

KEY AREAS AND KPI's

| 11. Governance | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Rules, regulations and policies | Review and recommend amendments to the rules, regulations and policies to ensure the framework, structures and processes for <i>good governance</i> | - rules must comply with BWF constitution -relevant amendments on ADM agenda -BEC policies must be adhered to |
| 2. Annual Delegates Meeting | Ensure well organized Annual Delegates Meetings in compliance with the BEC Rules | -increasing attendance of MA's |
| 3. Strategic Plan | To monitor and review the implementation of the Strategic Plan to ensure the BEC meets the KPIs | -annual review in December if KPI's are met -amendments to be presented to ADM |
| 4. Board of Directors meetings | Ensure and develop efficient BEC meeting structures | -meet minimum 3 times a year -invite for commission meetings as appropriate |
| 5. Disciplinary | Relevant disciplinary structures, independent appeals structures and processes | -standing disciplinary committee in place -arbiters list updated |
| 6. Awards | Ensure a comprehensive set of awards and have appropriate events to present to the recipients | -awards process upheld -annual awards gala evening organised |
| 7. History | Yearbook and 50 years anniversary in 2017 | -Yearbook updated annually -Anniversary book published in 2017 |

| 12. Operations | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Membership and Board of Directors servicing | Enhance the service orientation of systems and staff to ensure consistent service standards in all areas of operations. | -if surveyed 90% of MA's shall be satisfied or very satisfied with services provided -Board of Directors shall be very satisfied with services provided |
| 2. Effective internal communication | Ensure effective and well prepared meetings and regular formal communication with the membership. | -communication must be delivered in accordance with communication plan |
| 3. Human resources | Have annual appraisals with staff and offer relevant training and development opportunities to ensure that we have the appropriate knowledge base in each area of the office functions as required. Ensure that working plans are up to date and known by the staff. | -annual appraisals conducted -ensure delivery by having sufficient staff that are knowledgeable and service minded -review and implement appropriate office structure |
| 4. Information technology | Review IT needs and develop IT systems to support the efficient operations of the Office and Board of Directors functions. | -ensure appropriate cloud system in place for each employee -review and implement relevant CMS system |
| 5. Risk management | Ensure risk management policy identifies key areas of risk for each operational department and ensure relevant insurance policies are in place covering all major areas of potential risk. | -ensure that relevant insurance policies are maintained |

| 13. International relations | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Internal Representation | Strive towards appropriate representation on BEC Board of Directors and BEC commissions. | -strive towards appropriate regional representation -ensure player representation on Board of Directors |
| 2. External representation | Work towards relevant representation of Europeans on boards related to the strategic goals of BEC. | -maintain current European representation on BWF Council |
| 3. Institutional partnerships | Sign MOU's with organisations that work towards the same strategic goals as BEC. | -nurture existing MOU's -sign MOU with ESSA |
| 4. Multisport inclusion | Actively promote badmintons inclusion in all multisport events played in the European territory. | -badminton part of European Games -create relationships with other bodies organising multisport events |
| 5. Positioning in the badminton world | BEC wishes to position itself as a trusted and efficient organisation that with integrity, commitment and respect deals with BWF, Continent Confederations, Member Associations and partners with accountability. | -ensure good working relations with all governing badminton organisations and partners |

| 14. Communications | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Grow fan base | To grow the fan base via content generation around major events, Circuits, development activities, players, features, competitions and promote these via the BEC website and social media in accordance with the communication plan. | <ul style="list-style-type: none"> -website – 500.000 unique users by 2015 -Facebook – 75.000 followers by 2015 -Twitter – 10.000 followers by 2015 -Youtube – 20.000 subscribers in 2015 -BEC Magazine – 4 published in 2015 |
| 2. Member Associations | To keep MA's informed of BEC activities and provide opportunity, guidance and assistance for them to benefit of the activities. | <ul style="list-style-type: none"> -Website – minimum 20 articles per month -Memo – after each Council meeting |
| 3. Media relations | To create a strong network with key media stakeholders and provide them with regular information and service around badminton activities. | <ul style="list-style-type: none"> -regular mailings to press -seminars for press organised in connection with major events |

| 15. Marketing | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Major events | To optimize revenue generation and long term value of BEC's major events through enhanced TV production and distribution, excellent communication and PR efforts around major events and hospitality setup to thereby attract commercial partnerships in accordance with the marketing plan. | -2015 increase marketing income by 20% |
| 2. Existing partners servicing | To nurture our partner relationships through regular reporting (pre/after events, BEC Magazine send to them regularly) and by VIP invitations to our major events as well as any other hospitality events organised by BEC. | -high level hospitality at major events -report sent to partners no later than 1 month after event |
| 3. Branding badminton | Evaluating and developing existing brand guidelines and monitor and ensure proper implementation. | -ensure full compliance with BEC branding manual wherever possible |
| 4. Media platforms | Global reach through development of BEC streaming platform and by ensuring relevant content. Hereunder consider revenue platforms for betting, gaming, contests and smart-TV. | -Youtube – increase income by 30% -app – explore income potential -betting partnership – deliver as per contract -website – explore income potential -BEC magazine – explore income potential |

| 16. Finance | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Financial guidelines and procedures | Ensure that financial guidelines are updated and known by Board of Directors, staff and others engaging in activities for BEC. | -complete compliance with financial guidelines |
| 2. Auditing | Engage a global auditing company to ensure proper auditing of BEC accounts and present accounts that are audited without qualification. | -clean audit report |
| 3. Budgeting and monitoring | Develop the accounting system to ensure clear and safe approval procedures, deliver clear overview of budget and actual figures and efficient invoicing and debtors follow up. | -present up to date accounts to each Board of Directors meeting -monthly reminders regarding overdue debts -provide monthly bank reconciliations |
| 4. Investment policy | Develop a low risk investment policy and ensure that reserves are placed most appropriately. | -ensure appropriate portfolio of reserves |

| 17. Major events | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Events delivery | To improve sports presentation at European Championships. | -implement events manual, branding manual, communication plan and marketing plan |
| 2. New events and formats | Consider the introduction of new European Championships and improvement to the formats of current European Championships | -introduce European Championships every year starting in 2017 -focus on host exposure in schedule -focus on 1 court setup |
| 3. Multi-sports execution | Ensure badmintons successful introduction and continued participation as a core sport of the European Games. | -successful badminton event in Baku 2015 |
| 4. Technical officials | Ensure both the quantity and quality of European Technical Officials via a solid and transparent education program. | -BEC Umpires -European BWF Umpires -BEC Referees -European BWF Referees -Line judges |
| 5. Television | To increase hours of TV produced and improve the quality of the TV production to satisfy media partners and enable them to widen the TV-distribution. | -HD production -9 cameras -have minimum 7 hours of badminton televised in minimum 15 European countries |

| 18. Circuits | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Calendar | Ensure the sanction of all European Championships, level 4 and international junior events. | - keep the European calendars up to date at all times |
| 2. Elite tournament structure | Govern all level 4 tournaments in Europe via the Circuit Regulations and play a role in improving the presentation of the individual tournaments and the Circuit. | -increase # of quality tournaments -increase # of tournaments to 35 -decrease administrative fines by 20% |
| 3. Junior Tournament structure | Govern all international junior tournaments in Europe via the Circuit Regulations. | -increase the number of tournaments to 25 |
| 4. New Circuits | Consider the feasibility of other Circuits like a senior Circuit, U17 Circuit, Para-Badminton Circuit etc. | -introduce U17 Circuit with minimum 10 tournaments |
| 5. Event's organisers education | Promote and support MA's to have their events staff or local organisers educated via the BWF Events Administrators Education program | -increase # of quality tournaments -increase # of tournaments to 35 |

| 19. Sport for all | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Schools badminton | To become one of the most popular school sports in Europe via implementation of the BWF shuttle time project. | -30 countries implementing shuttle time -5.000 teachers educated -introduce European Badminton School Championships. -increase the number of registered players in Europe to 1.00.000 by 2015 |
| 2. Coach education level 1 and 2 | To have well informed, educated and talented coaches on grass root level in the European badminton system by enabling the MA's to become self-sufficient in educating coaches on the entry level. | -75% of MA's delivering coach education courses of minimum level 2 -minimum 3 Olympic solidarity courses per year |
| 3. Senior badminton | To have focus on the senior segment of European badminton to ensure that there are offers for badminton to be played life-long. | -have an entry of minimum 1.000 player for the European Senior Championships in 2016 |

| 20. High performance | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Training facilitation | To ensure that players from all MA's have training experiences relevant to their stage of development and particularly provide sustainable, long term training opportunities for players which MA does not offer a sufficient HP setup via CTC scholarships, Junior/Senior transition funding, regional projects and a permanent training centre. | -badminton to remain as an Olympic Sport -5 players/pairs in top 25 of the World Rankings in all disciplines -4 medals at 2015 World Championships -3 European medals at 2016 Olympic Games -24 European passports at 2016 Olympic Games -1 medal at 2018 Youth Olympic Games |
| 2. Olympic solidarity scholarships | Ensure that MA's are sufficiently informed of the possibilities of receiving scholarships for their players. | -16 European players receiving Olympic Solidarity Scholarships |
| 3. Coach education level 3-4 | To have well informed, educated and talented coaches on international level in the European badminton system by offering level 3 courses which shall serve as entry level to level 4 courses offered by BWF. | -conduct a level 3 tutors course in 2016 |
| 4. High performance in MA's | To facilitate education in how to prepare a high performance plan and how to implement this nationally via the BWF Players Pathway Education | -75% of MA's having a high performance plan |

| 21. Member structures | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Membership | Encourage the establishment of new MA's and support compliance with BWF and BEC Membership requirements. | -increase membership to 55 by 2020 -100% of MA's submitting schedule A -100% of MA's being financial |
| 2. Analyse and consult | 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. | -80% of MA's achieving basic administration -70% of MA's achieving basic grassroots activities -60% of MA's achieving basic events -50% of MA's achieving basic high performance |
| 3. World academy on sport | Encourage participation in the administrators courses of BWF organised with World Academy of Sport. | -individuals educated in 50% of MA's -employed staff in 70% of MA's |
| 4. Olympic solidarity structure program | Ensure that MA's are sufficiently informed of the possibilities of having structural support via Olympic Solidarity. | -minimum 3 MA's benefitting of this opportunity annually. |

| 22. Para-Badminton | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Integration on MA level | Support the integration of Para-Badminton into the governance, management, events and other activity structures at Membership level. Build a map of the Member Associations, in connection with BWF, to consider the development level. | -50% of MA's governing Para-Badminton -30% of MA's having created links to their national Para-Sport organisations -Para-Badminton Forum in connection with ADM in 2015 |
| 2. Integration in BEC activities | Integrate Para-Badminton into the governance, management, events and other activity structures on BEC level. | -BEC Para-Badminton commission |
| 3. European Para-Badminton Championships | Find hosts to organise bi-annual European Para-Badminton Championships and liaise with BWF to ensure appropriate funding for this event. | -2016 European Para-Badminton Championships organised to appropriate standards potentially with BWF |
| 4. Promotion | Promote Para-Badminton activities in BEC Marketing and Communication activities. | -dedicate a section on the BEC website for Para-Badminton |
| 5. Education | Ensure that there are a sufficient number of European classifiers educated via the BWF education. | -maintain the current number of European classifiers until a greater demand would arise |

| 23. Women in Badminton | | |
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| Activity area | Goal and Strategies | KPI |
| 1. Facilitate discussion | Create discussion and ideas on how to strengthen and establish the role of women in the European badminton community | -women in badminton awards structure in place -Report on best practices and outstanding female personalities |
| 2. Representation within Member Associations | Encourage the development of female representation in all Member Associations | -prepare report on current female representation within the Member Associations |
| 3. Representation within BEC | Encourage Member Associations to ensure female representation on the Board of Directors and ensure female representation in Commissions. | -women on BEC Commissions – 15% by 2016 -women on BEC Commissions – 20% by 2018 -women on BEC Commissions – 25% by 2020 |
| 4. Analyse and suggest solutions | Identify imbalanced areas within Europe and aim to develop feasible solutions without the need for an absolute female quota for BEC | -report to BEC Board of Directors where imbalances are identified |