



**BADMINTON
EUROPE**

BADMINTON EUROPE STRATEGIC PLAN 2021-2024

WE LIVE BADMINTON



**BADMINTON
EUROPE**



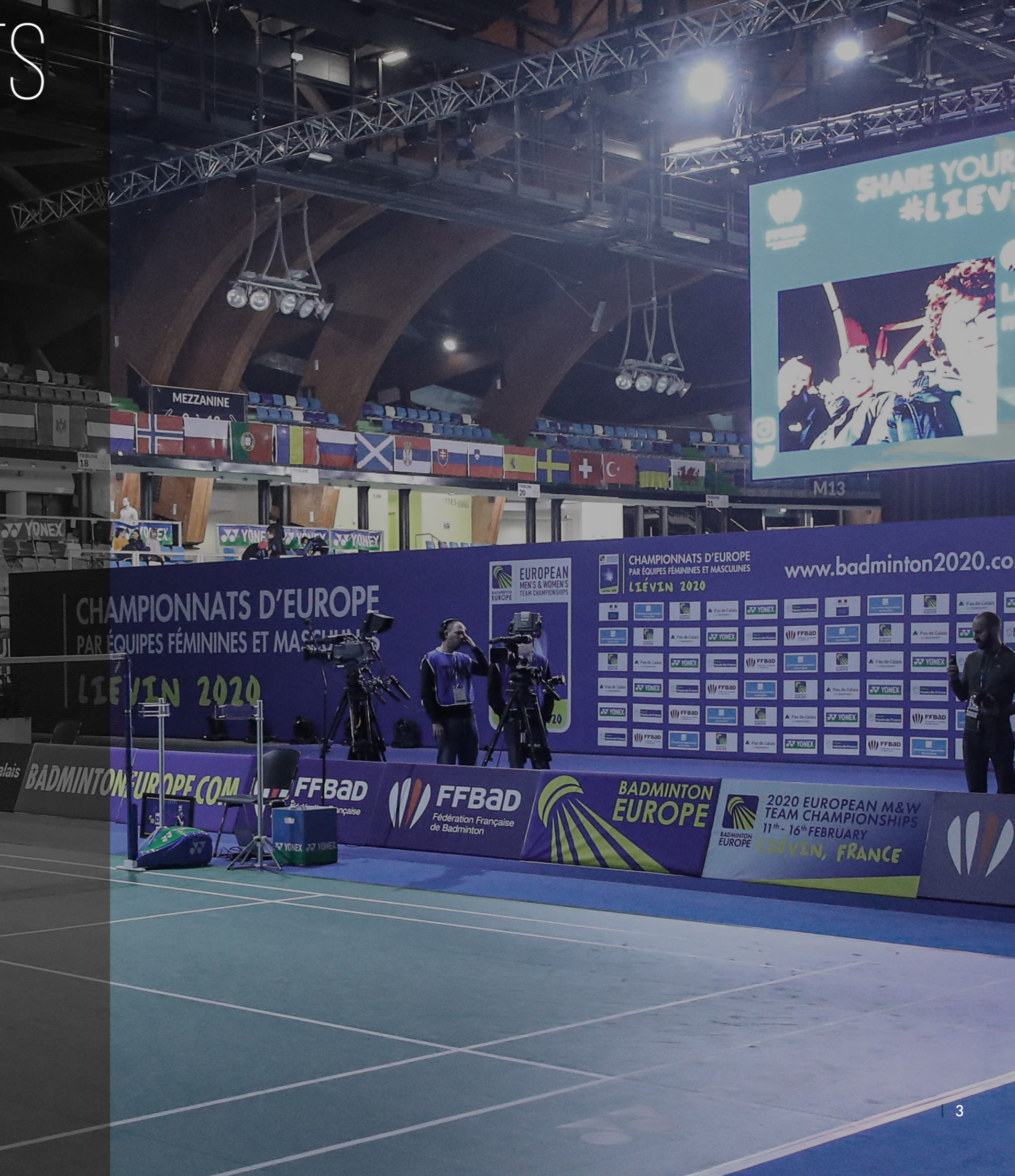
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PRESIDENT'S MESSAGE

In the time of writing this the Covid-19 pandemic has left its mark on the world and also had a significant impact on the European badminton community. When preparing this strategic plan we have considered the need to provide extraordinary help to our Members to help them rebuilt their organisations. This while understanding that Badminton Europe is also severely affected by the pandemic. Even more than before I see the need for us to work together to help badminton recover and thrive again.

Our previous strategic plan was prepared back in 2015 and was looking towards 2020. As we work with a rolling plan we added new areas and set more ambitious key performance indicators along the way. However, every 4-5 years it is time to dig a bit deeper into our strategic direction and redefine our organization where it is needed. Through a consultative process with our Member Associations and an dedicated effort from our Board and our staff I believe we are ready to further evolve badminton in Europe.

Badminton Europe as an organization is mainly facilitating activities whereas the development and the growth must take place in each and every one of our Member Associations. This is an underlying principle and I am humbled by the initiative and drive I see from all corners of Europe to grow our sport.

In recent years there has been an increased focus on good governance in society and certainly also for sports organisations. We have come along way already but this is path that we will continue to walk. We must be known as an ethically aware sport that protects its participants and stakeholders. Governance is therefore one of our strategic priority areas in the coming period.

A strategic priority area that we are carrying forward to this strategic plan is participation. We are ambitious and still focus on reaching 1 million registered players in Europe. There are often structural barriers that needs to be overcome especially when it comes to converting active players into registered players. We will have to look at the concept of membership in a new way and use technology to connect people interested in badminton with our Member Associations and to Badminton Europe.

One of the key achievement in the previous years was the launch of the Centre of Excellence in Holbæk, Denmark. We are offering players a sustainable, top quality

training opportunity which gives them the chance to fulfill their potential. This comes at a cost as the badminton eco system often does not provide sufficient funding for players to make a living. It is however essential that we grow the sub-elite in Europe in order for badminton to become more relevant in more territories. In the coming period we want to intensify our work in the high performance area and with our World Class Programme we want to support the best European Junior and Elite players in their efforts to compete against the rest of the world.

For years we have organized great events and we have utilized modern technology to make badminton available for anyone with an internet connection. We have however had too much focus on event delivery and paid too little attention to defining our core product. Our core product cannot be 12 hours of badminton on 5 courts. Instead we need to focus on one court, for a shorter duration and provide world class entertainment for that period. It is a key challenge for us to evoke the mindset that the key tournaments focus shall be to entertain our fans.

Our final strategic priority area is to support structural development within our Member Associations. We need to collect more data and do so frequently and use this data to identify shortcomings while suggesting solutions how to overcome these shortcoming. We must have increased focus on education in all aspects of our sport. Finally, we shall also look at technology that allows for synergy effects within our European badminton community.

In achieving the above we look to BWF for support and guidance as well as to our Member Associations for involvement and cooperation. Together we can improve our sport for the benefit of players, fans and other stakeholders. **We live badminton.**



Peter Tarcala
President
Badminton Europe Confederation



POLITICAL STRUCTURE



INTRODUCTION

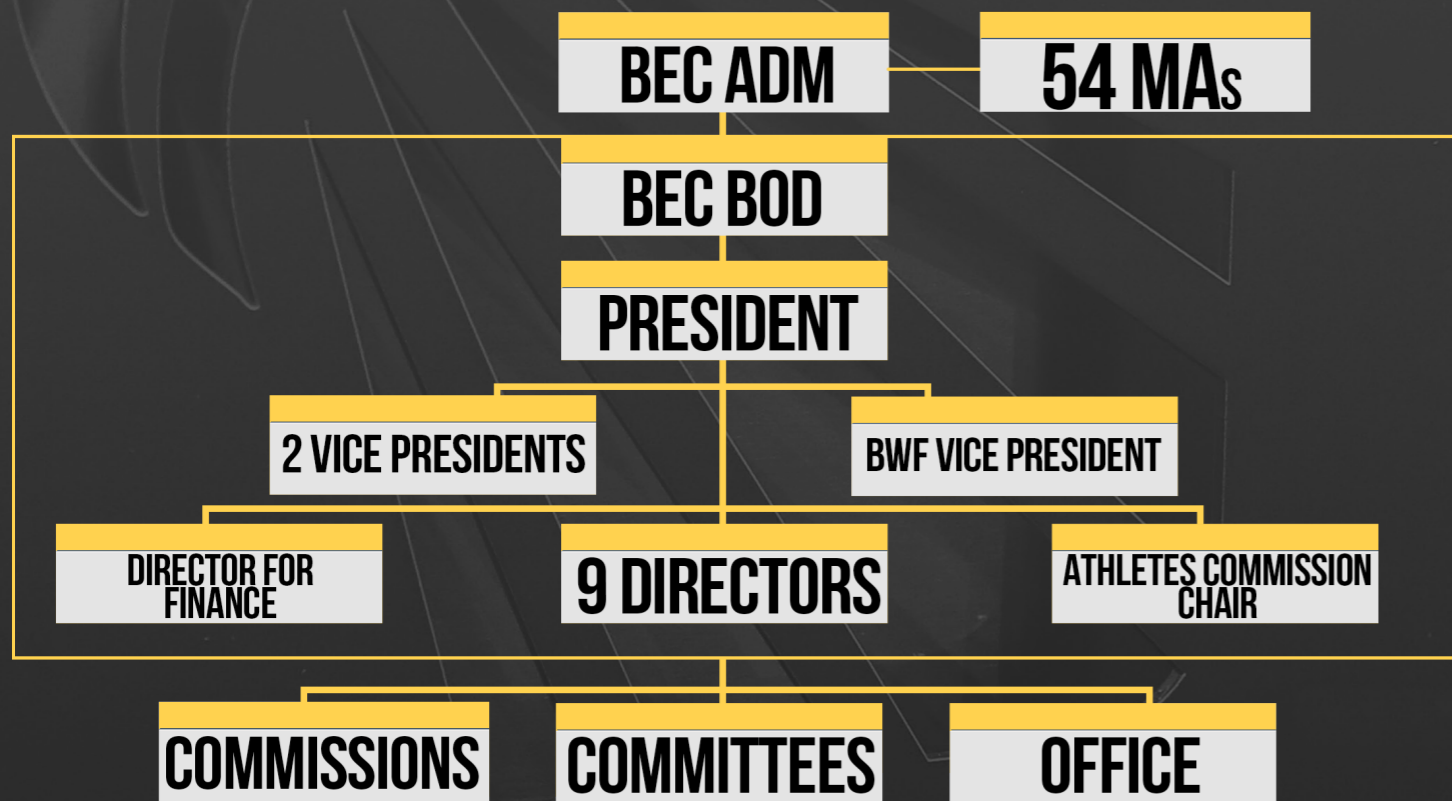
Badminton Europe Confederation (BEC) was founded on 24th September 1967 and is the governing body of badminton in Europe.

It is one of the five continental confederations under the Badminton World Federation (BWF). At the end of 2020 BEC had 54 Member Associations including 1 Associate Member.

The Confederation's headquarter is in Brøndby, Denmark.

1st place

BEC ORGANISATIONAL DIAGRAM



THE 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 of Finance, The Chair of the BEC Athletes' Commission and 9 Badminton Europe Directors.



PETER TARCALA
PRESIDENT



ANDREY ANTROPOV
VICE-PRESIDENT



JOÃO MATOS
VICE-PRESIDENT & EUROPEAN
BWF VICE-PRESIDENT



KLAVS ANDREASSEN
DIRECTOR



ROBERT DE KOCK
DIRECTOR



RADOMIR JOVOVIĆ
DIRECTOR



EMMA MASON
DIRECTOR



ANDREJ POHAR
DIRECTOR



JEAN-MARC SERFATY
DIRECTOR



SVEN SERRÉ
DIRECTOR



RENNA UNT
DIRECTOR



RICHARD VAUGHAN
DIRECTOR



MIKE ROBINSON
DIRECTOR FOR
FINANCE



KAI SCHÄFER
ATHLETES'
REPRESENTATIVE

Liévin - 2020

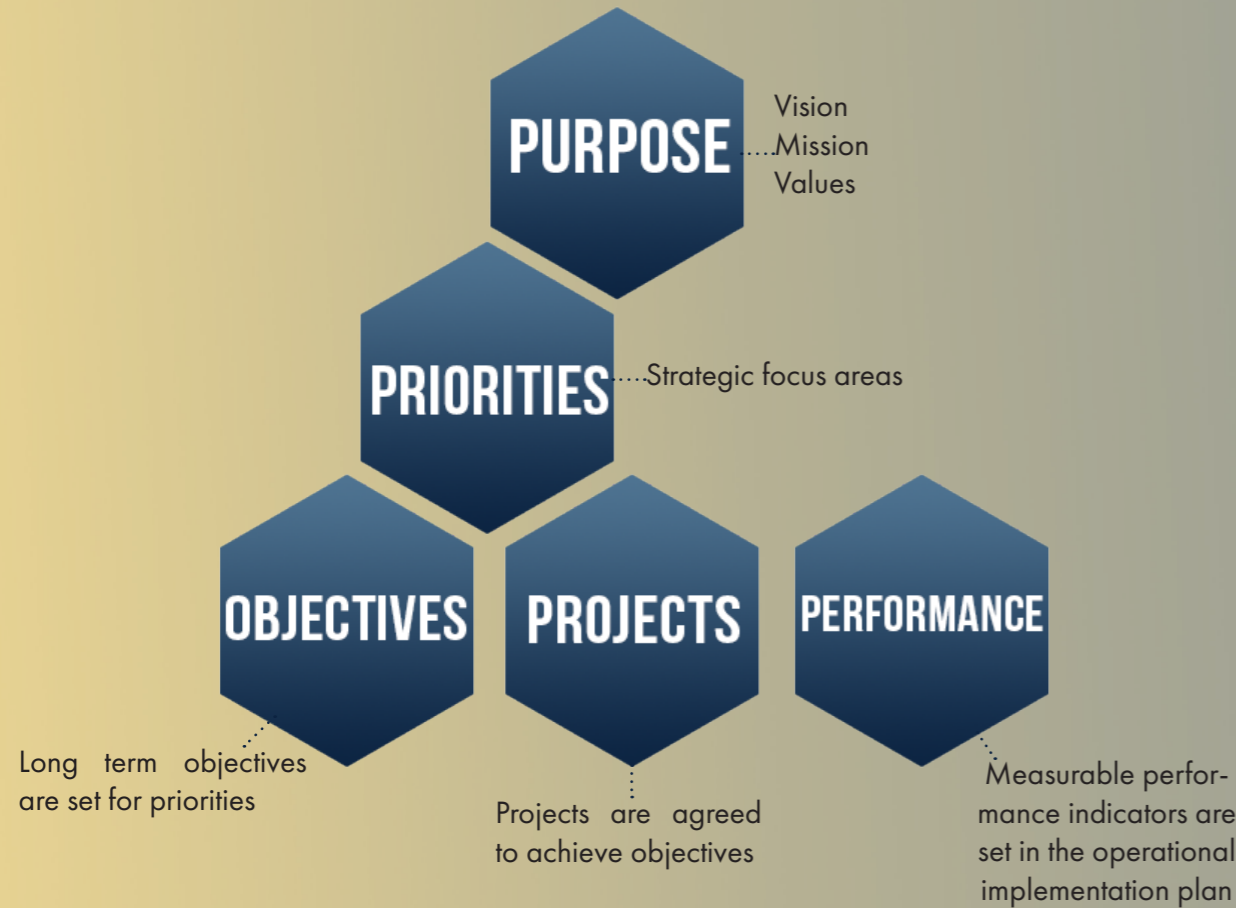
STRUCTURE OF THE PLAN

From Traditional to Modern Leadership

Profit → People Planet Profit
Hierarchies → Networks
Controlling → Empowering
Planning → Experimentation
Transparency

STRUCTURE

The BEC Strategic Plan is structured in the following way:



PURPOSE

VISION



Badminton to become the **most participated** indoor sport in Europe

MISSION

Lead and facilitate sustainable growth of badminton in Europe together with our members by:



Delivering entertaining events with a strong focus on fan engagement and interaction



Educating professionals and volunteers



Connecting and engaging fans



Organising sustainable development activities



Supporting the development of elite and potential elite players

VALUES



Accountability is about reliability and personal responsibility. We value the ability of our staff and organization to honour our commitments, to stakeholders and to each other. We take ownership of our work and promptly correct mistakes to the greatest extent possible.



Collaboration through collaboration we multiply our contribution. Together, we are stronger and can contribute more. Shared goals and mutual support lead to greater success than isolated work and individual focus.



Excellence we always strive towards excellence in everything that we do in order to deliver quality output. We embrace responsibilities, enjoy the process of problem solving and provide effective solutions to our members and stakeholders



Inclusive embracing diversity and inclusion at all levels of the sport to ensure that badminton remains an accessible sport for people of all ages, abilities and backgrounds.



Innovative we approach development of current activities in an innovative manner by questioning how we can improve and do things better. We look for new opportunities and activities and encourage an open mind.



Integrity everyone has the right to participate in clean and fair competitions and to expect the highest levels of integrity and ethical behaviour of all those working in the sport.

PRIORITIES



2019 EUROPEAN MIXED TEAM CHAMPIONSHIPS
13th - 17th FEBRUARY
2019 EUROPEAN MIXED TEAM CHAMPIONSHIPS
DENMARK ENGLAND FRANCE GERMANY

2019 EUROPEAN MIXED TEAM CHAMPIONSHIPS
13th - 17th FEBRUARY
2019 EUROPEAN MIXED TEAM CHAMPIONSHIPS
IRELAND NETHERLANDS RUSSIA SPAIN

STATE ENERGY
VISIT THE FAN ZONE
SNACKS AUTOGRAPHS SOUVENIRS

Bodenhoff
BAKERY SINCE 1889

BADMINTON EUROPE
YONEX
STATE ENERGY
MINSK 2019
THE 2nd EUROPEAN GAMES
JUNE 21-30
FROM EUROPE
LIVE APP STORE

FIVE PRIORITY AREAS FOR 2021-2024



THE COMMISSIONS

- » The Board of Directors is suggesting a change of Commissions with this strategic plan, to provide high level strategic input, as the strategic focus areas have changed.
- » Each Commission shall normally have 7 members which can be Vice-Presidents, Directors or external experts (from BEC Member Associations). 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 June, where the time of the ADM may allow for an additional cost-efficient meeting.
- » The President, General Secretary, Athletes' Representative and Director of Finance are ex-officio members of all Commissions.
- » The Commissions will be focusing on strategic directions of the projects under their merit as well as identifying new projects to support their respective strategic areas. The Commissions will not have any decision-making authority but will report to the Board of Directors and will have regular communication with relevant Committees. The Commissions will be supported by relevant staff in terms of preparing and executing the Commission meetings.
- » 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 representation of both genders will be agreed upon considering budgetary framework.
- » The following Commissions are set up to work with the strategic priority areas for the period of the plan.

- GOVERNANCE
- PARTICIPATION
- HIGH PERFORMANCE
- ENTERTAINMENT
- MA SUPPORT

1. GOVERNANCE

In order to deliver in the other strategic areas, it is essential that the foundation is solid and therefore we must ensure that the sport is governed appropriately.

LONG TERM OBJECTIVE

To ensure that BEC is governed appropriately and that rules, policies and appropriate planning are in place and well communicated to stakeholders.

PROJECTS

- 1.1 Ensure that the BEC Rules are reviewed on a continuous basis and provide an appropriate framework to govern the sport of badminton in Europe.
- 1.2 Ensure good governance practices for BEC while providing leadership for MA's in the areas of transparency, accountability, responsibility and integrity.
- 1.3 Build strong relations with BWF and provide feedback and guidance on governance issues while supporting MA's in improving on their governance.
- 1.4 Ensure a good working relationship with BWF through an agreed MoU which acknowledges BWF's global role in governing the sport and safeguards BEC's autonomy to govern badminton in a European context.
- 1.5 Have solid judicial procedures in place which are aligned with the BWF judicial procedures.
- 1.6 Ensure that the funds of BEC are properly managed in order to continuously support the agreed activities of the Confederation.
- 1.7 BEC will consider activities and events in the context of sustainability while also considering relevant strategic partnerships.



2. PARTICIPATION

BEC is focused on increased participation in badminton and in particular raising the number of registered players affiliated to members.

LONG TERM OBJECTIVE

To increase the number of registered players to 1 million.

PROJECTS

- 2.1 Continue the implementation of shuttle time in Europe to introduce school children badminton, encourage competitions and make links to the club systems.
- 2.2 Encourage the creation of clubs in order to provide players of all ages court time, coaching opportunities and interclub competitions.
- 2.3 Promote coach education in Europe and support activities to ensure that there are sufficient coaches on grassroots level.
- 2.4 Ensure that equipment is available for funded and targeted badminton projects.
- 2.5 Introduce AirBadminton as a recreational outdoor game while also exploring opportunities for playing AirBadminton competitively.
- 2.6 Having an increased focus on promoting badminton to the senior element.
- 2.7 Increasing the number of European Para badminton players while continuing the cooperation with EPC and also with Special Olympics to promote badminton for people with an intellectual disability.
- 2.8 Focus on creating value propositions that shall help convince non-registered players to join the registered system.

3. HIGH PERFORMANCE

In order to maintain badminton's position as a global sport it is of the utmost importance that European players continues to produce world class results. Furthermore, it is important to ensure that the talents that we have in Europe have an opportunity to fully utilize their potential.

LONG TERM OBJECTIVE

To continuously win medals at World Championships, Olympic Games and Paralympics while also developing the sub-elite to create a more competitive High-Performance environment in Europe.

PROJECTS

- 3.1 Encourage cooperation between the top ranked players in Europe both on elite and junior level via the World Class Program.
- 3.2 Provide a long-term, sustainable training environment for talented European players who do not have a sufficient high-performance set up in their home country.
- 3.3 Certify domestic training environments and support improvements and cooperation between these training environments including CoE.
- 3.4 Systemize talent identification in order to target players that would benefit from existing high-performance programs.
- 3.5 Provide opportunities for camp like activities through the BEC Summer School, Regional Projects and Para badminton training activities.
- 3.6 Standardize coach education in Europe and ensure that coaches educated domestically have opportunities for further education on continental level which shall prepare them for high-performance coaching.



4. ENTERTAINMENT

BEC has a well-developed events programme and solid media partnerships around our Championships particularly. In the next period focus will be on the entertainment value of the Championships both for the TV audience and the spectators at the venue while also increasing the profile of the players. Furthermore, we wish to continuously engage with the audience through all our media outlets.

LONG TERM OBJECTIVE

To clearly define the badminton product for different target groups and to turn our European Championships into a high-end product with a wide spectator interest and media appeal.

PROJECTS

- 4.1 Continuously improve on events delivery particularly focusing on venue presentation, TV production quality, court setup standards and commercial brand exposure.
- 4.2 Improved spectator experience by having engaging and entertaining sports presentation from 1 court for 4-5 matches during prime time.
- 4.3 Ensure strong commercial and media partnerships to attract more revenue and ensure increased TV distribution.
- 4.4 Cooperate with Member Associations to ensure growth on social media platforms as well as ensuring that BEC's website and social media platforms are providing badminton fans with engaging information.
- 4.5 Develop the BEC Streaming Platform in order to make badminton accessible for a wider audience that can be communicated with directly.
- 4.6 Continue to develop mobile content and games that engages a younger audience.
- 4.7 Grow our database through all over activities in order to provide communication avenues for our badminton activities in Europe and for our partners and stakeholders.
- 4.8 Ensure that we have sufficient competitive bids for organising Championships in Europe as well as a competitive number of badminton tournaments for different age groups.
- 4.9 Improve the quality of the BEC Circuit tournaments and the entertainment value for fans at the venue and those following digitally.



5. MA SUPPORT

BEC comprises of 54 Member Associations where the role of the BEC is to facilitate structural development through our programmes and through educational activities.

LONG TERM OBJECTIVE

To increase capacity of BEC Member Associations through education, technology and support.

PROJECTS

5.1

Conduct annual quantitative analysis of MA's to monitor development and target projects against needs.

5.2

Support BWF in the implementation of the MA capacity project aimed at providing direct financial support to MA's to improve identified areas with the aim of taking over the management of the project.

5.3

Support MA's with technological tools like players registration, white label website and tournament management elements.

5.4

Provide annual opportunities for knowledge sharing between MA's through the BEC Members Forum, representative visits, shadow programme, strategic planning day and other BASIS activities.

5.5

Provide education in the fields of administration, events management and player pathways via the World Academy of Sport programmes.

5.6

Invest in training and education of technical officials to ensure a sufficient pool of high-level technical officials in Europe as well as pathways for progression to BWF level.

5.7

Build mutually beneficial relationship with EOC, EPC, EUSA, Special Olympics and other sports institutions that are operating in a European context.

5.8

Promote gender balance and diversity across all areas of the badminton community.



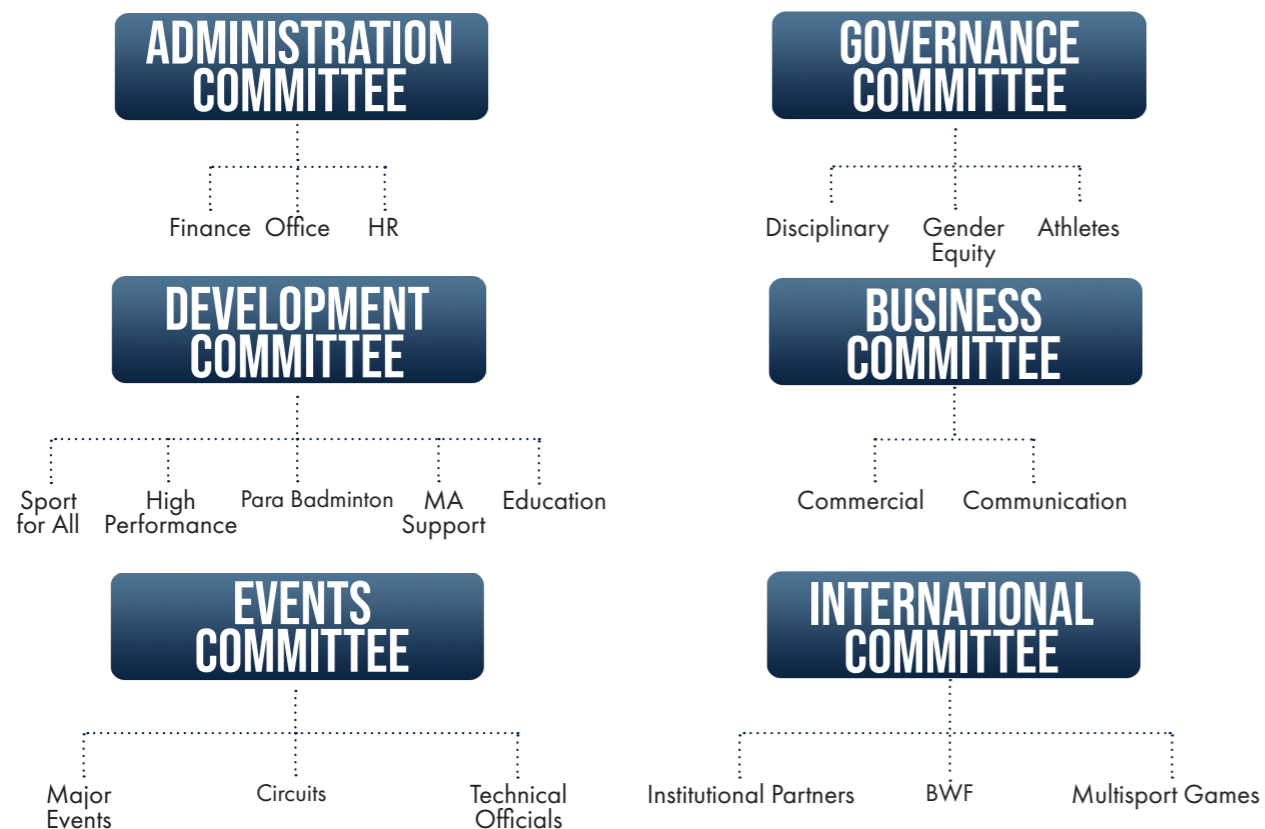


IMPLEMENTATION STRUCTURE



THE COMMITTEES

- » The Board of Directors is suggesting a change of Committees with this strategic plan, to provide better sparring and political direction for the functional areas of the Confederation.
- » The Committees shall comprise of 3-5 members from the Board of Directors which will be supported by relevant staff.
- » The Committees will have decision making power within the budgetary framework assigned to them by the Board of Directors.
- » The following Committees have been set up to oversee the functional areas of the Confederation.
- » Subcommittees may be formed by the Chair of the Committees. Experts may be appointed to subcommittees, by recommendation of the Chair of the Committee, on approval of the Board of Directors.



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.
- » The Administration is led by the General Secretary supported by the Deputy General Secretary also referred to as the Senior Management.
- » The administration supports the Board of Directors, the Commissions, the Committees and services the Member Associations through a variety of activities. Structurally the administration is built around the following functional areas:



COMMISSION AND COMMITTEE STRUCTURE



OFFICE STRUCTURE



IMPLEMENTATION PLAN

The key functional areas of the Confederation are described in more detail in a separate document called the Strategic Implementation Plan. The implementation plan contains objectives and projects also beyond those linked to the strategic priority areas.

In the Strategic Implementation Plan, key performance indicators are set against the various strategic projects, which are under the oversight of the Board of Directors and the Commissions.

The Office structure is set up to mirror the Committee structure, which ensures clear lines of communication and accountability against the key performance indicators.





2019 EUROPEAN MIXED TEAM CHAMPIONSHIPS

2019 EUROPEAN MIXED TEAM CHAMPIONSHIPS

STATE OF STATE

IRELAND NETHERLANDS ESTONIA

IRELAND NETHERLANDS ESTONIA

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12

12

6

BADMINTON EUROPE

YONEX

BADMINTON EUROPE

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NEW APP FROM BADMINTON EUROPE



BADMINTON EUROPE

Badminton Europe Confederation
Brøndbytoften 14, 2605 Brøndby
Webpage: <http://www.badmintoneurope.com>