

BADMINTON EUROPE STRATEGIC PLAN 2016-2020

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Part 1: Organization and structure

1. Introduction

Badminton Europe Confederation (BEC) was founded on 24th September 1967 and is the governing body of badminton in Europe. It is one of the five continental bodies under the flag of the Badminton World Federation (BWF). At the end of 2015 BEC had 52 Member Associations. The Confederation's current headquarter is in Brøndby, Denmark.

2. Mission

The mission of BEC is *"to promote and develop the game of badminton in Europe"*

3. Vision

The vision of BEC is to facilitate growth of badminton within our Member Associations, to popularize the game via television and new media initiatives and to contribute to the development of talented European players so they can compete on the highest level.

4. Values

Accountability - Commitment - Integrity - Efficiency - Respect - Structure

5. Principles

Sport for all – promoting badminton as a healthy sport that can be played competitively and socially regardless of age, gender, physical ability or social status

Fair play – ensuring that badminton is free of drugs, violence and cheating

Harassment free sport – ensuring that everybody involved in the sport can participate in an environment free of physical, psychological or other forms of harassment

Equal opportunity – supporting the active participation of both men and women in badminton at all levels

Non-discrimination – ensuring no political, religious, racial or gender discrimination.

Autonomy – safeguarding the autonomy of international sport in general and badminton in particular

Environmental responsibility – acting responsibly towards the environment in connection with activities and operations

6. Long term objectives

To publish and promote the BEC Rules and principles and safeguarding the integrity of the game by establishing and upholding Rules and Regulations in an open and transparent manner.

Encouraging badminton to be played in every European Nation, each having a National Association which is a member of BEC through membership of the BWF and supporting Member Associations in their efforts to develop and run their National Organizations through principles of good governance.

Arranging European Championships which are organized and presented to the highest standards with participation of the best European players.

Developing the BEC Circuit through improving the quality of the tournaments thus ensuring that the Circuit is recognised as a high profile series of tournaments.

Educating European Technical Officials and administrators to the very highest standard.

Providing high performance opportunities to players from Member Associations that are unable to provide these to their players at the level they require.

Creating awareness and publicity for badminton and BEC through consistent and innovative communication tools.

Building and promoting intellectual property portfolios to potential partners and sponsors.

Maintain an appropriate level of reserves.

7. Board of Directors

The BEC is governed between Annual Delegates Meetings by the Board of Directors which is composed of:

The President

3 Vice-Presidents (will be decreased to 2 from 2018)

The Director for Finance

A player representative

9 Badminton Europe Directors

8. The Commissions

The Board of Directors will from time to time decide on which Commissions it would like to organize to take responsibility on various strategic focus areas of the Confederation.

Each Commission shall normally have 5 members which can be Vice-Presidents, Directors or external experts (from BEC Member Associations). Vice-Presidents and Directors should serve on at least 2 but not more than 3 commissions. Directors can indicate their preference to sit on certain Commissions and composition of Commission will be agreed by the Board of Directors. In case of disputes, the President's opinion will be decisive.

Commissions would meet 2 times a year in January and September, where the time of the ADM may allow for an additional cost-efficient meeting.

The President, General Secretary, Player Representative and Director for Finance are ex-officio members of all Commissions. The Commission reports to the Board of Directors.

All external Commission members will be identified based on a transparent process and based on an invitation for suitable candidates circulated to all Member Associations. A minimum inclusion of external members and female members will be agreed upon considering budgetary framework.

The following Commissions are currently in place:

- Athletes
- Circuits
- Commercial
- Fan base
- High performance
- Major Events
- Members Structures
- Para-Badminton
- Sport for all
- Women in Badminton

9. The administration

The administration is headed up by the General Secretary who is responsible for the daily management of the Confederation.

The General Secretary is responsible for the staffing of the administration within the budgetary framework provided by the Board of Directors.

Part 2: Key areas and KPI's

10. Governance		
Activity area	Goal and Strategies	KPI
1. Rules, regulations and policies	Review and recommend amendments to the rules, regulations and policies to ensure the framework, structures and processes for good governance	<ul style="list-style-type: none"> - rules must comply with BWF constitution -BEC policies must be adhered to -thorough governance review to be carried out in 2017
2. Annual Delegates Meeting	Ensure well organized Annual Delegates Meetings in compliance with the BEC Rules	<ul style="list-style-type: none"> -stable attendance of MA's
3. Strategic Plan	To monitor and review the implementation of the Strategic Plan to ensure the BEC meets the KPIs	<ul style="list-style-type: none"> -annual review in December if KPI's are met -amendments to be presented to ADM
4. Board of Directors meetings	Ensure and develop efficient BEC meeting structures	<ul style="list-style-type: none"> -meet minimum 3 times a year -invite for commission meetings as appropriate
5. Disciplinary	Relevant disciplinary structures, independent appeals structures and processes	<ul style="list-style-type: none"> -standing disciplinary committee in place -arbiters list updated
6. Awards	Ensure a comprehensive set of awards and have appropriate events to present to the recipients	<ul style="list-style-type: none"> -awards process upheld -annual awards gala evening organized
7. History	Yearbook and 50 years' anniversary in 2017	<ul style="list-style-type: none"> -Yearbook updated annually -Anniversary book published in 2017

11. Operations		
Activity area	Goal and Strategies	KPI
1. Membership and Board of Directors servicing	Enhance the service orientation of systems and staff to ensure consistent service standards in all areas of operations.	-if surveyed 90% of MA's shall be satisfied or very satisfied with services provided -Board of Directors shall be very satisfied with services provided
2. Effective internal communication	Ensure effective and well prepared meetings and regular formal communication with the membership.	-communication must be delivered in accordance with communication plan
3. Human resources	Have annual appraisals with staff and offer relevant training and development opportunities to ensure that we have the appropriate knowledge base in each area of the office functions as required. Ensure that working plans are up to date and known by the staff.	-annual appraisals conducted -ensure delivery by having sufficient staff that are knowledgeable and service minded -review and implement appropriate office structure
4. Information technology	Review IT needs and develop IT systems to support the efficient operations of the Office and Board of Directors functions.	-ensure appropriate cloud system in place for each employee -review and implement relevant CMS system
5. Risk management	Ensure risk management policy identifies key areas of risk for each operational department and ensure relevant insurance policies are in place covering all major areas of potential risk.	-ensure that relevant insurance policies are maintained

12. International relations		
Activity area	Goal and Strategies	KPI
1. Internal Representation	Strive towards appropriate representation on BEC Board of Directors and BEC Commissions.	-strive towards appropriate regional representation -ensure player representation on Board of Directors
2. External representation	Work towards relevant representation of Europeans on boards related to the strategic goals of BEC.	-maintain current European representation on BWF Council
3. Institutional partnerships	Sign MOU's with organizations that work towards the same strategic goals as BEC.	-nurture existing MOU's
4. Multisport inclusion	Actively promote badminton's inclusion in all multisport events played in the European territory.	-badminton part of European Games -create relationships with other bodies organizing multisport events
5. Positioning in the badminton world	BEC wishes to position itself as a trusted and efficient organization that operates with integrity, accountability and respect.	-ensure good working relations with all organizations governing badminton and BEC partners

13. Commercial		
Activity area	Goal and Strategies	KPI
1. Major events	To optimize revenue generation and long term value of BEC's major events through enhanced TV production and distribution, excellent communication and PR efforts and hospitality setup to thereby attract commercial partnerships.	-Increase income from rights and sponsorships by 20% in 2017 compared to 2015.
2. New events	To consider new events with considerable spectator appeal both live and on TV.	-consider the feasibility of re-introducing the Europe-Asia match

3. Existing partners servicing	To nurture our partner relationships through regular reporting (pre/after events, BEC Magazine send to them regularly) and by VIP invitations to our major events and any other hospitality events organized by BEC.	-high level hospitality at major events -report sent to partners no later than 1 month after event
4. Branding badminton	Evaluating and developing existing brand guidelines and monitor and ensure proper implementation.	-ensure full compliance with BEC branding manual wherever possible
5. Media platforms	Global reach through development of BEC streaming platform and by ensuring relevant content. Hereunder consider revenue platforms for betting, gaming, contests and smart-TV.	-betting partnership – deliver as per contract -website – explore income potential -BEC magazine – explore income potential

14. Finances		
Activity area	Goal and Strategies	KPI
1. Financial guidelines and procedures	Ensure that financial guidelines are updated and known by Board of Directors, staff and others engaging in activities for BEC.	-complete compliance with financial guidelines
2. Auditing	Engage a global auditing company to ensure proper auditing of BEC accounts and present accounts that are audited without qualification.	-clean audit report
3. Budgeting and monitoring	Develop the accounting system to ensure clear and safe approval procedures, deliver clear overview of budget and actual figures and efficient invoicing and debtors follow up.	-present up to date accounts to each Board of Directors meeting -monthly reminders regarding overdue debts -provide monthly bank reconciliations
4. Investment policy	Develop a low risk investment policy and ensure that reserves are placed most appropriately.	-ensure appropriate portfolio of reserves

5. VAT compliance	Ensure that the BEC accounts are in compliance with the Danish VAT legislation.	-VAT registration complete by 2017
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15. Fan Base		
Activity area	Goal and Strategies	KPI
1. Grow fan base	To grow the fan base via content generation around major events, Circuits, development activities, players, features, competitions and promote these via the BEC website and social media in accordance with the communication plan.	-website – 500.000 users annually by 2020 with 2 million page views -Facebook – 125.000 followers by 2020 -twitter – 30.000 followers by 2020 -YouTube – 30.000 subscribers by 2020 and 10 million views -Instagram – 25.000 followers by 2020
2. Media relations	To create a strong network with key media stakeholders and provide them with regular information and service around badminton activities.	-regular mailings to press -seminars for press organized in connection with major events
3. Spectators	To have a significant spectator presence from quarter finals onwards for all major events.	-quarter-finals – min. 50% of capacity -semi-finals – min. 60% of capacity -finals – min. 70% of capacity
4. Television	To have significant distribution of the TV production from our major events.	-minimum household reach – 80 million -minimum 7 hours of TV in minimum 15 European countries annually by 2020
5. MA Communications	Set up relevant projects and facilitate MA's so that they would progress in their development level within the Communication area.	-60% of MA's achieving minimum developed status in communication by 2020 -30% of MA's achieving minimum established status in communication by 2020 -15% of MA's achieving advanced status in communication by 2020

16. Major events		
Activity area	Goal and Strategies	KPI
1. Events allocation and preparation	Ensure confirmed allocations and signed contracts well in advance of future European Championships, to enable a smooth preparation.	<ul style="list-style-type: none"> -contract signed 12 months before the start of an event -website set up 6 months before the start of an event -invitation and key dates published 4 months before the start of an event
2. Events delivery	Ensure professional delivery of each European Championships in accordance with confirmed regulations and agreements.	<ul style="list-style-type: none"> -deliver each event in accordance with relevant regulations, BEC events manual and in accordance with the signed event contract
3. Events evaluation	Ensure improvements of all future European Championships.	<ul style="list-style-type: none"> -evaluate executed events and consider changes to future deliveries and to the events structure
4. Technical officials	Ensure both the required quantity and quality of European Technical Officials via a solid and transparent education, assessment and appraisal program.	<ul style="list-style-type: none"> -ensure a pool of 75 BEC Accredited umpires, 50 BEC Certificated umpires -have a passing rate of 75% for European umpires in connection with BWF assessments -ensure a pool of 20 BEC CC Referees -have a passing rate of 60% for European referees in connection with participation in BWF workshops and eventual assessments -selection of BWF Line judges in accordance with BWF guidelines
5. Television and streaming	Television from European Championships, European Mixed Team Championships and European Men's & Women's Team Championships produced and delivered in accordance with contractual specifications, agreed with the BEC media partner.	<ul style="list-style-type: none"> -HD production -9 cameras -minimum 3 days of production per event

	All days of European Club/Junior/U17 Championships, with commentary on final days, streamed on BEC media platform	-5 cameras -HD production (720 pixels) -2 persons commentating all finals
6. European Games	Ensure badminton's continued participation at the European Games.	-part of the European Games 2019

17. Circuits		
Activity area	Goal and Strategies	KPI
1. Calendar	Ensure the sanction of all BEC Circuit tournaments.	- keep the BEC calendars up to date at all times
2. Circuit structure	Govern and improve the presentation of all BEC Circuit tournaments.	-introduce regulations improving the presentation of the tournaments -ensure that the Badminton Europe branded material is sent to and displayed at all BEC Circuit tournaments -appoint referees to all Junior Circuit and Elite Circuit tournaments -support 15 Elite Circuit tournaments with Live score/Streaming coverage -Pre- and post-tournament articles are published from all BEC Elite Circuit tournaments on BEC website -Circuit Rankings to be updated 52 times per year -Circuit Rankings to be updated 52 times per year
3. MA Events	Set up relevant projects and facilitate MA's so that they would progress in their development level within the Events/tournaments area.	-80% of MA's achieving minimum developed status in events by 2020 -38% of MA's achieving minimum established status in events by 2020 -25% of MA's achieving advanced status in events by 2020
4. Event's organizers	Encourage and support MA's to have their events staff or local organizers educated via the BWF	-individuals from 20 organizers/MA's having participated in the BWF Events Administrators online education program

education	Events Administrators Education program	by 2020 -decrease administrative fines by 20% by 2020
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18. Sport for All		
Activity area	Goal and Strategies	KPI
1. Increase of registered players	To raise the number of registered players through the activity areas below.	-increase the number of registered players in Europe to 1.000.000 by 2020
2. MA Participation	Set up relevant projects and facilitate MA's so that they would progress in their development level within the participation area.	-75% of MA's achieving minimum developed status in participation by 2020 -35% of MA's achieving minimum established status in participation by 2020 -25% of MA's achieving minimum advanced status in participation by 2020
3. Schools badminton	To become one of the most popular school sports in Europe via implementation of the BWF Shuttle Time project. It is important to modify the Shuttle Time model to suit European implementation.	-40 countries implementing Shuttle Time by 2020 -20.000 teachers educated by 2020 -50 MA's organizing Badminton School Championships
4. Coach education level 1 and 2	To have well informed, educated and talented coaches on grass root level in the European badminton system by enabling the MA's to become self-sufficient in educating coaches on the entry level.	-95% of MA's delivering a coach education program by 2020 -75% of MA's delivering coach education courses of minimum level 2 by 2020 -minimum 10 MA's applying for Olympic Solidarity courses per year
5. International youth camps	To organize BEC Summer School and regional projects annually to provide inspiration, international experience and network to junior players.	-40 MA's have players who receive international training experience through the BEC Summer School and regional projects

5. Senior badminton	To have focus on the senior segment of European badminton to ensure that there are offers for badminton to be played life-long.	<ul style="list-style-type: none"> - 45 MA's organizing national senior events by 2020 - Have an entry of minimum 1.000 players for the European Senior Championships in 2018
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19. High Performance		
Activity area	Goal and Strategies	KPI
1. Training facilitation	To ensure that players from all MA's have training experiences relevant to their stage of development and particularly provide sustainable, long term training opportunities for players which MA does not offer a sufficient HP setup via CTC scholarships, Junior/Senior transition funding, regional projects and a permanent training centre.	<ul style="list-style-type: none"> - badminton to remain as an Olympic Sport - 5 players/pairs in top 25 of the World Rankings in all disciplines in 2020 - 5 medals at 2020 World Championships - 4 European medals at 2020 Olympic Games - 25 European passports 2020 Olympic Games - 1 medal at 2018 Youth Olympic Games - Have a BEC High Performance centre in 2017
2. MA High Performance	Set up relevant projects and facilitate MA's so that they would progress in their development level within the High-Performance area.	<ul style="list-style-type: none"> - 70% of MA's achieving minimum developed status in high performance by 2020 - 25% of MA's achieving minimum established status in high performance by 2020 - 10% of MA's achieving minimum advanced status in high performance by 2020
3. Olympic Solidarity scholarships	Ensure that MA's are sufficiently informed of the possibilities of receiving scholarships for their players.	<ul style="list-style-type: none"> - 25 MA's applying for Olympic Solidarity Scholarships for the 2020 Olympic Games - 20 MA's applying for Youth Olympic Solidarity Scholarships for the 2018 YOG
4. Coach education	To have well informed, educated and talented coaches on international level in the European	- conduct a level 3 course in 2017

level 3-4	badminton system by offering level 3 courses which shall serve as entry level to level 4 courses offered by BWF.	
5. High performance in MA's	To facilitate education in how to prepare a high-performance plan and how to implement this nationally via the BWF Players Pathway Education	-75% of MA's having a high-performance plan by 2020

20. Member structures		
Activity area	Goal and Strategies	KPI
1. Membership	Encourage the establishment of new MA's and support compliance with BWF and BEC Membership requirements.	-annual review to be undertaken in terms of activating dormant MA's, increase engagement with existing MA's and in terms of identifying and encouraging new MA's into membership -annual support in terms of reminding European MA's of the BWF Membership requirements and making MA's aware of the governance tools made available by BWF
2. Analyse and consult	Actively use the BWF Membership survey to classify MA's and inform the relevant Commissions of the results relevant to their area. Support the relevant Commission to set KPI's for the development level of MA's as exemplified for administration here.	-75% of MA's achieving minimum basic status in administration by 2020 -40% of MA's achieving minimum established status in administration by 2020 -20% of MA's achieving minimum advanced status in administration by 2020
3. World academy of sport	Encourage participation in the administrators courses of BWF organised with World Academy of Sport.	-individuals from 50% of MA's having participated in an administrator's course by 2020 -actively communicating with the MA's around education opportunities

4. Olympic solidarity structure program	Ensure that MA's are sufficiently informed of the possibilities of having structural support via Olympic Solidarity.	<ul style="list-style-type: none"> -have up-to-date information in the website section for Olympic Solidarity -sent two information e-mails to MA's annually to provide information on funding opportunities -assist MA's with the application process where requested
5. Information	To keep MA's informed of BEC activities and provide opportunity, guidance and assistance for them to benefit of the activities.	<ul style="list-style-type: none"> -circulate a MEMO to MAs summarizing the key decisions taken at BEC Board meetings after each meeting and publish this on the website -hold an information session at the BEC Members Forum to provide an update to MAs on BEC activities -pro-actively engage with MA's and request feedback on BEC and MA activities

21. Para-Badminton		
Activity area	Goal and Strategies	KPI
1. Integration on MA level	Support the integration of para-badminton into the governance, management, events and other activity structures at Membership level. Build a map of the Member Associations, in connection with BWF, to consider the development level.	<ul style="list-style-type: none"> -32 MA's governing para-badminton by 2020 -35 MA's having created links to their national Para-Sport organizations by 2020
2. Integration in BEC activities	Integrate para-badminton into the governance, management, events and other activity structures on BEC level.	<ul style="list-style-type: none"> -conduct a session in the years where a Members' Forum is organized at the BEC Congress -invite para-badminton coaches in 4 development projects (Summer School, Coach Education, Shuttle Time, Regional Project) by 2020
3. European Para-	Find hosts to organize bi-annual	-include EPC into overall BEC bidding plan

Badminton Championships	European Para-Badminton Championships and liaise with BWF to ensure appropriate funding for this event.	as soon as possible after agreement with BWF
4. Promotion	Promote para-badminton activities in BEC Marketing and Communication activities.	<ul style="list-style-type: none"> -15 articles with interviews by 2020 -MA's activities published - 17 MA's by 2020 -para-badminton to feature in every BEC online magazine -para-badminton has its own section of the website
5. Education	Ensure that there is a sufficient number of coaches and administrators spread around Europe.	<ul style="list-style-type: none"> -coaches – have 120 different coaches attend “Shuttle Time - para-badminton” by 2020 -administrators – to have a liaison contact with 35 national administrators by 2020

22. Women in Badminton		
Activity area	Goal and Strategies	KPI
1. Facilitate discussion	Create discussion and ideas on how to strengthen and establish the role of women in the European badminton community.	-presentation and discussion regarding Women in Badminton at 2016 /2018 /2020 Members Forum
2. Representation within Member Associations	Encourage the development of female representation in all Member Associations.	<ul style="list-style-type: none"> -give 30 WIB Scholarships to MA's to participate in Coach education courses by 2020 -give 10 WIB Scholarships to MA's to participate in ADM and Forum by 2020 -give 30 WIB Scholarships to MA's to participate in Umpire courses -give 10 WIB scholarships to MA's to participate in Para badminton events
3. Analyse and suggest solutions	Identify imbalanced areas within Europe and aim to develop feasible solutions.	-analyse female representation each year and adjust the scholarship system accordingly

4. Representation within BEC	Encourage Member Associations to ensure female representation on the Board of Directors and ensure female representation in Commissions.	-women on BEC Commissions – 15% by 2016 -women on BEC Commissions – 20% by 2018 -women on BEC Commissions – 25% by 2020
5. Promotion and Communication	Promote and communicate the topic to have a better balance of gender representation in badminton by informing, persuading and reminding the European.	- have a WIB award at 2016 - 2020 Gala - minimum 24 Women in Spotlight features by 2020

23. Athletes' Commission		
Activity Area	Goals and Strategies	KPI
1. Social media	To provide good information to the players and to actively use survey to classify problems or to ask for feedback on different occasions.	-To increase the members on the Facebook group to at least 400 -To investigate the demographics of the players in the Facebook group and to make sure that there is sufficient representation of players from all age groups and countries
2. Promotion	To promote the Athletes' Commission activities in BEC communication activities.	-To have at least two yearly articles about the AC included in the BEC magazine
3. Circuits/Events	To monitor the standards of the tournaments.	-To create a systematic approach to monitor and review the problems and issues that the AC has been contacted about -To work towards structuralising a new regulation concerning the release of the schedule for the next day. The aim is to introduce a regulation that states that the schedule should be released by 10pm the day before the matches

4. Representation within Member Associations	To encourage the increase of athlete representation in all Member Associations.	-To first investigate the topic by surveying the players and the MA's and thereafter work towards having athletes' representation in relevant MA Commissions
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