



**BADMINTON  
EUROPE**

# **BADMINTON EUROPE STRATEGIC IMPLEMENTATION PLAN**

WE LIVE BADMINTON



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# TABLE OF CONTENTS

## KEY FUNCTIONAL AREAS (KFAS)

Administration	4
Development	10
Business	20
Events	26
International Relations	32
<u>Operations</u>	<u>36</u>

EUROPEAN  
MEN'S  
SHIPS



CHAMPIONNATS D'EUROPE  
PAR ÉQUIPES FÉMININES ET MASCULINES  
**LIÉVIN 2020**



# PRE-PLAN POSITION ADMINISTRATION



Badminton Europe Confederation (BEC) was founded on 24 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 2020 BEC had 53 Member Associations and one associated Member Association.

The Confederation's current headquarter is in Brøndby, Denmark.

The Board of Directors is supported by an office staff which works out of the Confederation's headquarter in Brøndby, Denmark. At the end of 2020 the office had 14 employees, led by the General Secretary, Brian Agerbak.

BEC has established and is running a European Training Centre in Holbæk, Denmark, where additional four coaching staff are working.

BEC has nine commissions which support the Board of Directors and office in each of their fields. The commissions are formed by Board members and identified externals, nominated by and from BEC's Member Associations. The nine commissions meet twice per year in connection with Board meetings. The President, the Director for Finances and the General Secretary are all ex-officio member of all commissions.

BEC has an Athletes' Commissions where members are elected by the active European players. The Athletes' Commission are formed by three badminton players and one Para badminton player. The elected members of the Athletes' Commission appoint the Chair of the commission, and this person is a full voting member of the Board and an ex-officio member of all other commissions. All members of the Athletes' Commission are elected for a four-year period.

BEC has an elected Board of Directors formed by 14 elected officers.

- » The President
- » 2 Vice-Presidents
- » The Director for Finances
- » The Chair of the Athletes' Commission
- » 9 Badminton Europe Directors

All members of the Board are elected for a four-year period.

The Board of Directors has four annual meetings.



**PETER TARCALA**  
PRESIDENT



**ANDREY ANTROPOV**  
VICE-PRESIDENT



**JOÃO MATOS**  
VICE-PRESIDENT



**KLAVS ANDREASSEN**  
DIRECTOR



**ROBBERT DE KOCK**  
DIRECTOR



**RADOMIR JOVOVIĆ**  
DIRECTOR



**EMMA MASON**  
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**ANDREJ POHAR**  
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**JEAN-MARC SERFATY**  
DIRECTOR



**SVEN SERRÉ**  
DIRECTOR



**RENNA UNT**  
DIRECTOR



**RICHARD VAUGHAN**  
DIRECTOR



**MIKE ROBINSON**  
DIRECTOR FOR  
FINANCE



**KAI SCHÄFER**  
ATHLETES' REPRESENTATIVE





## RESPONSIBILITY

- 1 ADM
- 2 Board of Directors
- 3 Administration Committee

## KEY OBJECTIVES

- 1 To ensure that BEC is governed appropriately and that rules, policies and appropriate planning are in place and well communicated to stakeholders.
- 2 To be leaders in "good governance" practices ensuring BEC is in compliance with its own Rules and with its external compliance obligations such as the BWF Memorandum of Understanding (MoU) and BWF Statutes and general good governance principles.
- 3 To ensure clear and safe financial procedures and make sure that all spending is as per approved budgets and as per known guidelines.

## PRIORITIES

- 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.
- 2 Ensure good governance practices for BEC while providing leadership for Member Associations in the areas of transparency, accountability, responsibility, equity and integrity.
- 3 Build strong relations with BWF and provide feedback and guidance on governance issues while supporting Member Associations in improving on their governance.
- 4 Ensure a good working relationship with BWF through an agreed MoU which acknowledges BWFs global role in governing the sport and safeguards BECs autonomy to govern badminton in a European context.
- 5 Have solid judicial procedures in place which are aligned with the BWF judicial procedures.
- 6 Ensure that the funds of BEC are properly managed in order to continuously support the agreed activities of the Confederation.



# ADMINISTRATION

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
<p>1. BEC Rules to be reviewed on a continuous basis and appropriate framework to govern the sport of badminton in Europe to be provided</p>	<p>To maintain and develop BEC rules to stay updated and fit to purpose at all times.</p> <ol style="list-style-type: none"> <li>1. Be proactive and innovative in terms of ensuring the BEC Rules to be up to date at all times</li> <li>2. Seek inspiration from other sports and institutions for own advantage</li> <li>3. Ensure best possible governing conditions for the sport of badminton all over Europe – for all stake holders</li> </ol>	<ul style="list-style-type: none"> <li>• Annual review of BEC Rules, Financial Regulations and Disciplinary Regulations</li> <li>• Monitor and analyse rules and regulations from other sport organizations, with possible implementation where deemed appropriate</li> <li>• Provide additional financial and administrative support to Member Associations where deemed appropriate</li> </ul>
<p>2. Ensure good governance practices while providing leadership for Member Associations in transparency, accountability, responsibility, equity and integrity.</p>	<p>To maintain BECs position as a progressive and leading organization within sport governance and to share best practices for the benefit of Member Associations.</p> <ol style="list-style-type: none"> <li>1. Ensure own rules and guidelines are adhered to at all times and continue to improve these through regular amendments and updates.</li> <li>2. Through activities and supportive programs give Member Associations the possibilities of developing and enhancing themselves within sport governance.</li> <li>3. Ensure equal opportunity for all, irrespective of gender</li> </ol>	<ul style="list-style-type: none"> <li>• Full compliance with own Rules and Regulations</li> <li>• Conduct a Members' Forum annually</li> <li>• Share best practice cases with Member Associations through the BASIS programme</li> <li>• Provide financial and administrative support to areas where representation of one gender renders severely unbalanced</li> </ul>
<p>3. Build strong relations with BWF and support Member Associations on governance issues.</p>	<ol style="list-style-type: none"> <li>1. Be proactive and suggest improvements of BWF Statutes and other BWF governance related materials.</li> <li>2. Ensure efficient and correct implementation into own materials and support BWF in having these channelized down to Member Associations for full implementation.</li> <li>3. Assist Member Associations through efficient communication of BWF enforced material.</li> </ol>	<ul style="list-style-type: none"> <li>• Circulate any published changes to the BWF Statutes or other BWF governance related material to the Board of Directors and staff</li> <li>• Implement relevant changes into BEC governance related material as soon as it is possible</li> <li>• Identify and communicate BWF published material which has clear relevance for BEC Member Associations via own channels.</li> </ul>
<p>4. Ensure a good working relationship with BWF through an agreed MoU</p>	<ol style="list-style-type: none"> <li>1. Be proactive and supportive of making and adhering to the content of the agreed MoU with BWF.</li> <li>2. Suggest frequent improvements and clarifications to the MoU.</li> <li>3. Maintain BECs position as an autonomous organization which supports the key objectives of BWF through own and BWF-funded activities.</li> </ol>	<ul style="list-style-type: none"> <li>• Annual review of the BWF MoU</li> <li>• Full compliance with the BWF MoU</li> <li>• Provide BWF with up-to-date accounts when requested in relation to BWF-funded activities</li> </ul>
<p>5. Have solid judicial procedures in place</p>	<ol style="list-style-type: none"> <li>1. Monitor and evaluate BWF procedures of which identified procedures shall be implemented within BEC.</li> <li>2. Introduce and optimize judicial procedures which protects and enhanced the products and activities of BEC.</li> <li>3. Support BWF by suggesting optimization of their judicial procedures where deemed necessary.</li> </ol>	<ul style="list-style-type: none"> <li>• Annual review of BWF judicial procedures</li> <li>• Annual review of BEC judicial procedures</li> <li>• Disciplinary Committee maintained and involved in any case where disciplinary action can be considered</li> <li>• No lost legal cases brought against BEC</li> </ul>
<p>6. Ensure proper financial management of BEC funds</p>	<ol style="list-style-type: none"> <li>1. Ensure that financial guidelines are updated and known by the Board of Directors, staff and others engaging in activities for BEC.</li> <li>2. Ensure transparency and compliance with the financial policies and that agreed and announced procedures are adhered to.</li> <li>3. Ensure compliance with instructions and recommendations of the BEC engaged auditor.</li> </ol>	<ul style="list-style-type: none"> <li>• Policies, procedures and guidelines circulated annually.</li> <li>• Policies, procedures and guidelines published on the BEC website.</li> <li>• Full compliance with financial policies, procedures and guidelines before any payment is made and approved.</li> <li>• Review policies, procedures and guidelines annually for the Board of the Directors to approve, announce and publish</li> <li>• Present up-to-date accounts to each Board of Directors meeting</li> <li>• Receive clean audit reports</li> </ul>



# PRE-PLAN POSITION DEVELOPMENT

A number of key initiatives and achievements during the 2016-2020 cycle have placed BEC and its MAs in better position to systematically develop the sport. These include:

- » Further development of key education resources for Schools Badminton, Coach Education and MA Structures to support grass roots development.
- » More personnel working in the area of development – at BEC and MA level.
- » Implementation of a High Performance training centre: “The Centre of Excellence” which will continue to improve the level of sub-elite players through high level and quality coaching, training and facilities.
- » In the field of Para badminton, significantly increase athlete numbers overall and continue to improve the quality of athlete performance.
- » Enhance Para badminton structures, systems and pathways at a national level and encourage the activation of funding nationally.
- » Build knowledge and skill of the workforce through training, education and experience in their field of work in Para badminton

Key partners in delivering the development activities are the MAs. A continuous effective cooperation between BEC and its MAs in implementing the development activities is instrumental for delivering improved outcome in the development area in the next four years.



## RESPONSIBILITY

- 1 Development committee
- 2 Relevant BEC Commissions/ Committees
  - Administration Committee
  - Participation Commission
  - High Performance Commission
  - MA Structures Commission
- 3 Development Partnerships
  - EOC
  - EPC
  - Olympic Solidarity
  - WAOs
  - ECC
  - EUSA
  - TAFISA
  - AGITOS

## KEY OBJECTIVES

- 1 To work in partnership with our MA's to support the delivery of structured development programmes, projects and activities that develop individual potential in our sport and build systems, structures and pathways from beginner to world class.
- 2 To provide leadership, products and services to support needs as well as structured and sustainable training and development programmes which:
  - Increase participation in badminton
  - Support the systems and structures for sub-elite and elite player development
- 3 Develop more and better coaches, officials and administrators in the system
- 4 To build capacity of the MA's to better manage, administer, regulate and develop badminton nationally.
- 5 To develop partnerships which support the delivery of this strategic objective.

## PRIORITIES

- 1 Participation
  - Airbadminton
  - Shuttle Time
  - Schools Programme
  - Seniors badminton
  - BEC Summer School
  - Regional Projects
- 2 High Performance
  - Elite and sub-elite talent identification
  - Talent development
  - Player performance pathways including training structures
  - Athlete education programmes for both able bodied and Para Athletes
- 3 Education
  - Coach Education framework
  - Coach Education
  - High Performance Coach Education
  - Para Badminton Coach Education
  - WAOs Courses
- 4 Membership Development
  - Capacity building and organisational development
- 5 Priority Programmes/Projects
  - Airbadminton
  - Shuttle Time Schools Badminton
  - BEC Summer School
  - Regional Projects
  - Para badminton participation
  - Seniors Programme
  - Coach Education
  - High Performance Coach Education
  - Para Badminton Coach Education
  - Umpire Education
  - Athlete Career programme
  - Membership Development Programme
  - World Class programme
  - Centre of Excellence
  - Certified Training Centre
  - Equipment Programme



# PARTICIPATION

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
1. Participation	To increase the participation in Badminton in Europe focusing on a range of priority target groups and pathways between them.	<ul style="list-style-type: none"> <li>Reach 1 million registered badminton players</li> </ul>
MA Participation	<ol style="list-style-type: none"> <li>Set up relevant projects and facilitate MA's so that they can progress in their development level within the participation area.</li> <li>Create value propositions that shall help convince non-registered players to join the registered system</li> </ol>	<ul style="list-style-type: none"> <li>54 of MAs achieving minimum developed status in participation by 2024</li> <li>35 of MAs achieving minimum established status in participation by 2024</li> <li>13 of MAs achieving minimum advanced status in participation by 2024</li> <li>Conduct a survey which provides information on barriers for non-registered to join the registered system.</li> <li>Create and publish a guide of value propositions to use as promotion to help convince non-registered players to join the registered system based on the outcome of the survey.</li> </ul>
Airbadminton	<ol style="list-style-type: none"> <li>Encourage and support MA's to develop courts for Airbadminton in outdoor spaces to facilitate participation.</li> <li>Develop national structures, including competition, to assist in promoting the game as a healthy outdoor activity.</li> <li>Encourage MA's to have Airbadminton as a part of their development strategy</li> </ol>	<ul style="list-style-type: none"> <li>Airbadminton must be a part of 12 MA's development strategy by 2024</li> <li>An annual Airbadminton event in 8 MA's by 2024</li> <li>4 articles with interviews annually on Airbadminton activities</li> </ul>
Schools Badminton	<ol style="list-style-type: none"> <li>Deliver annual education for: Trainers, Tutors and Teachers</li> <li>Provide information and guidance on how to make links from the Schools Badminton to the club systems</li> <li>Promotion through digital and social media tools</li> <li>Support the implementation of Schools Badminton with equipment for Schools badminton projects</li> <li>Encourage BWF to develop a measurement system that can measure the impact of Schools Badminton in order to see how many school kids that becomes a registered player in order to evaluate the impact of Shuttle Time</li> </ol>	<ul style="list-style-type: none"> <li>To have 54 MA's implemented the programme</li> <li>To have educated 110 trainers</li> <li>To have educated 30.000 teachers</li> <li>To have educated 1.000 tutors</li> <li>To have an article on the website and social media after each education course</li> <li>To distribute 500 School sets per year</li> <li>Develop and publish a guide of how to make links between School Badminton and the club system.</li> </ul>
Seniors Badminton	<ol style="list-style-type: none"> <li>Promote badminton and Airbadminton as health activities for families and in particular seniors.</li> <li>Provide information to MA's on the Senior segment in terms of basic knowledge of the segment and successful programmes and activities</li> <li>Encourage our MA's to have Seniors Badminton as part of their strategic plan for development</li> </ol>	<ul style="list-style-type: none"> <li>To have 1 event during the European Senior Championship which promotes the health and social benefits of playing badminton for seniors</li> <li>Collect information on Seniors participation in badminton and successful programmes and activities for Seniors in our MA's</li> <li>Develop and publish a guide of how badminton can be a healthy activity for Seniors</li> </ul>
Club Badminton	<ol style="list-style-type: none"> <li>Encourage the creation of clubs in order to provide players of all ages court time, coaching opportunities and interclub competitions</li> <li>Encourage clubs to have entry level for players over 20 years of age as a target group and provide them with training activities</li> </ol>	<ul style="list-style-type: none"> <li>Monitor annually the development of number of clubs through the Member Survey</li> <li>Encourage club creation through annually 5 articles of club activities like the European Club Championships and other interesting club activities in our MA's.</li> </ul>
University Badminton	<ol style="list-style-type: none"> <li>Encourage the participation at the EUSA European Universities Games (2022 and 2024), the World University Championships (2022) and the FISU Summer Universiade 2021</li> </ol>	<ul style="list-style-type: none"> <li>Inform MA's on the EUSA European Universities Games, the World University Championships and the FISU Summer Universiade 12 month before each event</li> </ul>



# EDUCATION

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
2. Education	To have well informed, educated and talented coaches throughout the badminton system	
Coaching Education Structure	1. Standardize the coach education and ensure that coaches educated domestically have opportunities for further education on continental level which shall prepare them for high performance coaching	<ul style="list-style-type: none"> <li>• Develop a standardized Coach Education system by 2023</li> <li>• 8 MA 's has implemented the standardized Coach Education system by 2024</li> </ul>
High Performance	2. Develop and implement a High-Performance Coach Education which will serve as the high-end addition to the existing coaching education systems in the MA 's	<ul style="list-style-type: none"> <li>• Developed a full-time High-Performance Coaching Education by the end of 2023</li> <li>• 8 MA 's delivers coaches for the High-Performance Coaching Education in 2024</li> </ul>
Coach Education 1 and 2	3. 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. 4. Integrate Para-Badminton coach education modules into the current coach education on entry level.	<ul style="list-style-type: none"> <li>• 52 of MAs delivering a coach education courses of minimum Level 1 or similar by 2024</li> <li>• 45 of MAs delivering coach education courses of minimum Level 2 or similar by 2024</li> <li>• Deliver at least one Coach Education Level 1 and one Level 2 every year</li> </ul>
Coach Education 3 and 4	5. 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.	<ul style="list-style-type: none"> <li>• Conduct a Coach Education 3 every second year (2022 and 2024)</li> <li>• To have 40 Level 3 coaches by 2024</li> </ul>
Online Coaching Education	6. Develop an online coach development universe with coach education modules and tools of best practice which can be used directly in training	<ul style="list-style-type: none"> <li>• Develop an online coach development universe by 2022</li> <li>• To have at least 10 online coach Education modules by 2024</li> <li>• To have at least 200 videos of best practice training by 2024</li> </ul>
Para Badminton	7. Plan and deliver workshops and coaching courses to enhance skills and knowledge for identifying talents as well coaching and developing the Para badminton players	<ul style="list-style-type: none"> <li>• Integrate the Module 13 on Para-badminton into the BWF Coach Education Level 1</li> <li>• Conduct a Para badminton workshop in relation to a Para badminton event every year</li> <li>• To have a total of 200 active coaches registered in the BE Para badminton coach database by 2024.</li> </ul>
Administrators	8. Provide education in the fields of administration, events management and player pathways via the World Academy of Sports programmes.	<ul style="list-style-type: none"> <li>• To have individuals from 38 of MAs having participated in an WAoS course by 2024</li> </ul>



# HIGH PERFORMANCE

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
1. High Performance	To win medals at the World Championships, Olympic Games and Paralympics while also developing the sub-elite to create a more competitive environment in Europe.	
Top Level	<ol style="list-style-type: none"> <li>1. Support the MAs with information and representative visits for their progress in development level within the High Performance area.</li> <li>2. Encourage cooperation between the top ranked players and top coaches in Europe via the World Class programme.</li> <li>3. 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.</li> <li>4. Certify domestic training environments and support improvements and cooperation between these environments including Centre of Excellence (CoE).</li> <li>5. Encourage MAs to apply for Olympic Solidarity Scholarships for talented players with the potential to qualify for Paris 2024</li> </ol>	<ul style="list-style-type: none"> <li>• 50 of MAs achieving minimum developed status in high performance by 2024</li> <li>• 33 of MAs achieving minimum established status in high performance by 2024</li> <li>• 10 of MAs achieving minimum advanced status in high performance by 2024</li> <li>• Have at least 80% of the top nations to commit to the World Class programme by 2024.</li> <li>• On average to have 26 permanent players at CoE</li> <li>• Strengthen the setup at CoE by implementing performance enhancing programmes such as a Sport Psychology programme and a Nutrition programme.</li> <li>• Have 20 Certified Training Centres (CTC) by the end of 2024</li> <li>• Annual network meeting with the CTCs</li> <li>• 25 MAs applying for Olympic Solidarity Scholarships for the 2024 Olympic Games</li> </ul>
Talent development	<ol style="list-style-type: none"> <li>6. Encourage cooperation between the top ranked junior players and top junior coaches in Europe via the World Class programme.</li> <li>7. Systemize talent identification in order to target players that would benefit from existing high-performance programmes.</li> <li>8. Provide opportunities for camp activities through the BEC Summer School and Regional projects.</li> </ol>	<ul style="list-style-type: none"> <li>• Have at least 80% of the top nations to commit to the World Class programme by 2024.</li> <li>• Representation at the U15, U17 and U19 European Championships to identify talented players and communicate with MAs of future High Performance possibilities for the identified talents.</li> <li>• Develop a European talent Database which contains both objective and subjective parameters</li> <li>• Update the European Talent Database after each U15, U17 and U19 European Junior Championships and activities for the talented junior players</li> <li>• Participation of players from a minimum of 10 different MA 's at the BEC Summer School every year</li> <li>• Have a total of 15 Regional projects every year, where at least 8 projects focus on activities for juniors and talent development</li> </ul>



# PARA BADMINTON

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
4. Para Badminton	To increase both the Para Badminton player base and the level of the elite players to ensure that Europe is competitive on the world stage across all Sport Classes	
Participation	<ol style="list-style-type: none"> <li>1. Increase the numbers of players in Para badminton in Europe</li> <li>2. Support the integration of Para badminton into the governance, management, events and other activity structures at MA level.</li> <li>3. Work with MA 's to explore ways to increase the number of players competing at the national championships</li> <li>4. Promote Para badminton activities in all BEC platforms and communication activities</li> </ol>	<ul style="list-style-type: none"> <li>• Annually tracking the development of the number of Para-Badminton players by contacting our MA 's for the number of registered Para-Badminton players in their country</li> <li>• 40 of our MAs governing Para badminton by 2024</li> <li>• 45 of our MAs to create links to their national para-sport organisations by 2024</li> <li>• Deliver a Para badminton administration &amp; capacity building workshop every second year</li> <li>• To have 12 MA 's hosting national championships annually or every second year by 2024</li> <li>• Promote opportunities for funding through the regional projects for para badminton activities</li> <li>• Provide BEC support for participation at the BWF National level 1 &amp; 2 Workshop</li> <li>• Publish annually 6 articles with interviews of MAs Para Badminton activities</li> <li>• Para badminton to feature in every BEC online magazine</li> <li>• Include 18 elite para-badminton players in BEC Social Media Activities by 2024</li> </ul>
Performance	<ol style="list-style-type: none"> <li>5. Provide information to MA 's on strategies for developing a pathway for talented Para badminton athletes</li> <li>6. Encourage Members to work with NPC and national governing bodies for sport for people with an impairment to develop a plan to: Identify talented players and develop this talent.</li> <li>7. Encourage and facilitate cooperation between the High-Performance Para badminton players and coaches</li> <li>8. Provide Scholarships for Para badminton players and coaches for training opportunities at CoE or CTCs</li> </ol>	<ul style="list-style-type: none"> <li>• Integrate Player pathway strategy for talented Para badminton players in the coaching courses and workshops</li> <li>• Deliver in cooperation with a host up to 2 High- Performance training camps every year</li> <li>• Provide up to 6 Scholarship for players and coaches every year</li> </ul>

# MA STRUCTURES

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
5. MA Structures	To increase the capacity of BEC Member Associations through education, technology and support	
	<ol style="list-style-type: none"> <li>1. Conduct annual quantitative analysis of MA 's to monitor development and target projects against needs</li> <li>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.</li> <li>3. Support MA 's with technological tools like player registration, white label website and tournament management.</li> <li>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.</li> <li>5. Build mutually beneficial relationships with EOC, EPC, EUSA, Special Olympics and other sport institutions that are operating in a European context.</li> </ol>	<ul style="list-style-type: none"> <li>• 54 of MAs achieving developed administration by 2024</li> <li>• 34 of MAs achieving established administration by 2024</li> <li>• 13 of MAs achieving advanced administration by 2024</li> <li>• Conduct a quantitative member survey every year</li> <li>• At least 85% of the MA 's to take part in the BEC Members Forum very year</li> <li>• Annual revision and assessment of BASIS programmes in conjunction survey and MA feedback</li> <li>• 6 representative visits every year</li> <li>• 3 MAs to take part in the shadow programme every year</li> <li>• A 2-day strategic planning event every year</li> </ul>



# PRE-PLAN POSITION BUSINESS

During the 2016-2020 cycle BEC has worked to make its communication more relevant and to reach more stakeholders in an efficient way.

- » The output has been increased on the BEC website and on social media platforms to make sure that the fans can access quality content about badminton on a daily basis.
- » The number of staff in the Communication department has been increased to secure that the communication strategy can be executed in the best possible way.
- » Badmintoneurope.tv was relaunched to create an exclusive platform for badminton video content, where the fans can access live content and Video on Demand.
- » The Badminton Live app was developed as a unique badminton platform, where fans can access live score, live streaming, draws, results, news and photos. The app is the tool for the badminton fans to stay up to date.
- » Connection between the Badminton Europe communication department and the Member Associations communication responsables has been created to make the communication between the parties better and more efficient.
- » The BEC Photo Platform was launched as a tool for the Member Associations to use to promote the European players and the European events on their website and social media platforms.
- » The BEC Podcast was introduced as a new feature, where players, coaches, etc. are invited to talk about badminton in a format that gives the fans better insights.
- » The BEC SoMe Project was introduced to support chosen Member Associations on growing on social media and website.
- » Live streaming on Facebook was introduced to give more fans the option to follow the BEC Circuit and the BEC Major Events.

In its Commercial aspects, BEC has made significant advancements in the last years and worked to position itself in a favourable way to attract more partners by creating more value.

- » A holistic agreement with Sportradar was reached. This includes data-rights, tv-rights, sponsorship from the betting sector and the development of an OTT-Platform.
- » An events format workshop explored new entertainment models to be implemented to attract bigger audiences and more fans to BEC events. A centre-court setup, focusing on the best matches for a defined time duration is being tested and implemented. This will further enhance the entertainment value for fans present in-venue or watching from home as well as creating more value for potential partners.
- » The commercial activity at the Badminton Europe office has been strengthened with the introduction of a Commercial Manager.
- » Badminton Europe has been continuously assessing and improving the commercial structure and quality standards to further increase the value of Badminton Europe's commercial rights.
- » Demographic and behavioural data from all our digital platforms is now being constantly gathered to further understand our audiences in the digital world. This data analysis positions Badminton Europe better to become more relevant and attractive to specific partners.
- » A Sports Marketing Intelligence company has been engaged to research potential leads that are in line with Badminton Europe's philosophy, audience and approach.
- » Badminton Europe has entered into commercial agreements with event-related partners by activating their brands in the major event and across all digital media. The commercial agreements were monitored closely to ensure full compliance and reports were delivered to partners to further develop long-term relationships.

- » The commercial income relating to rights fees, sponsorships, television rights and in-kind sponsorships increased gradually.
  - » A central user database was developed, and this facilitates direct Badminton Europe communication and promotion of events, activities and further exploration of the whole Badminton Europe universe.
- All these initiatives and action-points were taken to further support the BEC mission, vision, values and principles and to communicate them effectively with all stakeholders.

## RESPONSIBILITY

- 1 Business committee
  - Communication department
  - Commercial Department
- 2 Other relevant committees
  - Administration Committee
  - Development Committee
  - Events Committee
  - International Committee

## KEY OBJECTIVES

- 1 Through our digital platforms we want to ensure that the badminton fans can access unique and BEC-produced content about badminton every day on multiple platforms according to the Communication Plan
- 2 Make external media aware of Badminton Europe key activities and to motivate media to spend more time and resources on badminton.
- 3 To support the MAs with know-how, and when relevant, economical support to develop their communication skillset and platforms.
- 4 To make the European badminton top players attractive for the fans.
- 5 To continue building the Badminton Europe brand and increase the popularity and exposure of the sport.
- 6 To sustain and increase the number of spectators that attend our elite major events and provide them with a memorable experience.
- 7 To develop event-related and long-term commercial partnerships to increase revenue potential.

## PRIORITIES

- 1 To create projects and to develop and adopt communication tools to reach out to the four Badminton Europe target groups:
  - Fans
  - Media
  - Member Associations
  - Players
- 2 To strengthen the Badminton Europe brand and develop strong commercial and media partnerships to grow revenues.
  - Strengthen the Badminton Europe brand and ensure correct implementation across all Badminton Europe activities.
  - Optimise event concepts to increase spectator numbers and engagement in the Elite European Championships
  - Commercialisation and Product development
  - Increase number of partners in BEC Activities and nurture the relationship with the existing ones
  - Enhance the overall image and presentation of BEC activities





# ENTERTAINMENT

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
1.Fans	<p>Through our digital platforms we want to ensure that the badminton fans can access unique and BEC-produced content about badminton every day on multiple platforms according to the Communication Plan.</p> <ol style="list-style-type: none"> <li>To create live content from the biggest tournaments around Europe to give the fans all the information and content they need from the biggest and most important tournaments.</li> <li>To create exclusive and engaging content for the fans – also when tournaments are not taking place and to give the fans a place to go and find badminton content on a daily basis.</li> <li>Through BEC's own platforms, the BEC website and the Badminton Live app, provide the best possible content according to the communication plan, which is attractive to the users. This will also enable BEC to obtain data to communicate in the best possible way.</li> <li>Through BEC's exclusive streaming platform provide live streams and Video on Demand from the biggest European tournaments, BEC major events included.</li> <li>Through the BEC Manager app create a fantasy manager environment where the fans can play against each other and discuss badminton through BEC's external media platforms.</li> <li>Through BEC's external Social media platforms ensure that the fans stay up to date with the latest news, and to provide engaging content for the fans to watch and share.</li> <li>Continue the production of the BEC Magazine to give the spectators better insight in the elite BEC Major events.</li> <li>Through the BEC Fan Newsletter communicate the latest and exclusive news, trends and relevant information to the fans and for BEC to gather details on the fans to make tailored communication to them.</li> <li>Continue to grow the central user database to increase direct communication and access to BECs exclusive areas.</li> <li>Give online tools to MAs to become more efficient while centralising European members data collection.</li> </ol>	<ul style="list-style-type: none"> <li>For all areas within priority area number one: Increase the numbers of users on BEC communication channels – websites, apps, social media in terms of reach, engagement, page views, visits.</li> <li>Increase the number of tournaments covered onsite by BEC staff</li> <li>Increase the amount of non-tournament related BEC-produced content</li> <li>Ensure to have the relevant content on the relevant platforms</li> <li>Ensure that internal /external staff deliver on communication tasks</li> <li>Ensure consistency of quality on all platforms</li> <li>Manage the badmintoneurope.com and Badminton Live app content and designs</li> <li>Increase the number of tournaments covered and live streamed on Badmintoneurope.tv</li> <li>Manage the badmintoneurope.tv content and design to be attractive for the users</li> <li>Relaunch the BEC Manager app, the manager podcast and weekly news around the game to create an environment for the managers</li> <li>Increase frequency on audio-visual and graphic content on social media</li> <li>Stay up to date on social media trends</li> <li>Ensure to have the relevant content on the relevant platforms</li> <li>Offline and online publishing of the BEC Magazine two times per year at the EMTC/EMWTC and the EC</li> <li>Send out the BEC Fan Newsletter once per month</li> <li>Implement the Single-Sign-On on all BEC platforms</li> <li>Continue the development of the Federation Data Toolkit</li> </ul>
2. Media	<p>Make external media aware of Badminton Europe key activities and to motivate media to spend more time and resources on badminton.</p> <ol style="list-style-type: none"> <li>Develop a network of journalists, who have interest in badminton.</li> <li>Push the most important information to the media.</li> <li>Support media on getting access to Badminton Europe audio-visual content and photos</li> <li>Support media on getting the relevant information about BEC major events</li> </ol>	<ul style="list-style-type: none"> <li>Increase the number of media platforms travelling to the BEC major events</li> <li>Increase in media registration for the BEC mailing list</li> <li>Create and distribute press releases to media on "Breaking content"</li> <li>Develop a video and photo library for media purposes</li> <li>Create a digital press kit/tournament guide for every elite European Championships (individual and team) based on website profiles and website content</li> <li>Develop a news sharing concept for the relevant media to receive the relevant information</li> </ul>
3. Member Associations	<p>To support the MAs with know-how, and when relevant, economical support to develop their communication skillset and platforms.</p> <ol style="list-style-type: none"> <li>Provide information directly to the MAs regarding BEC activities through Memos and BEC MA Newsletter <ul style="list-style-type: none"> <li>Politics</li> <li>Development</li> <li>High performance</li> <li>Events</li> </ul> </li> <li>Provide photos and video content from the BEC major events and BEC Circuit.</li> <li>Inform MAs on how they can have their content, events and players promoted on BEC platforms.</li> <li>Create a website environment where the MAs can find the relevant news and information about all BEC activities</li> <li>Giving the MAs a chance to renew their website through the white-label solution made by BEC and their media partner.</li> <li>Increasing the promotion of MAs and their players</li> <li>Work closer with the Member Associations to promote the BEC Major events</li> </ol>	<ul style="list-style-type: none"> <li>Continue to send the Board of Directors meeting memo to the MAs</li> <li>Send a quarterly newsletter to all MAs</li> <li>Increase communication to the MAs around the BEC major events to have the MAs promote the event and their players playing at the tournament</li> <li>Increase the numbers of tournaments covered by a photographer</li> <li>Explore the option to share video content with the MAs</li> <li>Continue motivating MAs to provide content to Badminton Europe to promote the MAs, their events and activities</li> <li>Introduce the MAs to the new website white-label setup and embedding options</li> <li>Increase tagging of MAs and their players on BEC social media platforms</li> <li>Increase production of content which the MAs can share one-to-one on their platforms</li> <li>Ensure that the MAs link to the BEC website and streaming platform</li> </ul>



# ENTERTAINMENT

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
4. Players	<p>To make the European badminton top players attractive for the fans.</p> <ol style="list-style-type: none"> <li>1. Support the players to be active on social media</li> <li>2. Focusing on promoting specific players to create a "Star environment" around chosen European players, who Badminton Europe believes have a bright future in the sport.</li> <li>3. Work with the Athletes Commission on how players can promote the sport and how BEC can support the players.</li> </ol>	<ul style="list-style-type: none"> <li>• Give the players access to photos and video from the BEC major events and the BEC Circuit</li> <li>• Increase content about specific players on all BEC platforms</li> <li>• Develop concepts which guides the players on promoting the sport and themselves</li> </ul>
5. Strengthen the Badminton Europe brand and ensure correct implementation across all Badminton Europe activities.	<ol style="list-style-type: none"> <li>1. Remodel brand guidelines to further enhance Badminton Europe brand and include more elements to be used by Badminton Europe's office.</li> <li>2. Ensure implementation across all platforms to create a consistent image in all Badminton Europe's communication with all stakeholders.</li> <li>3. Ascertain correct application of brand guidelines by partners and external stakeholders</li> </ol>	<ul style="list-style-type: none"> <li>• Launch new brand guidelines document and distribute to all relative stakeholders</li> <li>• Coordinate with all Badminton Europe departments to ensure coherent brand usage</li> <li>• Create appropriate approval mechanisms for logo and brand usage</li> </ul>
6. Optimise event concepts to increase spectator numbers and engagement in the Elite European Championships	<ol style="list-style-type: none"> <li>1. Ensure that event attendees are offered an exclusive memorable experience to encourage them to repeat attendance in other events</li> <li>2. Make Elite European Championships more available and accessible to fans around Europe</li> <li>3. Increase early promotional efforts to Elite Major Events to enable fans to plan ahead and organise travel to Championships.</li> <li>4. Coordinate cross-promotion campaigns with Member Associations</li> </ol>	<ul style="list-style-type: none"> <li>• Coordinate with host countries to develop a holistic event experience to offer to attendees.</li> <li>• Create an online tool where solo travellers are guided how to organise their travel to badminton events in terms of flights, accommodation and tickets.</li> <li>• Partner with a ticket sales/sports tourism specialist to offer event-related packages in more European countries.</li> <li>• Create promotional material that can be used for promotion by sports tourism specialists and MAs to promote our events.</li> <li>• Develop a program where MAs are encouraged to promote their stars' participation in European Major events.</li> </ul>
7. Commercialisation and Product development	<ol style="list-style-type: none"> <li>1. Optimise partner approach to maximise Badminton Europe's potential to attract new partners in all Badminton Europe's aspects.</li> <li>2. Develop more audio-visual products and productions that can attract more people to badminton as well as create more partnership opportunities.</li> <li>3. Create PR campaigns that further increase the BEC brand value by showcasing different activities and work done by several BEC departments to get followers, MAs and stakeholders more belonging to Badminton Europe.</li> <li>4. Grow merchandising range availability and explore diverse ways of making it available to our fans.</li> <li>5. Explore online monetisation methods as an alternative source of income to maximise profits on the current fan base.</li> </ol>	<ul style="list-style-type: none"> <li>• Create a catalogue with all offline and digital partnership possibilities to be adapted and discussed with different partners.</li> <li>• Develop one new product a year that is shown on our social media and OTT that create advertising opportunities.</li> <li>• Develop two Badminton Europe PR campaigns yearly together with other committees.</li> <li>• Explore different merchandising products and study feasibility to make these products available online.</li> <li>• Investigate and implement online opportunities of income relating both to badminton products as well as other products that are attractive and relevant to our fanbase.</li> </ul>
8. Increase number of partners in BEC activities and nurture the relationship with the existing ones	<ol style="list-style-type: none"> <li>1. Use different methods to get more potential partners in the partnership funnel to increase Badminton Europe's partnership network.</li> <li>2. Develop more commercial partnerships that render more revenue to Badminton Europe and increase the brand value</li> <li>3. Generate a high degree of partner satisfaction to develop long-term partnerships.</li> <li>4. Explore the possibility of creating a Sport/ Badminton related networking event where brands, partners and other stakeholders come together to discuss, network and develop ideas to further develop the badminton industry.</li> </ol>	<ul style="list-style-type: none"> <li>• Explore and implement different tools to generate relevant prospect lists both within the badminton industry and beyond</li> <li>• Approach 40 new companies a month to open communication and find win-win opportunities</li> <li>• Ensure timely partnership reporting</li> <li>• Develop quality hospitality model around Badminton Europe's elite major events</li> <li>• Evaluate and start the process to organise a Badminton Networking event to get all stakeholders in the Badminton World together.</li> </ul>
9. Enhance the overall image and presentation of BEC activities	<ol style="list-style-type: none"> <li>1. Strengthen the commercial communication and PR efforts around major events (refer to Communication Strategy)</li> <li>2. Embark on new initiatives to further promote Badminton Europe through campaigns and collaborations with other entities.</li> <li>3. Evaluate the quality of all communication tools to ensure that they are up to date with the latest technologies and quality standards</li> </ol>	<ul style="list-style-type: none"> <li>• Full coordination with the Communication Team to strengthen the overall coverage of major events</li> <li>• Collaborate with one or more external entities every year to develop campaigns aimed at increasing awareness on pressing global issues and increasing BEC brand value.</li> <li>• Ensure that the necessary audio-visual equipment and graphic packages are in place to deliver the best possible quality service to our fans</li> </ul>



# PRE-PLAN POSITION EVENTS

During the last strategic period of 2016-2020, BEC has undertaken several initiatives within the Events area, which have positioned the organisation and the sport well for future growth. These initiatives have included:

- » Evaluating the Major Events bidding process and event structure, where measures were taken to increase the feasibility for more MAs to organise a Major Event.
- » Continued upgrading of the quality and consistency of our Major Events regarding branding, sport presentation, television production and commercial / media deliverables.
- » Introducing an extensive evaluation of each Major Event by conducting a survey both on site as well as after the tournament with participants, team managers, coaches, officials, spectators, staff and volunteers. This enables the possibility to further improve our Major Events although organised by different Member Associations.
- » Establishing badminton as a part of the sports program of the European Games of 2015, 2019 and 2023 and reintroducing badminton at the European Youth Olympic Festival 2021.
- » Introducing a European U17 Circuit in 2016, which has evolved from 12 tournaments in the first year to 28 tournaments in 2020.
- » Establishing a tournament grading system for Junior Circuit tournaments in 2018 and a similar grading system for U17 Circuit tournaments in 2020, giving BEC the opportunity to measure the quality of the organised tournaments and therefore motivate tournament organisers to further improve their organisations.
- » Continued support of BEC Elite Circuit tournaments regarding live score and livestream, where an evolution can be seen of 16 supported tournaments in 2016 to more than 25 in 2020.
- » Continued support of our MAs in organising Elite Circuit tournaments, resulting in a rise from 32 tournaments in 2016 to 36 in 2020. This makes the BEC Elite Circuit the biggest one of the 5 continents, with at least double the number of tournaments compared to any other continent.
- » Reviewing, developing and improving our Major Events and Circuit Regulations based on changes in the BWF Statutes, experience gained over the years and aimed quality upgrades of the tournaments.
- » Improving both quantity and quality of European Technical Officials through continued development of a solid and transparent education, assessment and appraisal program. The introduction of the National Umpire Education Programme in 2018 has helped significantly in guiding our Member Associations on a national level, securing the flow of umpires to the international level.

Looking towards the future, BEC intends to further develop and implement tournament concepts on all levels to ensure continued growth and to remain competitive in the sports entertainment business.

## RESPONSIBILITY

- 1 Events committee
  - Major Events
  - Circuits
  - Technical Officials

## KEY OBJECTIVES

- 1 To deliver world class tournaments which showcase the sport to a worldwide audience and inspire people to join an increasing fan base and ultimately, in conjunction with other BEC activities, help inspire more people to start playing badminton.
- 2 To lead and set the pace with our European Championships and the BEC Circuit tournaments, being the best place to watch badminton and the best badminton competitions to take part in for players.
- 3 To encourage the development of national and international competition structures by creating a good and useful calendar and tools for Member Associations, tournament organisers, players, technical officials and volunteers.
- 4 To regulate the sport on all levels with sufficient quality, ensuring compliance with the Laws of Badminton and all relevant Regulations.
- 5 To identify, educate and develop the European Technical Officials to become the best in the world.

## PRIORITIES

- 1 Continuously improve the delivery and quality of our Major Events, particularly focusing on venue presentation, court setup standards and commercial brand exposure.
- 2 Showcase badminton as an exciting and entertaining sport for both spectators in the venue by focussing more on the home players, as well as on television by focussing more on the stars.
- 3 Improve the presentation and promotion of all BEC Circuit tournaments by creating our own brand.
- 4 Ensure that we have a competitive number of badminton tournaments for all target groups, where each tournament is of a sufficient quality in respect to its purpose.
- 5 Ensure the quality and quantity of European Technical Officials via a solid and transparent education, assessment and appraisal program.
- 6 Regulate the development of the Technical Official's area by gathering and sharing experiences of the highest level with relevant Member Associations and individuals.





# EVENTS

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
1.Events - delivery and quality	<p><i>To continuously improve the delivery and quality of our Major Events, particularly focusing on venue presentation, court setup standards and commercial brand exposure.</i></p> <ol style="list-style-type: none"> <li>1. Enable competitive bidding for all our events and ensure confirmed allocations and signed contracts well in advance of future European Championships, to enable a smooth preparation.</li> <li>2. Ensure professional delivery of each European Championships in accordance with confirmed regulations and agreements, hereby focusing on venue presentation, court setup standards and commercial brand exposure.</li> <li>3. Ensure improvements of all future European Championships based on previous experiences.</li> </ol>	<ul style="list-style-type: none"> <li>• Get minimum 1 strong bid for each of our Major Events at least 15 months before the start.</li> <li>• Contract signed 12 months before the start of an event.</li> <li>• Start cooperation with a future event host at the previous edition or similar organisation by inviting them.</li> <li>• Deliver each event in accordance with relevant regulations, BEC events manual and in accordance with the signed event contract.</li> <li>• Do an evaluation survey after all our events with participants, spectators, volunteers, staff, officials, team managers and coaches.</li> <li>• Evaluate executed events and consider changes to future deliveries and to the events structure.</li> </ul>
2. Entertainment	<p><i>To showcase badminton as an exciting and entertaining sport for both spectators in the venue by focussing more on the home players, as well as on television by focussing more on the stars.</i></p> <ol style="list-style-type: none"> <li>1. Livestream our BEC events all days and all courts on our BEC media platform.</li> <li>2. Ensure the television production quality of our BEC Elite events (EC – EMWTC – EMTC) in accordance with the contractual specifications, agreed with the BEC media partner.</li> <li>3. Improve the spectator experience by having an engaging and entertaining sports presentation for an identified number of matches each day.</li> <li>4. Explore technological innovations to improve the excitement and understanding of badminton within a tournament context.</li> </ol>	<ul style="list-style-type: none"> <li>• All BEC events are streamed with minimum 1 camera per court and an HD production of minimum 720 pixels.</li> <li>• All BEC Elite events have an HD TV production with 9 cameras (3 days for individual events, 2 days for team events) with live commentating from all finals.</li> <li>• Create a center court setup for our BEC Elite events, with increased sports presentation for a maximum of 5 matches during prime time each day.</li> <li>• Prioritise match planning at BEC Elite events to ensure full support of commercial delivery and development.</li> <li>• Explore how new technologies and sports presentation ideas can be implemented into badminton and enhance the understanding and experience – such as light concepts, laser animations, big screen content concepts, LED A-boards, IRS, shuttle tracking system etc.</li> </ul>
3. Circuits - branding	<p><i>Improve the presentation and promotion of all BEC Circuit tournaments by creating our own brand.</i></p> <ol style="list-style-type: none"> <li>1. Change the name of the Circuit to Tour and brand it accordingly.</li> <li>2. Improve the BEC Circuits website to support tournament organisers and give more and better information to badminton fans.</li> <li>3. Introduce regulations which help to improve the quality and presentation of the BEC Circuit tournaments.</li> <li>4. Improve 'look and feel' presentation of venue, technical delivery (practice courts, warm up courts, backstage requirements) and promotion of BEC Circuit tournaments.</li> </ol>	<ul style="list-style-type: none"> <li>• Change the name of the Circuit to Tour by the end of 2021 and create a new "Tour" logo.</li> <li>• Ensure that the (new) Badminton Europe branded materials are sent to and displayed at all BEC Circuit tournaments.</li> <li>• Create a new BEC Circuits website by the end of 2021.</li> <li>• Evaluate the BEC Circuits Regulations yearly.</li> <li>• Support at least 20 Circuit tournaments with Live score/Streaming coverage.</li> <li>• Create tools for tournament organisers on how to improve their presentation and promotion</li> <li>• Reach at least 20 MAs by the end of 2024 with the new presentation and promotion tools.</li> </ul>
4. Calendar	<p><i>Ensure that we have a competitive number of badminton tournaments for all target groups, where each tournament is of a sufficient quality in respect to its purpose.</i></p> <ol style="list-style-type: none"> <li>1. Govern the international European badminton calendar and sanctioning process to enable players to have the greatest opportunity to compete, including clear competitive opportunities at each level.</li> <li>2. Set up relevant projects and facilitate MAs so that they would progress in their development level within the Events/tournaments area.</li> <li>3. Provide a BEC digital tournament software to support MAs to organise tournaments.</li> <li>4. Encourage and support MAs to have their events staff or local organizers educated via the BWF Events Administrators Education program.</li> </ol>	<ul style="list-style-type: none"> <li>• BEC calendars are up to date at all times.</li> <li>• Circuit Rankings are updated 52 times per year.</li> <li>• Minimum 50 (93%) MA's achieving minimum developed status in events by 2024.</li> <li>• Minimum 32 (59%) MA's achieving minimum established status in events by 2024.</li> <li>• Minimum 16 (30%) MA's achieving advanced status in events by 2024.</li> <li>• BEC digital tournament software to be available for all MAs by the end of 2021.</li> <li>• 20 new individuals from organizers/MA's have participated in the BWF Events Administrators online education program by 2024.</li> <li>• Decrease administrative fines by 20% by 2024 compared to 2020.</li> </ul>

# EVENTS

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
5. Technical Officials – quality and quantity	<p><i>Ensure the quality and quantity of European Technical Officials via a solid and transparent education, assessment and appraisal program.</i></p> <ol style="list-style-type: none"> <li>1. Organise sufficient courses, assessments and appraisals for both umpires and referees.</li> <li>2. Ensure a sufficient quantity of European Technical Officials.</li> <li>3. Support that qualified Technical Officials are appointed to BEC Events and Circuit tournaments.</li> <li>4. Ensure that qualified European Technical Officials are appointed to BWF Major Events and BWF World Tour tournaments when requested by BWF.</li> <li>5. Communicate all information regarding Technical Officials' education, assessments, appraisals and numbers clearly on the BEC website.</li> </ol>	<ul style="list-style-type: none"> <li>• A minimum of 2 umpire courses are organised per year.</li> <li>• A minimum of 1 referee course is organised every 3 years.</li> <li>• An online course for U17 referees is created by the end of 2021.</li> <li>• A minimum of 1 appraisal of BEC Accredited and Certificated umpires is organised per year.</li> <li>• 1 assessment towards BEC Accredited level in odd years and 2 assessments in even years are organised.</li> <li>• 1 assessment towards BEC Certificated level is organised every year</li> <li>• Assessments of referees successfully passing the referee course are done before the next referee course is held.</li> <li>• Ensure a pool of 20 BEC Continental Referees.</li> <li>• Have a passing rate of 60% for European referees in connection with participation in BWF workshops and eventual assessments.</li> <li>• Ensure a pool of 80 BEC Accredited umpires and 50 BEC Certificated umpires.</li> <li>• Have a passing rate of 75% for European umpires in connection with BWF assessments.</li> <li>• Make a yearly selection of BWF Line judges in accordance with BWF guidelines.</li> <li>• Qualified referees and umpires have been appointed to all BEC events.</li> <li>• Qualified referees have been appointed to BEC Elite and Junior Circuit tournaments.</li> <li>• Where necessary, Circuit tournament organizers have been assisted to find qualified umpires for their tournaments.</li> <li>• European BWF and BEC umpires were selected for BWF tournaments.</li> <li>• Keep BEC website updated at all times regarding the above.</li> </ul>
6. Technical Officials - development	<p><i>Regulate the development of the Technical Official's area by gathering and sharing experiences of the highest level with relevant Member Associations and individuals.</i></p> <ol style="list-style-type: none"> <li>1. Ensure that the assessment panels contain sufficiently qualified European technical officials.</li> <li>2. Support MAs to have a national umpire education system.</li> </ol>	<ul style="list-style-type: none"> <li>• Maintain a pool of minimum 11 umpire assessors.</li> <li>• Maintain a pool of minimum 4 referee assessors.</li> <li>• Ensure that the BEC assessment panels work in a transparent way.</li> <li>• Assessment panels work transparent and the quality is monitored at all times.</li> <li>• A national umpire education programme is conducted every year.</li> <li>• At least 50 umpires from minimum 40 MAs participated at the national umpire education programme by 2024.</li> </ul>



# PRE-PLAN POSITION

## INTERNATIONAL RELATIONS

- » BEC has been part of the European Games both in 2015 in Baku and in 2019 in Minsk. The MoU of badminton's participation in the 2023 European Games in Krakow has been signed which bears witness to BEC commitment to EOC and vice versa. Furthermore, BEC is well positioned within the global badminton work with strong alliances and connection both within BWF and with the other Continental Confederations.
  - » Badminton is confirmed on the programme of sports for the 2023 European Games in Krakow, Poland.
  - » Badminton has been re-introduced to the European Youth Olympic Festival which will be held in 2021 in the Slovak city of Banská Bystrica.
  - » BEC has signed a number of MoU's with international sports organisations that operate within the European Continent. This in order to coordinate activities as well as to increase participation in badminton.
  - » BEC has improved on structural relations with BWF in signing a Memorandum of Understanding which defines the working relation. Furthermore, extensive work has gone into improving the BEC Governance and aligning Rules, Regulations and Procedures with BWF in cooperation with the other Continental Confederations.

### RESPONSIBILITY

- 1 International committee

### KEY OBJECTIVES

- 1 To continue to improve badminton's position as a core sport of the European Games programme.
- 2 To build good relations with the EOC, EPC and the institutional sports world operating in Europe particularly.
- 3 To have badminton included in more multi-sport events in Europe.
- 4 To build good relations with EU and successfully apply for projects to promote badminton in Europe.
- 5 To build strong relations with BWF and the 4 other Continental Confederations in order to ensure continued good governance of the sport globally.

### PRIORITIES

- 1 Strong EOC relations with badminton as a core sport of the European Games
- 2 Badminton as a core sport in major multi-sport events in Europe
- 3 Partnerships with key sports institutional organisations operating in Europe
- 4 Apply and deliver on EU funded projects
- 5 Strong relations with BWF and the 4 other Continental Confederations





# INTERNATIONAL RELATIONS

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
1. Strong EOC relations with badminton as a core sport of the European Games	<p>To continue to improve badminton's position as a core sport of the European Games programme.</p> <ol style="list-style-type: none"> <li>1. Enhance good relations with EOC, EOC Members and EOC staff through strong representation at EOC</li> <li>2. Through the Events Committee, ensure that the badminton competition at the 2023 European Games is delivered to the highest technical standards</li> <li>3. Maintain badminton's position in the European Youth Olympic Festival</li> </ol>	<ul style="list-style-type: none"> <li>• Improve on badminton's position in the EOC in terms of the European Games</li> <li>• Through the Events Committee, deliver a high quality 2023 European Games</li> <li>• Badminton part of 2027 European Games</li> <li>• Through the Events Committee, deliver a high quality 2021 European Youth Olympic Festival</li> <li>• Badminton part of 2023 European Youth Olympic Festival</li> </ul>
2. Badminton as a core sport in major multi-sport events in Europe	<p>To maintain badminton's position in multi-sport events that the sport is currently part of and introduce badminton to new multi-sport events in Europe.</p> <ol style="list-style-type: none"> <li>1. Through active promotion and networking keep or have badminton included as a core sport in the following multi-sport events: <ul style="list-style-type: none"> <li>• European Games, European Youth Olympic Festival, Games of the Small States of Europe, European Championships (multi-sport event), Eurogames, European Masters Games, European Universities Games and Mediterranean Games.</li> </ul> </li> <li>2. Through the Events Committee offer support for the organisation of multi-sport events/games.</li> </ol>	<ul style="list-style-type: none"> <li>• By 2024 maintain badminton's position as a core sport where badminton is already part</li> <li>• By 2024 ensure badminton's position as a core sport where badminton is not already part</li> </ul>
3. Partnerships with key sports institutional organisations operating in Europe	<p>To build good relations with the EOC, EPT and the institutional sports world operating in Europe particularly.</p> <ol style="list-style-type: none"> <li>1. Ensure strong BEC representation at key meetings / forums / conferences organised by EOC and EPC.</li> <li>2. Maintain or set up formal partnerships with institutional sports partners such as: <ol style="list-style-type: none"> <li>a. European Paralympic Committee - (MoU 2019)</li> <li>b. European University Sports Federation EUSA – (MoU 215)</li> <li>c. International School Sports Federation</li> <li>d. European Masters Games Association</li> <li>e. International Committee of Mediterranean Games</li> <li>f. Special Olympics – (MoU 2015)</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>• BEC represented at key events where European Sports Federations and sports institutional organisations meet</li> </ul>
4. Apply and deliver on EU funded projects	<p>To build good relations with EU and successfully apply for projects to promote badminton in Europe.</p> <ol style="list-style-type: none"> <li>1. Ensure strong BEC representation at key meetings / forums / conferences organised by EU on sport related matters</li> <li>2. Apply for projects as and when they seem relevant in conjunction with Member Associations and other relevant organisations</li> </ol>	<ul style="list-style-type: none"> <li>• BEC represented at key events organised by EU on sport related matters</li> <li>• By 2024 having successfully implemented an activity funded by EU agencies</li> </ul>
5. Strong relations with BWF and the 4 other Continental Confederations	<p>To build strong relations with BWF and the 4 other Continental Confederations in order to ensure continued good governance of the sport globally.</p> <ol style="list-style-type: none"> <li>1. BEC wishes to position itself as a trusted and efficient organization that with integrity, commitment and respect deals with BWF and Continental Confederations</li> <li>2. Ensure strong European representation on the BWF Council</li> </ol>	<ul style="list-style-type: none"> <li>• Have an MoU in place with BWF</li> <li>• Minimum 9 European's serving on BWC Council</li> </ul>



# PRE-PLAN POSITION OPERATIONS

» The BEC office manages the day-to-day operations of the business which includes the functional areas of major events, circuits, technical officials, educational and camp activities, high performance, communication, commercial, finance, para badminton as well as providing services to the Board of Directors. The BEC Office delivers on decisions taken by the ADM and Board of Directors and implements activities, some of these in close cooperation and agreement with BWF, in accordance with the BEC Strategic Plan.

» Since 2015, BEC has increased the number of staff from 6 to 16 in order to cover all functional areas and provide sufficient back up knowledge in the different areas. At the same time setting up the Centre of Excellence has also meant that more staff was employed. In order to achieve this increase in staff the CCHR funding received from BWF has been fundamental. By the end of 2021 we anticipate having 4 development staff, 3 events staff, 4 communication staff, 2 finance & administration staff, 1 staff working in the commercial area and 3 coaches working alongside the General Secretary and the Deputy General Secretary. With this staff contingency we should be in a good position to meet the requirements from BWF in terms of implementing common development programmes, to activate our tournament programme and to communicate professionally about our activities and the sport in general. We will also be able to service the Board of Director's, the Members and our partners and other stakeholders.

» The BEC Office is still well located in the suburbs of Copenhagen but with the latest expansions we are reaching the limit in terms of workstations. However, as no additional employments are foreseen in the foreseeable future, we should be able to stay in the premises for the time being. The BEC Office provides besides good office space also excellent storage possibilities for both our development and events equipment. All in all, BEC is in a good shape to meet the challenges of tomorrow.

## RESPONSIBILITY

- 1 General Secretary/ Deputy General Secretary in consultation with the Administration Committee

## KEY OBJECTIVES

- 1 Enhance the service orientation of systems and staff to ensure consistent service standards in all areas of operations for stakeholders like the Board of Directors, Members and commercial partners

## PRIORITIES

- 1 High quality services
- 2 Effective internal communication
- 3 Investment in human resources
- 4 Investment in information technology
- 5 On-going risk management





# OPERATIONS

PRIORITY AREA	STRATEGIES	KPI'S 2021-2024
1. High quality services	<p>To provide high quality services to the Board of Directors, Members, commercial partners and other stakeholders within all areas of the BEC operations: Development, Events, Business and Administration.</p> <ol style="list-style-type: none"> <li>Effectively manage office operations and procedures in accordance with BEC Rules, regulations, policies and procedures</li> <li>Ensure that staff understands that we are a service organisation and acts accordingly</li> <li>Ensure consistent standards of service in all areas of operations</li> <li>Ensure effective preparation and execution of meetings – Annual Delegates’ Meeting, Board of Directors meetings, Committee meetings, Commission meetings and Working Group meetings</li> </ol>	<ul style="list-style-type: none"> <li>All regulations, policies and procedures adhered to in the day-to-day delivery of services</li> <li>Board of Directors and Members understands the services provided by the BEC office and are “satisfied” or “very satisfied” with servicing as expressed through available tools to provide feedback</li> </ul>
2. Effective internal communication	<p>To communicate effectively with internal stakeholders, mainly Board of Directors and Members</p> <ol style="list-style-type: none"> <li>Regular formal communication to the Members, Board of Directors and staff</li> <li>Ensure relevant IT systems to facilitate efficient and effective internal communication</li> </ol>	<ul style="list-style-type: none"> <li>Communication in accordance with BEC Communication Plan which must be reviewed annually and updated as necessary</li> <li>Requirements from the Rules kept up to date</li> <li>Communication to Member Associations through formal notices/ and memos as minimum after each Board meeting, notices on website, member forums, meetings with staff and BEC ADM</li> </ul>
3. Investment in human resources	<p>To invest in staff development as necessary and ensure that we have continuity and sufficient knowledge and backup in the functional areas</p> <ol style="list-style-type: none"> <li>Provide needs-based training and development opportunities for staff</li> <li>Monitor demands on services and recruit staff with the appropriate knowledge, skills and experience</li> <li>Accept interns on a needs basis to experience work in an international sports federation</li> </ol>	<ul style="list-style-type: none"> <li>Annual appraisals of staff conducted</li> <li>Ensure delivery by having sufficient staff that are knowledgeable and service minded</li> <li>Staff policies reviewed regularly and available for staff</li> </ul>
4. Investment in information technology	<p>To invest in IT systems to improve administrative workflows, to assist with internal and external communication and to ensure proper storage of data in compliance with GDPR</p> <ol style="list-style-type: none"> <li>Implement common administrative file handling system to secure data and improve day to day operational efficiency</li> <li>Set up server systems to have ownership and control of key data</li> <li>Ensure security systems for all IT platforms to comply with GDPR</li> </ol>	<ul style="list-style-type: none"> <li>Common administrative file handling system in place and kept up to date</li> <li>Ensure appropriate IT setup in place for each employee</li> <li>Ensure systems are secured to protect private and sensitive information in order to comply with GDPR</li> </ul>
5. On-going risk management	<p>Ensure that the 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</p>	<ul style="list-style-type: none"> <li>Ensure annual review of risk register</li> <li>Ensure that relevant insurance policies are maintained</li> </ul>





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