

UDJC CERTIFIED RIDING SCHOOLS

THE MILLION DOLLAR RIDING SCHOOL

(WITHOUT SCAMMING ANYONE)

The UDJC Guide to Building a Predictable, Profitable
Equestrian Business

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Built with Karoline Reichert



A Note From David

A riding school can look successful from the outside. The schedule is full, the students are improving, and the horses are well cared for. Behind the scenes, the owner may still be answering messages at night, solving the same problems every week, and wondering why a full barn does not produce any money. That may be common in the horse industry, but it should not be the goal.

Karoline and I started Palina's Ponies with one student in 2021 and built it into a riding school with hundreds of weekly enrollments. We developed the operation together, made mistakes, changed things, argued about a few of them, and created systems that allowed the school to grow without losing its standards. That system is what we are giving you in this book. It is the blueprint, served pretty much on a silver platter. You will still have to do the work, but you do not have to reinvent everything or make all the mistakes yourself.

I have asked many trainers why their students are not expected to groom, tack up, clean equipment, learn horsemanship, and do more than simply jump on a horse and ride.

The answer is almost always the same.

"I have to make money. I cannot afford to lose clients."

That is exactly the wrong approach.

Most new riding school parents know very little about horses. That is not a problem. It is an enormous opportunity. Their understanding of riding education will come from you. If you explain from the beginning that riders groom, learn horsemanship, attend Badge Shows, accept responsibility, and progress through a real educational system, that becomes normal.

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If you prepare the horse, let the child ride for an hour, and ask nothing else, that becomes normal instead. The horse is not an Uber with a saddle, and a riding school is not an amusement park selling sixty minutes of pony entertainment.

Your competition is not the riding school down the road. Your real competition is gymnastics, softball, swimming, soccer, and every other activity a family considers for its child. Those are the kids we need to bring into riding. The future of your show team may currently be wearing a softball jersey because nobody has shown the parents what a proper riding program can offer.

At Palina's Ponies, we built a pipeline that begins with children as young as three. Other trainers sometimes look at it with envy, as if we discovered a secret supply of finished show riders. We did not. We created them.

Every single rider on our show team started riding with us. We taught the students and their parents from the beginning what it means to be a rider. By the time those children join the show team, they understand horsemanship, responsibility, commitment, setbacks, and progress because that is the only system they have ever known.

Stop waiting for finished riders to walk through the gate. Bring children into the sport, educate their parents, and build your own riders from the ground up.

I will be direct throughout this book. If the numbers do not work, working harder will not magically fix them. If the business only functions because one person constantly rescues it, there is no real system. Profit is not the enemy of horse welfare or proper education. You do not have to lower your standards to make money. You need to build a business where the standards are the reason people stay.

HOW TO USE THIS BOOK

Read the complete model once. Then return with your schedule, enrollment report, horse list, staffing cost, and profit and loss statement. The book becomes useful when your real numbers replace the examples.

Important Business and Safety Note

This book provides business education and describes practices that have worked in our operation. It is not legal, tax, veterinary, insurance, employment, or medical advice. Laws and facility requirements vary. Every school remains responsible for qualified local guidance, employee classification and pay, youth employment rules, waivers, insurance, veterinary protocols, and safe horse management.

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The Business We Actually Built



David and Karoline at the riding school

I did not call this book *The Million Dollar Riding School* because I built a spreadsheet that looked impressive. Karoline and I built the riding school. Before UDJC changed the focus of my work, our program carried 280 weekly lesson enrollments at \$295 per month. That was \$82,600 every month and \$991,200 every year from the lesson program alone.

On top of that base, we had thirteen Full Training riders at \$2,500 per month. That added another \$390,000 per year. Outside shows produced roughly \$30,000 in trailering and trainer fees. We sold five to eight horses in a typical year at an average sale price around \$25,000 and an average gross profit around \$15,000 per horse. Camps, birthday parties, clinics, merchandise, and other income came on top of that.

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Today the operation is intentionally smaller because UDJC requires most of my time. We still carry about 180 weekly lesson enrollments and approximately \$63,000 in monthly lesson revenue. We raised the price and reduced the volume. We also reduced Full Training to three riders because I am not at the barn enough to give a large team what it deserves. The business did not disappear when we reduced the head count. The system remained.

That is the point of this book. A serious riding school does not have to depend on a lucky horse sale, a wealthy new boarder, or a show client who might leave next month. A well structured lesson program produces recurring monthly income that can be planned, staffed, measured, and improved. It also develops the riders who later enter Full Training, attend shows, buy horses, and become the future of the business.

HARD TRUTH

A busy barn is not automatically a successful business. Activity is not the same as profit, and exhaustion is not proof of quality.

DO THE MATH

Track enrollment spots, not only individual students. One child riding three times a week occupies three enrollment spots and produces much more revenue than one child riding once.

The Four Level Business Pyramid

DAVID'S RULE

If the lesson program cannot pay the ordinary bills, the business is not ready to rely on shows and sales to save it.

The strongest equestrian businesses are built from the bottom up. The lesson program is the base. Full Training sits above it. Shows sit above Full Training. Sales horses sit at the top. Around the pyramid are camps, birthday parties, clinics, sponsorships, merchandise, and other useful revenue streams.

Most barns try to build the pyramid upside down. They become excited about sales because one commission check looks impressive. They accept cheap boarding because the stalls are empty today. They chase show clients without first building a dependable customer base. Then they wonder why they cannot predict next month, never mind six months from now.

The lesson program must carry the ordinary operation. It pays the staff, the facility, the feed bill, and the mortgage or rent. Full Training adds meaningful revenue and creates advanced riders who improve the culture of the whole barn. Shows turn education into visible goals and build community. Sales horses create occasional profit and help the right riders progress, but sales should never be asked to rescue a weak foundation.

This pyramid is not a promise that every barn will reach one million dollars. It is a structure for building predictable revenue. The exact size depends on the market, facility, staff, horses, and local pricing. The order does not change.

Stop Running a Hobby With Customers

Horse people are very good at working hard. We are not always good at building systems. Many owners schedule every lesson by text, allow endless makeups, change prices for every family, keep horses that have no job, and accept boarding rates that barely cover feed. They call it customer service. Often it is simply a lack of boundaries.

A business needs rules that work when there are thirty customers and still work when there are three hundred. Billing happens automatically. Attendance is recorded. Parents manage routine changes through software. The manager handles exceptions. Trainers teach. The owner leads the operation instead of becoming the emergency contact for every forgotten boot and missed Tuesday lesson.

Professional does not mean cold. It means the customer understands the program. The schedule is reliable. The horses are cared for. The trainers are prepared. The parent knows where to go, what to pay, and how the child advances. A professional system gives the staff more time to be human because they are not drowning in administrative chaos.

You also have to stop apologizing for making money. Profit pays for good horses, safe footing, reliable staff, insurance, repairs, education, and better opportunities for students. A barn with no margin eventually cuts the wrong corner. Usually the horse, the trainer, or the owner pays for it.

HARD TRUTH

Being the cheapest riding school is not a business strategy. It is usually an admission that you have not explained your value.

PART TWO

Sell Enrollments, Not Lessons

The single lesson appointment model is a terrible foundation for a large program. Every week becomes a new negotiation. Parents ask for a different time. Trainers spend hours texting. Rain creates panic. Vacations destroy revenue. The owner never knows what will arrive next month.

We sell recurring monthly enrollments. The student owns a regular weekly spot. Billing runs on the first of the month. The price stays the same whether the calendar creates four or five lessons that month. The program operates 12 identical months per year and closes only on July 4, Thanksgiving, Christmas Day, and New Year's Day. When the school closes, the software issues an additional makeup token.

At our Houston pricing, Unicorn enrollment is \$295 per month. Level B, Level E, and Level A begin at \$395 for one weekly enrollment. Two weekly enrollments cost \$635. Three cost \$855. Four cost \$1,055. The second, third, and fourth enrollment carry an effective discount because frequency helps both the rider and the business.

New enrollments and drop dates are prorated. Families provide 30 days notice through the portal. There are no vacation holds. A medical situation can be considered individually, but an ordinary vacation is not a reason to freeze a valuable space while a waitlist sits behind it.

The tuition buys continuity in the program, not a stopwatch containing a guaranteed number of mounted minutes. It buys instruction, progression, horse care education, access to the curriculum, and a reserved place in a professionally managed system.

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Program frequency	Houston monthly tuition
Unicorn, once weekly	\$295
Level B, E, or A, once weekly (incl. weekly horsemanship class)	\$395
Two weekly enrollments	\$635
Three weekly enrollments	\$855
Four weekly enrollments	\$1,055
Full Training	\$2,500

DAVID'S RULE

If a policy cannot survive three hundred students, do not build it for thirty.

Makeups Without Losing Your Mind

Every student receives five makeup tokens per year. When a trainer marks a child absent in the software, the system issues a token. The sixth absence receives no token. Each token expires after two months and can be used only in an available space at the same level.

This works because the software, not the office, manages the ordinary transaction. Parents report absences, view available spaces, and request transfers through the portal. The manager approves transfers. Trainers take attendance on their phones. At our scale, ordinary office administration takes about 30 minutes per day.

Do not manage makeups on paper. Do not accept a text sent to a trainer as an official cancellation. Do not let families create their own exceptions. A polite but strict portal policy is better customer service than a pile of unanswered messages.

Level A riders do not receive ordinary makeup tokens. Instead, we provide a free three day advanced camp focused mainly on higher level horsemanship once a year. The solution fits their stage of education and avoids opening complicated advanced makeup spaces throughout the schedule.

HARD TRUTH

You cannot manage three hundred children on a piece of paper. You can try, but then you have created a job that never sleeps.

Trials Are a Sales Process

Trials are one of the most important financial activities in the entire business. Treating them as an ordinary one time lesson is a very expensive mistake.

Our trial normally costs \$25, although \$50 can work and even free trials may work in the right market. The price is not the important part. The process is. The child participates inside the regular lesson flow. One trainer teaches. Ideally, a second trainer or manager observes and completes the trial evaluation sheet. The evaluation covers balance, rhythm, strength, coordination, stamina, and awareness.

The evaluator then speaks with the parent. We explain what we saw, what the child needs, which program is appropriate, and how often the child should ride. The honest answer for somebody who wants to become good is three horses a day, six days a week. Recommending two or three weekly enrollments is not dishonest. It is still less than what serious improvement truly requires.

Do not finish by telling the parent to go home and enroll online. Ask whether the appropriate spot works long term. When the parent says yes, say, 'Great. Let me handle that for you.' Complete the enrollment and payment before the family leaves.

The numbers are brutal. A weak trial process may convert 40 to 50 percent. A good trainer supported by a manager can convert more than 90 percent. At 20 trials per month, that can mean eight enrollments or eighteen. If the average enrollment lasts one year at roughly \$350 per month, the difference created in that single month is about \$42,000 in future tuition. Repeat the weak performance every month and the business is in trouble.

A short pretrial video improves the experience. Show the family where to arrive, what to wear, what will happen, how the programs work, and how enrollment is completed. The video

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should be polished enough to build confidence and human enough to feel real.

Trial performance	Conversion	Twenty trials	Annual tuition created
Weak	40 percent	8 enrollments	\$33,600
Acceptable	50 to 65 percent	10 to 13 enrollments	\$42,000 to \$54,600
Good	65 to 85 percent	13 to 17 enrollments	\$54,600 to \$71,400
Great	More than 85 percent	18 or more enrollments	\$75,600 or more

FIX THIS MONDAY

Assign your best trial trainer and a separate evaluator. Measure the conversion rate. Anything below 50 percent demands immediate attention.

The Unicorn Program



Start children as young as possible. A two year old can begin developing confidence, balance, coordination, awareness, and respect around a pony. The youngest children are also one of the strongest revenue opportunities in the business because the work is light, the ponies are inexpensive, and the emotional value for the family is enormous.

The Unicorn program has two phases. The first is Unicorn Playtime for children approximately two through five years old. A 55 minute session carries an average of two and a half children and never more than three. Parents participate. This is valuable education and excellent marketing because it creates genuine parent and child pony time.

The trainer alternates tiny pieces of riding with grooming, leading, tacking, wooden toys, balance games, balls, and other purposeful play. A small child's attention span may be three

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minutes. Fine. Ride for three minutes, play a useful game, return to the pony, untack something, tack it up again, and keep moving.

The second phase prepares the child for Level B through a true 30 minute private session. Two private sessions fit into one hour. The child begins to focus more directly on riding and the skills required for the Unicorn badge.

A realistic strong program can serve approximately 100 Unicorn enrollments with three mini ponies and one dedicated trainer. At \$295 per month, that is \$29,500 in monthly revenue. A trainer may cost around \$6,000 per month and the ponies may cost \$400 to \$500 each. The math is not complicated.

DAVID'S RULE

Do not dismiss the toddler program as babysitting with ponies. Done correctly, it is early equestrian education and one of the best business units in the barn.

Level B, The Necessary Expensive Step



Level B is financially the least exciting part of the program. But it is also absolutely necessary. The child receives individual instruction, learns to groom and tack up, rides for approximately 30-35 minutes, and untacks within a 55 minute appointment.

The riding normally begins on the lunge line. The trainer controls the horse while the student develops balance, rhythm, coordination, confidence, and an independent seat. The child is not thrown into a group because a group looks more profitable on paper. Bad fundamentals become expensive later.

One professional trainer teaches one rider. The trainer also teaches tacking and untacking. Focus matters. There is no need to build an assembly line of assistants around a beginner who needs a real horseperson.

Older beginners start with a Level B trial, even when a parent insists the child can ride. We learned this after trusting too many enthusiastic fathers and placing riders into Level E who could not

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ride independently. If the child is genuinely ready, the trial becomes a useful private lesson and the rider moves directly into Level E. The Level B badge remains available voluntarily.

A rider moves up when the requirements are met, the rider is entered for the badge, and the badge is passed. Advancement is based on education, not age, convenience, or a parent campaign.

HARD TRUTH

You cannot skip the expensive step just because the group lesson has a better hourly margin. The business is supposed to produce riders, not merely invoices.

Level E, The Group Lesson Engine



Level E is where the lesson program becomes especially strong. Riders work in level specific groups of no more than three. Everyone rides independently. The range can still be broad. One child may be establishing the canter while another begins small courses. The trainer adjusts the exercises without turning the class into three unrelated private lessons.

Each appointment lasts 55 minutes. Riders are capable of completing ordinary preparation and aftercare outside the mounted portion. The riding itself normally lasts 35 to 40 minutes. They learn correct flatwork, simple Dressage patterns, ground poles, gymnastics, and introductory Jumping.

Only students with at least two weekly enrollments may jump. They truly ride twice every week. During Jumping week, they may jump in both lessons or use ground poles and gymnastics according to the horse and rider. Jumping day is not an excuse for excessive jumping. Quality and progression matter more than the number of fences.

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Every Level E student also receives one horsemanship lesson per week. This is an excellent business feature. Every student receives an additional educational session, while the school may need only one or two extra trainer hours per week by teaching larger theory groups.

The badge remains the gateway. Passing Level E also connects the rider to the UDJC performance pathway. A rider who enters above Level E must pass the Level E badge at the next opportunity. Nobody attends an outside show without it.

DO THE MATH

Three riders at \$395 each create \$1,185 in monthly tuition for one weekly class position. The lesson also produces riders who later add enrollments, attend shows, and enter Level A.

Level A, Build the Next Generation



Level A riders normally ride two to four times per week on lesson horses. The monthly prices remain \$635 for two enrollments, \$855 for three, and \$1,055 for four. These riders learn more complex Dressage work, combinations, more demanding courses, horse management, and show preparation.

Outside shows become part of the path. Riders learn to braid, clean a horse to show standard, load and unload, prepare stalls, organize equipment, complete entries, and care for horses away from home. They do not arrive at the show as passengers waiting for a groom.

Level A is where the school identifies future Full Training riders. Talent helps, but mindset matters more. The gritty child who listens, works, and wants responsibility is far more valuable than the naturally talented child who expects the horse and trainer to create every success.

When a rider passes a badge, make space in the next level. A child cannot remain in first grade after the summer because the second grade class is inconvenient. Advancement is the promise of the curriculum.

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Parents become more involved as the level increases because educated parents can support the sport. They still do not select horses, design the training program, or decide when the rider advances. The trainer remains responsible for training decisions.

DAVID'S RULE

Build riders who can enter a barn and be useful, not riders who can only perform when every problem has already been removed.

Parents, Policies, and the Portal

Parents are customers, partners, drivers, cheerleaders, and sometimes the largest obstacle in the lesson. During Unicorn Playtime, parents are an important and necessary part of the experience. The children are very young, and having Mom nearby gives them confidence while also helping the trainer manage the activities safely and effectively.

Once real riding instruction begins, however, most children learn faster and focus better without a parent watching, coaching, or reacting from the rail. In an ideal world, parents would leave the property during these early stages and return later, once the rider is more advanced, focused, and comfortable enough for riding to feel natural. At that point, informed and supportive parents can become valuable partners again.

This is not about hiding the training. It is about giving the child room to listen, struggle, solve problems, and build a relationship with the trainer. My mother operates a riding school with roughly 400 children in Germany and does not allow parents to watch ordinary lessons. They return for badge events. The children do very well.

All routine customer administration belongs in the portal. Enrollment changes, cancellations, attendance, makeup requests, and transfers must be recorded there. No word of mouth cancellation. No private billing deal with a trainer. No paper note that disappears inside a tack trunk.

Payments are automatically charged through the software. A failed payment is retried and carries a \$20 fee. A child who arrives with an open balance does not ride. This is not punishment. The business has already provided the horse, trainer, facility, and reserved space.

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Dangerous behavior by a rider or parent can end the relationship. We once supported a manager who removed a family after repeated dangerous speeding on the property. The safety decision was correct even though the family retaliated with a wave of negative reviews. A manager who enforces a serious safety rule must know the owner will stand behind that decision.

HARD TRUTH

The parents who know the least about horses often arrive with the strongest opinions about riding. Listen politely. Smile. Then run the program.

DAVID'S RULE

Parents do not select the horses. The manager selects the horses. The children may submit requests directly to God.

Build a Lesson Horse Pipeline



A growing riding school needs a reliable method for finding horses. We typically buy 10 to 14 year old horses from general cowboy style auctions at an average purchase price around \$2,500. We do not recommend specific auctions because quality changes and the responsibility remains with the buyer.

Every arrival enters quarantine for two full weeks. Always. Only after quarantine does a trainer begin the evaluation. The trainer rides first. Then the strongest Full Training rider rides. Next comes a medium Full Training rider, then the least advanced rider in that group. When the horse succeeds through that progression, the horse moves to Level A, then Level E, and eventually the appropriate primary job.

That process happens over days and weeks, not in one afternoon. If we are lucky, a horse may enter useful work after one week of training/evaluation following quarantine. Another may need six

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months. If the horse still does not fit after five or six months, the horse is sold into a more appropriate home.

This sounds harsh to owners who keep every horse forever. It is not. A horse without a suitable job does not create revenue and cannot occupy a limited stall indefinitely. We still owe that horse good horsemanship and a responsible home. The business also owes its employees, customers, and useful horses a sustainable operation.

Full Training riders can help develop appropriate project horses as part of their own education. They gain saddle time and experience. The riding school gains a carefully tested horse. That is a genuine win for the horse, the rider, and the business when it is supervised correctly.

SAFETY RULE

Every new horse completes two weeks of quarantine before entering the program. Familiar faces, low auction prices, and urgent schedule needs do not change that rule.

Workload, Welfare, and Revenue

A healthy, fit Level B horse can average approximately 15 sessions per week. A common pattern is two sessions, three sessions, two sessions, three sessions, two sessions, and three sessions, followed by one complete day off. Three beginner lessons in one day may represent only about 90 minutes of light riding with breaks between sessions.

Level E and Level A horses that work with more intensity and jump should average closer to ten sessions per week. Mini ponies doing brief lead line work and playtime may complete approximately 20 light sessions. Every activity counts, including lessons, training rides, camps, parties, and shows.

These are planning numbers, not an excuse to ignore the individual horse. A former upper level Dressage horse teaching five advanced lessons may provide enormous educational value. A basic Level B Haflinger limited to five lessons may not justify the same stall and expense. Horsemanship decides how the number is interpreted.

Mini ponies may cost approximately \$400 to \$500 per month. Larger horses may cost \$800 to \$1,000. A horse working fewer than six or seven useful sessions per week deserves a careful review, but the decision must consider educational value, maintenance, soundness, temperament, and uniqueness.

Lesson horses receive roughly ten to twelve hours of turnout according to individual needs. In our system, horses rotate so all lesson horses are inside during the busiest teaching hours (4pm-8pm during the week). One group is outside overnight and another during the day. Full Training horses have more individualized grass turnout. Many lesson ponies use sand turnout so forage can be controlled. Good horsemanship, not a universal formula, protects the horse.

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If a horse becomes dull or unhappy, reduce the workload, change the job, vary the program, and investigate the cause. A well managed school horse is not worked into the ground. In many lessons, the horse is doing less physical work than people imagine.

Horse category	Weekly planning target	Typical monthly cost
Mini pony doing light work	Up to 20 sessions	\$400 to \$500
Level B horse	About 15 sessions	Varies by size
Level E or A horse	About 10 sessions	\$800 to \$1,000
Special advanced schoolmaster	Value based, sometimes 5 to 6	\$800 to \$1,000 or more

The Facility Does Not Need to Be Huge

This model can operate comfortably on ten acres. We proved a large program on six acres with 36 horses, including 23 lesson horses and 13 Full Training horses. The horses received long daily turnout because the land was organized around the operation instead of around appearance.

At our peak, we used 36 stalls, a 110 by 160 outdoor Jumping arena, an 80 by 200 indoor arena, and a separate Unicorn area. Parking for approximately 20 vehicles worked because arrivals and departures were spread through a schedule.

A covered arena is extremely useful, especially in Houston. It is not automatically required. Without one, the schedule, lesson intensity, heat management, and weather plan become more important. The owner cannot pretend that a July afternoon is the same as an October morning.

Stalls, arenas, turnout, and parking all have to work. Saving money on footing is one of the most expensive mistakes an owner can make. If you do not have an indoor arena, your outdoor footing must remain rideable year round. Kids can ride in the rain, but not if the horses slip. A beautiful main house may impress visitors, but it does not produce a lesson. Spend first on the surfaces, spaces, drainage, fencing, lighting, and flow that allow horses and people to work safely.

The dedicated Unicorn area is worth special attention. Ours is inside a roughly 40 by 50 metal building with six large rolling doors. A 40 by 40 footing area is bordered by railroad ties and a low fence. A separate strip holds benches. Toys, balls, and balance equipment allow the trainer to alternate riding and purposeful play. If space allows, a small outside Tiny Town with a miniature barn, tack shop, veterinary clinic, and cafe is both educational and unforgettable.

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Peak operating fact	Actual example
Land	6 acres
Total horses	36
Lesson horses	23
Full Training horses	13
Main outdoor arena	110 by 160 feet
Indoor arena	80 by 200 feet
Unicorn area	Approximately 40 by 40 feet of footing
Parking	Approximately 20 vehicles

HARD TRUTH

The main house is not the business. Footing, turnout, parking, lighting, and functional teaching spaces are the business.

Staffing the School

At the 120 enrollment model, four trainers working approximately 30 hours per week at \$25 per hour create a monthly trainer budget near \$15,000 once ordinary payroll costs are considered. Trainers should be employees. Pay them properly. Reliable people, good teaching, and horse knowledge are more valuable than squeezing another dollar out of the hourly wage.

A young Unicorn trainer may begin near \$15 per hour and move upward quickly through reliability, effort, and time in the program. Our established trainers earn \$25 per hour. A Unicorn trainer is not less important than a high level trainer. The skills are different. Empathy matters in Unicorns. Patience matters in Level B. Theory knowledge matters in Level E. Competition experience matters in Level A.

Whenever possible, assign trainers to specific levels. Repetition makes the trainer better, the lesson structure more consistent, and the horse assignments easier. Every trainer still needs to understand the complete UDJC curriculum and should be able to ride and improve the horses used in the program.

A large school needs a manager who can teach every level in an emergency but spends most of the time managing customers, trials, internal sales, staff, schedule capacity, payments, and horses. At our operation, manager compensation adds approximately \$50,000 per year.

Staff meetings should happen about once per month and last about 30 minutes. They cover quality, program changes, individual students, parent problems, horse concerns, and schedule issues. If the meeting becomes three hours of chatter, it is no longer a meeting.

Trainer education matters. I try to teach staff riding lessons at least every two weeks and observe teaching whenever I am

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available. Feedback normally comes afterward so the trainer is not undermined in front of the student. When training is required as part of employment, the school must structure and compensate that time according to applicable law.

Role	Primary value
Owner and head trainer	Vision, Full Training, quality, pricing, major decisions
Manager	Customers, trials, schedule, horses, billing, internal sales
Unicorn trainer	Empathy, energy, early confidence, parent experience
Level B trainer	Patience, balance, safety, foundations
Level E trainer	Theory, group teaching, correct flatwork, introductory Jumping
Level A trainer	Competition experience, advanced progression, show preparation
Barn help	Feed, stalls, turnout, facility support

DAVID'S RULE

Discipline equals fun. This is a complex, dangerous sport that requires attention. A child can laugh and still be expected to listen.

TRAINING PET PEEVE

Stop telling every child to squeeze. Teach the rider what the leg means, when to use it, and when to stop using it.

Full Training Means the Real Deal



The strongest Level A riders may be invited into Full Training. The rider needs the right mindset and the parents need it too. This is not a casual upgrade. The family must be committed to ownership, consistent training, shows, and the work required to progress.

Our Full Training program costs \$2,500 per month. It includes board, shavings, feed, hay, alfalfa, pasture service, and six lessons each week. Veterinary care, farrier care, supplements, medications, shows, and related expenses remain additional.

We rarely provide professional training rides. The rider is already capable of training the horse under instruction. If one child cannot attend, another Full Training rider may ride the horse. A professional can sometimes fix a problem faster, but the child must learn to manage the process. Exposure and time in the saddle are king.

We also swap horses within lessons. A rider who only understands one horse is not yet a complete rider. The goal is not to preserve an artificial record of success by removing every

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difficult moment. The goal is to develop a young horseperson who can walk into a serious barn and contribute.

I take Full Training riders to try horses, visit properties, attend bank appointments, prepare shows, and experience professional barns. Some have traveled to Europe and ridden in other systems. These are supervised educational experiences connected to their development. Schools must distinguish education and care of a student's own horse from productive employee work and must follow employment rules whenever a student is actually placed in a staff role.

At shows, Full Training riders care for their own horses, prepare stalls, load equipment, braid, complete entries, and manage the ordinary responsibilities of competition. They are not customers who arrive after every useful job is complete.

HARD TRUTH

Stop manufacturing artificial success. A child kept permanently on made horses may collect ribbons without learning how to produce a horse, solve a problem, or survive outside one carefully controlled program.

Badge Shows Build the Entire Program



Every Certified Riding School should run three or four UDJC Badge Shows per year. A normal event includes one clinic day with a UDJC clinician or judge and one competition day. Compressing both into one day usually places too much demand on the horses and weakens the experience.

Every level can participate. Unicorn and Level B riders receive achievement ribbons and certificates. Level E and Level A riders earn ribbons through placings. Riders receive live comments from the judge through the microphone. Badge testing happens alongside regular classes so riders who are not ready to move up still have a meaningful competition goal.

Participation should be treated as part of a proper education. Shows teach children to manage excitement, prepare carefully, listen under pressure, and accept an outside evaluation. They

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give parents visible proof of progress and give the curriculum a real deadline.

The business benefit is equally important. A strong school may produce \$13,000 to \$15,000 during a Badge Show weekend through clinic fees, class fees, badges, sponsors, and concessions. Typical direct event costs may be about \$1,500 for the judge, \$500 for ribbons and badges, and another \$1,000 for insurance, concessions, and ordinary details. A well attended event can produce around \$10,000 in profit.

The school pays only the applicable \$4 per horse software fee to UDJC. The remainder supports the local program. More importantly, the event creates community, content, retention, goals, sponsor visibility, and a reason for every student to stay engaged.

Badge Show item	Planning amount
Clinic fee per rider	\$75
Competition fee per rider	\$100
Badge test fee	\$50
Typical total revenue	\$13,000 to \$15,000
Judge and travel	\$1,500
Ribbons and badges	\$500
Other direct costs	\$1,000
Typical event profit	Approximately \$10,000

DAVID'S RULE

A show is not only a competition. It is an education deadline, a progress report, a community event, a marketing campaign, and a revenue stream occurring at the same time.

Outside Shows Create the Performance Path

Level A riders begin attending outside UDJC shows after passing the required Level E badge. A good Level A rider may attend eight to ten shows per year. Full Training riders may attend 15 to 20 according to availability and goals.

Students should complete their own entries with appropriate oversight. They learn to select classes, understand costs, follow deadlines, and arrive prepared. Full Training riders do not merely help with show preparation. They do the work connected to their own horses and participation.

Our ordinary fees include \$1 per loaded mile for trailering, calculated one way, \$100 per rider for each trainer day, and \$75 per rider for each day a lesson horse is used. Families pay after the show. A mature program may generate \$50,000 to \$70,000 in annual outside show revenue before fuel, hotels, payroll, and other expenses.

UDJC Foundation and Circuit Shows give the riders a logical pathway because the same education, levels, and judging philosophy continue outside the barn. The show program is not supposed to replace the lesson system. It proves whether the lesson system works.

Outside show charge	Standard amount
Trailering	\$1 per loaded mile, one way
Trainer fee	\$100 per rider per day
Lesson horse use	\$75 per rider per day
Annual gross show revenue	\$50,000 to \$70,000

Summer Camps That Make Sense



We normally offer ten summer camp weeks, one Thanksgiving camp, one or two winter camps, and one spring break camp. A normal camp serves ten children from approximately five to thirteen years old, Monday through Friday, from 9:00 a.m. to 1:00 p.m. at \$500 per child.

The children are grouped mainly by age, while the trainer adapts riding instruction to ability. Four horses can serve ten campers because each child rides about 30 minutes. The rest of the day includes grooming, horsemanship, arts and crafts, visits from the farrier or veterinarian, and preparation for the camp show on the final day.

One camp trainer and two Full Training teenagers can support the educational program when the teenagers are participating in supervised learning rather than filling ordinary employee positions. A school must use paid staff whenever the role becomes scheduled productive work.

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Camp model	Amount
Children	10
Price per child	\$500
Weekly revenue	\$5,000
Estimated direct cost	\$1,000
Estimated contribution	\$4,000
Twelve week annual revenue	\$60,000

A \$5,000 camp week may cost approximately \$500 for the trainer and another \$300 to \$500 for snacks, drinks, supplies, and crafts. A planning figure of \$1,000 in direct cost leaves approximately \$4,000 before allocated horse and facility expenses. Twelve weeks at ten children create \$60,000 in annual revenue.

Summer camp uses capacity created when regular enrollments temporarily decline because families travel. That makes the revenue especially valuable. Camp also produces new trials. Every new camper should receive an evaluation and enrollment recommendation during the final camp show.

We no longer offer early drop off or late pickup because too few families used it and a trainer sometimes sat with one child during a dead period. It can work when ordinary barn activity continues immediately before or after camp. Otherwise, the labor destroys the margin.

Birthday Parties Are Small, Simple, and Profitable

A riding school attracts children. Birthday parties are an obvious extension of the facility, the ponies, and the customer base. Our standard party lasts two and a half hours and includes ten children, with options for additional guests up to the program limit.

A basic structure can include a \$400 option in which the family brings food and decorations, a \$500 option with decorations, drinks, and cupcakes or donuts, and a \$600 option with cake and favor bags. The exact packages should fit the local market and the facility.

Three ponies are normally enough. Young guests receive a brief lead line ride of no more than about ten minutes. The remaining program includes a treasure hunt, grooming, cake, and time with the ponies. One trainer and two Full Training teenagers may participate when the teenagers are receiving supervised education. Paid staff must cover ordinary employment roles.

Direct cost normally lands around \$100 to \$200 and preparation cleanup takes about 30 minutes when the system is organized. Full payment is collected at booking. Waivers are completed online before participation. An indoor arena provides the weather backup.

The real follow up happens before the guests leave. Do not hand a parent a flyer and hope. Schedule trials at the party. One good party may produce one or two new enrollments, which can be worth far more than the party fee.

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Party package	Price	Core inclusion
Do It Yourself	\$400	Ten children, treasure hunt, pony rides
Basic	\$500	Above, plus decorations, drinks, cupcakes or donuts
All Inclusive	\$600	Above, plus cake and favor bags

DO THE MATH

Thirty parties at an average of \$550 create \$16,500 in annual revenue. At an average direct cost of \$150, they contribute roughly \$12,000 before shared facility and horse costs.

Sponsors, Clinics, and the Pro Shop

Your arena receives hundreds of children, parents, grandparents, and friends throughout the year. That audience has value to restaurants, private schools, dentists, insurance agencies, real estate professionals, veterinarians, and other local businesses.

Our standard annual banner is approximately ten feet by three feet and costs \$1,500 per year. Ten banners create \$15,000. Thirty banners create \$45,000. Forty create \$60,000. The sponsor receives visibility 365 days a year, not only during a show weekend.

Everything beyond the banner can be customized. A sponsor may receive social media exposure, show program placement, announcements, booths, email inclusion, awards, camp shirts, or category naming. Do not create a giant menu that forces every business into the same box. Understand what the sponsor wants and price the package accordingly.

Clinics should occur at least with each Badge Show and should use UDJC master clinicians and judges whenever possible. The school pays the clinician, builds the local price, and retains a reasonable margin for the facility and organization.

A small pro shop should sell items students already need: branded breeches, shorts, polo shirts, socks, paddock boots, helmets, and practical accessories. We import much of our branded gear from India and price many items at approximately 250 percent of cost. A product costing \$20 sells around \$50. The pro shop strengthens the brand and removes friction for new families who need riding gear immediately after the trial.

Annual banners	Revenue at \$1,500 each
10	\$15,000
20	\$30,000
30	\$45,000
40	\$60,000

Boarding and Breeding Are Not the Plan

Ordinary boarding is usually where valuable stalls go to die. A boarder pays one monthly fee, occupies a stall, uses the arena, consumes staff time, and frequently brings opinions at no additional charge. If that stall can realistically hold a lesson horse or a Full Training horse, boarding is a poor use of space.

Only consider ordinary boarding when the facility is large, stalls are genuinely empty, and there is no realistic plan to fill them with lesson or Full Training horses. Even then, charge enough. In the Houston market, I would want at least \$1,300 per month. Nobody needs a wash.

Do not promise a permanent stall and later casually remove a family. Set expectations from the beginning that the riding school and Full Training program have priority. Manage the relationship respectfully.

We do not even offer partial training in our full facility because the stalls are needed for the core programs. A \$2,500 Full Training package is not boarding with a few rides added. It is a complete education and training commitment.

Breeding is outside this business model. For most riding schools, breeding is a hobby, a passion project, or a separate specialized operation. Do not place it inside the million dollar plan because you enjoy foals.

HARD TRUTH

If a stall can eventually produce \$2,500 in Full Training revenue or support several thousand dollars in lesson revenue, filling it with cheap board is not conservative. It is expensive.

Sales Horses Belong at the Top

Horse sales can be profitable, but they are not predictable monthly income. A business built mainly on sales needs expensive horses, wealthy customers, major shows, serious marketing, and the ability to carry inventory. Most local riding schools do not have that machine.

Our best sales model is internal progression. A talented Full Training rider may need another horse every 12 to 18 months. The current horse can move to the next suitable rider or be sold outside the barn. If a family purchased a horse for \$15,000 and developed a strong record, an outside buyer may pay \$30,000. That increase helps the family buy the next horse.

We normally do not charge the buyer a commission because the seller pays the buying side commission. The family covers our travel expenses when we try horses. When we sell a customer's horse, we charge a 10 percent commission.

A customer normally purchases the horse directly. The school does not need to own every transaction. A small project horse can be fun when time, stall space, and rider capacity exist. Buying a \$2,500 auction horse, developing it, and selling it may create profit and education. It is still shenanigans, not the base of a serious financial plan.

Leasing is rarely part of our long term Full Training path. It can be good revenue for a barn, but it is often a money grave for the family. Committed riders should normally purchase a rational horse, develop it, preserve equity where possible, and progress through thoughtful resale. Extremely wealthy families may make a different decision because the economics do not matter to them.

DAVID'S RULE

Sales are wonderful when they happen. Payroll is still due when they do not.

Word of Mouth Is Still the Best Marketing



The most valuable marketing comes from a happy mother telling another mother. Ask for it. When parents are excited, ask them to post, bring a friend, share the program, or leave a review. Keep the request natural. A polished corporate ambassador campaign often feels less trustworthy than an honest message from somebody who loves the barn.

Our referral reward is simple. When a friend enrolls, the referring family receives one free lesson through an additional makeup token. The reward is useful, easy to understand, and does not complicate billing.

Open houses and Tryout Days should happen every three or four months while the program has capacity. Build short stations for

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riding, grooming, an example lesson, arts and crafts, and a farrier demonstration. The phrase Tryout Day creates a useful sense that the child is applying for a real program, not wandering into a free petting zoo.

Our best event was a farmers market where we brought two ponies for rides. We scheduled 40 trials and created 35 enrollments. That result is not guaranteed. The next event can be terrible. Community events require testing.

Farmers markets, day care centers, and private schools are strong targets. Treat the appearance as marketing. Bring a logo tent, printed table cover, plants, clean backdrops, well turned out ponies, branded staff clothing, trial flyers, and the UDJC parent brochure. The booth must look professional. The conversation should feel real.

Schedule trials at the booth. Collect information from families who are not ready and follow up approximately one week later. Do not spend the day giving pony rides and return home with no names, no trial appointments, and no way to measure the event.

REAL RESULT

One farmers market appearance with two ponies produced 40 scheduled trials and 35 enrollments. Treat that as proof of what is possible, not a promise that every event will repeat it.

Online Marketing Should Feel Human

Facebook reaches mothers. Instagram reaches families and riders. Pinterest is worth testing because many mothers use it for activities, parties, and children's ideas. Google can be powerful, but it is competitive and a review problem can damage the result.

Post four or five times per week when building the program. Children with tiny ponies perform best for us. Adults on large horses perform worst. The lesson is not that adults are boring. The lesson is that emotion, humor, size contrast, confidence, and childhood experiences attract attention.

Do not publish another stiff video that begins, 'Hello, this is Laura. Welcome to Something Acres.' Try this instead: 'Is your toddler driving you nuts? Bring her to the barn. Our pony Donald has nowhere else to be.' The joke has to fit the brand, and serious subjects still require a professional tone.

Show prices publicly. That filters tire kickers and gives serious families confidence. Every new rider still begins with a trial because the school, not the parent, places the rider. A young child begins in Unicorns. An older beginner begins with a Level B trial. A genuinely advanced rider can move up after the trainer sees the ability.

Ask for reviews whenever the parent is happy. We learned this after removing a family for repeated dangerous speeding. The family then organized a wave of about 10-15 one star reviews that were, to put it carefully, 99 percent fictional. We leave one percent for the lawyers. The attack pulled our rating below three at the time, and rebuilding takes far more effort than asking satisfied customers consistently from the beginning.

FIX THIS MONDAY

Choose three happy families and ask each for an honest review. Then make the request part of the ordinary customer journey.

Protect the Brand and the Customer Relationship

The school owns the schedule, pricing, curriculum, policies, and customer relationship. Trainers should build wonderful relationships with students. They should not privately rewrite the program, create special prices, or act as if a portion of the customer base belongs to them.

Parent communication about billing, complaints, transfers, or exceptions goes to the manager. Trainers teach and provide appropriate educational feedback to the rider. They are not expected to conduct long parent conferences after every lesson while the next horse and child wait.

Students purchase proper riding gear immediately after the trial. The school can provide helmets for trials and brand new riders. Regular students wear riding pants, appropriate paddock boots, and properly fitted riding helmets. Level E riders begin using tall boots according to the program standard. The pro shop makes compliance easy.

Weight and horse assignment are horsemanship decisions. A 160 pound rider does not belong on a 13 hand pony merely because that pony is the parent's favorite. The manager assigns horses. Safety, suitability, education, and workload matter more than customer preference.

Repeated dangerous behavior, mistreatment of horses, refusal to follow instruction, unpaid balances, or serious parent misconduct can end enrollment. A profitable school can afford to protect its horses, staff, and good customers. A desperate school tolerates everything because it is afraid of losing one payment.

PART SIX

The Million Dollar Model

The following model uses 120 weekly lesson enrollments, not 120 individual children. It uses an average of \$350 per enrollment because Unicorns are priced lower and additional weekly enrollments receive discounts. The model is a planning example, not a guarantee.

Horse sales are shown as gross receipts so the top line remains honest. The related horse cost is shown separately. Show revenue is also shown gross, with event expenses below. Camps and parties are additional to ordinary monthly enrollment tuition.

The model produces approximately \$1.18 million in annual gross receipts. Using the expenses shown, it leaves approximately \$354,000 in owner benefit before income taxes and before any expense unique to a particular facility. That is about a 30 percent margin. A stronger operation may approach 35 to 40 percent. A weak schedule, excessive labor, expensive debt, empty classes, or underused horses can reduce it quickly.

Owner benefit is the money available to compensate the owner for both work and ownership. A truly independent business should also calculate normalized profit after paying a realistic salary to replace the owner's actual jobs. The book focuses on owner benefit because that is the number most owner operated schools feel in real life.

Annual revenue source	Amount
Lesson tuition, 120 enrollments	\$504,000
Full Training, 12 riders	\$360,000
Four Badge Shows	\$60,000
Horse sale gross receipts	\$150,000
Camps	\$60,000
Birthday parties	\$16,500
Sponsors, clinics, pro shop, and other	\$30,000

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Annual revenue source	Amount
TOTAL GROSS RECEIPTS	\$1,180,500

Annual expense	Amount
Trainer payroll and related cost	\$180,000
Manager compensation	\$50,000
Barn help	\$96,000
Facility rent or mortgage	\$120,000
Hay and feed	\$120,000
Veterinary and farrier	\$36,000
Miscellaneous operations	\$120,000
Marketing	\$8,000
Badge Show direct costs	\$20,000
Horse acquisition cost tied to sales	\$60,000
Camp and party direct cost	\$16,500
TOTAL ILLUSTRATIVE EXPENSES	\$826,500
OWNER BENEFIT BEFORE INCOME TAX	\$354,000

HARD TRUTH

Do not call horse sale profit revenue and then forget the purchase cost. Do not call show revenue profit and forget the judge, ribbons, travel, and staff. Honest numbers create better decisions.

Four Sizes, One System

The same operating system can support 70, 120, 170, or 220 weekly enrollment spots. The facility, horses, trainers, and management have to grow together. Adding students without adding capacity destroys quality. Adding horses without filling lessons destroys cash.

In early growth, trainer availability is often the limiting factor. At our riding school, we began with one student in 2021 and sometimes added nearly one horse per week while demand expanded. A school that still has horse capacity can add a horse when the schedule proves the need. A school already at full horse capacity must first solve stalls, turnout, or workload.

The planning table below uses ranges because every property and market is different. The owner should replace the assumptions with real local wages, rent, feed, insurance, utilities, and pricing. The purpose is to show how the pieces move together.

Weekly enroll-ments	Lesson horses	Trainers	Full Training riders	Illustrative gross receipts
70	8 to 10	2 to 3	4 to 6	\$500,000 to \$700,000
120	12 to 15	4	8 to 12	\$1,000,000 to \$1,200,000
170	16 to 20	5 to 6	10 to 13	\$1,250,000 to \$1,500,000
220	20 to 24	7 to 8	12 to 15	\$1,500,000 to \$1,800,000

These are planning ranges. A Unicorn heavy program needs fewer horses. A Level A heavy program needs more. Local tuition and facility costs can move every total.

Know Your Numbers Without Becoming a Spreadsheet Barn

The owner and manager need a simple monthly dashboard. Track active students, weekly enrollments, average enrollments per student, trials, conversion, drops, net growth, revenue by program, accounts receivable, horse capacity, trainer capacity, camp occupancy, party bookings, show participation, and sponsor revenue.

Do not turn every trainer into a scorecard. Teaching quality, empathy, patience, judgment, and culture cannot be reduced perfectly to one number. Trial conversion can be measured because it has a clear outcome. Staff leadership still requires observation and judgment.

Review the profit and loss statement at least quarterly. In a stable recurring model, ordinary revenue should not change wildly from month to month. Every revenue stream needs its own accounting category so the owner can see whether lessons, Full Training, shows, camps, parties, clinics, sponsors, merchandise, and commissions actually contribute.

Build a reserve. The long term goal should cover three months of ordinary operating expenses. A horse gets sick. A tractor breaks. A trainer leaves. The reserve prevents an ordinary problem from becoming a desperate decision.

Budget for two or three lesson horse purchases per year, approximately \$10,000 in the 120 enrollment model. Horse replacement is not a surprise. It is part of the operation.

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Monthly dashboard item	Question it answers
Active students	How many individual customers do we serve?
Weekly enrollments	How many reserved weekly spaces are sold?
Enrollments per student	Are riders adding frequency as they progress?
Trial conversion	Are qualified leads becoming customers?
Drops and net growth	Is the program retaining and replacing capacity?
Revenue by program	Which business unit pays the bills?
Horse utilization	Which horses create value and which need review?
Trainer capacity	Where can another class actually be added?
Accounts receivable	Who is riding without paying?
Event occupancy	Are camps, parties, and shows filling?

Pricing and Capacity Before Growth

Price according to the local market, then place a quality program toward the upper end. Houston supports our pricing because the facility, curriculum, trainers, horses, and progression justify it. Another region may require different numbers. The principle remains: do not sell serious education below its value.

We prefer occasional meaningful price corrections instead of automatic annual increases. Give approximately two months notice and move the entire program together. Permanent legacy prices create confusion, resentment, and software problems.

Capacity determines marketing. A full program does not need 50 trials per month. A growing program should create as many qualified trials as the open schedule can support. Every trial must occur in an actual available spot so the family can enroll immediately.

When a class is temporarily small, keep it open and try to fill it. Small schedule adjustments are normal. An empty Unicorn class may become a Level B class when demand and trainer availability support the change. Rebuilding the complete schedule every month is not normal.

The manager assigns horses and approves parent transfers. Parents may request changes through the software. The manager protects the balance between horse workload, trainer hours, levels, and customer demand.

The First Six Months

Do not attempt to change everything on Monday. Begin with the pieces that create predictability.

During the first month, count active students and weekly enrollments separately. Calculate real monthly revenue by program. List every horse, weekly session, trainer hour, stall, open class, unpaid account, and manual office task. Install or properly configure the software. Move billing, attendance, cancellations, transfers, and makeups into the portal.

During months two and three, standardize trials, publish pricing, train the evaluator, improve the parent conversation, and measure conversion. Clean the schedule by level. Identify horses without a clear primary job. Build the next classes only where trainers and horses exist.

During months three and four, strengthen the Unicorn program, formalize Level B, E, and A progression, schedule the next Badge Show, and begin sponsor outreach. Create the pretrial video, referral reward, review request, and professional event booth.

During months four through six, add the right camps, parties, clinics, and pro shop products. Invite the correct Level A riders toward Full Training. Build the reserve and review the first complete profit and loss statement by revenue category.

The order matters. Do not launch ten new revenue ideas while enrollment billing remains chaotic. Fix the base, then build upward and outward.

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Period	Primary focus
Month one	Numbers, software, billing, portal rules, capacity audit
Months two and three	Trials, conversion, pricing, schedule, horses
Months three and four	Levels, Badge Show, sponsors, marketing
Months four through six	Camps, parties, clinics, pro shop, reserve

FIX THIS MONDAY

Count enrollment spots, calculate revenue by program, and identify the single manual process consuming the most office time. Fix that process first.

The Owner's Commitment

A professional riding school can produce excellent riders, well cared for horses, good jobs, reliable income, meaningful profit, and a strong local community. Those goals are not enemies. They support one another when the system is built correctly.

The owner has to choose discipline. Charge automatically. Enforce the portal. Protect the schedule. Buy suitable horses. Remove unsuitable horses responsibly. Pay staff well. Train the trainers. Require badges. Run shows. Ask for reviews. Build the reserve. Stop filling valuable stalls with cheap board. Stop hoping one horse sale will solve next month.

Most importantly, produce real riders. The business exists because education is valuable. A million dollars of revenue built on weak instruction and artificial success is not the goal. A strong business that creates capable horsepeople is.

Karoline and I did not build the operation through one trick. We built it through hundreds of small decisions repeated every day. UDJC Certified Riding Schools now have the opportunity to use that experience, improve it, and build the next serious generation of riding schools.

You do not need to copy our property, our schedule, or our personality. You do need a base that can carry the business. Build the lesson program first. Then build everything else on top of it.

My Commitment

The first system I will fix is:

The policy I will finally enforce is:

The horse or stall decision I have avoided is:

The monthly enrollment goal is:

The next Badge Show date is:

The reserve target is:

FINAL CHALLENGE

Decide whether you are protecting a familiar hobby or building a professional riding school. The horses, riders, employees, and owner all deserve the second option.

About David Reichert

David Reichert is the founder of the United Dressage and Jumping Club and cofounder of Palina's Ponies. He is a German international Dressage and Jumping rider, trainer, judge, and equestrian business builder. After moving to the United States in 2019, David and Karoline Reichert built a large structured riding school in Texas and later developed UDJC to improve rider education, horse development, affordable competition, and horse welfare.

About Karoline Reichert

Karoline Reichert cofounded and built Palina's Ponies with David. Her daily leadership, program development, customer experience, horsemanship, staffing, and operational work made the riding school possible. The business model in this book reflects what David and Karoline learned together while growing the program from one student to hundreds of weekly enrollments.

About UDJC Certified Riding Schools

UDJC Certified Riding Schools follow a structured education system built around proper riding, horsemanship, horse welfare, badges, qualified instruction, and meaningful competition. The goal is not fast ribbons. The goal is to build capable riders and strong, professional riding schools modeled after the best systems in the world.