



BADMINTON EUROPE

STRATEGIC PLAN

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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 2018 BEC had 52 Member Associations. The Confederation's current headquarter is in Brøndby, Denmark.

2. MISSION

The mission of BEC is "to govern, promote and develop the game of badminton in Europe".

3. VISION

The vision of BEC is to facilitate growth of badminton in Europe together with our Member Association.

4. VALUES

- Accountability
- Commitment
- Integrity
- Efficiency
- Respect

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. 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
- 2 Vice-Presidents
- The Director for Finance
- The Chair of the BEC Athletes' Commission
- 9 Badminton Europe Directors

8. COMMISSION

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 Commissions 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 June, where the time of the ADM may allow for an additional cost-efficient meeting.

The President, General Secretary, Athletes' 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
- Communication & Media
- High Performance
- Major Events
- Members Structures
- Para-Badminton
- Sport for All
- Gender Equity

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 KPIs

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	- rules must comply with BWF constitution -BEC policies must be adhered to -annual governance review
2. Annual Delegates' Meeting	Ensure well organized Annual Delegates' Meetings in compliance with the BEC Rules	-evaluate ADMs at first coming Board meeting post ADM
3. Strategic Plan	To monitor and review the implementation of the Strategic Plan to ensure the BEC meets the KPIs	-annual review in December if KPIs are met -amendments to be presented to ADM
4. Board of Directors meetings	Ensure and develop efficient BEC meeting structures	meet minimum 3 times a year -invite for minimum 2 commission meetings.
5. Disciplinary	Relevant disciplinary structures, independent appeals structures and processes	-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	-awards process upheld -annual awards gala evening organized
7. History	Yearbook	Yearbook updated annually



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.	-90% of MAs satisfied with services provided -Board of Directors shall be 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- 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 -ensure annual review of risk register

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 on boards related to the strategic goals of BEC.	-maintain current European representation on BWF Council and other stakeholder bodies as appropriate
3. Institutional partnerships	Sign MOU's with organizations that work towards the same strategic goals as BEC.	-maintain existing MOUs -consider new partnerships as appropriate
4. Positioning in the badminton world	BEC wishes to position itself as a trusted and efficient organization that with integrity, commitment and respect deals with BWF, Continental Confederations, Member Associations and partners.	-ensure good working relations with all organizations governing badminton and BEC partners
5. 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

13. COMMERCIAL		
Activity area	Goal and Strategies	KPI's
1. Rights, properties and assets	To assess and optimize the BEC rights catalogue in order to remain a competitive marketing channel.	Sustain the level of revenue from commercial partnerships in 2019 compared to 2017
2. Major Events	To explore new commercial models including a focus on entertainment elements around major events with the purpose of improving the live spectator experience and boost TV distribution.	<ul style="list-style-type: none"> - Explore optimal commercial model for events - Consider new event formats - Secure high-level hospitality for VIPs and partners
3. New commercial partners	-To research relevant new commercial and strategic partners who can create financial and brand value for BEC while finding ways to engage them.	<ul style="list-style-type: none"> - Attract 1-2 new commercial partners - Evaluate external sales partner options
4. Existing commercial partners	To support, nurture and grow partner relationships through activations VIP invitations and timely reporting with the purpose of continuing current partnerships.	<ul style="list-style-type: none"> - Activate partnerships in accordance with agreements - Ensure timely reporting in accordance with agreements - Secure renewals of existing partners
5. Brand management	To assess and develop the brand strategy (guidelines, vision, image and values) as well as ensuring brand consistency.	<ul style="list-style-type: none"> - Develop the brand strategy and ensure compliance wherever possible. - Continuously assess brand image.
6. Digital marketing	To establish a complete digital marketing setup for; collection of audience insights and data for commercial purposes, facilitation of efficient marketing management, digital lead generation and advertising revenue generation.	<ul style="list-style-type: none"> - Maximize audience insights to attract partners - Explore digital advertising revenue opportunities - Enable partnership lead generation through digital channels

14. FINANCES		
Activity area	Goal and Strategies	KPI's
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, operational guidelines and meeting procedures
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 & 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. Investing 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.	-ensure continued compliance with VAT legislation

15. COMMUNICATION & MEDIA		
Activity area	Goal and Strategies	KPI's
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.	<ul style="list-style-type: none"> -website – 500.000 users annually by 2020 with 2 million page views -Facebook – 150.000 followers by 2020 and with an average reach of 100.000 people per month -Twitter – 30.000 followers by 2020 -YouTube – 60.000 subscribers by 2020 and 10 million views -Instagram – 40.000 followers by 2020 - App downloads: 75.000 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.	<ul style="list-style-type: none"> -regular mailings to press -seminars for press organized in connection with major events -personal contact to journalists and media
3. Spectators	To have a significant spectator presence from quarter finals onwards for all major events.	<ul style="list-style-type: none"> -quarter-finals – minimum 50% of capacity -semi-finals – minimum 60% of capacity -finals – minimum 70% of capacity
4. Television	To have significant distribution of the TV production from our major events.	<ul style="list-style-type: none"> -minimum household reach – 80 million -minimum 7 hours of TV in minimum 15 European countries annually by 2020
5. MA Communication	Set up relevant projects and facilitate MAs so that they would progress in their development level within the Communication area.	<ul style="list-style-type: none"> -60% of MAs achieving minimum developed status in communication by 2020 -30% of MAs achieving minimum established status in communication by 2020 -15% of MAs achieving advanced status in communication by 2020 -Circulate a MEMO to MAs summarizing the key decisions taken at BEC Board meetings after each meeting and publish this on the website
6. Database	Build a database of the fans and followers of Badminton Europe to get an easier way to communicate to the fans on relevant topics.	<ul style="list-style-type: none"> - 100.000 users by 2020

16. MAJOR EVENTS		
Activity area	Goal and Strategies	KPI's
1. Events allocation and preparation	<p>Ensure confirmed allocations and signed contracts well in advance of future European Championships, to enable a smooth preparation.</p> <p>Start cooperation with a future event host at the previous edition.</p>	<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 -invite and meet next hosts of the same event
2. Events delivery	Ensure professional delivery of each European Championships in accordance with confirmed regulations and agreements.	-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.	-evaluate executed events and consider changes to future deliveries and to the events structure
4. European Games	Ensure badminton's continued participation at the European Games	-part of the European Games 2023
5. 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 and 50 BEC Certificated umpires -have a passing rate of 75% for European umpires in connection with BWF assessments -ensure a pool of 20 BEC Continental 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
6. Television	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 for individual events and 2 days production for team events
7. Streaming	All days of all European Championships, with commentary on final days, streamed on BEC media platform.	<ul style="list-style-type: none"> -1-5 cameras per court -HD production (720 pixels) -Commentating from all finals

17. CIRCUIT		
Activity area	Goal and Strategies	KPI's
1. Calendar	Ensure the sanction of all BEC Circuit tournaments.	- keep the BEC calendars up to date at all times
2. MA Events	Set up relevant projects and facilitate MA's so that they would progress in their development level within the Events/tournaments area.	-minimum 43 (80%) MAs achieving minimum developed status in events by 2020 -minimum 21 (38%) MAs achieving minimum established status in events by 2020 -minimum 14 (25%) MAs achieving advanced status in events by 2020
3.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
4. Event's organizers education	Encourage and support MA's to have their events staff or local organizers educated via the BWF Events Administrators Education program	-individuals from 20 organizers/ MAs having participated in the BWF Events Administrators online education program by 2020 -decrease administrative fines by 20% by 2020

18. SPORT FOR ALL		
Activity area	Goal and Strategies	KPI's
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 can progress in their development level within the participation area.	-39 (75%) of MAs achieving minimum developed status in participation by 2020 - 18 (35%) of MAs achieving minimum established status in participation by 2020 - 13 (25%) of MAs 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. To modify the Shuttle Time model to ensure that it suits implementation.	-40 (77%) countries implementing Shuttle Time by 2020 -20.000 teachers educated by 2020 -50 (96%) MA 's organizing Badminton School Championships
4. Coach Education Level 1 and 2	To have well informed, educated and talented at grass root level in the European badminton system by enabling the MA's to become self-sufficient in educating coaches on the entry level.	- 49 (94%) of MAs delivering a coach education courses of minimum Level 1 or similar by 2020 -39 (75%) of MAs delivering coach education courses of minimum Level 2 or similar by 2020 - remind and support the MAs to apply for Olympic Solidarity
5.International Youth/Para Camps	To organise BEC Summer School and Regional Projects annually to provide inspiration, international experience and network to youth/ para players.	-40 (77%) of MAs have players who receive international training experience through the BEC Summer School and Regional Projects

19. HIGH PERFORMANCE		
Activity area	Goal and Strategies	KPI's
1. Training facilitation	To ensure that players from all MAs 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 set-up via CTC scholarships, Junior/Senior transition funding, regional projects and a permanent training centre.	-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
2. Centre of Excellence (CoE)	To ensure that the CoE operates at a level that attracts top players from Federations currently without a sufficient HP setup. The CoE should not operate in isolation but should also focus on improving HP structures within the MAs where the CoE could be an option in their HP plan. The CoE should offer both long and short term stays for players, short term stays for coaches as well as education opportunities for players and coaches.	-On average 26 players in the COE -MoU's with 15 MAs focused on HP -Develop a specific Strategic Plan for 2020-2024 - Achieve 80% of individual annual player goals.
3.MA High Performance	Set up relevant projects and facilitate MAs so that they would progress in their development level within the High-Performance area.	-37 (70%) of MAs achieving minimum developed status in high performance by 2020 -13 (25%) of MAs achieving minimum established status in high performance by 2020 - 5 (10%) of MAs achieving minimum advanced status in high performance by 2020
4. Olympic Solidarity Scholarships	Ensure that MAs are sufficiently informed of the possibilities of receiving scholarships for their players.	-25 MAs applying for Olympic Solidarity Scholarships for the 2020 Olympic Games
5.Coach education level 3-4	To have well informed, educated and talented coaches on international level in the European badminton system by offering level 3 courses which shall serve as entry level to level 4 courses offered by BWF.	- Conduct a level 3 course in 2020 - Have 15 level 3 coaches by 2020
6. . High performance in MAs	To facilitate education in how to prepare a high-performance plan and how to implement this nationally via the BWF Players Pathway Education	-39 (75%) of MAs having a high-performance plan by 2020

20. MEMBER STRUCTURES		
Activity area	Goal and Strategies	KPI's
1. Membership	<ul style="list-style-type: none"> - Encourage the establishment of new MAs and support compliance with BWF and BEC Membership requirements. 	<ul style="list-style-type: none"> - Review to be undertaken when necessary in terms of activating dormant MAs, increase engagement with existing MAs and in terms of identifying and encouraging new MAs into membership - Continuous support in terms of reminding European MAs of the BWF Membership requirements and making MA's aware of the governance tools made available by BWF
2. Analyse & Consult	<ul style="list-style-type: none"> - Actively use the BWF Membership survey to classify MAs and inform the relevant Commissions of the results relevant to their area. - Support the relevant Commission to set KPIs for the development level of MAs as exemplified for administration here. 	<ul style="list-style-type: none"> - 46 (90%) of MAs achieving developed administration by 2020 - 30 (60%) of MAs achieving established administration by 2020 - 13 (25%) of MAs achieving advanced administration by 2020
3. BASIS	<ul style="list-style-type: none"> - World Academy of Sport - encourage participation in the administrators courses of BWF organised with World Academy of Sport. - Representative visit – proactively engage with members about the opportunity to have a BEC representative visit their MA. - Shadow programme – offer an annual shadow programme to MAs. - Internship programme – offer an annual internship programme to MAs. - offer annual national umpire education programme and expand the programme to Level 2 - Volunteer programme. Reformulate the programme to ensure maximum benefit for the MAs 	<ul style="list-style-type: none"> - To have individuals from 26 (50%) of MAs having participated in an WAOs course by 2020 - 5 representative visits to be carried out annually to 2020 - Conduct an annual shadow programme - To have 45–50 umpires participated at the national umpire education programme by 2020 - To have 8 MAs participated in volunteer swap programme by 2020 - Annual revision and assessment of BASIS programmes in conjunction survey and MA feedback
4. Information	<ul style="list-style-type: none"> - To keep MAs informed of BEC activities and provide opportunity, guidance and assistance for them to benefit from the activities. 	<ul style="list-style-type: none"> - Organize an annual Members' Forum by liaising with the BEC Board and Office - pro-actively engage with MA's and request feedback on BEC and MA activities

21. PARA-BADMINTON		
Activity area	Goal and Strategies	KPI's
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 (62%) of our MAs governing para-badminton by 2020 - 35 (67%) of our of MAs created links to their national para-sport organisations by 2020
2. Integration on BEC activities	Integrate para-badminton into the governance, management and other activity structures on BEC level.	<ul style="list-style-type: none"> -Contribute to the Members' Forum organized at the BEC Congress Invite para-badminton coaches in 4 development projects (Summer School, Coach Education, Shuttle Time, Regional Project) by 2020 Include 10 BWF sanctioned para-badminton international tournaments in BEC communication plan by 2020
3.European Para-Badminton Championships	Find hosts to organise bi-annual European Para-Badminton Championships (EPBC) and liaise with BWF to ensure appropriate funding for this event from 2020 onwards.	<ul style="list-style-type: none"> -Include EPBC into overall BEC bidding plan as soon as possible after agreement with BWF -Articles about EPBC published on BEC platforms
4. Promotion	Promote para-badminton activities in all BEC platforms and communication activities.	<ul style="list-style-type: none"> 15 articles with interviews by 2020 MAs 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 Include 10 elite para-badminton players in BEC Social Media activities by 2020
5.Education	Ensure that there is a sufficient number of coaches and administrators spread around Europe	<ul style="list-style-type: none"> - Have 120 different coaches involved in para-badminton to attend BEC Para-Badminton Event by 2020 - Administrators – to have a liaison contact with 35 national administrators by 2020

22. GENDER EQUITY		
Activity area	Goal and Strategies	KPI's
1. Facilitate discussion	Create discussion and ideas on how to strengthen and establish the role of women in the European badminton community.	-put forward ideas for presentation and discussion regarding WiB topics at the Members' Forum
2. Representation within Member Associations	Encourage the development of female representation in all Member Associations.	-give 30 WIB Scholarships to MAs to participate in Coach education courses by 2020 -give 10 WIB Scholarships to MAs to participate in ADM and Forum by 2020 -give 30 WIB Scholarships to MAs to participate in Umpire courses -give 10 WIB scholarships to MAs to participate in Para badminton events -annually update the scholarship recipients' number
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 – 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 representation throughout all levels of badminton	- have a Badminton for Women Award at 2016 - 2020 Gala - minimum 24 Badminton for Women articles feature by 2020 (previously known as 'Women in the Spotlight')

23. ATHLETES' COMMISSION		
Activity area	Goal and Strategies	KPI's
1. Communication with Athletes	- Increase number of directly reachable athletes and feed them with important information and raise feedback	400 Facebook group members until 2020 (current 280) -e-mail addresses and phone numbers
2. Cooperation with BWF Athletes Commission	Connect and share knowledge to improve AC services on a regular basis	-minimum 2 annual meetings
3. Annual Forum	Creating annual forum with external speakers at a BEC Major Event of World Series Tournament.	-find 1-2 speakers event or the event -offer services not usually provided by MAs for their players
4. Involving Para-badminton	Discuss either a new structure of the AC with a fixed Para-badminton player or cooperate with the Para-badminton Commission to meet the demands of Para-badminton players	-revised regulations by 2020
5. Building a productive Commission with motivated and cooperating members	Sharpen the profile of AC towards players and search proactively suitable candidates for the future	- minimum 4 candidates for election of the new Athletes Commission 2020



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