



Badminton Europe Confederation (BEC)

Integrated development plan 2016

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1. Introduction

This Badminton Europe (BEC) Development Strategic Plan is the tool by which to organise, evaluate and guide all BEC development activities. It provides the aims of our activities, all useful information regarding the activities and the guidelines for the development of the activities. This Strategic Plan (SP) should be a dynamic plan that is evaluated every year and by which our development activities be assessed yearly.

All individual action items within this plan need to be listed and planned, performed and evaluated on a periodical basis. Changes to this plan and the budget need to be documented in the plan so this tool is always the most updated instrument in the Badminton Europe Development strategy.

The Development strategy is fully aligned with the overall BEC Strategy and is appropriately linked with the strategy for Development of the Badminton World Federation (BWF).

2. Analysis of Member Associations

2.1 Description of the analysis

The analysis is based on the 2014 BWF survey. We created five development stages:

- Group One (G1) – most developed Member Associations
- Group Two (G2) – more developed Member Associations
- Group Three (G3) – developed Member Associations
- Group Four (G4) – developing Member Associations
- Group Five (G5) a less developed Member Associations
b least developed Member Associations

We used 18 different criteria to determine how developed our MA's are. For example if a country has more than 13 red labelled criteria it is a G1 country. In the legend on the next page you can find the criteria that we used for the analysis.

2.2 Criteria (legend)

Categories of development of MA - legend	G1	G2	G3	G4	G5a	G5b
Players/Pairs in top World ranking	13 of 18	12 of 17	12 of 17	8 of 11	6 of 11	> 6 of 11
Participation in	> 3 in top 30	> 3 in top 50	> 3 in top 100	> 3 in top 200	at least 1 player in top 200	no players in top 200
Participation in	AGM BE and BWF	AGM BE and BWF	AGM BE and BWF	AGM BE or BWF	didn't attend in any AGM	didn't attend in any AGM
Participation in	EC	> 7 of 9	> 5 of 9	> 3 of 9	At least on 1	didn't attend in any
	EMixedTC					
	EMensTC					
	EWomensTC					
	EJC (Ind)					
	EJC (Team)					
	WC					
	WJC					
	SC					
Qualification for	> 1 team for TU Cup					
Qualification for Olympic Games	> 3 disciplines	> 2 disciplines	> 1 disciplines	> 1 disciplines		
Results in EC (Ind)	> 3/4	> 5/8	> 9/16			
Results in ETC	> 3/4	> 1st in group	> 2nd in Group	> 3rd in Group		
Results in EJC	> 3/4	> 5/8	> 9/16			
Results in WC, SC, WJC	> 5/8	> 5/8	> 9/16	> 17/32		
Registered players per population	> 10,0 ‰	> 5,0 ‰	> 1,0 ‰	> 0,5 ‰		Less than 0,5%
Technical officials:	structured education	structured education	structured education		1 referee or 1 umpire	Nothing
	1 BWF referee					
	1 BE referee	1 BE referee	1 BE referee			
	2 BWF umpires	1 BWF umpires				
	6 BE umpires	4 BE umpires	4 BE umpires	2 BE umpires		
Organisation of international events	2 major	1 major	1 major	1 major	None	None
Organisation of international junior events	1 major	1 major	1 major	1 major	None	None
Organisation of international summer camp	1	1	1			
Staff at the office and in the coaching team	Full-time			Part-time	None	None
Structured coach education system	Yes	Yes	Yes	system yes, material no	None	None
coach education material	Yes	Yes	Yes		None	None
Part of the strategic plan of the federation	PR officer	PR officer	PR officer	No	No	No
Active part of the strategic plan of MA	Badminton in schools	Badminton in schools	Badminton in schools	No	No	No

2.3 Result

November 2014	Players/ Pairs in WR top	Participation in AG	in EC/V	Qual for T Cup OG # di	in EC	in ETC's	in EJC (Ind)	in WC/ SC/WJC	registered players per population ‰	Technical officials	Int. events	Junior events	Int. summer cam	Employment office & coaching	Coach education	PR officer	Schools prog.	Conclusion
ALBANIA																		ALB
ARMENIA																		ARM
AUSTRIA																		AUT
AZERBAIJAN																		AZE
BELARUS																		BLR
BELGIUM																		BEL
BOSNIA & HERZEGOVINA																		BIH
BULGARIA																		BUL
CROATIA																		CRO
CYPRUS																		CYP
CZECH REPUBLIC																		CZE
DENMARK																		DEN
ENGLAND																		ENG
ESTONIA																		EST
FAROE ISLANDS																		FAR
FINLAND																		FIN
FRANCE																		FRA
GEORGIA																		GEO
GERMANY																		GER
GIBRALTAR																		GIB
GREECE																		GRE
GREENLAND																		GRN
HUNGARY																		HUN
ICELAND																		ISL
IRELAND																		IRE
ISRAEL																		ISR
ITALY																		ITA
LATVIA																		LAT
LIECHTENSTEIN																		LIE
LITHUANIA																		LTU
LUXEMBOURG																		LUX
MACEDONIA																		MKD
MALTA																		MAL
MONACO																		MON
MOLDOVA																		MDA
MONTENEGRO																		MNE
NETHERLANDS																		NED
NORWAY																		NOR
POLAND																		POL
PORTUGAL																		POR
ROMANIA																		ROM
RUSSIA																		RUS
SCOTLAND																		SCO
SERBIA																		SRB
SLOVAK REPUBLIC																		SVK
SLOVENIA																		SLO
SPAIN																		ESP
SWEDEN																		SWE
SWITZERLAND																		SUI
TURKEY																		TUR
UKRAINE																		UKR
WALES																		WAL

Categories of development of MA	
G1	DENMARK
	ENGLAND
	GERMANY
G2	SPAIN
	FRANCE
	NETHERLANDS
	RUSSIA
G3	BELGIUM
	BULGARIA
	CZECH REPUBLIC
	FINLAND
	IRELAND
	SCOTLAND
	SWITZERLAND
	TURKEY
G4	AUSTRIA
	CROATIA
	ESTONIA
	GREECE
	ICELAND
	ITALY
	LITHUANIA
	NORWAY
	POLAND
	PORTUGAL
	ROMANIA
	SLOVAK REPUBLIC
	SLOVENIA
	SWEDEN
	UKRAINE
WALES	
G5a	BELARUS
	CYPRUS
	FAROE ISLAND
	HUNGARY
	SERBIA
G5b	ALBANIA
	ARMENIA
	AZERBAIJAN
	BOSNIA & HERZEGOVINA
	GEORGIA
	GIBRALTAR
	GREENLAND
	ISRAEL
	LATVIA
	LIECHTENSTEIN
	LUXEMBOURG
	MACEDONIA
	MALTA
	MONACO
	MOLDOVA
MONTENEGRO	

3. Activities

3.1 Administration and governance

3.1.1 Administration Staff

Description of current structure

The Badminton Europe office consists out of the following staff:

General Secretary
Senior Manager
Three Managers
Two Junior Managers

Deliverables

- Implement the objectives in the Badminton Europe Strategic Plan
- Implement the policies set by the Badminton Europe Board of Directors
- Provide a professional and efficient service to the Member Associations
- Determining the Development needs of the various Member Associations through detailed assessment and analysis based on the BWF survey.
- Amendment of pre-set development criteria on the basis of communication with the respective Member Associations
- Helping new associations to be established
- Promote badminton as a Sport for All and as a healthy lifestyle option
- Ensure all project guidelines, reporting from activities and other relevant information are published and updated on the Development website
- Keep website updated on all activities as presented in the development plan
- Implement the development programs from the BWF
- Report to the BWF regarding the development programs
- Report the programme design & operations plan to the BWF
- Taking part in forums organised by the BWF
- Administer the level 4 tournaments
- Ensure all Member Associations (100%) are aware of programmes and activities available to them

3.1.2 The Annual Delegates meeting (ADM) and Gala

Description of current structure

Badminton Europe is each year organising the ADM in April. In connection to the ADM, BEC is organising the Gala.

Deliverables ADM

- Prepare the Annual report
- Organise the meeting
- Organise the logistics

Deliverables Gala

- Prepare the program of the evening
- Organise the logistics

3.2 Sport for All

The following programs and activities; Shuttle Time, BWF coach education level 1 and level 2, BEC Summer School, Regional projects and Senior Badminton all fall under the Sport for All area. The main goal of the programs and activities are to increase participation.

3.2.1 Sport for All Commission

Description of current structure

The coordination of the sport for all programs and activities will be done by the commission.

Deliverables for the Sport for all commission

- The sport for all commission meets two times per year.
- Monitor and discuss the progress of Shuttle Time in Europe
- Create ideas to improve the shuttle time programs
- Monitor and discuss the progress of the coach education level 1 and level 2 programs in Europe
- Create ideas to improve the coach education level 1 and level 2 programs
- Monitor and discuss the progress of the BEC Summer School
- Create ideas to improve the BEC Summer School
- Monitor and discuss the progress of the Regional Projects
- Create ideas to improve the Regional Projects
- Stimulate Member associations to apply for Olympic Solidarity courses
- Create programs and activities for Senior Badminton
- Help with the development of badminton within Special Olympics
- Discuss how to effectively manage and use resources

3.2.2 School badminton: Goal, strategies and KPI's for 2020

Goal and Strategies: To become one of the most popular school sports in Europe via implementation of the BWF shuttle time project. It is important to modify the Shuttle Time model to suit European implementation.

KPI 1: 40 countries implementing shuttle time by 2020

KPI 2: 20.000 teachers educated by 2020

KPI 3: 15 MA's organising Badminton School Championships.

KPI 4: increase the number of registered players in Europe to 1.000.000 by 2020

3.2.2.1 Shuttle Time

Description of current structure

"Shuttle Time" is BWF's Schools Badminton Programme. This programme aims to help teachers and coaches develop the skills, knowledge and confidence to plan and deliver safe and fun badminton lessons to children and youth. The BWF is working with its Continental Confederations

and Members to implement Shuttle Time worldwide since 2012. Badminton Europe is responsible for the implementation in Europe.

Badminton Europe is organising Shuttle Time Trainer/ Tutor courses. The goal of these courses is to educate Trainers /teachers who can after they pass the course educate Tutors/teachers in their home country. This will make our Member Federations independent and they can run the courses themselves. It is very important that Badminton Europe keeps on organising these courses to secure that there are enough trainer / tutors to support the Member Associations with the implementation. Many federations are now independent and can educate their own people and therefore many of these courses will be organised in the coming years in regions where badminton is not widely known. We would also like to offer these courses in the local language. Badminton Europe is also supporting Member Associations by giving grants for their own courses. This support is based on participation.

Registered players

It is the goal of badminton Europe to assist Member Associations in seeking innovative methods to increase their number of registered members. Shuttle Time is a good tool to increase the number of registered players.

Target countries within future ideal project state

G1, G2, G3, G4 and G5 countries

3.2.2.2 Current state of the project

Implementing countries:

Nr	Country	Status	Implementing since
1	Armenia	Planning to implement in 2016	-
2	Austria	Planning courses in 2016	2013
3	Bosnia and Herzegovina	No information	2014
4	Croatia	Planning courses in 2016	2014
5	Czech Republic	Planning courses in 2016	2014
6	Estonia	Planning courses in 2016	2015
7	Faroe Islands	Planning courses in 2016	2012
8	Finland	Planning courses in 2016	2014
9	France	Planning courses in 2016	2015
10	Georgia	Planning to implement in 2016	-
11	Germany	Planning courses in 2016	2014
12	Greece	Planning courses in 2016	2014
13	Greenland	Planning courses in 2016	2015
14	Hungary	Planning courses in 2016	2013
15	Iceland	All teachers educated	2013
16	Ireland	Planning courses in 2016	2013
17	Israel	Planning to implement in 2016	-
18	Italy	Planning courses in 2016	2013
19	Latvia	Planning courses in 2016	2015
20	Lithuania	No information	2014
21	Malta	Planning courses in 2016	2012
22	Norway	Waiting for course modification	2013
23	Poland	Planning courses in 2016	2013
24	Portugal	No information	2015
25	Romania	Planning courses in 2016	2013
26	Russia	No information	2012
27	Scotland	Planning courses in 2016	2015
28	Serbia	Planning to implement in 2016	-
29	Slovakia	Planning courses in 2016	2013
30	Slovenia	Planning courses in 2016	2013
31	Spain	Planning to implement in 2016	-
32	Switzerland	Planning courses in 2016	2013

27 countries are implementing Shuttle Time. 5 new countries are planning to implement in 2016

Educated Shuttle time teachers and tutors per country and prediction for 2016:

Nr	Country	Teachers	Expected in 2016	Total 31 Dec 2016	Tutors	Expected in 2016	Total 31 Dec 2016
1	Armenia	1	32	33	0	0	0
2	Austria	383	150	533	95	50	145
3	Bosnia and Herzegovina	16	0	16	1	0	1
4	Croatia	21	0	21	1	0	1
5	Czech Republic	268	160	428	17	14	31
6	Estonia	143	100	243	3	0	3
7	Faroe Islands	16	80	96	2	0	2
8	Finland	9	0	9	3	0	3
9	France	0	200	200	25	150	175
10	Georgia	0	32	32	1	0	1
11	Germany	68	500	568	146	50	196
12	Greece	364	300	664	4	12	16
13	Greenland	13	30	43	5	5	10
14	Hungary	202	32	234	5	0	5
15	Iceland	94	0	94	0	0	0
16	Ireland	1.146	336	1.482	25	12	37
17	Israel	0	32	32	2	0	2
18	Italy	1.638	450	2.088	50	12	62
19	Latvia	2	200	202	2	2	4
20	Lithuania	50	0	50	0	0	0
21	Malta	135	32	167	3	0	3
22	Norway	0	32	32	1	0	1
23	Poland	812	300	1.112	77	25	102
24	Portugal	18	0	18	1	0	1
25	Romania	123	50	173	10	15	25
26	Russia	134	0	134	0	0	0
27	Scotland	0	50	50	3	0	3
28	Serbia	0	50	50	1	12	13
29	Slovakia	593	216	809	4	0	4
30	Slovenia	323	200	523	14	12	26
31	Spain	0	250	250	0	30	30
32	Switzerland	688	208	896	52	0	52
	Total	7.260	4.022	11.282	553	401	954

Courses prediction per country for 2016:

Nr	Country	Teacher courses	Tutor courses	Total 31 Dec 2016
1	Armenia	2	0	2
2	Austria	5	2	7
3	Bosnia and Herzegovina	?	?	?
4	Croatia	3	1	4
5	Czech Republic	8	1	9
6	Estonia	5	0	5
7	Faroe Islands	5	0	5
8	Finland	?	?	?
9	France	12	12	24
10	Georgia	2	0	2
11	Germany	50	10	60
12	Greece	8	1	9
13	Greenland	2	1	3
14	Hungary	2	0	2
15	Iceland	0	0	0
16	Ireland	22	1	23
17	Israel	2	0	2
18	Italy	25	1	26
19	Latvia	12	1	13
20	Lithuania	?	?	?
21	Malta	2	0	2
22	Norway	2	0	2
23	Poland	20	2	22
24	Portugal	?	?	?
25	Romania	3	1	4
26	Russia	?	?	?
27	Scotland	3	0	3
28	Serbia	4	1	5
29	Slovakia	12	0	12
30	Slovenia	12	1	13
31	Spain	15	2	17
32	Switzerland	13	0	13
	Total	251	38	281

Number of registered members

Nr	Country	Registered members 2012	Registered members 2013	Registered members 2014	Registered members 2015	Expected new members 2016	Expected Registered members 2016
1	Armenia	150	120	120	92	0	92
2	Austria	4.059	4.225	4.216	4.213	200	4.413
3	Bosnia and Herzegovina	90	94	98	86	?	?
4	Croatia	360	566	631	712	100	812
5	Czech Republic	4.235	4.235	4.243	4.352	200	4.552
6	Estonia	764	764	800	800	200	1.000
7	Faroe Islands	1.000	1.000	1.000	1.100	100	1.200
8	Finland	6.390	6.697	6.777	6.709	?	?
9	France	156.550	179.429	180.929	181.944	350	182.294
10	Georgia	70	90	100	120	25	145
11	Germany	213.317	205.215	200.672	200.271	500	200.571
12	Greece	8.380	8.380	3.000	4.800	80	4.880
13	Greenland	1.169	1.480	889	930	75	1.005
14	Hungary	1.650	1.650	1.650	1.650	100	1.750
15	Iceland	4.782	4.636	4.655	5.504	?	?
16	Ireland	13.478	12.900	14.900	13.216	250	13.466
17	Israel	375	850	363	363	50	413
18	Italy	14.900	14.900	17.400	19.400	1.000	20.400
19	Latvia	500	400	400	401	400	801
20	Lithuania	500	497	483	493	?	?
21	Malta	200	119	119	119	20	139
22	Norway	4.861	5.359	5.138	5.517	200	5.717
23	Poland	1.792	1.862	1.825	2.000	100	2.100
24	Portugal	1.715	1.824	1.940	2.122	?	?
25	Romania	350	350	250	350	40	390
26	Russia	38.000	49.000	49.000	49.000	?	?
27	Scotland	7.500	8.793	10.100	12.997	0	12.997
28	Serbia	450	450	600	600	200	800
29	Slovakia	2.159	2.137	2.149	2.178	150	2.328
30	Slovenia	700	730	1.000	1.050	600	1.650
31	Spain	6.754	6.836	6.978	6.990	250	7.240
32	Switzerland	14.756	13.649	12.214	13.492	52	13.544
	Total	511.956	539.237	534.639	543.571	5.242	484.699

3.2.2.3 Equipment (School Set)

Description of current structure

In order to make the implementation of Shuttle Time easier for our Members Associations Badminton Europe is giving Yonex School sets away to the Tutors and schools who are running the courses. This support is only available for the countries that are in the implementation phase. A school set consist out of 16 rackets, four nets and 24 shuttles. It is also possible for the Members Associations to buy schools sets at reduced prices where Badminton Europe pays for the transport.

Target countries within future ideal project state

G1, G2, G3, G4 and G5 countries

3.2.2.4 Current state of the project

From 2012 until now we have each year given around 300 school sets away.

3.2.2.5 Badminton School Championships

Description of current structure

Badminton Europe would like the MA's who are implementing Shuttle Time to organise school championships to support and give more status to the project

3.2.2.6 Current state of the project

Badminton Europe does not have any information how many implementing countries are organising Badminton School Championships. BEC is hoping to have a clearer picture in the middle of 2016.

3.2.2.7 School badminton: goal, Strategies and KPI's for 2016

KPI 1: To have 32 countries implementing Shuttle Time (there are 27 implementing countries in December 2015)

KPI 2: To educate 2.500 new ST Teachers in 2016 (There are 7260 ST teachers in December 2015)

KPI 3: To support 150 ST teacher courses in 2016

KPI 4: To educate 200 new ST Tutors in 2016 (There are 553 ST tutors in December 2015)

KPI 5: To support 25 ST Tutor courses in 2016

KPI 6: To increase the number of registered players in Europe to 875.000 (There are 845.660 registered members in December 2015)

KPI 7: To give a minimum of 300 school sets away

3.2.3 Coach education level 1 and 2: goal, Strategies and KPI's for 2020

Goal and Strategies: To have well informed, educated and talented coaches on grass root level in the European badminton system by enabling the MA's to become self-sufficient in educating coaches on the entry level.

KPI 1: 95% of MA's delivering a coach education program by 2020

KPI 2: 75% of MA's delivering coach education courses of minimum level 2 by 2020

KPI 3: minimum 10 MA's applying for Olympic solidarity courses per year

3.2.3.1 BWF Coach education level 1 and level 2

Description of the activity

Badminton Europe (BEC) and The Badminton World Federation (BWF) are working closely together on the education of coaches. The BWF is in the progress of making a new global coach education program. It consists out of 4 levels. The BWF Coach Level 1 education is the first of the four levels in the Coach Education framework. Launched at the beginning of 2012, it is the most fundamental course for Badminton Coaches. The BWF Coach Level 2 was launched in December 2013 and is an Advanced Coaching Award catered for Badminton Coaches interested to Plan and Deliver a one year training program. The coach education level 1 and level 2 will be mainly used to support the less developed MA's. It is our goal to organize one Level 1 and level 2 Tutor course per year to help our MA's with building up their coach education structures. A Coach Education course will be organized every year during the Badminton Europe Summer School. A level 1 course will be organized on the even years and a level 2 will be organized on the uneven years. Six scholarships will be offered to MA's without a coach education structure to do the Coach Education Level 1 or level 2 courses during the Badminton Europe Summer School. Eventually we would like the less developed MA's to run their own level 1 and level 2 courses.

In 2016 our focus will be on educating BWF level 2 coaches in order to increase their number. The reason behind this is that we want to create a larger group of people who can become BWF level 2 tutors in the future. We will therefore not organize a BWF Coach Education Level 2 Tutor course. Instead we will organize a BWF level 2 coach education course and a combined BWF level 1 and 2 coach education course for players / former players.

We want also to target 3 MA's who do not deliver a coach education program to start to implement the BWF coach education. An increase of three MA's will mean that 44 MA's will deliver a Coach Education program. $44/52 \times 100\% = 84,61\%$

Target countries within future ideal project state

G4 and G5 countries

3.2.3.2 Current state of the project

Number of level 1 courses, certificated coaches and tutors per country

Year	Nr:	Country	courses	Coaches	Tutors
2011					
	1	Ireland	1	17	
2012					
	1	Badminton Europe	2		32
2013					
	1	Badminton Europe	1	16	13
	2	Greece	2	30	
	3	Cyprus	1	16	
	4	Slovakia	1	13	
	5	Spain	2	45	
	6	Ireland	3	27	7
2014					
	1	Badminton Europe	2	34	11
	2	Finland	1	13	
	3	Bosnia Herzegovina	1	10	
	4	Czech republic	1	13	
	5	Slovakia	1	14	
	6	Romania	1	16	
	7	Ireland	2	24	
	8	Spain	2	14	5
2015					
	1	Badminton Europe	1	7	7
	2	Greece	2	46	
	3	Czech republic	1	10	
	4	Cyprus	2	34	
	5	Spain	3	28	
	6	Slovenia	2	19	
	7	Romania	1	13	
	8	Ireland	3	44	
	9	Slovakia	2	24	
		Total		527	75

Number of level 2 courses, certificated coaches and tutors per country

Year	Nr:	Country	courses	Coaches	Tutors
2014					
	1	Badminton Europe	2	11	21
2015					
	1	Badminton Europe	2	14	9
	2	Ireland	2	16	
		Total		41	30

The MA´s marked in red do not deliver a coach education program

Cat of dev.	country	Cat of dev.	country	Cat of dev.	country
G1	DENMARK	G4	AUSTRIA	G5a	BELARUS
	ENGLAND		CROATIA		CYPRUS
	GERMANY		ESTONIA		FAROE ISLAND
			GREECE		HUNGARY
G2	SPAIN		ICELAND		SERBIA
	FRANCE		ITALY		
	NETHERLANDS		LITHUANIA	G5b	ALBANIA
	RUSSIA		NORWAY		ARMENIA
			POLAND		AZERBAIJAN
G3	BELGIUM		PORTUGAL		BOSNIA & HERZEGOVINA
	BULGARIA		ROMANIA		GEORGIA
	CZECH REPUBLIC		SLOVAK REPUBLIC		GIBRALTAR
	FINLAND		SLOVENIA		GREENLAND
	IRELAND		SWEDEN		ISRAEL
	SCOTLAND		UKRAINE		LATVIA
	SWITZERLAND		WALES		LIECHTENSTEIN
	TURKEY				LUXEMBOURG
					MACEDONIA
					MALTA
					MONACO
					MOLDOVA
					MONTENEGRO

11 MA´s do not deliver a coach education program. $41/52 \times 100\% = 78,84\%$ of the MA´s deliver a coach education program.

Badminton Europe does not have the information how many countries are delivering a coach education program at minimum level 2. BEC hopes to gain this information through the new BWF survey and develop a strategy to achieve the KPI.

3.2.3.3 Olympic Solidarity courses

Description of the activity

There are two Olympic Solidarity (OS) courses programs: 1. Technical courses. The objective of this program is to offer training for coaches in all Olympic Sports. OS will only support courses that follow a structure utilizing approved International Federation syllabi (e.g. Level 1, Level 2 etc.).

National Associations wishing to benefit from an OS technical course grant should contact their National Olympic Committee (NOC) directly to apply for funding, as each year the NOCs will receive a budget from Olympic Solidarity for "national" technical courses. Once funding is approved, the BWF will then arrange the course in consultation with the relevant National Association.

In addition, Olympic Solidarity also supports regional courses. In these cases, the BWF liaises directly with OS to propose the organization of these courses on a regional basis and therefore, in the first instance, National Associations should liaise with the relevant ITF Development Officer regarding hosting a regional course.

2. Development of a national coaching structure. This program was established to help a specific sport to develop a national coaching structure. It provides funding to National Olympic Committees (NOCs) to enable their National Associations to employ an experienced foreign coach for a specific period of time to help them set up or reinforce the whole national structure of a particular sport.

At the same time, it should allow persons at national level to acquire sufficient knowledge to be able to pursue this development on a long-term basis. It is important that NOCs, in liaison with their national associations, examine the current situation and develop an action plan to address weaknesses detected in certain areas.

The BWF's role is to assist in the selection of the foreign expert and offer technical support throughout the project. This expert would then work with the national association to establish a coherent and realistic long-term development plan, as well as training local coaches and establishing effective elite and grass roots programs at national level.

Badminton Europe wants to stimulate the less developed members to apply for these courses and in this way help with the development of the coach education structure in their country. The courses will mainly exist out of a Shuttle Time course and / or a level 1 coach education.

Target countries within current state of the project

G4 and G5 countries

3.2.3.4 Current state of the project

Organised Olympic Solidarity courses

Year	Nr:	Country	Shuttle Time	Coach education	Structure program
2014					
	1	Armenia		x	
	2	Bosnia Herzegovina	x	Level 1	
	3	Romania		Level 1	
	4	Poland			x
2015					
	1	Romania		Level 1	

3.2.3.5 Coach education level 1 and 2: goal, Strategies and KPI's for 2016

KPI 1: To organise a level 1 tutor course and level 1 coaching course.

KPI 2: To organise two level 2 coaching courses

KPI 3: To have 3 MA's without a coach education program to implement the BWF coach education (41 Ma's are delivering a CE $41/52 \times 100\% = 78,84\%$. The increase will mean that $44/52 \times 100\% = 84,61\%$ are going to deliver CE programs)

KPI 4: To have 10 MA's applying for Olympic Solidarity

3.2.4 International youth camps: Goal, Strategies and KPI's for 2020

Goal and Strategies: To organise BEC Summer School and regional projects annually to provide inspiration, international experience and network to junior players.

KPI 1: 40 MA's have players who receive international training experience through the BEC Summer School and Regional projects

3.2.4.1 BEC Summer School

Description of the activity

The Badminton Europe Summer School is a combination of a junior training camp for talented U17 players and a BEC/BWF Level 1 or 2 coach education courses. The BEC Summer School is open to all European nations. The complete training programme for the 8 days is managed by 8 - 10 staff coaches and 1 – 2 staff from the Badminton Europe office. The staff coaches are experienced European Coaches and preferably National (junior) Coaches with a proven track record.

The talented U17 players will be mainly coached and trained by the staff coaches. The staff coaches who are participating in the coach education course will be delivering training sessions to the talented U17 players under the guidance of the staff coaches.

The Summer School is organized by Badminton Europe on a yearly basis in cooperation with the hosting Member Association.

Target countries within current state of the project

- G1, G2 (National, B-level, U17 players)
- G3, G4, G5 (National U17 players)
- Scholarships are provided for at least 6 coaches from those G5 countries without a structured coach education

3.2.4.2 Current state of the project

BEC Summer School: participation of players and MA´s

Year	Place	players	MA´s
2012	Otočec, Slovenia	48	19
2013	Vejen, Denmark	51	17
2014	Vejen, Denmark	54	18
2015	Podcetrtek, Slovenia	40	15
2016	Podcetrtek, Slovenia		

3.2.4.3 Regional Projects (RP)

Description of the activity

The focus of this programme is to encourage Member Associations to collaborate. Together they should form a development initiative to enhance the level of badminton in their region. The focus of the Regional Projects should be on the national junior players and should involve a minimum of 3 different nations. The aim is to develop MAs by encouraging and supporting international cooperation. In 2016 Badminton Europe has decided to Support 10 Regional Projects with a budget of € 3.000 plus shuttles each.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.2.4.4 Current state of the project

Number of RP projects, countries and players involved in 2016

Nr:	Host country	City/ country	date	Countries taking part	Age	Players per country
1	France	Aire sur la lys	18-22 May 2016	FRA, ENG, NED, GER, DEN, ESP	U15-17 girls	6 each
2	Germany	Brig	23-29 July 2016	SUI, AUT, GER, IRL	U17-19	4-10 each
3	Serbia	Kragujevac	8-13 Aug 2016	ROU, CRO, AUT, HUN, SVK, SRB	U15 girls	3 each
4	Belgium	Antwerp	8-12 Aug 2016	BEL, FRA, SCO, ENG, POR, NED, DEN	U17-19	32 in total
5	Sweden		August 2016	DEN, SWE, FIN, NOR, ISL, GRL, FRO	U15	max 6 each
6	Iceland	Akranes	July 2016	ISL, FRO, GRL	U13-17	8 each
7	Portugal	?	29 Nov - 1 Dec 2016	POR, ITA, ESP, BEL	U15-U19	8 each
8	Lithuania	Kaunas	1-12 July 2016	LTU, EST, LAT, UKR	U17-U19	20 in total
9	Georgia	Tbilisi	10-17 July 2016	GEO, ARM, GRE, TUR	U13-U15	3 each
10	Albania		25-30 June 2016	ALB, GRE, MAC	U15-U17	6 each

3.2.4.5 International youth camps: goal, Strategies and KPI's for 2016

KPI 1: To educate 10 coaches from less developed MA's to improve the badminton structure in their countries

KPI 2: 40 MA's have players who receive international training experience through the BEC Summer School and Regional projects

3.2.5 Senior badminton: goal, Strategies and KPI's for 2020

Goal and Strategies: To have focus on the senior segment of European badminton to ensure that there are offers for badminton to be played life-long.

KPI 1: have 40 countries organising national senior championships by 2020.

KPI 2: have an entry of minimum 1.000 players for the European Senior Championships in 2020.

3.2.5.1 Senior badminton

Description of the activity

To have focus on the senior segment of European badminton to ensure that there are offers for badminton to be played life-long.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.2.5.2 Current state of the project

Badminton Europe does not have enough information at the moment to find out how many MA's are organising national senior championships. BEC wants to gain this information in 2016 and make a strategy to achieve the KPI.

3.2.5.3 Senior badminton: goal, Strategies and KPI's for 2016

KPI 1: Ensure capacity of host of European Senior Championships.

KPI 2: Have an entry of minimum 1.000 players for the European Senior Championships in 2016.

3.3 High Performance

The following programs and activities; BWF coach education level 3 and level 4, Future Stars, Olympic Solidarity Scholarships, Certificated Training Centres and High Performance training centre all fall under this area. The main goal of the programs and activities are to increase the level of high performance players in Europe.

3.3.1 High Performance Commission

Description of current structure

The coordination of the high performance programs and activities will be done by the commission.

Deliverables for the High Performance commission

- The high Performance commission meets two times per year.
- To ensure that players from all MA's have training experiences relevant to their stage of development, particularly provide sustainable long-term training opportunities for players whose MA does not offer a sufficient high performance set up
- Stimulate Member associations to use Olympic Solidarity scholarships
- Monitor and discuss the Olympic Solidarity scholarships
- Discuss how Olympic Solidarity scholarships can be used best
- Create ideas, programs and activities to improve Sparring / cooperation across borders / continents
- Monitor and discuss the progress of the coach education level 3 and level 4 programs in Europe
- Create ideas to improve the coach education level 3 and level 4 programs
- Monitor and discuss the player development programs
- Create ideas, programs and activities to improve player development
- Discuss how to effectively manage and use resources

3.3.2 Training facilitation: goal, Strategies and KPI's for 2020

Goal and Strategies: To ensure that players from all MA's have training experiences relevant to their stage of development and particularly provide sustainable, long term training opportunities for players which MA does not offer a sufficient HP setup via CTC scholarships, Junior/Senior transition funding, regional projects and a permanent training centre.

KPI 1: badminton to remain as an Olympic Sport
KPI 2: 5 players/pairs in top 25 of the World Rankings in all disciplines in 2020
KPI 3: 5 medals at 2020 World Championships
KPI 4: 3 European medals at 2016 Olympic Games
KPI 5: 4 European medals at 2020 Olympic Games
KPI 6: 25 European passports at 2016 and 2020 Olympic Games
KPI 7: 1 medal at 2018 Youth Olympic Games

3.3.2.1 Future Stars

Description of the activity

The focus of this project is to help and guide the young and talented under 19 players in Europe with their first three years in the senior Circuit. For most players these three years are the most difficult ones of their senior career. Badminton Europe supports them with a travel & accommodation grant so that they are able to play more tournaments. We would also like to organise trainings camps or send coaches to the events to give players more input/experience from different coaches.

“The Future Stars” 2015 – 2016

Badminton Europe has decided that the project will run from 03.08.2015 until 01.08.2016 and that there will be a maximum of 28 players selected. For the season 2015 / 2016 the selection is based on the results in the European U-19 Championships 2015 for the newly selected players. For the players who have been selected for the season 2013 / 2014 and or 2014 / 2015 their position on the world ranking on 2 July 2015 was used to determine if they were selected or not. Each selected player will get a travel & accommodation grant of € 1.500 to participate in five International senior tournaments in Europe if the player plays at least in ten international senior tournaments per year. In addition to the grant the selected players of this group have also the possibility to use one Scholarship of € 500 for the Certificated Training Centres.

Target countries within current state of the project

- G1, G2, G3, G4, G5 (U22 players)

3.3.2.2 Current state of the project

Ranking of players who are part of the Future Stars project 2013 / 2014 / 2015

Name	Country	World Ranking										
		01.08 2013	06.02 2014	02.05 2014	03.07 2014	31.07 2014	04.12 2014	05.03 2015	02.07 2015	06.08 2015	03.12 2015	03.03 2016
Maja Pavlinic	Croatia	342	214	182	199	195	198	176	178	177	212	
Rhys Walker	England	260	222	185	181	178	172	165	133	138	128	
Adam Mendrek	Czech	549	488	503	437	436	256	231	191	194	218	
Fabian Roth	Germany	538	443	392	392	386	189	133	91	92	120	
Matthias Almer	Austria	220	179	148	139	126	126	102	85	88	124	
Matej Hlinican	Slovakia	873	485	297	188	187	153	156	171	171	149	
Martina Repiska	Slovakia	341	227	232	173	170	145	141	161	158	152	
Delphine Lansac	France	150	159	110	89	83	72	71	74	79	78	
Marie Demy	Belgium	156	127	123	117	125	125	110	131	129	139	
Mark Caljouw	Netherlands	342	258	216	170	168	152	148	119	123	133	
Stefani Stoeva	Bulgaria	68	54	49	44	42	48	53	76	97	108	
Line Kjærsefeldt	Denmark	77	58	39	41	45	39	35	37	35	27	
Kalle Koljonen	Finland	348	260	193	178	176	162	181	178	165	141	
Kristin Kuuba	Estonia	742	716	538	308	299	262	268	315	318	343	
Yvonne Li	Germany	-	-	-	-	574	207	186	162	161	229	
Clara Azurmendi	Spain	-	-	-	-	326	186	175	190	190	184	
Anders Antonsen	Denmark	-	-	-	-	-	771	767	350	348	167	
Toma Junior Popov	France	-	-	-	-	1742	1350	854	378	371	348	
Joshua Magee	Ireland	-	-	-	-	444	476	386	344	295	258	
Alida Chen	Netherlands									282	242	
Morgan Lidman	Sweden									1839	-	
Elin Svensson	Sweden									-	-	
Dragoslav Petrovic	Serbia									840	528	
Ronja Stern	Switzerland									564	370	
Luis E.Penalver	Spain									258	253	

Players who has been part of the Future Stars project:

Name	Country	World Ranking								06.08 2015
		01.08 2013	06.02 2014	02.05 2014	03.07 2014	31.07 2014	04.12 2014	05.03 2015	02.07 2015	
Jonathan Dolan	Ireland	642	313	229	222	Out	-	-	-	Out
Lars Schänzler	Germany	877	1272	817	824	Out	-	-	-	Out
Kaja Stankovic	Slovenia	269	296	295	290	Out	-	-	-	Out
Justin Teeuwen	Netherlands	979	434	410	Stop	-	-	-	-	Out
Natalia Rohde	Denmark	211	281	272	275	Out	-	-	-	Out
Jaromir Janacek	Czech	330	448	507	471	Out	-	-	-	Out
Daniella Gonda	Hungary	807	265	221	197	193	221	227	201	Out
Milica Simic	Serbia	209	254	239	247	239	254	242	262	Out
Lucie Cerna	Czech	139	139	130	121	122	149	165	312	Out
Ira Banerjee	England	-	-	-	-	931	359	360	349	Out
Josh Neil	Scotland	867	451	440	427	422	423	516	441	Out
Lucie Cerna	Czech	139	139	130	121	122	149	165	312	Out
Julie Macpherson	Scotland	-	-	-	-	-	589	587	497	Out

BEC wants to set up a High performance training centre and will therefor stop the Future Stars project. The budget which was used for the Future Stars will be used for the high Performance centre.

3.3.2.3 Certificated Training Centres

Description of the activity

Badminton Europe is creating links with the National Training Centres of excellence within the Member Associations to assist to increase the level of elite badminton players in Europe. The idea is to identify those centres that have the required standard and to establish a network of Badminton Europe Certificated Training Centres. Those centres cooperate on offering training for talented players from other Member Associations.

Badminton Europe is offering financial support in terms of scholarships to enable players to train at one of the Certificated Training Centres. The scholarship is to support talented players from Europe with training possibilities for a period of 2 – 12 weeks. Scholarships are for players who have the potential to qualify for future World Championships, Buenos Aires 2018 Youth Olympic Games, the Rio 2016 Olympic Games, and the Tokyo 2020 Olympic Games and for the Future Stars players.

Target countries within current state of the project

G2, G3, G4 and G5 countries

3.3.2.4 Current state of the project

Badminton Europe has confirmed nine Certificated Training Centres

- Bulgarian National Training Centre in Sofia, Bulgaria
- Dutch National Training Centre in Arnhem, Netherlands
- Greve Training Centre in Denmark
- Odense Training Centre in Denmark
- Polish National Training Centre in Warsaw, Poland
- Spanish National Training Centre in Madrid, Spain
- Swedish National Training Centre in Uppsala Sweden
- Swedish National Training Centre, Malmö
- Dublin Training Centre in Ireland

3.3.2.5 High performance training centre

Description of the activity

Badminton Europe would like to give more European players the chance to win Medals at European Championships, World Championships and Olympic games. At the moment it is nearly impossible for players without a national high performance training centre to compete for these medals. Therefore Badminton Europe would like to create a European high performance training centre to raise the level of players in Europe that do not have a high performance training centre

Target countries within current state of the project

G3, G4, G5

3.3.2.6 Current state of the project

BEC and the BWF are in discussion if and, if so, how to set up a High Performance center.

3.3.2.7 Training facilitation: goal, Strategies and KPI's for 2016

KPI 1: To bring 25 FS players in the top 300 on the World ranking on 28 July 2016

KPI 2: To bring 20 FS players in the top 200 on the World ranking on 28 July 2016

KPI 3: To bring 12 FS players in the top 150 on the World ranking on 28 July 2016

KPI 4: To bring 8 FS players in the top 100 on the World ranking on 28 July 2016

KPI 5: To bring 4 FS players in the top 50 on the World ranking on 28 July 2016

KPI 6: To give players from less developed countries or players without a high performance centre the possibility to prepare for important tournaments

KPI 7: To give players the opportunity to experience different training methods from different cultures

KPI 8: To give national high performance centres the BEC CTC certification to increase the standard and the possibility to apply for more funding

KPI 9: To provide scholarships for players

KPI 10: To create a BEC high performance centre by 2016

KPI 11: To raise the level of European players without a national high performance training centre

KPI 12: To increase the medal spread at WC and OG

3.3.3 Olympic solidarity scholarships: goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure that MA's are sufficiently informed of the possibilities of receiving scholarships for their players.

KPI 1: 25 MA's applying for Olympic Solidarity Scholarships for the 2020 Olympic Games

KPI 2: 20 MA's applying for Youth Olympic Solidarity Scholarships for the 2018 YOG

3.3.3.1 Olympic Solidarity Scholarships

Description of the activity's

There are two Olympic Solidarity scholarships programs 1. Scholarship for Athletes. The main objective of this programme is to offer athletes to access high-level training and support to play tournaments which enable them to try to qualify for the Olympic Games.

2. Scholarships for coaches. The main objective of this programme is to offer coaches access to high-level training outside of their respective countries. These scholarships provide the opportunity for coaches to receive short-term sports specific training, practical experience and theoretical knowledge, normally via an intensive residential course.

Coaches must be nominated by their National Association and approved by their National Olympic Committee. Potential candidates should have passed a Level 2 course or equivalent, and have had practical experience as a coach at national / international level. Having completed their training, coaches will be called upon to pass on their knowledge and generally strengthen the position of badminton within their home country.

Badminton Europe wants to stimulate its Members associations to apply for these Scholarships and in this way help with the development of the high performance structure in their country.

Target countries within current state of the project

G2, G3, G4, G5

3.3.3.2 Current state of the project

Member Associations who are using the scholarship

	Country	players	Olympic year
1	Czech Republic	Kristina Gavnholt	2016
2	Finland	Ville Lang	2016
3	Ireland	Chloe Magee	2016
4	Ireland	Sam Magee	2016
5	Israel	Misha Zilberman	2016
6	Lithuania	Kestutis Navickas	2016
7	Poland	Michael Rogalski	2016
8	Portugal	Telma Santos	2016
9	Portugal	Pedro Martins	2016
10	Slovenia	Iztok Utrosa	2016
11	Turkey	Neslihan Yigit	2016
12	Turkey	Ozge Bayrak	2016

3.3.3.3 Olympic solidarity scholarships: goal, Strategies and KPI's for 2016

KPI 1: To create a high performance centre where these athletes can practice

KPI 2: To educate more high performance coaches

KPI 3: To help develop the coach education structures in the less developed MA's

3.3.4 Coach education level 3-4: goal, Strategies and KPI's for 2020

Goal and Strategies: 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.

KPI 1: conduct a level 3 course in 2017

3.3.4.1 Coach education level 3 and level 4

Description of the activity

The BWF is at the moment writing the resources for the level 3 coach education and the plan is to have them finished in 2016. It is not a 100% sure how the resources will turn out to be but the idea is to have 3 different directions / courses on the level 3 coach education; An instructor (tutor) course, an elite course and a course on how to coach youth players. Only Badminton Europe and BWF will be responsible for the certification and organisation of these courses. It is not possible for the MA's to hold these courses. The BWF will start to write the level 4 resources once the level 3 is finished. The level 4 courses will only be given by the BWF.

We are working on establishing a High Performance training centre. The plan is to have this centre up and running in October 2016. In 2017 we are planning to organise a BWF level 3 coach education course at the training centre.

Target countries within current state of the project

G1, G2 and G3, countries

3.3.4.2 Current state of the project

The BWF is producing the level 3 resources.

3.3.4.3 Coach education level 3-4: goal, Strategies and KPI's for 2016

KPI 1: To set up a high performance centre that can cater for a level 3 course in 2017.

3.3.5 High performance in MA's: goal, Strategies and KPI's for 2020

Goal and Strategies: To facilitate education in how to prepare a high performance plan and how to implement this nationally via the BWF Players Pathway Education

KPI 1: 75% of MA's having a high performance plan by 2020

3.3.5.1 World Academy of Sport player pathway course

Description of the activity

The World Academy of Sport, in conjunction with the BWF has developed the Player Pathway Programme. The programme is focused on allowing National Federations to build a systematic approach to talent identification and athlete development for Badminton in each country. Through the identification of short, medium and long terms goals the programme highlights ways to maximise outputs at each stage of the player pathway.

Badminton Europe will use this program to build up high performance structures in the less developed Member Associations.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.3.5.2 Current state of the project

Badminton Europe organised in close cooperation with WAOs a player pathway course in June 2015. Seven MA's took part. We are not planning to do a course in 2016.

BEC does not have the information how many MA's have a high performance plan. BEC hopes to gain this information through the new BWF survey and develop a strategy to achieve the KPI.

3.3.5.3 High performance in MA's: goal, Strategies and KPI's for 2016

KPI 1: to find out how many MA's have a high performance plan.

KPI 2: To make a strategy to get more MA's to make a high performance plan

3.4 Circuit

3.4.1 Circuit Commission

Description of the activity

The coordination of regulations and structures around the circuits will be done by the commission.

Deliverables for the Circuits Commission

- The Circuits commission meets two times per year.
- To evaluate and discuss the regulations, format, presentation and execution of the Elite Circuit, the Junior Circuit and the U17 Circuit

3.4.2 Calendar: Goal, strategies and KPI's for 2020

Goal and Strategies: Ensure the sanction of all BEC Circuit tournaments.

KPI 1: keep the BEC calendars up to date at all times

3.4.2.1 Calendar: Description of the activity

The European tournament calendar shall show all sanctioned tournaments, including exact dates and venue, and also contains links to relevant entry lists and draws.

3.4.2.2 Current state of the project

The calendars are up-to-date, including all BWF sanctioned European Level 4-tournaments.

3.4.2.3 Calendar: Goal, Strategies and KPI's for 2016

Goal and Strategies: Ensure the sanction of all BEC Circuit tournaments.

KPI 1: keep the BEC calendars up to date at all times

3.4.3 Circuit structure: Goal, strategies and KPI's for 2020

Goal and Strategies: Govern and improve all BEC Circuit tournaments via relevant Circuit Regulations.

KPI 1: increase # of elite tournaments to 35

KPI 2: increase # of U19-tournaments to 25

KPI 3: increase # of U17-tournaments to 15

KPI 4: introduce regulations improving the presentation of the tournaments

3.4.3.1 Circuit structure: Description of the activity

The Circuits are governed via Circuit Regulations. These shall be updated and adhered to, taking BWF regulations into consideration as well, for each of the age groups.

3.4.3.2 Current state of the project

The regulations for the 2016-season have been approved by the BEC Board of Directors and sent to BEC Member Associations and Technical Officials, and also published on the BEC website.

3.4.3.3 Circuit structure: Goal, Strategies and KPI's for 2016

Goal and Strategies: Govern and improve all BEC Circuit tournaments via relevant Circuit Regulations.

KPI 1: increase # of elite tournaments to 35

KPI 2: increase # of U19-tournaments to 25

KPI 3: introduce U17 Circuit with minimum 10 tournaments in 2016

KPI 4: introduce regulations improving the presentation of the tournaments

3.4.4 Event's organisers education: Goal, strategies and KPI's for 2020

Goal and Strategies: Encourage and support MA's to have their events staff or local organisers educated via the BWF Events Administrators Education program

KPI 1: educate 20 organizers/MA's through the BWF Events Administrators online education program

KPI 2: decrease administrative fines by 20% (by limiting/eliminating errors/mistakes/flaws resulting in administrative fines as per the Circuit Regulations)

3.4.4.1 Event's organisers education: Description of the activity

The World Academy of Sport and the BWF are developing the resources for the Sport events courses at the moment. When they are finished Badminton Europe will start to implement the program. The target countries to be decided when the resources and program are finished.

3.4.4.2 Current state of the project

There have not been any courses organised so far.

3.4.4.3 Event's organisers education: Goal, Strategies and KPI's for 2016

Goal and Strategies: Encourage and support MA's to have their events staff or local organisers educated via the BWF Events Administrators Education program

KPI 1: educate 5 organizers/MA's through the BWF Events Administrators online education program

3.5 Major Events

3.5.1 Major Events Commission

Description of the activity

The coordination of regulations, TV/streaming, and structures around the BEC events programme, together with the structure around Technical Officials, will be done by the commission.

Deliverables for the Major events commission

- The Major events commission meets two times per year.
- To discuss the format, presentation and execution of European Championships
- To discuss the media deliveries from the European Championships
- To evaluate and discuss the structures around education and appointments of Technical Officials in Europe

3.5.2 Events allocation and preparation: goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure confirmed allocations and signed contracts well in advance of future events, to enable a smooth preparation.

KPI 1: contract signed 12 months before the start of the event

KPI 2: website set up 6 months before the start of the event

KPI 3: invitation and key dates published 4 months before the start of the event

3.5.2.1 Events allocation and preparation: Description of the activity

BEC's events programme contains a number of events, which is offered to Member Associations for them to host. The events are allocated to bidding member associations, who submit bids based on the BEC Bidding Papers and relevant indicative rights (hosting) fees. Once the event is allocated, a detailed host contract is negotiated, and eventually signed between the two parties.

3.5.2.2 Current state of the project

BEC events are allocated by the Board of Directors, based on submitted bids. The BEC office and the Chairman for Major Events discuss the detailed hosting contract with the member association allocated the event. Once the contract is agreed between the two parties, the contract is signed by the BEC President and General Secretary – and the hosting member association.

3.5.2.3 Events allocation and preparation: goal, Strategies and KPI's for 2016

Goal and Strategies: Ensure confirmed allocations and signed contracts well in advance of future events, to enable a smooth preparation.

KPI 1: contract signed 12 months before the start of the event

KPI 2: website set up 6 months before the start of the event

KPI 3: invitation and key dates published 4 months before the start of the event

3.5.3 Events delivery: goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure professional delivery of each event in accordance with confirmed regulations and agreements.

KPI 1: deliver each event in accordance with relevant regulations, BEC events manual and in accordance with the signed event contract

3.5.3.1 Events delivery: Description of the activity

European Championships shall be organised in accordance with the signed event contract, the BEC Events Manual and relevant regulations. BEC shall oversee that contracts and regulations are being adhered to.

3.5.3.2 Current state of the project

A detailed event contract is agreed and signed between BEC and the member association allocated (to host) the event. The contract contains agreements on various area, such as obligations for each party, rights and restrictions and financial considerations.

3.5.3.3 Events delivery: goal, Strategies and KPI's for 2016

Goal and Strategies: Ensure professional delivery of each event in accordance with confirmed regulations and agreements.

KPI 1: deliver each event in accordance with relevant regulations, BEC Events Manual and in accordance with the signed event contract

3.5.4 Events evaluation: goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure improvements of all future European Championships.

KPI 1: evaluate executed events and consider changes to future deliveries and to the events structure

3.5.4.1 Events evaluation: Description of the activity

Executed events shall be evaluated, with the goal of optimising and improving areas where possible and feasible.

3.5.4.2 Current state of the project

Executed events are evaluated, and recommendations for changes (either to regulations or to future host contracts) are made. Both regulations and contracts are approved by the Board of Directors.

3.5.4.3 Events evaluation: goal, Strategies and KPI's for 2016

Goal and Strategies: Ensure improvements of all future European Championships.

KPI 1: evaluate executed events and consider changes to future deliveries and to the events structure

3.5.5 Technical officials: goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure both the required quantity and quality of European Technical Officials via a solid and transparent education, assessment and appraisal program.

KPI 1: organize umpire courses and assessments, to ensure a pool of 75 BEC Accredited umpires and 50 BEC Certificated umpires

KPI 2: identify European Umpires suitable for BWF Accredited level, with a passing rate of 75% in connection with their assessments

KPI 3: organize referee courses and assessments, to ensure a pool of 20 BEC Continental Referees

KPI 4: identify European Referees suitable for BWF Accredited level, with a passing rate of 60% in connection with participation in BWF workshops and eventual assessments

KPI 5: selection of BWF Line judges in accordance with BWF guidelines

3.5.5.1 Technical officials: Description of the activity

Referees, umpires and line judges are together recognized as "Technical Officials". They shall ensure that matches and tournaments are carried in accordance with relevant regulations and requirements. BEC is educating and appointing technical officials in connection with own and/or BWF Major Events.

3.5.5.2 Current state of the project

BEC is annually conducting 2-3 umpire education courses, to evaluate new aspiring international umpires, coming forward on the international stage. Each umpire attending is evaluated, and given feedback towards a future assessment opportunity.

BEC is annually conducting 2-3 umpire assessments, where umpires attending are evaluated towards progression in their international career.

BEC is annually conducting 2-3 umpires appraisals of already international graded umpires, where umpires attending are evaluated towards possible future assessment opportunities.

BEC is once every 2-3 years conducting a referee course, to evaluate new aspiring international referees, coming forward on the international stage. Each referee attending is evaluated, and given feedback towards future assessment opportunities.

BEC is annually conducting 4-6 referee assessments, where the assessed referee is being evaluated towards progression in their international career. If successful, the referee is given a Continental referee status, and can officiate in European Level 4-tournaments.

BEC is nominating European BWF-umpires to BWF towards BWF Super Series tournaments and Major Events.

BEC is nominating European BWF-line judges to BWF towards BWF Major Events.

BEC is nominating European BEC-certificated umpires for BWF-accredited assessments

BEC is nominating European Continental Referees to attend BWF-workshops, towards becoming BWF-accredited referee.

BEC is collecting nominations and making the selection of umpires for BEC Major Events.

BEC is appointing the referee for each of the European Level 4-tournaments and paying travel costs and daily allowance in this connection.

BEC is appointing the referee team for each of the BEC Major Events and paying travel costs and daily allowance in this connection.

BEC pays a travel grant of 200€ for each international umpire selected for BEC Major Events.

3.5.5.3 Technical officials: goal, Strategies and KPI's for 2016

Goal and Strategies: Ensure both the required quantity and quality of European Technical Officials via a solid and transparent education, assessment and appraisal program.

KPI 1: organize umpire courses and assessments, to ensure a pool of 75 BEC Accredited umpires and 50 BEC Certificated umpires

KPI 2: identify European Umpires suitable for BWF Accredited level, with a passing rate of 75% in connection with their assessments

KPI 3: organize a referee course and assessments, to ensure a pool of 20 BEC Continental Referees

KPI 4: through a workshop, identify European Continental Referees suitable for BWF Accredited level, with a passing rate of 60% in connection with participation in BWF workshops and eventual assessments.

KPI 5: selection of BWF Line judges in accordance with BWF guidelines

3.5.6 Television and streaming: goal, Strategies and KPI's for 2020

Goal and Strategies: Television from European Championships, European Mixed Team Championships and European Men's & Women's Team Championships produced and delivered in accordance with contractual specifications, agreed with the BEC media partner.

KPI 1: HD production

KPI 2: 9 cameras

KPI 3: minimum 3 days of production per event

All days of European Club/Junior/U17 Championships, with commentary on final days, streamed on BEC media platform

KPI 4: 5 cameras

KPI 5: HD production (720 pixels)

KPI 6: 2 persons commentating all finals

3.5.6.1 Television and streaming: Description of the activity

BEC wish to enable that live pictures is produced from all its events (excl. European Senior Championships) in an increasing quality. This to enable fans all over the world to follow the tournament live via either TV or streaming.

3.5.6.2 Current state of the project

BEC has a contract with a media partner until 2019 (incl.), ensuring distribution of the TV-production from European Championships, European Mixed Team Championships and European Men's & Women's Team Championships. Streaming is produced from the days, where TV is not being produced. The streaming is broadcasted on BEC's Youtube channel.

BEC is producing streaming from the rest of its Major Events (excl. European Senior Championships), being broadcasted on its Youtube channel.

3.5.6.3 Television and streaming: goal, Strategies and KPI's for 2016

Goal and Strategies: Television from European Championships, European Mixed Team Championships and European Men's & Women's Team Championships produced and delivered in accordance with contractual specifications, agreed with the BEC media partner.

KPI 1: HD production

KPI 2: 9 cameras

KPI 3: minimum 3 days of production per event

All days of European Club/Junior/U17 Championships, with commentary on final days, streamed on BEC media platform

KPI 4: 5 cameras

KPI 5: HD production (720 pixels)

KPI 6: 2 persons commentating all finals

3.5.7 European Games: goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure badminton's continued participation at the European Games.

KPI 1: part of European Games beyond 2019

3.5.7.1 European Games: Description of the activity

The European Games is a European multi-sport event held every fourth year. It was held for the first time in 2015, with badminton being part of its programme.

3.5.7.2 Current state of the project

The host for the 2019-edition is yet to be confirmed, hence the sport programme is also not known.

3.5.7.3 European Games: goal, Strategies and KPI's for 2016

Goal and Strategies: Ensure badminton's continued participation at the European Games.

KPI 1: part of European Games 2019

3.6 Women in Badminton

3.6.1 Women in Badminton Commission

Description of the activity

The coordination of the Women in Badminton programs and activities will be done by the Women in Badminton Commission.

Deliverables

- The Women in Badminton Commission meets two times per year.
- Inspire Member Association to promote the participation of women in badminton on any level (administrators, coaches, players and technical officials)
- Establish a yearly 'Women in Badminton Europe' award
- to monitor the status and representation of women in Badminton Europe
- Advice on equal opportunity for women and men on all the activities within Badminton Europe.
- To create projects which will stimulate women to participate more in the Badminton world on all levels (players, coaches and officials)

3.6.2 Facilitate discussion: goal, Strategies and KPI's for 2020

Goal and Strategies: Create discussion and ideas on how to strengthen and establish the role of women in the European badminton community

KPI 1: Women in badminton awards structure in place

KPI 2: Report on best practices

KPI 3: To have a WIB session at the Members Forum when held in connection with the BEC ADM.

3.6.2.1 Facilitate discussion

Description of the activity

Badminton Europe created a Women in Badminton Award to give recognition to any eligible parties that has contributed significantly, outstandingly and positively to the promotion, development and advancement of women in badminton and/or any badminton-related activities in Europe. The Award is handed out every year at the BEC Awards Gala.

Badminton Europe reaches out to Member Associations to learn about their activities or projects regarding Women in Badminton and promote it on the BEC Website as "Best Practices" to give ideas to others.

BEC Women in Badminton Commission decided to have a session at the Members Forum when held in connection with the BEC ADM.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.6.2.2 Current state of the project

The BEC Women in Badminton Award 2015 was given to Anu Nieminen from Finland.

A WIB session (workshop) is planned during the 2016 Members Forum.

3.6.2.3 Facilitate discussion: goal, Strategies and KPI's for 2016

KPI 1: To report on best practices and outstanding female personalities

KPI 2: To have a WIB session during the 2016 Member Forum

KPI 3: To have minimum three nominees for the WIB Award

3.6.3 Representation within Member Associations: goal, Strategies and KPI's for 2020

Goal and Strategies: Encourage the development of female representation in all Member Associations

KPI 1: report on current female representation within the Member Associations

3.6.3.1 Representation within Member Associations

Description of the activity

A survey was made on the current female representation within Member Association

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.6.3.2 Current state of the project

Survey was made in 2015 on current female representation in different areas within the Member Association. The main imbalances are among the Technical Officials, coaches and on the political level.

	Total	Male	Male %	Female	Female %
Players	4.141	2.410	58%	1.731	42%
Technical officials	191	154	81%	37	19%
Future Stars	25	13	52%	12	48%
Coach Education	757	523	69%	234	31%
European Presidents	52	46	88%	6	12%
General Secretaries	47	29	62%	18	38%
2015 ADM Delegates	56	45	80%	11	20%
Board of Directors	10	10	100%	0	0%
BEC Commissions	20	16	80%	4	20%
BEC Staff	6	3	50%	3	50%

3.6.3.3 Representation within Member Associations: goal, Strategies and KPI's for 2016

KPI: Break down the survey per Member Associations, inform Member Associations of their current status and encourage increased female representation where appropriate.

3.6.4 Analyse and suggest solutions: goal, Strategies and KPI's for 2020

Goal and Strategies: Identify imbalanced areas within Europe and aim to develop feasible solutions

KPI 1: based on the survey, suggest solutions to BEC Board of Directors to reduce imbalances

3.6.4.1 Analyse and suggest solutions

Description of the activity

Following the conclusions of the survey find solutions to reduce the imbalances.

Badminton Europe will provide scholarships in 2016 of 20x500 € for the following purposes:

1. Support for female Technical Officials to attend on the BEC technical Official Training
2. Support for female coaches to attend on Coach Education Course(s)
3. Support for women to attend the ADM as a second delegate or observer (only non-voting positions can be supported)

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.6.4.2 Current state of the project

The scholarships will be published in 2016

3.6.4.3 Analyse and suggest solutions: goal, Strategies and KPI's for 2016

KPI 1: To support 20 women with Scholarships

3.6.5 Representation within BEC: goal, Strategies and KPI's for 2020

Goal and Strategies: Encourage Member Associations to ensure female representation on the Board of Directors and ensure female representation in Commissions.

KPI 1: women on BEC Commissions – 15% by 2016

KPI 2: women on BEC Commissions – 20% by 2018

KPI 3: women on BEC Commissions – 25% by 2020

3.6.5.1 Representation within BEC

Description of the activity

Encourage Member Associations to appoint more female representatives.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.6.5.2 Current state of the project

The female representation in the BEC Commissions is 20% in 2015.

The scholarships are a new initiative and more information regarding this will be published in 2016.

3.6.5.3 Representation within BEC: goal, Strategies and KPI's for 2016

KPI 1: maintain the current rate of female representation in the BEC Commissions.

3.6.6 Promotion and Communication: goal, Strategies and KPI's for 2020

Goal and Strategies: Promote and communicate the role and importance of the women by informing, persuading and reminding the European Badminton Community. The goal is to reach the most people possible and motivate and inspire them.

KPI 1: participate in Members Forum/Workshop when organised

KPI 2: update website, inform Member Associations about on-going activities

3.6.6.1 Promotion and Communication

Description of the activity

BEC informs the MA's regarding upcoming activities and keeps the website updated.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.6.6.2 Current state of the project

The Women in Badminton section on the BEC website was re-launched in November and BEC office is reaching out to Member Association for promoting best practices.

Within the frame of the Women in Spotlight initiative, Vlada Cherniavskaya was interviewed and it was uploaded to the BEC website

A Women in Badminton workshop is scheduled for the 2016 ADM Member's Forum

3.6.6.3 Promotion and Communication: goal, Strategies and KPI's for 2016

KPI 1: having an up to date section on the website

KPI 2: inform Member Associations regarding on-going activities

KPI 3: minimum four Women in Spotlight features published in 2016

3.7 Para-Badminton

3.7.1 Para-Badminton Commission

Description of the activity

The coordination of the para-badminton programs and activities will be done by the Para-Badminton Commission.

Deliverables

- The Para-Badminton Commission meets two times per year
- Ensure communication with BWF regarding para-badminton and ensure relevant funding
- Ensure integration of para-badminton on membership level and delivery of para-badminton activities

3.7.2 Integration on MA level: goal, Strategies and KPI's for 2020

Goal and Strategies: Support the integration of para-badminton into the governance, management, events and other activity structures at Membership level. Build a map of the Member Associations, in connection with BWF, to consider the development level.

KPI 1: 50% of MA's governing para-badminton

KPI 2: 30% of MA's having created links to their national para-sport organisations

KPI 3: Para-Badminton Forum in connection with ADM in 2015

3.7.2.1 Integration on MA level

Description of the activity

Contacting Member Associations and give and support them with the relevant information and encourage them to develop para-badminton in their countries.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.7.2.2 Current state of the project

Member Associations having para-badminton integrated - 19

Member Associations having cooperation with their National Para-Organisations - 8

Member Associations responding that are responding but have neither integrated para-badminton nor any cooperation with their National Para-Organisation – 16

Member Associations not responding regarding their para-badminton status - 9

A Para-Badminton Forum was conducted in April 2015 during the 2015 Annual Delegates' Meeting and it is also scheduled for 2016.

The 1st BEC Para-Badminton Education Course was organized in Veenendaal, Netherlands from 11-13 December 2015 where 55 participants attended from 22 Member Associations. The purpose of the course was to educate coaches and administrators and create a networking base for easier information exchange.

3.7.2.3 Integration on MA level: goal, Strategies and KPI's for 2016

KPI 1: 40% of MA's governing para-badminton

KPI 2: 20% of MA's having created links to their national Para-Sport Organisations

KPI 3: Para-Badminton Forum in connection with ADM in 2016

3.7.3 Integration in BEC activities: goal, Strategies and KPI's for 2020

Goal and Strategies: Integrate para-badminton into the governance, management, events and other activity structures on BEC level.

KPI 1: Maintain the BEC Para-Badminton Commission

KPI 2: Have a resource in the office dealing with para-badminton on a day to day basis

3.7.3.1 Integration in BEC activities

Description of the activity

To ensure both governance structures as well as human resources to ensure development of para-badminton in Europe,

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.7.3.2 Current state of the project

Para-badminton is fully integrated into the governance, management, events and other BEC activities – para-badminton coaches were invited to join the 2015 Summer School, Coach Education and Shuttle Time courses.

The BEC Para-Badminton Commission was established in January 2015 with five external members and one member from the BEC Board of Directors. The Commission had three meetings during 2015.

A BEC Manager is in charge of para-badminton in the office and is supported by a Junior Manager who is dealing with the day to day administration.

3.7.3.3 Integration in BEC activities: goal, Strategies and KPI's for 2016

KPI 1: To have minimum 2 Commission meetings

KPI 2: To have human resources equivalent to a half time position dealing with para-badminton

3.7.4 European Para-Badminton Championships: goal, Strategies and KPI's for 2020

Goal and Strategies: Find hosts to organise bi-annual European Para-Badminton Championships and liaise with BWF to ensure appropriate funding for this event once this responsibility would fall under BEC.

KPI 1: Reach an agreement with BWF that enables BEC to assume responsibility for organising the European Para-Badminton Championships

KPI 2: To ensure that an appropriate host is found for organising the European Para-Badminton Championships no matter if this is a BWF or BEC responsibility

3.7.4.1 European Para-Badminton Championships

Description of the activity

Find hosts to organise bi-annual European Para-Badminton Championships and liaise with BWF to ensure appropriate funding for this event.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.7.4.2 Current state of the project

The 2016 European Para-Badminton Championships was allocated to the Netherlands. For future editions it shall be discussed with BWF how these are to be organised.

3.7.4.3 European Para-Badminton Championships: goal, Strategies and KPI's for 2016

KPI 1: Liaise with BWF to agree responsibilities for the 2018 European Para-Badminton

KPI 2: Liaise with BWF and the local organisers of the 2016 European Para-Badminton Championships in order to obtain knowledge so that BEC potentially can take over the organisation of the event in the future

3.7.5 Promotion: goal, Strategies and KPI's for 2020

Goal and Strategies: Promote Para-Badminton activities in BEC Marketing and Communication activities.

KPI 1: maintain an up to date section on the BEC website for para-badminton

3.7.5.1 Promotion

Description of the activity

Maintain the section for para-badminton on the BEC website with information, news and produce promotion videos and materials.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.7.5.2 Current state of the project

A para-badminton section on the BEC website was launched in April 2015 with information about Para-Badminton and is constantly updated with the latest news.

The European Para-Badminton "Towards Tokyo 2020" video was published in October 2015 to celebrate one year post inclusion of para-badminton into the Paralympic program.

A summary video was produced of the 1st BEC Para-Badminton Education Course which took place in Veenendaal, Netherlands from 11-13 December 2015.

The office has been reaching out to Member Associations to collect information about para-badminton activities. Articles are published based on the information received from the Member Associations and the Para-Badminton Commission.

3.7.5.3 Promotion: goal, Strategies and KPI's for 2016

KPI 1: Promote Para-Badminton activities in BEC Marketing and Communication activities

KPI 2: maintain an up to date section on the BEC website for Para-Badminton

3.7.6 Education: goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure that there are a sufficient number of European classifiers educated via the BWF education.

KPI 1: maintain the current number of European classifiers until a greater demand would arise

3.7.6.1 Education

Description of the activity

On a European level BEC currently do not need more classifiers. The education and assessment of the classifiers are organized by the BWF. Number of national classifiers should be increased to be able to classify the players at their home country before travelling to tournaments.

Target countries within current state of the project

G1, G2, G3, G4 and G5 countries

3.7.6.2 Current state of the project

Two new European International Classifiers passed their assessment during the 2015 BWF Para-Badminton World Championships.

3.7.6.3 Education: goal, Strategies and KPI's for 2016

KPI 1: Ensure that a sufficient number of European classifiers are educated at BWF level

KPI 2: Educate Para-Badminton coaches and administrators at BEC level

3.8 Member structures

3.8.1 Member Structures Commission

The coordination of the Member Structures programs and activities will be done by the Member Structures Commission.

Deliverables

- The Member Structures Commission meets two times per year
- Analyse and consult on needs of the Member Associations
- Monitor the World Academy of Sport programs and activities
- Monitor the Olympic Solidarity structure program
- Stimulate Member associations to do Olympic Solidarity courses

3.8.2 Member Structures: Goal, strategies and KPI's for 2020

Membership

Goal and Strategies: Encourage the establishment of new MA's and support compliance with BWF and BEC Membership requirements.

KPI 1: increase membership to 55 by 2020

KPI 2: 100% of MA's have their Constitution in line with BWF's Constitution and submit this to BWF as and when required

KPI 3: 100% of MA's being financial in accordance with BWF and BEC Constitutions

KPI 4: 100% of MA's submitting schedule A

Analyse and consult

Goal and Strategies: Actively use the BWF Membership survey to classify MA's and offer them relevant support to improve on all levels. Hereunder define different levels of development in the areas of administration, grassroots activities, events and high performance.

KPI 1: 80% of MA's achieving basic administration

KPI 2: 70% of MA's achieving basic grassroots activities

KPI 3: 60% of MA's achieving basic events

KPI 4: 50% of MA's achieving basic high performance

World academy of sport

Goal and Strategies: Encourage participation in the administrators courses of BWF organised with World Academy of Sport.

KPI 1: individuals educated in 50% of MA's by 2020

KPI 2: employed staff in 70% of MA's by 2020

Olympic solidarity structure program

Goal and Strategies: Ensure that MA's are sufficiently informed of the possibilities of having structural support via Olympic Solidarity.

KPI 1: minimum 7 MA's applying annually

Information

Goal and Strategies: To keep MA's informed of BEC activities and provide opportunity, guidance and assistance for them to benefit of the activities.

KPI 1: Website – minimum 20 articles per month

KPI 2: Memo – after each Board meeting

3.8.2.1 World Academy of Sport administrator courses

Description of the activity

The World Academy of Sport and the BWF are developing the resources for the Sport administrator courses at the moment. When they are finished Badminton Europe will start to implement the program.

Target countries within current state of the project

To be decided when the resources and program are finished

3.8.2.2 Current state of the project

There have not been any courses organised so far.

3.8.2.3 Member Forum

Description of the activity

Badminton Europe organises on a bi-annual basis a Members Forum. The purpose of the forum is to present relevant information to the General Secretaries of all Member Associations. Member Associations are provided with a forum to network and communicate with colleagues from other nations. Guest speakers are invited to present relevant topics. The Board uses the opportunity to present latest developments, strategy and future of Badminton Europe to Member Associations.

Target countries within current state of the project

All Member Associations but mainly represented by their Presidents, Chief Executives, General Secretaries or other Administrators.

3.8.2.4 Current state of the project

Delegates and Member associations that took part in the Members Forums

Year	Country, City	Number of Delegates	Number of Countries
2009	Slovenia, Medvode	61	36
2012	Netherlands, Amsterdam	60	36
2014	Dublin, Ireland	62	36
2016	Slovenia, Podcetrtek		

3.8.2.5 Member Structures: goal, Strategies and KPI's for 2016

KPI 1: To maintain with 52 Member Associations

KPI 2: Ensure full compliance with BWF requirements from all Member Associations

KPI 3: In cooperation with BWF set up an analysing tool which allows us to better measure the development level of Member Associations within the areas of administration, grassroots, events and high performance

KPI 4: Have employed staff in 65% of Member Associations

KPI 5: To have minimum 3 Member Associations apply for a Structure Support program via Olympic Solidarity

KPI 6: To have minimum 22 articles on the website per month and a memo prepared and distributed after each Board meeting

KPI 7: Organise a Members Forum to inspire, educate and increase networking opportunities for badminton administrators

3.9 Fan base

3.9.1 Fan base Commission

The coordination of the fan base programs and activities will be done by the Fan base Commission.

Deliverables

- The Fan base Commission meets two times per year
- To grow the fan base via content generation around major events, Circuits, development activities, players, features and promote these via the BEC website and social media.

3.9.2 Fan base: goal, Strategies and KPI's for 2020

Grow fan base

Goal and Strategies: To grow the fan base via content generation around major events, Circuits, development activities, players, features, competitions and promote these via the BEC website and social media in accordance with the communication plan.

KPI 1: website – 500.000 users annually by 2020 with 2 million page views

KPI 2: Facebook – 125.000 followers by 2020

KPI 3: Twitter – 20.000 followers by 2020

KPI 4: YouTube – 30.000 subscribers by 2020 and 10 million views

KPI 5: Instagram – 5.000 followers by 2020

Media relations

Goal and Strategies: To create a strong network with key media stakeholders and provide them with regular information and service around badminton activities.

KPI 1: regular mailings to press

KPI 2: seminars for press organised in connection with major events

Spectators

Goal and Strategies: To have a significant spectator presence from quarter finals onwards for all major events.

KPI 1: Quarter-finals – minimum 50% of capacity

KPI 2: Semi-finals – minimum 60% of capacity

KPI 3: Finals – minimum 70% of capacity

TV

Goal and Strategies: To have significant distribution of the TV production from our major events.

KPI 1: minimum household reach – 80 million

KPI 2: minimum 7 hours of TV in minimum 15 European countries

3.9.2.1 Fan Base

Description of the activity

The backbone of the work of the Fan base Commission is the BEC Communication Plan. This plan describes in details the expected output in terms of the website and the use of social media around specific activities.

3.9.2.2 Current state of the project

The BEC Communication plan is currently under review by the Fan base Commission. This is in order to assess the ambition level and potentially set up better measure of success.

Currently the Fan base is being measure via the following platforms:

Social media	Achieved ultimo 2015
Website	325.000 unique users
Facebook	64.000 followers
Twitter	9.300 followers
Youtube	19.000 subscribers
BEC Magazine	3 published

In 2015 a BEC Instagram account was created and the growth is part of the BEC Strategic Plan going forward.

The website is a key tool in communicating around our activities to ensure that Member Associations are aware of activities that they might benefit from. Besides this the Board is keen to send out a Memo to Member Associations to inform about decisions after each Board meeting. In 2015 27,5 article were brought on the website per month. There were 3 Board meetings held in 2015 and Memos were prepared and distributed after each of them.

In terms of media relations for BEC these were mainly handled by the Communication Manager who left the office in the middle of 2015. This meant some disruptions in the direct communication with the media that may have been in place and an extended reliance on our website and social media as a source for journalists to gather information.

During the 2015 European Mixed Team Championships a Media Seminar was held with participation of 21 journalists or media staff from 14 Member Associations.

3.9.2.3 Fan base: goal, Strategies and KPI's for 2016

Social media	Target ultimo 2016	Target ultimo 2016
Website	375.000 unique users	2.000.000 page views
Facebook	75.000 followers	
Twitter	12.000 followers	
Youtube	22.000 subscribers	3.200.000 views
BEC Magazine	4 published	
Instagram	1.000 followers	

It is a KPI to organise seminars for press both at the 2016 European Men's & Womens Team Championships in Kazan, Russia and at the 2016 European Championships in Vendee, France. In terms of spectators the KPI's for the two major events in 2016 are:

Quarter-finals – minimum 40% of capacity, Semi-finals – minimum 50% of capacity and Finals – minimum 60% of capacity.

With regards to TV the target is to reach a minimum of 50 million households with our major events in 2016 and to have TV broadcast in minimum 7 European countries.

BEC intends to design state of the art player promotion material in 2016.

In addition to the above BEC intends to re-launch the BEC Manager app in 2016. The first Manager app was a reasonable success with close to 2.500 users. There were however some bugs and clear improvements which needs to be improved. Furthermore the concept needs to be further developed in order for users to be able to join continuously. We are certain that we can attract many more users with edition number two but have set a cautious target of 3.000 users as the success criteria.

3.10 Athlete representation

In the 2015 Annual Delegates' Meeting a new structure was agreed which included having athlete's representation in the Board of Directors

3.10.1 Athlete Commission

The Athletes Commission will consist of 3 players and will be elected by the players. The Chair of the Athletes Commission will become a Board Member of Badminton Europe.

3.10.2 Athlete representation: goal, Strategies and KPI's for 2020

The overall goal has been to achieve athlete's representation on the Board of Directors.

3.10.2.1 Athlete representation

Description of the activity

The Athletes Commission shall be the link between the BEC Board of Directors and the players and provide input for improvement from the players and information and rationales for decisions back to the players.

3.10.2.2 Current state of the project

The format of the Athletes Representation and the guidelines for the election and the operations of the Athletes Commission have been prepared. Currently players can be nominated for the Athletes Commission.

The election is foreseen for Thursday 18 February 2016 where after the Athletes Commission can constitute itself and select its Chair.

3.10.2.3 Athlete representation: goal, Strategies and KPI's for 2016

The key goal for 2016 is to oversee that the election of the Athletes Commission will be conducted in a fair and transparent way and furthermore to ensure that the Athletes Chair is well introduced and integrated into the governance structure of BEC.