capture high-quality images. The use of remote-controlled cameras at FEI Events is allowed under certain conditions:
- Photographers must request permission from the Press Officer to use a remote-controlled camera on the field of play.
- Prior permission must be obtained before placing remote-controlled cameras on the field of play.



- The Press Officer will maintain a list of photographers' names and their media outlets or agencies in the order of receipt of requests (first-come, first-served).
- The Press Officer will coordinate with the Technical Delegate to obtain permission for a specific number of cameras, and will inform individual photographers of the decision.
- Generally, only one camera per fence will be allowed in the Jumping arena, unless noise muffling devices are fitted. The number of cameras may be increased on Cross Country or Marathon courses at the discretion of the Technical Delegate/Course Designer.
- Photographers must comply with the decision if their request to use remote-controlled cameras is denied. Failure to do so may result in loss of accreditation.
- Photographers place remote-controlled cameras on or around the Field of Play at their own risk, and neither the Organising Committee nor the FEI will be liable for any damage to these cameras.
- Photographers should be informed in advance if footing breaks or watering is scheduled during a competition, so that they can remove their cameras accordingly.

Ceremonies:

- The organisers are to agree the podium positioning and associated photo-pen position with the FEI in advance. This will help ensure that photographers have enough space and are at an appropriate distance from the podium for the best images. Please contact photos@fei.org for assistance
- Photographers must be given adequate time and access to obtain required pictures at prize-giving ceremonies.
- The Photo Manager should be involved in organising the ceremony and provide a dedicated area close enough but with enough room for the ceremony to take place unimpeded.
- The prize-giver/s should turn towards the photographers for a few seconds, and broadcast cameras should not be in front of photographers.
- Names and titles of those attending should be available for proper captioning, and the backdrop should be considered to avoid empty stands

Lighting:

- Photographers need more light in an indoor arena than that required by broadcast (1000 lux). Photographers need 1200 lux in order to deliver optimal quality pictures.

Transmission:

- Professional photographers typically transmit their images immediately to their clients (media, agencies) via high bandwidth connection, such as ADSL.



- Photographers usually work with a laptop in addition to their cameras, and therefore require a working space with high bandwidth and reliable connection, preferably cabled.

7. Broadcast Guidelines (Full guidelines available [HERE](#)):

- Broadcast coverage of an event/competition is a privilege and efforts should be made to obtain as much coverage as possible for the sport, the Organiser, and commercial partners.
- Press Officers should follow detailed requirements and procedures for Broadcast operations as outlined in the applicable broadcast manual.
- Specific contractual requirements for Organisers of FEI-named events, series, and championships can be found in the Host Agreement between the Organiser and FEI, and Press Officers must review and understand these implications for their team and attending media.
- Rights Holding Broadcasters should be provided with good and professional facilities and assisted/controlled, particularly with regards to safety.
- Prior to the event/competition, the Organiser should appoint a Broadcast Liaison Officer (BLO) and potentially an FEI Broadcast Coordinator (FEIBC) to be in charge of broadcasting and liaise with the broadcasters, and this person should have a good understanding of broadcasting requirements and equestrian sport, and be fluent in English.
- Broadcasters can only produce top-quality coverage with the full assistance and cooperation of the Organiser, and offering assistance from a knowledgeable professional is often appreciated and contributes to improving the quality and volume of broadcast coverage.
- Organising an equestrian event with multiple parties involved requires careful contract management to ensure no conflicts arise, particularly when separate classes or competitions with different rights owners, promoters, sponsors, etc. take place.
- Clear communication and understanding of requirements from the outset can help avoid problems, and general assumptions and principles regarding broadcasting can be outlined despite variations in the level, status, and configuration of events/competitions.

8. Basic Glossary & Principles

FEI Broadcast Coordinator (FEIBC)

- Person acting on behalf of the FEI for FEI-named Events.
- Responsible for broadcast coverage production-related questions, including camera positions, accreditations, and Broadcast Signal Offer approval and distribution.
- Contact details for the FEI Broadcast Coordinator (FEIBC) can be found in the list of contacts provided.

Broadcast Liaison Officer (BLO)

- Person appointed by the Organising Committee (OC) for FEI named events.
- Responsible for overall coordination of broadcast-related inquiries, including accreditations and production.
- Manages camera positions, platforms, and commentator positions on behalf of the OC in coordination with the HB.
- Must be available to Accredited Broadcasters, FEI Broadcast Coordinator (FEIBC), and FEI throughout the event.
- Assists commentators, coordinates unilateral production requests, and supervises results/data service in cooperation with the Host Broadcaster (HB).
- Undertakes other relevant duties as applicable during the event

Rights Holding Broadcaster (RHB)

- A Rights Holding Broadcaster is a broadcaster (television and/or internet, including IPTV and/or mobile sector) with cleared broadcast rights to the event/competition.
- A Rights Holding Broadcaster has been granted written broadcast-related accreditation by the respective rights owner.
- Rights Holding Broadcasters are the only media representatives allowed to record video at the event/competition.

Host Broadcaster

- A Host Broadcaster (HB) handles technical and logistical aspects of broadcast coverage, particularly the (live) International Broadcast Signal (IBS) of the event/competition.
- HB, along with BLO (Broadcast Liaison Officer) and FEIBC (Host Broadcaster International Feed Broadcaster Coordinator), coordinates production and handover of



live IBS to the International Signal Distributor responsible for technical distribution of live IBS, fulfilling requirements of all Accredited Broadcasters present.

- HB may also liaise with broadcast graphics and timing services provider for on-screen timekeeping and results service, as appropriate/applicable.
- HB is responsible for cameras, broadcast coverage production facilities, and associated personnel in relation to the production of live IBS.

Broadcast Coverage

- Audio-visual coverage in "Field of Play" (FOP) areas of the event/competition, including Competition areas, warm-up areas, press conference areas, and dedicated [Mixed Zones](#) (except interview Zones for broadcasters without broadcast accreditation).
- Types of broadcast coverage can vary greatly, including live or delayed live coverage with multi-camera outside broadcast unit producing the International Broadcast Signal (IBS), post-edited highlights programs, news features, reports, sports documentaries, current affairs, children's programming, and production of unilateral broadcast signals and coverage.

Broadcast Rights

The following applies for FEI named events and/or series and/or Championships (for a list of these events, please see Glossary):

- Right to broadcast FEI named Event and/or Series and/or Championship through moving video images and/or accompanying sound and/or sound radio system, wholly or in part, and for an unlimited number of times.
- Means of financing (free or pay), technical method of electronic signal delivery (over-the-air, satellite, physical conductors, internet), and form of signal display (on any type of screen and by any norm or standard) are irrelevant.
- All Broadcast Rights, including internet and/or IPTV rights, mobile devices rights, and copyrights, are property of the FEI (Article 133.1.2 of the FEI General Regulations).
- Exclusive right of the FEI to place, sell, and distribute any Broadcast Rights for the above events/series/championships.
- Organisers are not allowed to offer audio and/or video from FEI-named events/series/championships via any internet platform, IPTV, or mobile platform/device.
- Exclusive right of the FEI to offer audio and/or video from FEI named events/series/championships on the Organisers' website and/or relevant event website



Advertising & Sponsorship

- Advertising and sponsorship are crucial for events, with opportunities ranging from arena boards to sponsored fences, timing and data sponsorship, visibility on interview backdrops, in-gates, etc.
- Further information can be found in the [FEI Broadcast Manual](#) and Host Agreements.
- Regulations and laws regarding advertising and sponsorship vary globally.
- Opportunities and restrictions related to broadcasting should be established with relevant authorities, in accordance with applicable national law and FEI Advertising Principles.

Broadcast Related Accreditations

- Broadcast accreditations should be easily identifiable with "B" for Accredited Broadcaster and "HB" for Host Broadcaster.
- Accredited Broadcasters and HB should have prioritised access to any area and services that the accredited press has access to.
- The Organiser/Broadcast Liaison Officer should ensure that HB's and rights-holding broadcasters' production crews are accredited, with the BLO liaising with them to ensure access to the areas where they will be working.
- These areas should be protected from the public and, if appropriate, other press.
- Only the HB and Accredited Broadcasters' personnel should have access through their accreditations to specific areas designated for broadcasting purposes, such as camera positions, commentary positions and [Mixed Zone](#).

Broadcast Compound

The HB (and some Accredited Broadcasters) will be assigned a location (a Broadcast Compound, which for larger events is also known as the International Broadcast Centre or IBC) for production and to park production vehicles and equipment, including satellite uplink vehicles, etc.

Broadcast Graphics/Data/Timing Services:

Broadcast graphics shall be understood to be any graphical inserts into the (live) IBS, including, start and result lists, timing, faults, standings, athlete and venue related data.



Broadcast Information for HB and Accredited Broadcasters

- All event/competition-related information should be provided by the Organiser/BLO to the HB and Accredited Broadcasters.
- Information should be correct, up-to-date, and include start lists with timings, interim scores, leader boards, course plans (if applicable), descriptions of fences, dimensions, distances with time allowed, and time limits.
- Athletes' (athletes and horses) biographies should be included whenever possible.
- Start lists should be available several hours prior to the class/competition, ideally not less than two (2) hours, to allow time for preparation, especially for commentators.
- Results should be made available immediately after the completion of the class/competition, with priority given to HB and Accredited Broadcasters over press, although it's preferable to provide the information to all three groups simultaneously.
- Rights holding broadcasters not attending the event may be taking the (live) IBS via satellite and producing programming off-site, and the FEIBC should ensure relevant information is emailed to them.
- Running orders of any opening/closing and medal ceremonies should be supplied as early as possible.

Broadcast Signal Times/Satellite Times

- Broadcast Signal Times/Satellite Times are quoted in Greenwich Meridian Time (GMT)
- GMT is a constant time reference that does not change with seasons and marks the starting point of every time Zone in the world.
- Including local and global reference time in communications can help avoid misunderstandings.
- Global reference time should be indicated as GMT to ensure consistency.

Cameras on Athletes and/or Athletes' Equipment

- Cameras on athletes or equipment, including Protective Headgear, head covering, or carriage, are not permitted unless specifically agreed by the FEI.
- Requests to use cameras during FEI named events must be submitted to the FEI Headquarters (to the relevant Discipline Director and copying the FEIBC) at least 48 hours prior to the competition.
- Requests received after the deadline may be considered at the discretion of the FEI.
- For other Events/Competitions, the Ground Jury, based on the Organiser's recommendation, may decide to allow or disallow the use of cameras, considering the circumstances.



- The Ground Jury must ensure that the use of cameras does not pose any safety concerns, risks, or contractual breaches.
- Athletes' decision to wear a camera while competing is voluntary and at their own risk.

Commentary Positions

- Location and number of commentary positions to be agreed between Organiser and HB.
- Commentary positions should have an unhindered view of action and related information/scoreboards.
- Access to commentary positions should be limited to designated accreditation.
- Commentary positions should be separated from the general public and Accredited Press.
- Location of commentary positions and [Mixed Zone](#) should be considered when the allocation of the PA loud speakers are planned.
- For outdoor events, commentary positions should be covered for weather protection.
- Detailed information on commentary positions can be found in the Broadcast Manual.
- Working desks are required for commentary positions and should be 1.80m wide, with space for a maximum of 3 persons.

International Broadcast Signal (IBS)

The production of the (live) IBS is the core service/product of the HB. The (live) IBS is divided into two parts: sound (audio) and vision (video), including any broadcast graphics.

Interview Zones and Kiss and Cry Zone

The Organiser should provide suitable interview area(s) in the venue. It is essential that Accredited Broadcasters are able to interview athletes at the event/competition before the press conference.

Flash Interview Zone

- Flash Interview Zone should be provided by Organiser for Accredited Broadcasters.
- Location and size of Flash Interview Zone should be appropriate and suit the purposes of Accredited Broadcasters. It should provide shelter from the weather (at least a tent/covering) and have a TV monitor showing the live action. If soft ground/mud is a possibility, flooring should be provided.
- Flash Interview Zone should be close to in-/out-gate of the arena for easy access to athletes.



- Flash Interview Zone should be equipped with a television monitor showing the live IBS.
- Organiser/BLO should decide positioning and order of access for HB and Accredited Broadcasters to athletes in the Flash Interview Zone.
- Athletes, officials, and key members of the Organiser should be made available for short interviews by HB and Accredited Broadcasters prior to and during the Event/Competition, if requested.
- Winners of the Event/Competition and other Athletes as requested by FEIBC should be made available for pre-selected Accredited Broadcasters' interviews prior to official press conferences.
- For further interviews by Accredited Broadcasters, Athletes should be made available by BLO immediately after relevant official [press conferences](#) in a designated broadcast/interview area.
- Access to Flash Interview Zone should be strictly limited to FEI, FEIBC, HB, Accredited Broadcasters, and Athletes.
- Only Accredited Broadcasters should have access to Flash Zone, with accreditation checks conducted by nominated personnel from the Organiser.

Lighting

For events/competitions with broadcast coverage, a minimum level of lighting is required to ensure top broadcast pictures.

For indoor shows and night competitions especially, a minimum of 1200 lux evenly across the Field of Play (FOP) is required in all competition/filming areas.



9. Contacts

Fédération Equestre Internationale (FEI)

The FEI is the world governing body for horse sport recognised by the International Olympic Committee (IOC) and was founded in 1921. Equestrian sport has been part of the Olympic movement since the 1912 Games in Stockholm.

The FEI is the sole controlling authority for all international events in the Olympic sports of Jumping, Dressage and Eventing, as well as Driving, Endurance and Vaulting.

The FEI became one of the first international sports governing bodies to govern and regulate global para sport alongside its seven able-bodied disciplines when Para-Equestrian Dressage joined its ranks in 2006. The FEI now governs all international competitions for Para Equestrian Dressage and Para-Driving.

Equestrian sport has been on the Olympic programme since 1912 with three disciplines: Jumping, Dressage and Eventing. The FEI encourages the observance of the principles and spirit of horsemanship, particularly in the relationship with horses, and promotes the highest standards of horse welfare, organisation, judging, course designing, veterinary and medication control and fair play at international events.

The FEI was founded in 1921 and is based in Lausanne (SUI). Almost 150 National Federations are affiliated to the FEI.

www.fei.org

FEI TV: https://www.clipmyhorse.tv/de_CH/fei-tv

Instagram: @FEI_Global

Twitter: @ FEI_Global

Facebook: Fédération Equestre Internationale

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Broadcast Rights acquisition and related questions:

A Comprehensive Guide to Organising FEI Events

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International Alliance of Equestrian Journalists (IAEJ)

The International Alliance of Equestrian Journalists (IAEJ) was created in 1966 to promote and maintain contacts among the equestrian journalists of all nations and, as a body connected with the FEI, to discuss issues in which the FEI and the equestrian press are both involved.

The IAEJ includes the journalists of the written, photographic and audio-visual press in charge of regular coverage of international equestrian sports. Its aim is to serve the prestige of the equestrian press and to help create a good climate between journalists on the one hand, and between all individuals, groups and organisations in these equestrian sports, on the other hand. The IAEJ especially has the goal of improving the working conditions of journalists covering such competitions and seeks to comply with the regulations of the International Association of the Sports Press (AIPS).

www.equijournalists.com

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Association Internationale de la Presse Sportive (AIPS)

AIPS, gathering together 143 member countries, is the only world-wide organisation of the international sports media. It is a non-profit organisation, founded in 1924. It actively represents the interests of thousands of sports journalists all over the world. It has specialist commissions for all Olympic sports, including experts specialised in the respective branches. The members of these commissions work together with the organisers of big sports events in order to establish the best possible press facilities for the working media. The Commissions act as unifying factors for the international media, top sportspersons and sponsors through their presence at major sports events, organising joint meetings, clubs and seminars for young journalists.

A Comprehensive Guide to Organising FEI Events
knowledgebase.fei.org



The AIPS Headquarters are located in Lausanne, Switzerland.

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International Equestrian Organisers Alliance (IEOA)

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9. Abbreviations

Fédération Equestre Internationale	FEI	Fédération Equestre Internationale
National Federations	NFs/FN	Fédérations Nationales
International Olympic Committee	IOC/CIO	Comité International Olympique
National Olympic Committee		NOC/CNO Comité National Olympique
World Equestrian Games		Jeux Equestres Mondiaux
International Equestrian Organisers Alliance	IEOA	Alliance Internationale des Organismes Equestres
Official International Event	CIO	Concours International Officiel
International Event	CI	Concours International
Jumping	S	Saut d'Obstacles
Dressage	D	Dressage

Eventing	C	Concours complet
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Driving	A	Attelage
Endurance	E	Endurance
Vaulting	V	Voltige
Reining	R	Reining
Para-Equestrian	PE	Para-Equestre
Young Riders	YR	Jeunes cavaliers
Juniors	J	Juniors
Ponies	P	Poneys
World Cup	W	Coupe du Monde

Championship	CH	Championnat
Europe	EU	Europe
General Regulations	GR/RG	Règlement Général

Veterinary Regulations	VR/RV	Règlement Vétérinaire
International Jumping Riders Club	IJRC	Club International des Cavaliers de Saut d'Obstacles
International Jumping Officials Club	IJOC	Club International des Officiels de Saut d'Obstacles
International Dressage Riders Club	IDRC	Club International des Cavaliers de Dressage
International Dressage Officials Club	IDOC	Club International des Officiels de Dressage
International Dressage Trainers Club	IDTC	Club International des Entraîneurs de Dressage
Para-Equestrian Dressage Trainers Club	PEDTC	Club International des Entraîneurs de Dressage Para-Equestre
Association of International Dressage Event Organisers	AIDEO	Association Internationale des Organismateurs de Dressage

Event Riders Association	ERA	Association des Cavaliers de Concours Complet
International Eventing Officials Club	IEOC	Club International des Officiels de Concours Complet
International Vaulting Club	IVC	Club International de Voltige
World Horse Welfare	WHW	World Horse Welfare
World Organisation for Animal Health	OIE	Organisation Mondiale de la Santé Animale

Disclaimer

Should there be a signed agreement between the Organiser and the FEI for the hosting and organisation of the relevant FEI Event and/or Competition (a "Host Agreement"), and if there is any discrepancy between the terms of the Agreement and the Media Operations at FEI Events Guidelines & Checklists, the Host Agreement shall always prevail.

The FEI, acting reasonably and in good faith, reserves the right to change the Media Operations at FEI Events at any time and shall inform the Organiser accordingly. The Organiser shall apply the latest version of such updated Media Operations at FEI Events.

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