



# ANNUAL REPORT 2016



Report & Financial Statements  
For Year Ending 31 December 2016  
Order Papers & Agenda – 2017 Annual Delegates' Meeting



## TABLE OF CONTENT

THE BOARD OF DIRECTORS 2016	01
EUROPEAN BWF COUNCIL MEMBERS 2016	01
OFFICE STAFF 2016	02
COMMITTEES AND WORKING GROUPS 2016	02
COMMISSIONS 2016	02
PRESIDENTS REVIEW	04
GENERAL SECRETARY'S REPORT	06
REPORT BADMINTON EUROPE ATHLETES' COMMISSION	10
REPORT BADMINTON EUROPE CIRCUIT COMMISSION	12
REPORT BADMINTON EUROPE COMMERCIAL COMMISSION	15
REPORT BADMINTON EUROPE FAN BASE COMMISSION	17
REPORT BADMINTON EUROPE HIGH PERFORMANCE COMMISSION	20
REPORT BADMINTON EUROPE MAJOR EVENTS COMMISSION	22
REPORT BADMINTON EUROPE MEMBER STRUCTURES COMMISSION	30
REPORT BADMINTON EUROPE PARA-BADMINTON COMMISSION	34
REPORT BADMINTON EUROPE SPORT FOR ALL COMMISSION	39
REPORT BADMINTON EUROPE WOMEN IN BADMINTON COMMISSION	43
ANNUAL FINANCIAL REPORT 2016	45
AUDITOR'S REPORT	55
STRATEGIC PLAN	57
BUDGET 2017 AND FORECASTS 2018 AND 2019	72
CV'S FOR BOARD ELECTIONS	73
NOTICE OF ANNUAL DELEGATES' MEETING	82



BADMINTON EUROPE CONFEDERATION

Brøndbytoften 14  
2605 Brøndby  
Denmark

[www.badminton-europe.com](http://www.badminton-europe.com)

**THE BOARD OF DIRECTORS 2016**

**President**

Gregory Verpoorten (BEL)

**Vice-Presidents**

João Matos (POR)

Andrey Antropov (RUS)

Murat Özmekik (TUR)

**Director for Finance**

Ritchie Campbell (SCO)

**Directors**

Emma Mason (SCO)

Jean-Marc Serfaty (FRA)

Kevin Scott (ENG)

Klavs Andreassen (DEN)

Lawrence Chew (SUI) until 14 July 2016

Martin Kranitz (GER)

Peter Tarcala (SVK)

Richard Vaughan (WAL)

**Chair of Athletes Commission**

Nanna Vainio (FIN)



**EUROPEAN BWF COUNCIL MEMBERS 2016**

**President**

Poul-Erik Høyer (DEN)

**Vice-President for Europe**

Gregory Verpoorten (BEL)

**Vice-President for Para-Badminton**

Paul Kurzo (SUI)

**Chair of Athletes' Commission**

Yuhan Tan (BEL)

**Chair of Events**

Peter Tarcala (SVK)

**Chair of Development**

David Cabello (ESP)

**Chair of IOC & IR**

Etienne Thobois (FRA)

**Members**

Nora Perry (ENG)

Sergey Shakh-ray (RUS)

Lawrence Chew (SUI) until 1 September 2016

**OFFICE STAFF 2016****General Secretary**

Brian Agerbak

**Senior Manager**

Jimmy Andersen

**Managers**

Jeroen van Dijk

Zsuzsanna Kovacs until 31 March 2016

**Junior Managers**

Emma Lollike

Hugo Mussou

Pavel Florian

Tania Teoh

Zsofia Horvath

**Finance Officer**

Oliver Gravers

**COMMITTEES AND WORKING GROUPS 2016****President's Committee**

Gregory Verpoorten (Chair)

Joao Matos

Andrej Antropov

Murat Özmekik

**Finance and Governance Committee**

Ritchie Campbell (Chair)

Gregory Verpoorten

Emma Mason

Brian Agerbak

**HR Committee**

Ritchie Campbell (Chair)

Gregory Verpoorten

Brian Agerbak

**BEC Disciplinary Committee**

Ritchie Campbell (Chair)

João Matos

Emma Mason

**50<sup>th</sup> Anniversary Committee**

Joao Matos (Chair)

Peter Tarcala

Martin Kranitz

**History Working Group**

João Matos (Chair)

Torsten Berg (DEN)

Gisela Hoffmann (GER)

Horst Kullnigg (AUT)

Tom Bacher (DEN)

**COMMISSIONS 2016****Athletes' Commission**

Nanna Vainio (FIN, Chair)

Selena Piek (NED)

Ernesto Velazquez (ESP)

**Circuits Commission**

Martin Kranitz (GER, Chair)

Peter Tarcala (SVK)

Murat Özmekik (TUR)

Mika Heinonen (FIN)

Radomir Jovovic (SRB)

**Commercial Commission**

Gregory Verpoorten (BEL, Chair)

Emma Mason (SCO)

Kevin Scott (ENG)

Adrian Christy (ENG)

Robbert de Kock (SUI)

PG Jönsson (SWE)

**Fan Base Commission**

Kevin Scott (ENG, Chair)

Richard Vaughan (WAL)

Clemens Wortel (NED)

Klavs Andreassen (DEN)

Hongyan Pi (FRA)

**High Performance Commission**

Richard Vaughan (WAL, Chair)  
Murat Özmekik (TUR)  
Martin Kranitz (GER)  
Andrey Antropov (RUS)  
Ella Diehl (RUS)

**Major Events Commission**

Peter Tarcala (SVK, Chair)  
Jean-Marc Serfaty (FRA)  
Emma Mason (SCO)  
Martin Kranitz (GER)  
Espen Larsen (NOR)

**Member Structures Commission**

Emma Mason (SCO, Chair)  
Clemens Wortel (NED)  
Klavs Andreassen (DEN)  
Mika Heinonen (FIN)  
Radomir Jovovic (SRB)

**Para-Badminton Commission**

João Matos (POR, Chair)  
Carmen Martinez (ESP)  
Derek Batchelor (ENG)  
Hendrik Boosmann (NED)  
Richard Perot (FRA)  
Torsten Berg (DEN)

**Sport for All Commission**

Jean-Marc Serfaty (FRA, Chair)  
Andrey Antropov (RUS)  
João Matos (POR)  
Victoria Chatzina (GRE)  
Espen Larsen (NOR)

**Women in Badminton Commission**

Klavs Andreassen (DEN, Chair)  
Ella Diehl (RUS)  
Hongyan Pi (FRA)  
Victoria Chatzina (GRE)

*Athletes'**Circuits**Commercial**Fan Base**High Performance*

**BADMINTON  
EUROPE**

*Major Events**Member Structures**Para-Badminton**Sports for All**Women in Badminton*

## PRESIDENT'S REVIEW

(Order paper item 3.1.)

# **A historic year for European Badminton – Gregory Verpoorten**



Dear Member Associations,  
Dear friends,

Welcome to our 50<sup>th</sup> BEC Annual Delegates' Meeting in Prague, Czech Republic. This year marks the 50<sup>th</sup> Anniversary of our organization. Please join the Board and me in the celebration and allow me to reflect back throughout the year to what we have achieved together!

2016 must have been one of the most historical years since my tenure as President of Badminton Europe. The numerous achievements from the European elite players and the vast progress of our grass root initiative as well as our high-performance plans have truly made 2016 an outstanding year.

Reflecting on last year, the pinnacle was the 2016 Olympic Games in Rio de Janeiro where we brought home 4 medals. Spain, Denmark and Great Britain have made the Games one for the history books of European badminton. I personally am very confident and excited about what further successes lie ahead in the coming years.

To top that, for Denmark to claim the Thomas Cup at the Kunshan Sports Centre in China back in May was a dream come true for Danish and European badminton. It is the first time a European country has lifted the prestigious Cup since the tournament's inception in 1949. Congratulations to Badminton Denmark on this incredible milestone. We now know that with will power and with smart and hard work, history can be made by European nations in badminton as well.

The year ended with a bang when Viktor Axelsen clinched the Dubai World Super Series Finals in December. And what about Carsten Mogensen who has shown tremendous determination in coming back to the elite scene and performing at the highest level again after a huge setback in February last year. Kudos to Carsten and I am extremely happy that he doesn't seem to have any lasting effect from the incident.

Next to the successes on courts, I would like to personally thank the organizing team and volunteers of the European Men's & Women's Team & U15 held in Kazan, the European Championships in Vendée, European U17 Championships in Lubin, European Club Championships in Tours and the European Senior Championships in Podcetrtek. A special thanks to the National Badminton Federation of Russia, the French Badminton Federation, the Polish Badminton Federation and Badminton Slovenia. Events' specific information you can read in the detailed reports from the Commissions.

2016 was also the year where we started the BEC Centre of Excellence initiative. We had 10 strong bids and were very pleased to see the interest from our Members in supporting this

project. Numerous coaches and players have shown their interest in joining the BEC Centre of Excellence. We are working hard to make sure that the most suitable location is selected for the centre which is planned to open officially in September 2017.

Several promising milestones were also achieved at grass root and development level. To name one, the BEC Summer School celebrated its 35<sup>th</sup> edition with a total of 2,000 players and coaches participating since its first edition in 1982 in Pressbaum, Austria. On another note, we have 30 countries implementing the BWF Shuttle Time program with over 4,000 teachers educated last year and a total of 11,500 teachers educated around Europe.

On the commercial and partnership front, I would personally like to thank our long-lasting partner YONEX for their continuous support around our championships and events. Intersport rejoined as one of our partners last year and we are looking forward to continue to develop our co-operation with Sportradar (formerly the Sportsman). Our BEC Online Magazine is at its 23<sup>rd</sup> edition and is interesting articles, interviews and information for our badminton fans.

Para-badminton players, Lucas Mazur and Karin Suter Erath had a fantastic 2016, winning at international tournaments and were awarded the 2016 BWF Para-Badminton Male & Female Player of the Year Award respectively. Congratulations to both and I wish them all the best in their journey to the 2020 Tokyo Paralympics where para-badminton will make its first Paralympic appearance.

My sincere thanks to my fellow Board Members, the staff of the BEC Office and the commission members. In 2016, we welcomed four new staff members and it looks as if Emma, Pavel, Hugo and Oliver are all integrating well and that they are great additions to our team. The staff's endless work and amazing contributions are the engine of the successful delivery on our plans. I hope that in 2017 and the years to come, our sport will grow further and that all of you can benefit from that growth in your country.

Yours in Badminton,



**Gregory Verpoorten**  
President  
Badminton Europe Confederation

## GENERAL SECRETARY'S REPORT 2016:

(Order paper item 3.2.)

2016 was another exciting year for the Badminton Europe administration. There were quite a few changes in personnel as the new office structure was implemented. This meant that by the end of 2016 the number of staff had increased from six to nine.

### Personnel and staff structure

The new staff structure is now in place and the BEC Office is currently staffed with a total of 9 employees with 6 different nationalities. In the beginning of 2016 Spela Silvester informed us that she would not return to the office following her maternity leave and at around the same time Zsuzsanna Kovacs resigned from her position. During the year, we welcomed the following new staff to the BEC Office:

- Oliver Graves (DEN) Finance Officer (8 hours per week)
- Emma Lollike (DEN) Junior Manager - Communications
- Pavel Florian (CZE) Junior Manager - Events
- Hugo Mussou (FRA) Junior Manager - Development



### Digital platforms

The BEC website and our social medias which currently includes Youtube, Facebook, Twitter and Instagram are providing the latest information to our badminton community in Europe. In September 2016, we went through a thorough process to 'reorganize' the look and feel of our website internally to present a fresh look for the Anniversary year. The facelift was launched on 2<sup>nd</sup> January 2017.

Each Commission now has their own main page where the strategic plan, terms of reference, members of the Commission and activities that the Commissions are responsible for, can be found. On top of that a new Fan Page was also created.

The BEC Online Magazine production is still being produced with the good help of Manuel Rösler who also writes freelance for us. Mark Phelan is still pulling a big load in supporting many of our tournaments by taking photos, making interviews and writing stories.

Finally, I would like to mention SBT who has been a long-time partner for BEC and is responsible for much of the Youtube content we are producing. Thanks to all of you for your good cooperation and dedication.

### **Meeting support**

The BEC Office is responsible for the servicing of the Board and preparing the Board and Commission meetings. In 2016 meetings were held as follows:

- January – Copenhagen
- April – Podcetrtek
- September – Dubrovnik

### **SMASHY – the BEC Mascot**

The BEC mascot, SMASHY, came to life in 2016 and made its maiden appearance at the European Club Championships in Tours, France in June. The name was decided via a social media competition which took place at the end of the year.



### **Gala Evening**

The 2016 BEC Gala Evening was held in Podcetrtek in April. Over 120 people attended the Gala Evening to celebrate European badminton with awards presentations, speeches, flash back videos and good music. The Gala Evening is the time to look back at the year that has passed and award outstanding achievements. In 2016, the awards winners at the 4<sup>th</sup> BEC Awards Gala evening were:

- BEC European Male Player of the Year 2015: Mathias Boe/Carsten Mogensen (DEN)
- BEC European Female Player of the Year 2015: Carolina Marin (ESP)
- BEC European Young Player of the Year 2015: Anders Antonsen (DEN)
- BEC European Para-badminton Player of the Year 2015: Bartłomiej Mroz (POL)
- BEC Senior Player of the Year 2015: Gitte Sommer (DEN)
- BEC Women in Badminton Award 2015: Carolina Marin (ESP)
- BEC Coach of the Year 2015: Fernando Rivas (ESP)
- BEC Technical Official of the Year 2015: Ernest Robinson (FRA)
- BEC Hall of Fame: Morten Frost (DEN)



## Partners

In 2016 we were pleased to again have Intersport partner BEC at the European Championships in Vendée, France.

In February 2016, the partnership with Aiyuke (Chinese company) who presented the commercial rights for our European Championships in the Asian region was discontinued.

Also in 2016 the new media partnership agreement with the Sportsman (now Sportradar) as they represented our international TV rights at the European Men's & Women's Team Championships in Kazan, Russia and at the European Championships in Vendee, France.

Notably a new contract with YONEX was signed during the 2016 All England Championships. This contract will mean that YONEX will continue to support European badminton and all over European Championships until 2020. I would like to take this opportunity to thank Shuichi Yoneyama for his contribution during his time in Europe.

I would also like to welcome back to Europe, Kei Yanagi who has been a loyal friend to European badminton over the years. It is always a pleasure to work with a professional company like YONEX and I look forward to continued excellent cooperation.



### **Acknowledgement**

I would like to personally thank Gregory Verpoorten, our BEC President and the BEC Board of Directors for their involvement and continuous support during the year. A huge thank you also to all the Commission Members for their contribution and thanks to the BEC Member Associations for their active involvement during the year. Also thanks to my colleagues who work hard to continuously develop European badminton. Keep up the great work.

Finally, best wishes to Badminton Europe as an institution in the year of the 50<sup>th</sup> Anniversary and a special thanks to everybody who has taken a keen interest in the organization since it all started back in 1967.

A handwritten signature in black ink, appearing to be "Brian Agerbak".

Brian Agerbak  
General Secretary  
4 January 2017

## REPORT BADMINTON EUROPE ATHLETES' COMMISSION

(Order paper item 3.3.)

Chair of the Commission – Nanna Vainio

### Athletes Commission

The Athletes' Commission is a new Commission that was established in the beginning of 2016 by the initiative of Badminton Europe. The elections for the Badminton Europe Athletes' Commission were held in Kazan during the European Men's and Women's Team Championships. Three representatives were chosen: Selena Piek (NED), Ernesto Velazquez (SPA) and Nanna Vainio (FIN). Later on, Nanna was appointed Chair of the Commission.



SELENA PIEK



NANNA VAINIO



ERNESTO VELAZQUEZ



## BEC ATHLETES COMMISSION

The mission of the Commission is to:

“ensure that conditions for players are improved by gathering the opinions of European players and influencing the decision-making bodies”

With the help of Jimmy and Brian from Badminton Europe, the Athletes' Commission have been establishing protocols on how to operate in a rightful manner.

### Improved communication

So far, the Athletes' Commission has mostly functioned as the previously missing link between the players and other stakeholders. The Commission has been initializing an improved dialogue between the players and Badminton Europe. In practice, this means taking the concerns that have been raised by the players to those in charge and monitoring the situation thereafter. Additionally, the Commission has used their social media platform to communicate important administrative matters such as changes in the regulations to the players.

### Activities

In November, Nanna joined Jimmy and Brian from Badminton Europe and former BWF Athletes' Commission members Pedro Yang and Emma Mason in Bilbao to give a workshop based on the

IOC's Athletes' Career Programme to the players participating in the World Junior Championships. Furthermore, the Commission has regularly been communicating with the BWF Athletes' Commission.



Nanna Vainio  
Chair of Athletes' Commission  
22 December 2016

## REPORT BADMINTON EUROPE CIRCUITS COMMISSION

(Order paper item 3.4.)

Chair of the Commission – Martin Kranitz

### **Circuits Commission**

The Circuits Commission met twice in 2016, in Copenhagen (January) and Dubrovnik (September). Throughout the year, the commission aims to improve the quality, presentation and experience of the European Circuit tournaments for players, coaches, technical officials, event hosts and spectators.

Several new regulations were introduced in 2016 to assist in achieving these aims, including the removal of the one tournament per week restriction in the Junior Circuit, allowing the circuit to further expand, as the interest for hosting events continues to grow.

The appointment of referees for all Elite Circuit and Junior Circuit tournaments is now managed through the Badminton Europe office. Clothing regulations for both the Elite and Junior Circuit have been updated. These updates ensure a higher level of presentation at all Elite and Junior Circuit tournaments.

Following the meeting in Dubrovnik, Martin Kranitz was appointed new Chairman of the Commission, replacing the former Chairman, Peter Tarcala.



### **Badminton Europe Elite Circuit**

30 different countries were involved in the organization of Elite Circuit tournaments in 2016. 13 International Challenge, 13 International Series and 7 Future Series have been played during the year, which is one tournament less than in 2015.

The Hellas International (Future Series tournament) was a new edition to the Elite Circuit, while Kharkiv International (will return in 2017) and Turkish International Challenge have not been organized in 2016. The total prize money of the 33 tournaments was \$ 313.000.



### **Badminton Europe Junior Circuit**

The Junior Circuit welcomed a total number of 24 tournaments in 2016, with Ukraine re-joining the circuit after a short break in 2015. The circuit continues to expand, with the quality of events increasing year after year. Badminton Europe looks forward to welcoming back the Swedish Junior and Cyprus Junior in 2017, following their absence in 2016.

We are pleased that the number of entries across the Junior Circuit continues to grow, with the Portuguese Junior receiving the record number of entries in 2016, with 197 entered players.

### **Badminton Europe U17 Circuit**

The U17 Circuit saw its official beginning in 2016, with 11 different countries organizing a total of 12 tournaments during the year. The interest in both hosting and entering the U17 Circuit tournaments have been overwhelming, and will be increasing in its second year. We are pleased to see this development, and look forward to see the expansion over the coming years.

Together with the introduction of the U17 Circuit, the BEC European U17 Ranking and the BEC U17 Circuit Ranking have also been developed and published. The BEC European U17 Ranking is the official ranking used for seeding purposes for both the U17 Circuit, as well as for future European U17 Championships.

**Circuit equipment**

The Badminton Europe Elite Circuit and Junior Circuit organizers all received new branded Circuit equipment (A-boards, flags and banners) during 2015 and 2016. After launching the U17 Circuit, the material was also shipped to the U17 Circuit organizers, to create a corporate look-and-feel amongst all Circuit tournaments around Europe.

Finally, I would like to thank my colleagues from BEC Board of Directors for the pleasant inclusion, especially my precursor Peter Tarcala for the easy handover, the Circuit Commission Members and Brian, Jimmy, Zsofia and Pavel in the office for their great support.



Martin Kranitz  
Chair of the Circuits Commission  
4 January 2017

## REPORT BADMINTON EUROPE COMMERCIAL COMMISSION

(Order paper item 3.5.)

Chair of Commission – Gregory Verpoorten

### **Commercial Commission**

The Commercial Commission was first set up as an advisory panel. However, as it became apparent that face-to-face meetings were beneficial for the output of the panel it was decided in September 2016 to give the panel Commission status. The terms of reference of the Commission is to:

Evaluate and review the BEC Marketing Plan, provide strategic guidance for the Board of Directors and relevant Commissions and can set up direct working relations with relevant staff. The Communications part of the 2020 BEC Strategic Plan was discussed and agreed.

### **Major events**

The European Championships or our major events as they are known are our key commercial properties. In 2015 that commercial income that related to our events were 366.000 euro. In 2016 this figure increased to 702.000 euro which represents an increase of 92% against a target of 20%. The reason for this must mainly be found in the perceived value of the Championships played in 2016 compared to those played in 2015.

It is worth to mention also that due to, Commission Member, Robbert de Kock's contacts to Intersport they accepted his value proposition on short notice to become partners for the European Championships in Vendée, France. A special thanks to Robbert for using his influence in support of the Confederation.

### **New events**

The Commission discussed the feasibility of re-introducing the Europe-Asia match. The decision was to explore this further with Badminton Asia. At the end 2016 there no conclusions as to whether such a match would be the Commission will continue to explore this in 2017. As for the feasibility of a champion/contender concept the Commission decided that they rather focus on the Europe-Asia match at present.

### **Existing partners servicing**

In 2016 our key events were the European Men's & Women's Team Championships in Kazan, Russia the European Championships in Vendée, France and the BEC Conference including the Gala Awards Evening in Podcetrtek, Slovenia. All three venues provided high level hospitality services for our partners that attended.

After each of our major events marketing reports were sent to our partners. It was unfortunately not possible to deliver these within 1 month as was the ambition mainly due to lack of information on TV sales from our media partner.

### **Branding badminton**

In 2016 the BEC branding manual was actively used and a coherent look and feel around BEC activities was achieved. It was however allowed in some instances to deviate from the BEC branding manual when this was not considered to have any negative commercial impact.

### **Media platforms**

The Badminton Europe Manager app was concluded in 2016 and as this was offered as a free product the income received was minimal. A second version of the Badminton Europe Manager app was launched in 2016 but with more of a target to create a buzz around the tournaments.

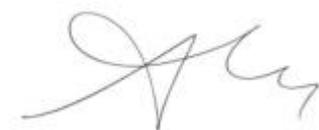
The betting partnership developed in 2016 with 4 additional tournaments being delivered to our betting partner because of an extension of the agreement which was agreed in 2015. In total 20 tournaments were delivered in 2016 of which we unfortunately experienced technical problems at one of them.

In terms of the website it was considered to add changing adverts via an advertising company but it was considered that with the limited value this would bring it would be better to maintain a clean look and feel.

As for the BEC magazine extensive, active search was conducted in 2015 to sell advertising space but to little prevail. In 2016 we received a few contacts from interested parties but so far without results. The BEC magazine is still being used to advertise existing partners.

### General comments

I would like to thank my Commission for providing valuable input throughout the year and the BEC Office for the support to the work of the Commission.



Gregory Verpoorten  
Chair of the Commercial Commission  
10 January 2017

## REPORT BADMINTON EUROPE FAN BASE COMMISSION

(Order paper item 3.6.)

Chair of Commission – Kevin Scott

### Fan base Commission

The Fan base commission had a busy year in 2016 not least due to the preparations of the 50<sup>th</sup> Anniversary Year of the Confederation. Since Manuel Roesler left the BEC Office in the middle of 2015 the area was to a certain extent outsourced with the remaining staff taking more responsibility for the communication within their respective areas. In July 2016 Emma Lollike joined the BEC Office as Junior Manager for Communication which meant that we again had a full-time resource for the area.

The terms of reference of the Commission is to:

Evaluate the current external communication strategies of Badminton Europe for the benefit of the growth of the fan base and make recommendations to the Board of Directors in terms of effectiveness of current activities and provide new ideas, innovation and inspiration.

### Grow fan base

The growth in the fan base of Badminton Europe is mainly measured via our social media channels. The relevant statistics can be found in the table below:

Social media	Achieved 2015	Target ultimo 2020	Achieved ultimo 2016
<b>Website</b>	325.000 unique users	500.000 unique users	395.000 unique users
<b>Facebook</b>	64.000 primo 2015	125.000 followers	77.000 followers
<b>Twitter</b>	9.300 primo 2015	20.000 followers	13.500 followers
<b>Youtube</b>	19.000 primo 2015	30.000 subscribers	23.600 subscribers
<b>Instagram</b>	0 primo 2015	5.000 followers	10.500 followers

We have seen an increase of the unique user of the website of 21,5% which means that we are well on target of achieving the 2020 target of 500.000 unique users visiting our website annually.

The Facebook followers has increased by 20% and if this growth rate continues we should meet our 2020 target by the end of 2019.

The Twitter followers have increased by 45% which exceeds expectations and we might therefore consider increasing our 2020 target of reaching 20.000 twitter followers. Our Youtube subscribers increased by 24% which again means we are a bit ahead against our target number for 2020.

Finally, our newest addition to our social media, which is Instagram has by far exceeded our growth expectations. Already in the first year we have reached 10.500 followers against a target of 5.000 followers by 2020. The target will be adjusted in the strategic plan.

## Media relations

With a full time, Junior Manager in charge of communications in place in the office we are actively engaging our media relations sending out press releases on a regular basis as well as bringing these to a wider audience via our social media channels.

A seminar for press/journalists was organized in Kazan, Russia in 2016 and helped us add more contacts to our press network.

## Spectators

Two major events were played in 2016 with an overall satisfactory number of spectators. The spectator target is:

- Quarter-finals – minimum 50% of capacity
- Semi-finals – minimum 60% of capacity
- Finals – minimum 70% of capacity

	European Men's & Women's Team Kazan, Russia	European Championships Vendee, France
Quarter-finals	80%	95%
Semi-finals	60%	95%
Finals	50%	85%

The European Men's & Women's Team Championships was played in Kazan, Russia. In the same arena, we played the European U15 Championships which helped boost the spectator numbers. Especially the quarterfinals on Friday evening where Russia player against Denmark in the men's competition we had a very good crowd. Unfortunately, neither of the Russian teams progressed beyond the quarter-finals which had a negative impact on the number of spectators especially for the finals.

The European Championships in Vendée, France was considered a major success with regards to spectators and far exceeded the targeted numbers. Again, the finals were the least visited and again this can partly be explained by the lack of local players at this stage of the competition.

## Television

In 2016 we started the cooperation with our new Media partner Sportsman which was then taken over by Sportradar during the year. The take-over did however not in any way effect our working relations on contractual agreements. The European Championships in Vendée, France and European Men's & Women's Team Championships in Kazan, Russia were broadcasted in the following territories:

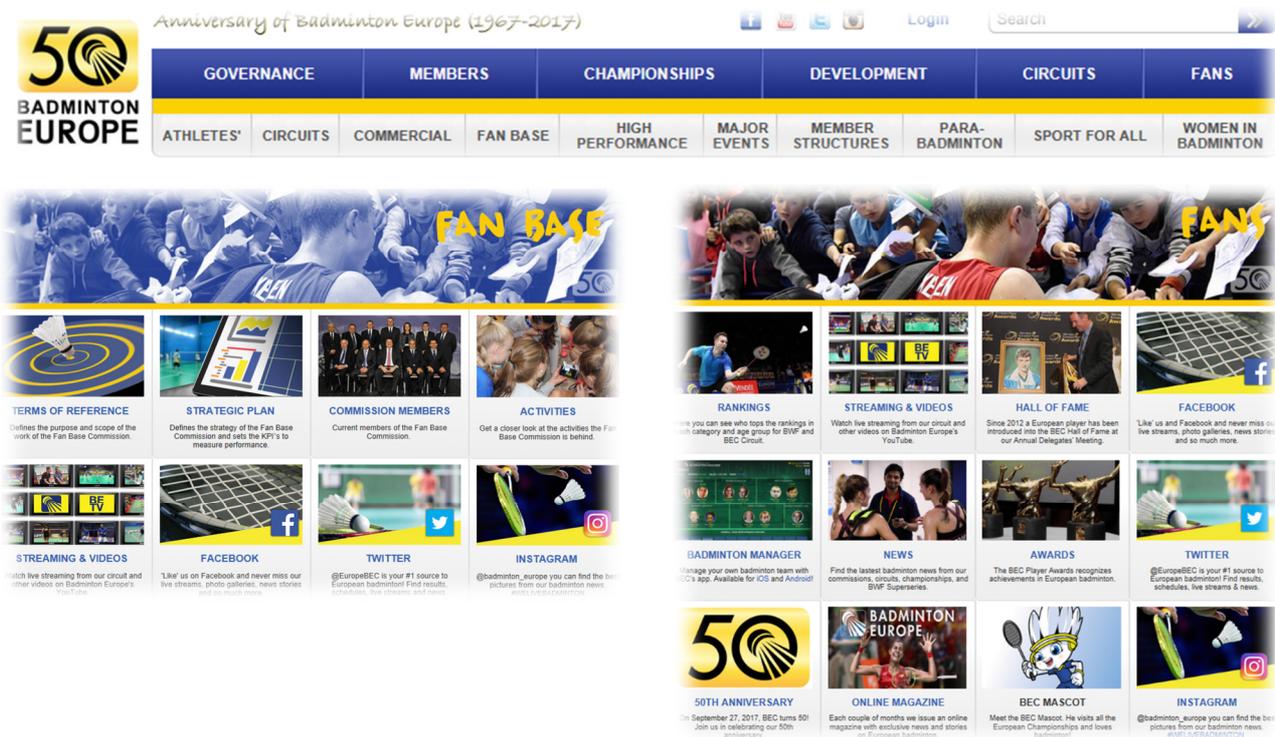
Russia, Denmark, Brunei, France, Malaysia, Netherlands, Spain, China, Singapore and CIS Countries.

In 2016 there were 19 European countries that had minimum 7 hours of badminton televised. Of those 8 were due to the Olympic Games. These figures do not include the Super Series Finals in Dubai.

**Website**

A website facelift process started since September 2016. To make the work by our commissions more transparent to our members, it was decided to divide the grey sub-menu between the ten commissions. Each Commission now has their own main page where the user easily can find the strategic plan, terms of reference, members of the commission, activities that the commissions are responsible for plus other relevant information.

Next to this, a separate webpage for Fans was created.



**Thanks**

I would like to thank my Commission for providing valuable input throughout the year and the BEC Office and external support for the support and dedication to the work of the Commission.

Kevin Scott  
 Chair of the Fan Base Commission  
 11 January 2017

## REPORT BADMINTON EUROPE HIGH PERFORMANCE COMMISSION

(Order paper item 3.7.)

Chair of the Commission - Richard Vaughan

### **High Performance Commission**

It has been a busy year for the High Performance Commission. On top of the regular two meetings in January and September there has been many meetings to discuss the process of setting up the BEC Centre of Excellence. I am very pleased with the process and the input we received from the other commission members. There is still a lot of work to do but I am confident that we will come to a good result.

### **“The Future Stars” project**

The Future Stars project ended in August. This program has been running successfully from August 2013 to August 2016. More than 35 players have been supported in the 3 years that the project has been running. 4 players managed to qualify for the 2016 Rio Olympic games. The budget that was used to run this project will now be used for the BEC Centre of Excellence.

### **Certificated Training Centres**

The scholarships given for the Certificated Training Centres were again used by players to prepare for events. A total of 15 scholarships made it possible for 14 players from 8 different countries to practice in one of the Certificated Training Centres.

We are happy to welcome two new Certificated Training Centres. Bonn was certificated in February and Milan was certificated at the end of the year. Badminton Europe is pleased that we can offer a wide range of training centres to players who might not have a high performance set up or are looking for sparring partners.

Badminton Europe will continue to give scholarships for the Certificated Training Centres in 2017. When the BEC Centre of Excellence is up and running, we are also planning to give scholarships for the centre.

### **BEC Centre of Excellence**

The tender documents for the BEC Centre of Excellence were sent out at the end of May last year. The office received interest from around 20 organisations and eventually we received 10 strong bids. We received more applications than we expected and we are very pleased with the high quality and the work that was put into the bids. The office has been in dialog with all ten bids to make the best possible comparison between the applications. The five best bids were invited to do a presentation to the Board of Directors in the January meeting from this year. The final decision was made at the end of January and I am happy that the BEC Centre of Excellence is going to be in Holbæk, Denmark.

## Pre-selection camp

With all the work done to set up the BEC Centre of Excellence it was also important for us to make the players and coaches aware of the project. We therefore organised a pre-selection camp from 5 to 9 December in Vejen, Denmark. We received applications from 64 players from 24 different MA's. Badminton Europe invited 39 players from 24 countries. Due to injuries and illness 32 players took part in the pre-selection camp. We also invited 4 coaches who are interested in the project to see how they are working and to lead the trainings camp. We are planning to organise 2 more pre-selections camps in April or May of this year.



Finally, I would like to welcome Hugo Mussou who joined Badminton Europe in September and thank Zsofia, Jeroen and Brian at the Badminton Europe office for all the hard work and dedication in the area throughout the year.

*R.L. Vayl*

Richard Vaughan  
Chair of the High Performance Commission  
4 January 2017

## REPORT BADMINTON EUROPE MAJOR EVENTS COMMISSION

(Order paper item 3.8.)

Chair of the Commission – Peter Tarcala

### **Major Events Commission**

I would start by thanking my colleagues in the Major Events Commission, having had two productive meetings with them during the year – in January in Copenhagen and September in Dubrovnik. The Commission continued the work towards its terms of reference and KPI's, with the overall goal of improving the presentation and delivery of European Championships as well as ensuring Europe's technical officials being the best in the world.

The Commission and the office started a good cooperation with the newly established Athletes' Commission – a cooperation which will surely enhance over the years.

Websites for each of the year's events were set up latest 6 months before the start, and invitations were published in this connection as well. The contract for the 2016 European Senior Championships was however only signed 10 months in advance of the event, due to the late allocation in 2015.

We are also proud that all major events in 2016 were covered with high quality streaming – either via our media partner's platform, or via our own Youtube Channel. The viewer was given multiple camera productions, with integrated graphics, as well as commentating from all final stage matches.

### ***The 2016 European Men's & Women's Team Championships***

The 2016 European Men's & Women's Team Championships was the first of many events in a busy 2016 – held in the same great venue which hosted the 2014 European Championships, in the city of Kazan in Russia. The event was the first within Badminton Europe's four years deal with its new TV- and media partner, The Sportsman Media Group, which since has been taken over by Sportradar.

The last few days of the tournament was however overshadowed by a tragic incident, which hit Danish star and Olympic medallist, Carsten Mogensen. After collapsing in his hotel room, he was rushed to the hospital, where the doctors found that Carsten had a brain aneurysm and therefore had to undergo immediate brain surgery in Kazan. Carsten's closest were brought to Kazan, to be around him before he was well enough to fly back home two weeks after his surgery.

Despite the uncertainty around their team mate's situation and despite Brice Leverdez giving France an early lead the men's team of Denmark retained their focus. They retained their impressive record of never having lost to another European side and in the end the scoreboard showed a 3-1 victory to Denmark. The two bronze medals were awarded to England and Germany, who then both joined Denmark and France as Europe's qualifiers for the World Men's Team Championships competing for the Thomas Cup in the Finals in Kunshan, China.



Before the championships, it was difficult to predict a clear favourite in the women's event. Bulgaria made the "comeback of the tournament" when they in their semi-final overcame being 2-0 down against Spain – only to win the tie 3-2, after the final game in the final match ending 22-20 in favour of Stefani Stoeva and Linda Zechiri. In the final, Bulgaria eventually had to bow out, as the Danish team led by Christinna Pedersen and Kamilla Rytter Juhl was too strong, and won the gold after a 3-1 win. Alongside Spain, Germany was presented with the bronze medals, after reaching the semi-finals, and these four teams later went on to China to represent Europe at the biannual Uber Cup Finals, played in Kunshan, China.



### ***The 2016 European U15 Championships***

For the second time in the history of Badminton Europe, the European U15 Championships was held alongside the European Men's & Women's Team Championships. Yet again, it was with great satisfaction to see the future stars playing alongside the current ones, shining on the international stage.



After three full days of intense badminton, 7 different member associations could leave Kazan with medals in the bag, Denmark being most successful with 5. Georgii Karpov became the local star of the event, as he won bronze medals – in men's singles and mixed doubles. His quarter final against Danish Nicolaj Wolf was the “talk of the tournament” as the final game went all the way to 30-29 before the Russian could let himself be celebrated by a

roaring local crowd – and by many of the big stars, who had joined to witness the exciting ending to this match

Our sincere thanks to the National Badminton Federation of Russia and the local organizing committee in Kazan – for not only hosting an outstanding event, but also for their immediate reaction and ultra-professional handling of the tragic incident with Carsten Mogensen.

### ***The 2016 European U17 Championships***

The 2016 European U17 Championships became yet a milestone in European badminton, organizational wise, when the organizing team in Lubin (POL) topped their delivery from the previous year, and gave the participants a world class sports presentation. Live streaming from two courts, for 9 days in a row – with commentary from every single match. This, together with a splendid LED-branding courtside, really showcased a top-class event – what Europe's best U17-players took advantage off, and displayed some excellent on court performances.

On court, Denmark yet again proved to be the ones to beat – but as no one did in the team event, the talented Danish side could be crowned European Champions after beating England 3-0 in the final. The bronze medals were won by Turkey and France.

In the individual events, it was also Denmark dominating the awards podium at the final day. Four of five gold medals went to Denmark, while the Irish sensation Nhat Nguyen claimed a highly-deserved men's singles gold medal, adding to his bronze in the men's doubles. Paw Eriksen and Alexandra Bøje from Denmark became the biggest stars of the tournament, as both added two individual gold medals to their team title. While winning the mixed doubles title together, Paw Eriksen also won the gold in men's doubles alongside Mads Thøgersen, while it was Amalie Magelund Krogh partnering up with Alexandra Bøje when winning gold in women's doubles. The fourth Danish gold medal came in women's singles, where Line Christophersen became a surprising European Champion. Congratulations to all medal winners – in total 11 different member associations left



Lubin with medals. It is also worth mentioning that 8 different countries won the 8 medals in the singles events.

Our utmost thanks to the brilliant team of organizers in Lubin, which yet again raised the level of organizing European Championships. We look forward to being back already in February 2017 with our European Mixed Team Championships.

### ***The 2016 European Championships***

For the second European Championships in a row, Denmark's Christinna Pedersen showed that she is a future candidate for Badminton Europe's Hall of Fame. Again, this year, in La-Roche-sur-Yon, Vendée (FRA) she captured two European titles – same as she did in 2014 in Kazan. Together with Kamilla Rytter Juhl in women's doubles and Joachim Fischer in mixed doubles, she spent the last week of April to bring her total of European titles up to 5, so far.

Reigning women's singles champion, Carolina Marin from Spain, yet again showed her class, retaining her title after beating Scotland's Kirsty Gilmour in the final. Carolina's impressive run with Olympic gold, two World Championships and two European Championships thereby continues. After claiming gold on junior level, in all of Badminton Europe's championships, 2016 was the year where Viktor Axelsen got hold of "the real one". After two bronze medals in 2012 and 2014, the 22-year former European and World Junior champion could leave France with the gold medal, after beating his compatriot, and reigning champion, Jan Ø. Jørgensen, in the final.



The men's doubles final was also an all Danish encounter, when new-comers Anders Skaarup and Kim Astrup challenged runners up from 2014, Mads Kolding and Mads Conrad. Eventually it was 2x Mads who claimed their first European title, overcoming their younger countrymen after losing the opening game. Besides Denmark, Spain and Scotland, also England, Germany,

Russia and Netherlands won medals at Badminton Europe's most prestigious event – and it shall be interesting to see if other associations than those will be successful when the event returns already in 2017 in Kolding (DEN).

Huge thanks and our deepest appreciation to the French Badminton Federation for organizing what was a magnificent event. Everything around the event was of highest standards, and clearly a landmark in how to organize European Championships.

### ***The 2016 European Club Championships***

For the fourth consecutive year, the annual European Club Championships was held in France, and for the second time in a row, in Tours. Following a good 2015-event, the 2016-edition was even better. Small adjustments from the year before were made, so the 2016-version was nearly flawless, and executed to the highest level. The event became a major success for the host nation – not only organisational, but also on court. The big favourites, and multiple champions, from Primorye Vladivostok, were finally defeated, and had to settle for a bronze medal – which they were awarded alongside Italian side (and 2017-hosts) BC Milano.

The final became an all French encounter, where eventually Paris based Issy Les Moulineaux, led by the Bulgarian Stoeva sisters and the French internationals, Gaetan Mittelheisser and Lucas Corvee, beat BC Chambly Oise (FRA) 3-2 in a close and very well-played tie.



As previous years, live streaming was being produced from all days of the event, and shown on the BEC Youtube channel.

Our sincere thanks go to the French Badminton Federation for hosting our club event four years in a row, and of course to CESTours Badminton and its full team of helpers. You again made a successful event, and you have set high standards for the organization of this traditional event, which now moves onto Italy and the city of Milan in 2017.

### ***The 2016 European Senior Championships***

More than 1.000 players from 36 Member Associations coming from all over the continent went to the Slovenian city of Podcetrtek, same location as where both the Annual Delegates' Meeting and the Summer School were held, to attend the final event of the year, the European Senior Championships.

The record number of entries took part in the 7-days festival of badminton, where the professional setup, daily entertainment, the nature surroundings and the lucrative Terme Olimia resort overshadowed the limited seating which the players were offered in the venue. 7 days packed with badminton played in the 8 different age groups – finally resulting in 160 medals being handed out on the final day. England became the most successful, winning an impressive amount of 34 medals – closely followed by Denmark with 33.

Badminton Europe would like to thank all of the participants; players, technical officials, and volunteers. Without all of you such a great event would never have been possible. Terme Olimia was a superb host to many of our events, and a special thank you also go out to the Slovenian Badminton Association for their great cooperation.

The European Senior Championships is a unique event, because it spreads across over a clear majority of our Member Associations. With 36 participating nations, it truly captures the European spirit and our joint love of the sport. That is something that lies in the atmosphere surrounding the Senior Championships, and it is an event we are very proud to organize.

Based on the experiences from Podcetrtek, and after consultation with participating member associations, it was decided to look into a new model for the entry fees / participation fees, to try and make it more appealing and attractive to host the event, to have it allocated earlier, and to make sure that the participants are guaranteed other things at the event, and not only being entitled to play.

***The following allocation of European Championships was made in 2016***

2017 European Club Championships – Milan (Italy)

**Technical Officials**

Again in 2016, new European technical officials received their continental status. In 2016 Badminton Europe announced 21 new accredited umpires, while 7 umpires were upgraded to certificated level. Furthermore, we were happy to see Kristian Hedelund (DEN) passing his assessment for becoming new BWF Accredited umpire. Three candidates were assessed by the BEC Referee assessment panel to become new BEC Continental referees – and they all succeeded. Heather Crump (ENG), Christos Evangelidis (GRE) and Joao Fragoso (POR) all proved capable of being in charge of international badminton events, hence they deserved their new status given to them by the BEC Board of Directors. In addition to that, two European referees, Susana Maldonado (POR) and Ewald Cejnek (AUT) passed their BWF Accredited assessment in 2016 – congratulations. With these newly confirmed officials, Badminton Europe, at the end of 2016, has a pool of 77 BEC Accredited umpires and 61 BEC Certificated umpires – as well as a pool of 21 BEC Continental Referees.



Three Badminton Europe umpire courses were held in 2016 – where 32 umpires from 24 different member associations were educated at the courses in Poland, Lithuania and Wales respectively. In addition to these courses, Badminton Europe executed appraisals, with future assessments in mind, of its Accredited and Certificated umpires attending the 2016 European Men's & Women's Team Championships, 2016 European Championships and 2016 European Club Championships.

We have continuously been having umpire courses, with great support from the local organisers and member associations. We are also pleased with the interest in officiating at our events. The number of nominations always exceeds the number of available places.

Going into 2016 Sven Serré (BEL) was appointed as new BEC Umpire Coordinator, for a 2-year term. Throughout the year, he has assisted the BEC office in making selections, recommendations and new procedures. Our cooperation with Sven Serré has so far been very successful, and we look forward working with him in 2017 as well. We are also very satisfied with the cooperation with our two assessment panels, assisting us throughout the year with our education programs for umpires and referees.

### **Junior age groups in Europe**

In 2015 it was decided to align the junior age groups with the rest of the world, an alignment which took effect from 1 January 2016. The junior season thereby follows the calendar year. The final part of the transition will shortly follow, as 1998-players can play in the 2017 European Junior Championships, hence no age groups are punished by the change of age groups. In the same connection, it was in 2016 decided to “move back” the European Junior Championships and European U17 Championships, so that they from now on are played in the second half of the year, as a peak to the season.

When reflecting on the BEC strategic plan for Major Events, I do think that BEC is working towards creating better events and making more activities around these, as well as working hard on educating the best Technical Officials in the world. It is my hope that all Member Associations and stakeholders are satisfied with our output on a daily basis. We will continue to develop and improve our events going into 2017 and beyond, and in this connection, we will

emphasize the need of approaching event partners and event hosts, to have our events allocated at an earlier stage than before. We will continue to strive for our goal of being the continent with the best Technical Officials, and through continuous work keep developing and educating these.

Finally, I would like to thank my colleagues from the BEC Board of Directors and Brian, Zsofia, Pavel and Jimmy in the office for their help, everyday cooperation and support. Also, a warm thanks to our good partners from YONEX, who are always providing us with the highest quality material and staff at our events.



Peter Tarcala  
Chair of the Major Events Commission  
4 January 2016

## REPORT BADMINTON EUROPE MEMBER STRUCTURES COMMISSION

(Order paper item 3.9.)

Chair of Commission – Emma Mason

### **Member Structures Commission**

#### Chair

- Lawrence Chew (to 20 July 2016)
- Emma Mason (from 11 September 2016)

On 1 January 2016 Lawrence Chew was appointed as the General Manager of the Badminton Association of Malaysia. After successfully completing a six-month probation period, Lawrence stepped down from his position as a Member of the BEC Board and, accordingly, as Chair of the Member Structures Commission. Following the BEC Board meeting on 11 September 2016, Emma Mason was appointed as the new Chair of the Commission.

The Commission would like to thank Lawrence for his hard work as its first ever Chair and to wish him luck in his new position.

#### Update on Strategic Plan

The Commission met in Dubrovnik, Croatia on 10 September 2016 and discussed the progress of its work as against the BEC Strategic Plan.

### **Membership**

In accordance with the Objectives of the Confederation, the Commission has an aim to increase the number of MAs to 55 by 2020. Currently BEC has 52 MAs and despite attempts to include Andorra and San Marino in previous years it has become apparent that badminton is not yet sufficiently developed in those nations to allow them to seek membership of BWF and BEC.

As in previous years, BEC continues to work with existing MAs to ensure they are fully compliant with the membership requirements of submitting Schedule A and being financial in terms of paying subscriptions, fees and fines. In 2016, 51 out of 52 European MAs submitted their Schedule As on time and were considered financial.

### **Analyse and consult**

During 2016, the Commission, together with the General Secretary, worked closely with BWF to finalise the format of the BWF Membership Survey. The Membership Survey was sent to all BEC MAs on 18 November 2016 and they were asked to complete the survey by 14 December 2016 so that the Commission could analyse the results during their January 2017 meeting.

As at the time of writing this report, the Commission had received a completed Membership Survey from all but three MAs. The data from the Membership Surveys has been used to give each of the MAs an overall classification and to further identify their stage of development in

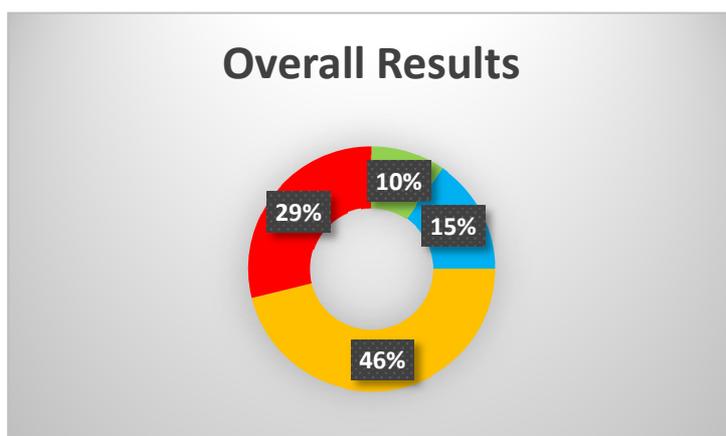
the areas of administration, communication, participation, events and high performance. Each MA has been provided with a copy of their own data from the 2016 Membership Survey.

The Strategic Plan has been amended with regards to 2020 targets for the development of MA's within the mentioned areas. The area of administration is still part of the Strategic Plan under Member Structures. The area of Communication is moved to the Strategic Plan under Fan Base, Participation is now under Sport for All, Events is under Circuit and High Performance is under the Strategic Plan for High Performance.

An anonymised graphical snapshot of the European MAs as at 2016 is set out below:

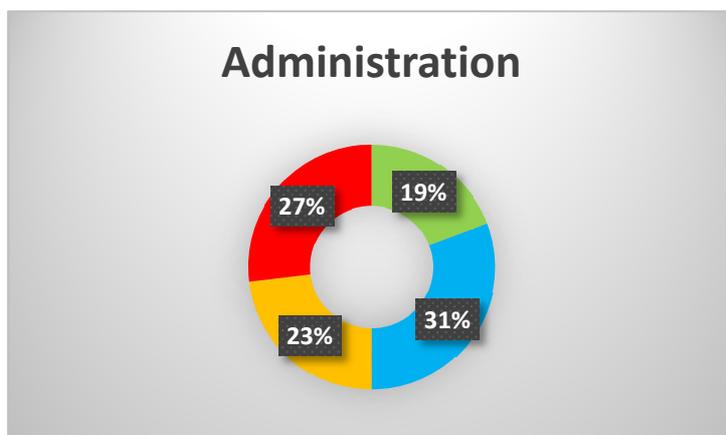
Overall results

Level	Number of MA's
Advanced	5
Established	8
Developed	24
Developing	15
Total	52



Administration

Level	Number of MA's
Advanced	10
Established	16
Developed	12
Developing	14
Total	52



Communication

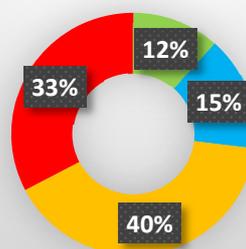
Level	Number of MA's
Advanced	4
Established	3
Developed	10
Developing	35
Total	52



Participation

Level	Number of MA's
Advanced	6
Established	8
Developed	21
Developing	17
Total	52

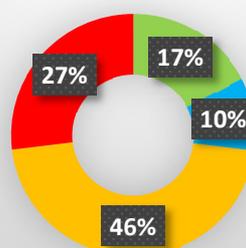
Participation



Events

Level	Number of MA's
Advanced	9
Established	5
Developed	24
Developing	14
Total	52

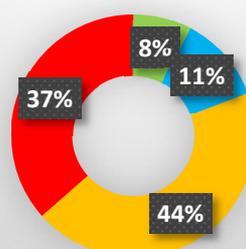
Events



High Performance

Level	Number of MA's
Advanced	4
Established	6
Developed	23
Developing	19
Total	52

High Performance



The Commission will use the results of the Membership Survey to identify an activity or activities that can be offered to MAs to aid their development in one of the above areas. A significant portion of the Commission's budget for 2017 has been set aside to support such activity. The Commission will also be holding a session for MAs during the 2017 Members Forum which it is intended will cover at least one of the development areas.

**World Academy of Sport**

During 2016, BEC has worked closely with BWF on the content World Academy of Sport administrator's courses to ensure that they are tailored to persons working within the

badminton community. The courses are progressing and it is hoped that the content and course materials will be finalised and available to MAs in 2017.

From that time, the Commission will work with BWF to ensure that the MAs are made aware of the opportunity. The course will take the form of an online programme together with a workshop that will be delivered over a number of days. The Commission encourages all MAs to consider which of their existing or new employees and/or volunteers may benefit from participation in the programme and to make an application on their behalf in due course. The Commission is committed to achieving its goal of having 50% of all MAs participate in the administrators' courses by 2020. Currently 67% of the MAs completing the survey have reported that they have paid staff.

### **Olympic Solidarity structure program**

Olympic Solidarity was one of the topics during the 2016 BEC Members' Forum. In addition, the BEC website has been kept up-to-date with developments in this area. The task of BEC here is to ensure that MA's are sufficiently well informed of the opportunities within the Olympic Solidarity system and how to make applications for such opportunities.

As a result, it is difficult to monitor how many of our MA's are applying on an annual basis as, generally, applications are only communicated to BEC when our MA's have been successful. However, we are aware of 10 MA's receiving support from Olympic Solidarity in 2016 of which eight were scholarships for players, one was a scholarship and structure development and one was for a coaching course.

### **Information**

In 2016, BEC published an average of 27.75 articles per month against a KPI of 20 articles per month. Further, in 2016 a new MEMO format was designed which will be used from January 2017. A MEMO will be distributed to each MA after each Board meeting as was the case until the January 2016 Board meeting.

The Commission had a significant underspend in 2016. This was mainly due to the BWF Membership Survey being conducted much later than anticipated. A significant amount had been set aside for MA support which should be used to target deficiencies identified in the survey. I am confident that the results of the Membership Survey leave this commission well placed to work within the framework of the Strategic Plan for improving and developing the structures within the BEC MAs.

I would like to thank my Commission for providing valuable input and also a special thank you to all the MA's that took up the challenge of providing timely feedback on the BWF Membership Survey.



Emma Mason  
Chair of the Member Structure Commission  
10 January 2017

## REPORT BADMINTON EUROPE PARA-BADMINTON COMMISSION

(Order paper item 3.10.)

Chair of the Commission – João Matos

### Para-Badminton Commission

#### Integration

A summary of the status and para-badminton integration of our Member Associations can be viewed in the table below.

*Status 1: para-badminton governed by the Member Association*

*Status 2: para-badminton governed by national para organization/National Paralympic Committee*

*Status 3: para-badminton governance still in working process*

Subject	Status 1	Status 2	Status 3	No replies
<b>Member Associations</b>	Austria Belgium Bulgaria Cyprus Denmark England Estonia Finland France Georgia Greece Hungary Ireland Italy Netherlands Moldova Norway Poland Portugal Romania Russia Scotland Spain Sweden Wales	Germany Israel Serbia Switzerland Turkey Ukraine	Bosnia & Herzegovina Croatia Czech Republic Faroe Islands Gibraltar Greenland Iceland Latvia Leichtenstein Luxembourg FYR Macedonia Malta Monaco Slovakia Slovenia	Albania Armenia Azerbaijan Belarus Lithuania Montenegro
<b>Total in 2016</b>	<b>25</b>	<b>6</b>	<b>15</b>	<b>6</b>
<b>Total in 2015</b>	20	7	16	9

(information accurate at time of preparation)



Two Commission Meetings were held in 2016:

- 15<sup>th</sup> January – Copenhagen, Denmark
- 23<sup>rd</sup> October – Beek, Netherlands

At the Annual Delegates' Meeting in Podčetrtek, Slovenia a para-badminton session was conducted where João Matos, Chair of the Para-Badminton Commission shared updated information about para-badminton and the activities conducted in 2016 with all the present Member Associations.



**Education**

The 2<sup>nd</sup> BEC Para-Badminton Education Course was held in Beek, Netherlands (21-23 October 2016) with 37 participants from 18 Member Associations and guests from BWF. The focus on the course was for high performance and development coaches.

During the 2016 European Para-Badminton Championships, 2 courses were held and Tania Teoh from the BEC office attended them with other participants from around Europe.



- BWF Shuttle Time Tutor Course (24 October 2016)  
6 participants from Scotland, England and Badminton Europe participated and 5 passed as tutors and one as expert.



- BWF National Classifier Workshop (25-27 October 2016)  
12 participants from 7 Member Associations and Badminton Europe completed the 3 days' course and passed as National Classifiers.

### **European Para-Badminton Championships**

The 2016 European Para-Badminton Championships was held in Beek, the Netherlands from 27-30 October 2016, organized by the Badminton World Federation and Badminton Nederland.

- Statistics from the Championships

<b>Subject</b>	<b>Number</b>
Players	145 (male:107, female:38)
Entries	304
Matches	422
Events	21
Courts used	8

- Medalling countries at the Championships

A total of 18 countries went home with at least a medal. These countries are:

Austria	Belgium	Denmark	England	Finland	France
Germany	Ireland	Israel	Netherlands	Poland	Russia
Scotland	Sweden	Switzerland	Spain	Turkey	Wales

### **Promotion**

The para-badminton section has been reorganized and the webpages are built based on:

- para-badminton Commission
- para-badminton activities

Para-badminton corporate folders were distributed at the 2<sup>nd</sup> BEC Para-Badminton Education Course in October 2016 and will be distributed at the 2017 Annual Delegates' Meeting in Prague.

Articles and latest news and information is published in the BEC Online Magazine since issue 20.

Activities organized by Member Associations are published on the 'Para-badminton Activities' page under 'Other Activities'.

Videos produced in 2016 were:

- 2<sup>nd</sup> BEC Para-Badminton Education Course, Beek (NED)
  - Summary video
  - Promotion video
- 'We need female as role model' featuring Kaity Hall (SCO) National para-badminton coach
- 'Give para-badminton a go!' featuring Bobby Griffin (ENG) National para-badminton player

Finally, I would like to thank Jimmy and Tania for their work done with enthusiasm and professionalism. Also, a word of recognition to Brian and all the office staff for their cooperation and support.



João Matos  
Chair of the Para-Badminton Commission  
4 January 2017

## REPORT BADMINTON EUROPE SPORT FOR ALL COMMISSION

(Order paper item 3.11.)

Chair of the Commission - Jean-Marc Serfaty

### Sport for All Commission

The Sport for all Commission had two meetings during 2016. One in Copenhagen in January and another in Dubrovnik in September. The goal of the Commission is the coordination of the Sport for All programs and activities. Both meetings were successful.

### Shuttle Time

I am happy to report to you again that another 3 Federations have decided to implement Shuttle Time. 30 countries are now running Shuttle Time this means that we are on the right track to achieve our goal of 40 implementing countries in 2020. We could argue that we have 33 implementing countries because 3 federations are using parts of Shuttle Time but are not able to fully implement due to local regulations.

With the support of Badminton Europe, the 30 countries have held 201 teachers and 12 tutor courses in which they educated 3999 new Shuttle Time teachers and 134 Shuttle Time tutors.

This means that at the end of 2016 we had a total of 11.425 certified Shuttle Time teachers and 691 certified Shuttle Time Tutors. It was our goal to have 2.500 teachers educated. Another important part of Badminton Europe's Shuttle Time support has been the YONEX School sets.

We have been able to donate 570 School sets to Member Associations who are implementing Shuttle Time.

From 1 to 3 April we organized our 7<sup>th</sup> Shuttle Time trainer/tutor course in Vienna, Austria in close cooperation with the Austrian Badminton Federation. The participation numbers in this course exceed my expectations. 23 participants from 14 countries took part in the course. This shows the success and enormous interest there still is in the project.



On the first day of the BEC Summer School we delivered a Shuttle Time Teacher course which gave the participants from the lower developed federations who are not implementing Shuttle Time the chance to experience the benefits of the program.

We also organized our first Shuttle Time expert course in Vejen, Denmark on 12 and 13 November to increase the number of persons who are able to deliver Shuttle Time trainer/tutor courses. The reason why we would like to do this is because we have had requests in the past from our Member Associations for assistance with Shuttle Time courses. We hope that we will be able to give more assistance by educating more experts.

Our goal of 1.000.000 registered members by 2020 will be harder to realize. Again, we have lost members. We have now 835,725 resulting in a decrease of 10.055 members. We have adjusted our funding strategy for Shuttle Time for 2017 in the hope that we can change this negative trend and attract new members to our sport.



### Coach Education Level 1 and 2

The activity from our Member Associations in the Coach Education level 1 has been a little bit lower than the previous year. They organised 13 courses which resulted into 162 new certified level 1 coaches. It is our goal to have 95% of our members delivering a Coach Education Program by 2020. Through the BWF survey we found out that 47 countries are delivering Coach Education Courses so 90% of our members are now delivering Coach Education Courses. Also in this area, we are on the right track.

In Tallinn, Estonia we organised from 27 to 29 May our 6<sup>th</sup> Coach Education level 1 Tutor Course in close cooperation with the Estonian Badminton Federation. During the BEC Summer School we organised a level 1 Coach Education Course. In this intensive week, the 24 participants were educated by 9 staff coaches. It makes me always proud to see the exchange of experience and knowledge that takes place during this week.



In regards to the organization of the level 2 courses within the Federations I have to unfortunately report the same as I did last year. We see that educated Shuttle Time teachers and tutors again are taking part in the level 1 courses but they are maybe not ready yet to start the level 2 education. We are hoping that this will change in the coming year. We supported 1 level 2 course which was organized by Badminton Ireland.

For the 2<sup>nd</sup> time we organized a combined level 1 and 2 Coach Education Course for (former) players. The course took place in Oviedo, Spain in November and I would like to take the opportunity to thank the host for the possibility for the coaches to work with the players from the training centre. I am also pleased that we could deliver a Shuttle Time Teacher Course in this week. The overall quality of the course was very high due to the high badminton knowledge of the participants.



## Regional Projects

It is our goal to have players from 40 Member Associations receive international training experience through the BEC Summer School and Regional Projects by 2020. In the 10 regional projects that Badminton Europe supported 21 different Member Associations took part and in the Summer School players from 17 different Member Associations took part. So, with a total of 38 different countries in the 2 projects we are close to achieving our goal.



### Summer School

The facilities in Podcetrtek, Slovenia are fantastic for the BEC Summer School. I think that is one of the reasons why more players and coaches were interested to come to the 2016 Edition. The 53 players were coached by 9 staff coaches who were also involved in the coach education. The 24 coaches who took part in the level 1 coach education had a tough week but gained a lot of knowledge.



Finally, I would like to thank the office for all the hard work in the area throughout the year.

Jean-Marc Serfaty  
Chair of the Sport for All Commission  
4 January 2017

## REPORT BADMINTON EUROPE WOMEN IN BADMINTON COMMISSION

(Order paper item 3.12.)

Chair of the Commission – Klavs Andreassen

### Women in Badminton Commission

The Commission had two regular meetings one in January and another one in September. In the September Board meeting I was chosen to replace Jean-Marc Serfaty as the new Chair of the Commission. I would like to thank Jean-Marc for all the work he has done for the Commission.

### Scholarships

In our strategic plan 2015 – 2020 it is one of our goals to encourage the development of female representation in all Member Associations. To achieve this badminton Europe has started to give WIB Scholarships to Member Associations to participate in: Coach Education Courses, ADM & Forum and in Umpire Courses. We are happy to inform you that we could give a total of 18 scholarships in these 3 areas. We are planning to give 80 scholarships by 2020. This year we will also start to give scholarships to Member Associations to participate in para-badminton events.



### Representation within BEC

One of our other goals is to encourage Member Associations to ensure female representation on the Board of Directors and ensure female representation in Commissions. We do not have much influence on composition of the Board of Directors because they are elected by the

delegates at the ADM but at the moment we have a female representation of 14%. By contrast, the Board has influence on the composition of the commissions and here we have a female representation of 35 %. It was our goal to achieve 15% and in 2020 we have a KPI on 25%. The Commission hopes that BEC in 5-10 years do not need to have KPI's for female representation, but instead KPI's for representation of both genders.

### **Promotion and Communication**

The WIB award went to Carolina Marin who is a fantastic role model for women and girls who are active in badminton. On our website, we managed to publish 6 interesting Women in the spotlight articles to reach women and motivate and inspire them to take up roles and get involved with badminton. We will continue this project, but under a different name, and the persons interviewed will also be the nominees for the WIB Award.

Finally, we would like to thank Tania and Jeroen for the hard work throughout the year for the commission.



Klavs Andreassen  
Chair of the Women in Badminton Commission  
4 January 2017

**ANNUAL FINANCIAL REPORT 2016**

**TABLE OF CONTENTS**

---

	Page
Statement by the Badminton Europe Board of Directors	47
Management review	48
Income & expenditure account 1.1-31.12 2016	50
Balance sheet	51
Notes	52
Accounting policies	54

**STATEMENT BY THE BOARD OF DIRECTORS**

---

The Badminton Europe Board of Directors have today discussed and approved the Annual Report of Badminton Europe for 2016.

The Annual Report has been prepared in accordance with the accounting policies. We consider the accounting policies used to be appropriate. Accordingly, the Annual Report gives a true and fair view of Badminton Europe's financial position at 31 December 2016 and of the results of the organization's operations for the financial year 1 January - 31 December 2016.

We recommend that the annual report be approved at the Annual Delegates' Meeting.

Prague, 31 March 2017.

Badminton Europe:

---

Brian Agerbak  
General Secretary

Board of Directors:

---

Gregory Verpoorten  
President

---

Ritchie Campbell  
Director for Finances

---

Andrey Antropov  
Vice-President

---

João Matos  
Vice-President

---

Murat Özmekik  
Vice-President

---

Martin Kranitz  
Director

---

Richard Vaughan  
Director

---

Jean-Marc Serfaty  
Director

---

Kevin Scott  
Director

---

Peter Tarcala  
Director

---

Emma Mason  
Director

---

Klavs Andreassen  
Director

---

Nanna Vainio  
Athletes' Commission  
Chair

## MANAGEMENT REVIEW

---

### Information about the Confederation:

Badminton Europe Confederation  
Brøndbytoften 14  
2605 Brøndby  
Phone: +45 21 68 00 82  
Webpage: <http://www.badmintoneurope.com>

### Board of Directors:

President:	Gregory Verpoorten
Vice-President:	Andrey Antropov
Vice-President:	João Matos
Vice-President:	Murat Özmekik
Director:	Richard Vaughan
Director:	Jean-Marc Serfaty
Director for Finance:	Ritchie Campbell
Director:	Kevin Scott
Director:	Peter Tarcala
Director:	Emma Mason
Director:	Martin Kranitz
Director:	Klavs Andreassen
Chair of Athletes Commission:	Nanna Vainio

### Auditor

EY  
Statsautoriseret Revisionspartnerselskab  
Torben Kristensen

### Bank

Danske Bank  
Handelsbanken  
Sydbank

### VAT registration

Badminton Europe Confederation is as a non-profit sport organization not liable of VAT in Denmark. However, the purchase of goods and services from outside Denmark caused the auditors to advise that a VAT registration might be necessary as these transactions would require reverse VAT to be paid to the Danish tax authorities. Advice was sought, the VAT status was investigated and it was considered that the Confederation should register the organisation with the Danish tax authorities. The VAT registration process is still on-going and is expected to be completed during the first quarter of 2017.

## MANAGEMENT REVIEW

---

### Activity

Badminton Europe's main objective is to promote and develop the game of badminton in Europe.

### Development in the financial year

This year's surplus of 510.544 EUR is an improvement of 411.044 EUR against the budget set for the year. The main reasons for this were increased income of 100.000 EUR, an underspend against the training centre budget of 43.000 EUR, savings on television production of 44.000 EUR and periods of less staff which resulted in an underspend of 40.000 EUR against budget. The remaining underspend was spread evenly in the expense budget. There was also in 2016 an unrealized exchange rate gain of just over 25.000 EUR on the USD bank accounts.

### The financial budget and forecasts

The Board of Directors expect a significant deficit in 2017. The forecast for 2018 shows another deficit which we hope will be turned into a break-even. The forecast for 2019 again shows a significant deficit.

### Events occurred after the 31 December 2016

In the period from 1 January 2017 to the date of issue of the report, there have not been any transactions, which would influence the financial report.

**Income and expenditure account***For the year ended 31 December 2016*

<b>INCOME</b>	Note	<b>2016</b> €	<b>2015</b> €
Administration Fee BEC		<b>60.640</b>	61.320
Subscriptions BWF (90%)		<b>79.306</b>	79.599
BWF CC Development Funding	1	<b>704.525</b>	571.456
Entry Fees		<b>169.135</b>	76.930
Sanction fees		<b>72.865</b>	65.953
Withdrawal Fees BEC		<b>19.318</b>	14.734
Rights and sponsorships		<b>1.030.716</b>	620.043
Sales		<b>51.598</b>	109.199
Bad debts recovered		<b>20.211</b>	0
Miscellaneous income		<b>13.521</b>	15.610
<b>INCOME TOTAL</b>		<b>2.221.835</b>	1.614.844
<b>EXPENDITURE</b>			
Sport for All	2	<b>352.064</b>	281.975
High Performance	3	<b>81.813</b>	45.598
Member Structures	4	<b>15.297</b>	4.727
Women in Badminton	5	<b>13.865</b>	3.089
Para-Badminton	6	<b>36.713</b>	31.002
<b>Development</b>		<b>499.752</b>	366.391
<b>Fan Base</b>	7	<b>257.784</b>	211.052
Major Events	8	<b>299.444</b>	75.769
Circuits	9	<b>27.061</b>	48.325
<b>Events</b>		<b>326.505</b>	124.094
<b>Marketing</b>	10	<b>13.019</b>	69.092
<b>Administration</b>	11	<b>639.428</b>	613.156
<b>EXENDITURE TOTAL</b>		<b>1.736.488</b>	1.383.785
<b>OPERATING SURPLUS</b>		<b>485.347</b>	231.059
Bank interest		<b>0</b>	84
Exchange rate fluctuation		<b>25.197</b>	96.061
		<b>25.197</b>	96.145
<b>SURPLUS FOR THE YEAR</b>		<b>510.544</b>	327.204

**Balance sheet**  
*at 31 December 2016*

		2016	2015
		€	€
<b>FIXED ASSESTS</b>			
Property		<b>410.000</b>	410.000
Office equipment		<b>901</b>	406
		<b>410.901</b>	410.406
<b>CURRENT ASSETS</b>			
Equipment stock	<b>8.835</b>		27.915
Demands	<b>57.068</b>		
Provisions of bad debts	<u><b>9.633</b></u>	<b>47.435</b>	129.155
Provisions		<b>67.462</b>	63.709
Cash in bank or hand		<b>2.058.688</b>	1.694.130
		<u><b>2.182.420</b></u>	<u>1.914.909</u>
<b>CURRENT LIABILITIES</b>			
Accruals, provisions and deferred income		<b>96.157</b>	135.139
Items for other periods		<u><b>-4.531</b></u>	<u>199.025</u>
		<u><b>91.626</b></u>	<u>334.164</u>
Net current assets		<u><b>2.090.794</b></u>	1.580.745
Net Assets		<u><b>2.501.695</b></u>	<u>1.991.151</u>
<b>RESERVES</b>			
As of 1st of January		<b>1.991.151</b>	1.663.947
Surplus for year		<b>510.544</b>	327.204
		<u><b>2.501.695</b></u>	<u>1.991.151</u>

**Notes***(forming part of the financial statements)***Note 1: BWF Funding**

Grants of 704.525 Euro were received from BWF for development activities. In the year under review Badminton Europe has incurred actual expenditures of 1.033.940 Euro on development projects and this expenditure is charged in the various expense accounts in the Income and Expenditures accounts

	<b>2016</b>
	<b>€</b>
<b>Note 2: Sport for All</b>	
Equipment support	145.722
Development projects	170.156
Coach education	31.945
Commission/Administration	4.241
	<b>352.064</b>
<b>Note 3: High Performance</b>	
Training centres/Scholarships	10.803
Player development	67.008
Commission/Administration	4.002
	<b>81.813</b>
<b>Note 4: Member Structures</b>	
Seminars	8.493
MA support	1.877
Commission/Administration	4.927
	<b>15.297</b>
<b>Note 5: Women in Badminton</b>	
Activities	9.128
Commission/Administration	4.737
	<b>13.865</b>
<b>Note 6: Para-Badminton</b>	
Activities / Events	29.479
Commission/Administration	7.234
	<b>36.713</b>
<b>Note 7: Fan Base</b>	
PR/TV activities	35.406
Live score/streaming	176.406

Television	30.917
Manager app	10.760
Commission/Administration	4.295
	<b>257.784</b>

**Note 8: Major Events**

European Championships	221.590
Events Equipment, Medals	22.402
Travel grants	21.047
Technical Official's education, clothing	29.139
Commission/Administration	5.266
	<b>299.444</b>

**Note 9: Circuits**

Circuit equipment	4.493
Observers and Referees	17.894
Commission/Administration	4.674
	<b>27.061</b>

**Note****10: Marketing**

Sponsor servicing	682
TV placement deals	0
Promotional material	10.337
Administration	2.000
	<b>13.019</b>

**Note****11: Administration**

Meetings	50.738
Annual Delegates' Meeting and Gala dinner	34.609
Travel and accommodation	31.328
Office expenses	23.958
Salaries	412.731
Accounting	1.706
Legal expenses	0
Audit expenses	3.375
Postage and stationary	22.894
Depreciation	551
Provisions bad debt	2.834
Bad debtors	21.380
Miscellaneous administration	30.672
Bank interest and charges	2.652
	<b>639.428</b>

## **ACCOUNTING POLICIES**

---

The accounting policies used in the preparation of the financial statement are consistent with those of last year.

### ***Income Statement***

#### **Income and expenditure**

Income and expenditure are recognised in the period in which they accrue. The income and expenditure account is activity based.

### ***Balance sheet***

#### ***Property***

Property is measured at cost price. No depreciation is provided.

#### ***Equipment***

Equipment is measured at cost less accumulated depreciation. Depreciation is provided on a straight-line basis over the expected useful lives of the assets. The expected useful lives are 2-5 years for equipment.

#### ***Inventories***

Inventories are measured at cost in accordance with the FIFO method. Where the net realisable value is lower than cost, inventories are written down to this lower value.

#### ***Receivables***

Receivables are measured at amortised cost. Write-down is made for bad debt losses based on an individual assessment of receivables.

#### ***Prepayments***

Prepayments comprise costs incurred concerning subsequent financial years.

#### ***Liabilities***

Liabilities are measured at net realisable value.

#### ***Foreign currencies***

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date. Gains or losses on translation are included in the income and expenditure account.



## Independent auditor's report

### To the members of Badminton Europe

#### Opinion

We have audited the financial statements for the financial year 1 January – 31 December 2016, which comprise accounting policies, income statement, balance sheet and notes. The financial statements are prepared in accordance with accounting policies.

In our opinion, the financial statements give a true and fair view of the financial position of Badminton Europe at 31 December 2016 and of the results of their operations for the financial year 1 January – 31 December 2016 in accordance with the accounting policies.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the Confederation in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### The Board's responsibilities for the financial statements

The Board is responsible for the preparation of financial statements that give a true and fair view in accordance with the accounting policies and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, The Board is responsible for assessing the Confederation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless the Board either intends to liquidate the Confederation or to cease operations, or has no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit conducted in accordance with ISAs and additional requirements applicable in Denmark, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Confederation's internal control.

**Independent auditor's report**

- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- ▶ Conclude on the appropriateness of the Board's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Confederation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Confederation to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Copenhagen, Date 30 March 2017

ERNST & YOUNG

Godkendt Revisionspartnerselskab

CVR no. 30 70 02 28

Torben Kristensen  
State Authorised  
Public Accountant

**STRATEGIC PLAN**

(Order paper item 5.)

**BADMINTON EUROPE STRATEGIC PLAN 2016-2020****Part 1: Organization and structure**

	Page
1. Introduction	58
2. Mission	58
3. Vision	58
4. Values	58
5. Principles	58
6. Long term objectives	58
7. Board of Directors	59
8. The commissions	59
9. The administration	60

**Part 2: Key areas and KPI's**

10. Governance	61
11. Operations	61
12. International relations	62
13. Commercial	63
14. Finance	63
15. Fan base	64
16. Major Events	65
17. Circuits	66
18. Sport for All	66
19. High Performance	67
20. Member Structures	68
21. Para-badminton	69
22. Women in Badminton	70
23. Athletes	71

## Part 1: Organization and structure

### 1. Introduction

Badminton Europe Confederation (BEC) was founded on 24th September 1967 and is the governing body of badminton in Europe. It is one of the five continental bodies under the flag of the Badminton World Federation (BWF). At the end of 2015 BEC had 52 Member Associations. The Confederation's current headquarter is in Broendby, Denmark.

### 2. Mission

The mission of BEC is *"to promote and develop the game of badminton in Europe"*

### 3. Vision

The vision of BEC is to facilitate growth of badminton within our Member Associations, to popularize the game via television and new media initiatives and to contribute to the development of talented European players so they can compete on the highest level.

### 4. Values

Accountability - Commitment - Integrity - Efficiency - Respect - Structure

### 5. Principles

Sport for all – promoting badminton as a healthy sport that can be played competitively and socially regardless of age, gender, physical ability or social status

Fair play – ensuring that badminton is free of drugs, violence and cheating

Harassment free sport – ensuring that everybody involved in the sport can participate in an environment free of physical, psychological or other forms of harassment

Equal opportunity – supporting the active participation of both men and women in badminton at all levels

Non-discrimination – ensuring no political, religious, racial or gender discrimination.

Autonomy – safeguarding the autonomy of international sport in general and badminton in particular

Environmental responsibility – acting responsibly towards the environment in connection with activities and operations

### 6. Long term objectives

To publish and promote the BEC Rules and principles and safeguarding the integrity of the game by establishing and upholding Rules and Regulations in an open and transparent manner.

Encouraging badminton to be played in every European Nation, each having a National Association which is a member of BEC through membership of the BWF and supporting

Member Associations in their efforts to develop and run their National Organizations through principles of good governance.

Arranging European Championships which are organized and presented to the highest standards with participation of the best European players.

Developing the BEC Circuit through improving the quality of the tournaments thus ensuring that the Circuit is recognised as a high profile series of tournaments.

Educating European Technical Officials and administrators to the very highest standard.

Providing high performance opportunities to players from Member Associations that are unable to provide these to their players at the level they require.

Creating awareness and publicity for badminton and BEC through consistent and innovative communication tools.

Building and promoting intellectual property portfolios to potential partners and sponsors.

Maintain an appropriate level of reserves.

## 7. Board of Directors

The BEC is governed between Annual Delegates Meetings by the Board of Directors which is composed of:

The President

3 Vice-Presidents (will be decreased to 2 from 2018)

The Director for Finance

A player representative

9 Badminton Europe Directors

## 8. The Commissions

The Board of Directors will from time to time decide on which Commissions it would like to organize to take responsibility on various strategic focus areas of the Confederation.

Each Commission shall normally have 5 members which can be Vice-Presidents, Directors or external experts (from BEC Member Associations). Vice-Presidents and Directors should serve on at least 2 but not more than 3 commissions. Directors can indicate their preference to sit on certain Commissions and composition of Commission will be agreed by the Board of Directors. In case of disputes, the President's opinion will be decisive.

Commissions would meet 2 times a year in January and September, where the time of the ADM may allow for an additional cost-efficient meeting.

The President, General Secretary, Player Representative and Director for Finance are ex-officio members of all Commissions.

The Commission reports to the Board of Directors.

All external Commission members will be identified based on a transparent process and based on an invitation for suitable candidates circulated to all Member Associations. A minimum inclusion of external members and female members will be agreed upon considering budgetary framework.

The following Commissions are currently in place:

- Athletes
- Circuits
- Commercial
- Fan base
- High performance
- Major Events
- Members Structures
- Para-Badminton
- Sport for all
- Women in Badminton

9. The administration

The administration is headed up by the General Secretary who is responsible for the daily management of the Confederation.

The General Secretary is responsible for the staffing of the administration within the budgetary framework provided by the Board of Directors.

**Part 2: Key areas and KPI's**

10. Governance		
Activity area	Goal and Strategies	KPI
1. Rules, regulations and policies	Review and recommend amendments to the rules, regulations and policies to ensure the framework, structures and processes for good governance	- rules must comply with BWF constitution -BEC policies must be adhered to -thorough governance review to be carried out in 2017
2. Annual Delegates Meeting	Ensure well organized Annual Delegates Meetings in compliance with the BEC Rules	-stable 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 organized
7. History	Yearbook and 50 years' anniversary in 2017	-Yearbook updated annually -Anniversary book published in 2017

11. Operations		
Activity area	Goal and Strategies	KPI
1. Membership and Board of Directors servicing	Enhance the service orientation of systems and staff to ensure consistent service standards in all areas of operations.	-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

12. International relations		
Activity area	Goal and Strategies	KPI
1. Internal Representation	Strive towards appropriate representation on BEC Board of Directors and BEC Commissions.	-strive towards appropriate regional representation -ensure player representation on Board of Directors
2. External representation	Work towards relevant representation 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 organizations that work towards the same strategic goals as BEC.	-nurture existing MOU's
4. Multisport inclusion	Actively promote badminton's inclusion in all multisport events played in the European territory.	-badminton part of European Games -create relationships with other bodies organizing multisport events
5. Positioning in the badminton world	BEC wishes to position itself as a trusted and efficient organization that operates with integrity, accountability and respect.	-ensure good working relations with all organizations governing badminton and BEC partners

13. Commercial		
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 and hospitality setup to thereby attract commercial partnerships.	-Increase income from rights and sponsorships by 20% in 2017 compared to 2015.
2. New events	To consider new events with considerable spectator appeal both live and on TV.	-consider the feasibility of re-introducing the Europe-Asia match
3. 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 and any other hospitality events organized by BEC.	-high level hospitality at major events -report sent to partners no later than 1 month after event
4. Branding badminton	Evaluating and developing existing brand guidelines and monitor and ensure proper implementation.	-ensure full compliance with BEC branding manual wherever possible
5. 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.	-betting partnership – deliver as per contract -website – explore income potential -BEC magazine – explore income potential

14. Finances		
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
5. VAT compliance	Ensure that the BEC accounts are in compliance with the Danish VAT legislation.	-VAT registration complete by 2017

15. Fan Base		
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.	-website – 500.000 users annually by 2020 with 2 million page views -Facebook – 125.000 followers by 2020 -twitter – 30.000 followers by 2020 -YouTube – 30.000 subscribers by 2020 and 10 million views -Instagram – 25.000 followers by 2020
2. Media relations	To create a strong network with key media stakeholders and provide them with regular information and service around badminton activities.	-regular mailings to press -seminars for press organized in connection with major events
3. Spectators	To have a significant spectator presence from quarter finals onwards for all major events.	-quarter-finals – min. 50% of capacity -semi-finals – min. 60% of capacity -finals – min. 70% of capacity
4. Television	To have significant distribution of the TV production from our major events.	-minimum household reach – 80 million -minimum 7 hours of TV in minimum 15 European countries annually by 2020
5. MA Communications	Set up relevant projects and facilitate MA's so that they would progress in their development level within the Communication area.	-60% of MA's achieving minimum developed status in communication by 2020 -30% of MA's achieving minimum established status in communication by 2020 -15% of MA's achieving advanced status in communication by 2020

16. Major events		
Activity area	Goal and Strategies	KPI
1. Events allocation and preparation	Ensure confirmed allocations and signed contracts well in advance of future European Championships, to enable a smooth preparation.	<ul style="list-style-type: none"> <li>-contract signed 12 months before the start of an event</li> <li>-website set up 6 months before the start of an event</li> <li>-invitation and key dates published 4 months before the start of an event</li> </ul>
2. Events delivery	Ensure professional delivery of each European Championships in accordance with confirmed regulations and agreements.	-deliver each event in accordance with relevant regulations, BEC events manual and in accordance with the signed event contract
3. Events evaluation	Ensure improvements of all future European Championships.	-evaluate executed events and consider changes to future deliveries and to the events structure
4. Technical officials	Ensure both the required quantity and quality of European Technical Officials via a solid and transparent education, assessment and appraisal program.	<ul style="list-style-type: none"> <li>-ensure a pool of 75 BEC Accredited umpires, 50 BEC Certificated umpires</li> <li>-have a passing rate of 75% for European umpires in connection with BWF assessments</li> <li>-ensure a pool of 20 BEC CC Referees</li> <li>-have a passing rate of 60% for European referees in connection with participation in BWF workshops and eventual assessments</li> <li>-selection of BWF Line judges in accordance with BWF guidelines</li> </ul>
5. Television and streaming	<p>Television from European Championships, European Mixed Team Championships and European Men's &amp; Women's Team Championships produced and delivered in accordance with contractual specifications, agreed with the BEC media partner.</p> <p>All days of European Club/Junior/U17 Championships, with commentary on final days, streamed on BEC media platform</p>	<ul style="list-style-type: none"> <li>-HD production</li> <li>-9 cameras</li> <li>-minimum 3 days of production per event</li> <li>-5 cameras</li> <li>-HD production (720 pixels)</li> <li>-2 persons commentating all finals</li> </ul>
6. European Games	Ensure badminton's continued participation at the European Games.	-part of the European Games 2019

17. Circuits		
Activity area	Goal and Strategies	KPI
1. Calendar	Ensure the sanction of all BEC Circuit tournaments.	- keep the BEC calendars up to date at all times
2. Circuit structure	Govern and improve the presentation of all BEC Circuit tournaments.	-introduce regulations improving the presentation of the tournaments -ensure that the Badminton Europe branded material is sent to and displayed at all BEC Circuit tournaments -appoint referees to all Junior Circuit and Elite Circuit tournaments -support 15 Elite Circuit tournaments with Live score/Streaming coverage -Pre- and post-tournament articles are published from all BEC Elite Circuit tournaments on BEC website -Circuit Rankings to be updated 52 times per year -Circuit Rankings to be updated 52 times per year
3. MA Events	Set up relevant projects and facilitate MA's so that they would progress in their development level within the Events/tournaments area.	-80% of MA's achieving minimum developed status in events by 2020 -38% of MA's achieving minimum established status in events by 2020 -25% of MA's achieving advanced status in events by 2020
4. Event's organizers education	Encourage and support MA's to have their events staff or local organizers educated via the BWF Events Administrators Education program	-individuals from 20 organizers/MA's having participated in the BWF Events Administrators online education program by 2020 -decrease administrative fines by 20% by 2020

18. Sport for All		
Activity area	Goal and Strategies	KPI
1. Increase of registered players	To raise the number of registered players through the activity areas below.	-increase the number of registered players in Europe to 1.000.000 by 2020
2. MA Participation	Set up relevant projects and facilitate MA's so that they would progress in their development level within the participation area.	-75% of MA's achieving minimum developed status in participation by 2020 -35% of MA's achieving minimum

		<p>established status in participation by 2020</p> <p>-25% of MA's achieving minimum advanced status in participation by 2020</p>
3. Schools badminton	<p>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.</p>	<p>-40 countries implementing Shuttle Time by 2020</p> <p>-20.000 teachers educated by 2020</p> <p>-50 MA's organizing Badminton School Championships</p>
4. Coach education level 1 and 2	<p>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.</p>	<p>-95% of MA's delivering a coach education program by 2020</p> <p>-75% of MA's delivering coach education courses of minimum level 2 by 2020</p> <p>-minimum 10 MA's applying for Olympic Solidarity courses per year</p>
5. International youth camps	<p>To organize BEC Summer School and regional projects annually to provide inspiration, international experience and network to junior players.</p>	<p>-40 MA's have players who receive international training experience through the BEC Summer School and regional projects</p>
5. Senior badminton	<p>To have focus on the senior segment of European badminton to ensure that there are offers for badminton to be played life-long.</p>	<p>- 45 MA's organizing national senior events by 2020</p> <p>-Have an entry of minimum 1.000 players for the European Senior Championships in 2018</p>

19. High Performance		
Activity area	Goal and Strategies	KPI
1. Training facilitation	<p>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.</p>	<p>-badminton to remain as an Olympic Sport</p> <p>-5 players/pairs in top 25 of the World Rankings in all disciplines in 2020</p> <p>-5 medals at 2020 World Championships</p> <p>- 4 European medals at 2020 Olympic Games</p> <p>-25 European passports 2020 Olympic Games</p> <p>-1 medal at 2018 Youth Olympic Games</p> <p>- Have a BEC High Performance centre in 2017</p>

2. MA High Performance	Set up relevant projects and facilitate MA's so that they would progress in their development level within the High-Performance area.	-70% of MA's achieving minimum developed status in high performance by 2020 -25% of MA's achieving minimum established status in high performance by 2020 -10% of MA's achieving minimum advanced status in high performance by 2020
3. Olympic Solidarity scholarships	Ensure that MA's are sufficiently informed of the possibilities of receiving scholarships for their players.	-25 MA's applying for Olympic Solidarity Scholarships for the 2020 Olympic Games - 20 MA's applying for Youth Olympic Solidarity Scholarships for the 2018 YOG
4. Coach education level 3-4	To have well informed, educated and talented coaches on international level in the European badminton system by offering level 3 courses which shall serve as entry level to level 4 courses offered by BWF.	-conduct a level 3 course in 2017
5. 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 by 2020

20. Member structures		
Activity area	Goal and Strategies	KPI
1. Membership	Encourage the establishment of new MA's and support compliance with BWF and BEC Membership requirements.	-annual review to be undertaken in terms of activating dormant MA's, increase engagement with existing MA's and in terms of identifying and encouraging new MA's into membership -annual support in terms of reminding European MA's of the BWF Membership requirements and making MA's aware of the governance tools made available by BWF
2. Analyse and consult	Actively use the BWF Membership survey to classify MA's and inform the relevant Commissions of the results relevant to their area.	-75% of MA's achieving minimum basic status in administration by 2020 -40% of MA's achieving minimum established status in administration by

	Support the relevant Commission to set KPI's for the development level of MA's as exemplified for administration here.	2020 -20% of MA's achieving minimum advanced status in administration by 2020
3. World academy of sport	Encourage participation in the administrators courses of BWF organised with World Academy of Sport.	-individuals from 50% of MA's having participated in an administrator's course by 2020 -actively communicating with the MA's around education opportunities
4. Olympic solidarity structure program	Ensure that MA's are sufficiently informed of the possibilities of having structural support via Olympic Solidarity.	-have up-to-date information in the website section for Olympic Solidarity -sent two information e-mails to MA's annually to provide information on funding opportunities -assist MA's with the application process where requested
5. Information	To keep MA's informed of BEC activities and provide opportunity, guidance and assistance for them to benefit of the activities.	-circulate a MEMO to MAs summarizing the key decisions taken at BEC Board meetings after each meeting and publish this on the website -hold an information session at the BEC Members Forum to provide an update to MAs on BEC activities -pro-actively engage with MA's and request feedback on BEC and MA activities

21. Para-Badminton		
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.	-32 MA's governing para-badminton by 2020 -35 MA's having created links to their national Para-Sport organizations by 2020
2. Integration in BEC activities	Integrate para-badminton into the governance, management, events and other activity structures on BEC level.	-conduct a session in the years where a Members' Forum is organized at the BEC Congress -invite para-badminton coaches in 4 development projects (Summer School, Coach Education, Shuttle Time, Regional Project) by 2020

3. European Para-Badminton Championships	Find hosts to organize bi-annual European Para-Badminton Championships and liaise with BWF to ensure appropriate funding for this event.	-include EPC into overall BEC bidding plan as soon as possible after agreement with BWF
4. Promotion	Promote para-badminton activities in BEC Marketing and Communication activities.	-15 articles with interviews by 2020 -MA's activities published - 17 MA's by 2020 -para-badminton to feature in every BEC online magazine -para-badminton has its own section of the website
5. Education	Ensure that there is a sufficient number of coaches and administrators spread around Europe.	-coaches – have 120 different coaches attend “Shuttle Time - para-badminton” by 2020 -administrators – to have a liaison contact with 35 national administrators by 2020

22. Women in Badminton

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.	-presentation and discussion regarding Women in Badminton at 2016 /2018 /2020 Members Forum
2. Representation within Member Associations	Encourage the development of female representation in all Member Associations.	-give 30 WIB Scholarships to MA's to participate in Coach education courses by 2020 -give 10 WIB Scholarships to MA's to participate in ADM and Forum by 2020 -give 30 WIB Scholarships to MA's to participate in Umpire courses -give 10 WIB scholarships to MA's to participate in Para badminton events
3. Analyse and suggest solutions	Identify imbalanced areas within Europe and aim to develop feasible solutions.	-analyse female representation each year and adjust the scholarship system accordingly
4. Representation within BEC	Encourage Member Associations to ensure female representation on the Board of Directors and ensure female representation in Commissions.	-women on BEC Commissions – 15% by 2016 -women on BEC Commissions – 20% by 2018 -women on BEC Commissions – 25% by 2020

5. Promotion and Communication	Promote and communicate the topic to have a better balance of gender representation in badminton by informing, persuading and reminding the European.	<ul style="list-style-type: none"> <li>- have a WIB award at 2016 - 2020 Gala</li> <li>- minimum 24 Women in Spotlight features by 2020</li> </ul>
--------------------------------	---	--

23. Athletes' Commission		
Activity Area	Goals and Strategies	KPI
1. Social media	To provide good information to the players and to actively use survey to classify problems or to ask for feedback on different occasions.	<ul style="list-style-type: none"> <li>-To increase the members on the Facebook group to at least 400</li> <li>-To investigate the demographics of the players in the Facebook group and to make sure that there is sufficient representation of players from all age groups and countries</li> </ul>
2. Promotion	To promote the Athletes' Commission activities in BEC communication activities.	-To have at least two yearly articles about the AC included in the BEC magazine
3. Circuits/Events	To monitor the standards of the tournaments.	<ul style="list-style-type: none"> <li>-To create a systematic approach to monitor and review the problems and issues that the AC has been contacted about</li> <li>-To work towards structuralising a new regulation concerning the release of the schedule for the next day. The aim is to introduce a regulation that states that the schedule should be released by 10pm the day before the matches</li> </ul>
4. Representation within Member Associations	To encourage the increase of athlete representation in all Member Associations.	-To first investigate the topic by surveying the players and the MA's and thereafter work towards having athletes' representation in relevant MA Commissions

**Budget 2017 and forecasts 2018 and 2019**

(Order papers item 6.)

<b>INCOME</b>	Actual 2015	Budget 2016	Actual 2016	<b>Budget 2017</b>	Forecast 2018	Forecast 2019
Administration Fee BEC	61.320	60.000	60.640	<b>60.000</b>	60.000	60.000
Subscriptions BWF (90%)	79.599	90.000	79.306	<b>87.000</b>	87.000	87.000
BWF CC Development Funding	571.456	650.000	704.525	<b>725.000</b>	725.000	725.000
Entry Fees	76.930	120.000	169.135	<b>105.000</b>	150.000	105.000
Sanction fees	65.953	70.000	72.865	<b>79.000</b>	75.000	75.000
Withdrawal Fees BEC	14.734	10.000	19.318	<b>16.000</b>	16.000	16.000
Rights and sponsorships	620.043	1.000.000	1.030.716	<b>776.000</b>	800.000	600.000
Sales	109.199	90.000	51.598	<b>50.000</b>	50.000	50.000
Bad debts recovered	0	0	20.211	<b>0</b>	0	0
Miscellaneous income	15.610	20.000	13.521	<b>10.000</b>	10.000	10.000
<b>INCOME TOTAL</b>	<b>1.614.844</b>	<b>2.110.000</b>	<b>2.221.835</b>	<b>1.908.000</b>	<b>1.973.000</b>	<b>1.728.000</b>
<b>EXPENDITURE</b>						
Sport for All	281.975	347.000	352.064	<b>355.000</b>	350.000	350.000
High Performance	45.598	137.000	81.813	<b>272.000</b>	250.000	250.000
Member Structures	4.727	67.000	15.297	<b>82.000</b>	80.000	80.000
Women in Badminton	3.089	20.000	13.865	<b>17.000</b>	20.000	20.000
Para-badminton	31.002	28.000	36.713	<b>44.000</b>	40.000	40.000
<b>Development</b>	<b>366.391</b>	<b>599.000</b>	<b>499.752</b>	<b>770.000</b>	<b>740.000</b>	<b>740.000</b>
<b>Fan Base</b>	<b>211.052</b>	<b>320.000</b>	<b>257.784</b>	<b>291.500</b>	<b>300.000</b>	<b>300.000</b>
Major Events	75.769	325.000	299.444	<b>194.500</b>	300.000	200.000
Circuits	48.325	50.000	27.061	<b>41.000</b>	40.000	40.000
<b>Sport</b>	<b>124.094</b>	<b>375.000</b>	<b>326.505</b>	<b>235.500</b>	<b>340.000</b>	<b>240.000</b>
<b>Marketing</b>	<b>69.092</b>	<b>21.500</b>	<b>13.019</b>	<b>130.000</b>	<b>30.000</b>	<b>30.000</b>
<b>Administration</b>	<b>613.156</b>	<b>695.000</b>	<b>639.428</b>	<b>753.500</b>	<b>800.000</b>	<b>825.000</b>
<b>EXENDITURE TOTAL</b>	<b>1.383.785</b>	<b>2.010.500</b>	<b>1.736.488</b>	<b>2.180.500</b>	<b>2.210.000</b>	<b>2.135.000</b>
<b>OPERATING SURPLUS</b>	<b>231.059</b>	<b>99.500</b>	<b>485.347</b>	<b>-272.500</b>	<b>-237.000</b>	<b>-407.000</b>
Bank interest	84	0	0	<b>0</b>	0	0
Exchange rate gain	96.061	0	25.197	<b>0</b>	0	0
	96.145	0	25.197	<b>0</b>	0	0
<b>SURPLUS FOR THE YEAR</b>	<b>327.204</b>	<b>99.500</b>	<b>510.544</b>	<b>-272.500</b>	<b>-237.000</b>	<b>-407.000</b>

**BOARD ELECTIONS**  
(Order paper item 10.)

Election of a **VICE-PRESIDENT**  
for the period of 2017 - 2018

Turkish Badminton Federation proposes the re-election of  
**Murat ÖZMEKİK (Turkish Badminton Federation)**

## Murat OZMEKIK

### Turkey

**Proposed by:** Turkish Badminton Federation  
**Date of Birth:** 20 April 1967  
**Languages:** Turkish, Arabic, English



#### Badminton Experience and Involvement

- Balkan Badminton Association Vice Chairman present - 2013 - present
- President of COMEBA 2008 - present
- Vice president of Balkan Badminton Union 2004 – present
- President of Turkish Badminton Federation

#### Other Experience and Qualifications

- Badminton National Team Coach 1992 - 2004
- Badminton Coach of Ankara Metropolitan Municipality Ego Sports Club Ego Spor Club - champion more than 10 years in Turkey 1996 - 2004
- Provided more than 60 National Sportsman for National Badminton Team
- Raised many National Sportsman successful in International field
- Functioned as founding member and President of Badminton Coaches Association.
- Holder of 4th Grade Badminton Coaching Certificate (Highest grade in Turkey)
- Badminton champion of Turkey (+40 and +45), Balkan Badminton Champion for ages over 45.
- Organized and build Olympic Center with 50 rooms (120 persons) hotel; 9 courts main hall and 4 courts second hall and main plan is to share this center with those who need training camp for high performance.
- Signed contract with a factory who produces badminton equipment and started own brand called "TBF " with rackets, strings, shoes, racket bags, shuttlecocks etc. Will share with countries who will need it.

Election of **2 DIRECTORS**  
for the period 2017 – 2020  
and  
**1 DIRECTOR**  
for the period 2017 – 2018

Badminton Ireland proposes the re-election of  
**Richard VAUGHAN (Badminton Wales)**

Badminton Association of Slovenia proposes the election of  
**Andrej POHAR (Badminton Association of Slovenia)**

Israel Badminton Federation proposes the election of  
**Nir SADE (Israel Badminton Federation)**

Swiss Badminton proposes the election of  
**Robbert de KOCK (Swiss Badminton)**

Hellenic Badminton Federation proposes the election of  
**Victoria CHATZINA (Hellenic Badminton Federation)**

## Richard VAUGHAN

### Wales

**Proposed by:** Badminton Ireland  
**Date of Birth:** 16 April 1978  
**Languages:** English (Fluent), Spanish (Basic)



#### Badminton Experience and Involvement

- |  |                |
|--|----------------|
| • CEO for Squash Australia                             | 2015 - present |
| • CEO for Badminton Ireland                            | 2011 - 2015    |
| • Account Director – K3 Group                          | 2005 - 2011    |
| • Performance Consultant (UK, Spain, France)           | 2005 - 2011    |
| • Olympic Games Last 16 - Sydney 2000 and Athens 2004  |                |
| • European and Commonwealth Bronze Medallist (Singles) | 2000 & 2002    |
| • World No 7 Badminton Player                          | 1998 - 2006    |

#### Other Experience and Qualifications

- |  |             |
|--|-------------|
| • Director British Olympians                           | 2013 - 2016 |
| • MBA (Marketing), Leicester University                | 2011 - 2013 |
| • PRINCE2 Project Manager                              | 2009        |
| • MA Sports Education and Development, Bath University | 2008 - 2009 |
| • BSc Economics and Politics, Cardiff University       | 2002 - 2006 |
| • British Athletes Commission member                   | 2000 - 2005 |

## Andrej POHAR

### Slovenia

**Proposed by:** BA of Slovenia  
**Date of Birth:** 18 July 1974  
**Languages:** English, French, Croatian,  
 Serbian, German



### Badminton Experience and Involvement

- **as official:**
  - President of Badminton Association of Slovenia (March 2010 – present)
  - Member of BWF Appeals Panel (2013 – present)
  - Member of Badminton Europe Council – Director for Administration (April 2009 – April 2012)
  - Member of Badminton Europe Council – Director for Circuit Tournaments (April 2007 – April 2009)
  - Vice-President of Badminton Association of Slovenia (January 2006 – March 2010)
  - Member of Council of Badminton Association of Slovenia (1998 – 2002)
  - Member of several committees of Badminton Association of Slovenia (1997 – 2005)
  - involved in International Badminton Players' Federation (1998 – 2004), elected as IBPF representative for Europe (2001)
  - Team Manager for Slovenia at all major BWF (IBF) and BEC (EBU) events, including Olympics (1998 – 2006)
  - Delegate at several BEC (EBU) and BWF (IBF) AGM's (1998 – present)
- **as player:**
  - involved in badminton since young age
  - professional badminton player (1996 – 2006)
  - winner of EBU Circuit in mixed doubles (1997/98)
  - 5 consecutive top 3 ranking position in EBU Circuit (1997 – 2002)
  - top 20 in MIX (World Ranking September 2002)
  - top 40 in MD (World Ranking November 2004)
  - top 65 in MS (World Ranking March 2001)
  - winner of several EBU Circuit tournaments
  - multiple national champion (MS, MD and MIX)
- **as coach:**
  - coached different levels of players from youngsters to top players in Slovenia (1996 – 2009)
  - coached Maja Pohar at Sydney Olympics (2000)

### Other Experience and Qualifications

- Manager of branch Maribor at Law Firm Čeferin and Partners (May 2010 – present)
- Attorney at Law Firm Čeferin and Partners (February 2009 – present)
- Attorney Candidate at Law Firm Čeferin and Partners (biggest law firm in Slovenia) (February 2008 – February 2009)
- Head Lawyer at Sanolabor, d.d., Ljubljana (stock company specialising in sales of medical equipment with 200 employees) (July 2006 – January 2008)
- Internship at High Court in Ljubljana (May 2004 – April 2005)
- State legal (bar) exam (can represent in Court of Law in Slovenia) (April 2006)
- Lawyer (Bachelor of Laws, University of Ljubljana, December 1999)

**Name: Nir Sade**  
**Israel**

**Proposed by:** Israel Badminton Association  
**Date of Birth:** 25 December 1975  
**Languages:** Hebrew, English



### **Badminton Experience and Involvement**

- General secretary of the Israel Badminton Association 2010-2017
- Organizer of the Hatzor International Badminton Tournament
- Manager of the Hatzor Badminton Club 2005-2010
- Badminton Europe accredited umpire 2007-2017
- Badminton teacher at the Ben Gurion University of the Negev , Be'er Sheva 2013-2017
- Former national level Badminton player

### **Other Experience and Qualifications**

- Regular Army Service at the Israeli Air-Force 1994-1997
- Worked at Safeplace Ltd. Kibbutz-Hatzor 1998-2001
- Kibbutz Hatzor swimming pool manager 2001-2002
- Sales and Marketing Manager of Soy Oil at Solbar Ltd. 2002-2010
- Fitness gym manager 2014-2017
- Expert in writing business plans and strategic plans

### **Education**

- High school diploma
- Badminton coach, fitness coach
- Business Director diploma
- BA in economics, human resources and History

## Robbert DE KOCK

### Switzerland



**Proposed by:** Swiss Badminton  
**Date of Birth:** 10 May 1965  
**Languages:** English, German, French,  
Dutch, Danish, Italian

#### Badminton Experience and Involvement

- 2014 until today - President Swiss Badminton
- 2016 Member of the BEC Commercial Commission
- President of Swiss Senior Championships 2003

#### Player

- All National Junior squads in the Netherlands (2 x Dutch Junior Champion)
- Swiss National Team Member from 1992 – 1998
- Several Swiss National Titles (9 Gold) (Individual, Senior, Interclub)

#### Other Experience and Qualifications

- Education
  - Economics / Marketing
- Professional
  - 2007 until today - President/CEO of the WFSGI - World Federation of the Sporting Goods Industry
  - WFSGI is an Olympic recognized organization - All global major sporting goods brand are a member of WFSGI - Excellent relations to the IOC, IF's, UN agencies and Governments on a high level - Good experience of political and operational needs for organisations like BWF
  - 1995-2007 - Intersport International Corp. – Vice President Licence and Global Development
  - 1991-1994 - International Olympic Committee - Manager Multimedia/Television
  - 1987-1990 - Professional Badminton Player/Trainer
- Other Roles
  - UNESCO, member of the Permanent Consultative Council (PPC) to the Intergovernmental Committee for Physical Education and Sport (CIGEPE)
  - World Health Organization (WHO), member of the NCD advisory group representing the private sector on physical activity
  - Union Cyclist Internationale (UCI), member of the UCI Equipment Commission
  - Youth Exchange Officer at the Rotary Club Murten (Until June 2017)
  - Fair Factory Clearing House Board members (New York)
- My support to BE
  - My strength can be seen on International level in my relations to International organization and governments
  - Problem solver
  - Natural team player with an open mind for new ideas to bring the badminton sport to a next level

## **VICTORIA CHATZINA**

### **GREECE**



**Proposed by:** Hellenic Badminton Federation  
**Date of Birth:** 6 September 1962  
**Languages:** Greek, English, French and some Italian

#### **Badminton Experience and Involvement**

I have been involved in badminton affairs for 15 years firstly from the position of general secretary of Hellenic Badminton Federation and then as a President of it until now. I'm Vice President of COMEBA and a member of Olympic Committee. I am member in the commission of badminton Europe of women in badminton and sports for all. I've been running the issues of badminton with great success at the latest years since I have managed to incorporate badminton at schools officially. Expanding it all over Greece with more than 50 clubs and a great number of registered players. Besides I'm running it alone with no help of workforce since the government doesn't subsidize it efficiently. On the other hand, I'm so eager, patient, workaholic, persistent and cooperative. My consuming ambition is that badminton would have many more spectators than other today's popular sports.

#### **Other Experience and Qualifications**

- I have post graduated the in university of alliance Française in Paris in the field of literature
- I m a teacher in secondary school
- I have been elected a council of Prefecture for 4 years
- I have been nominated as member of parliament.
- I have been President of Unesco in the Prefecture of Voiotia Greece
- Vice President of sports in my municipality of Pefki Athens

## NOTICE OF ANNUAL DELEGATES' MEETING

Notice is hereby given that the 50th Annual Delegates' Meeting of Badminton Europe Confederation will be held on 1 April 2017 at 10.00 CET at the Orea Hotel Pyramida in Prague, Czech Republic.

---

### 1. PRELIMINARY BUSINESS

- 1.1. President's opening remarks
- 1.2. To confirm that the Meeting has been properly convened and to approve the agenda.
- 1.3. Appointment of scrutineers
- 1.4. Attendance

### 2. MINUTES

To confirm the Minutes of the 49<sup>th</sup> Annual Delegates' Meeting held in Podcetrtek, Slovenia on Saturday 16<sup>th</sup> April 2016.

(Copies of the minutes have been circulated but are available on request)

### 3. TO RECEIVE CONFEDERATION REPORT

- 3.1. The President's review 2016 - page 4
- 3.2. The General Secretary report - page 6
- 3.3. Report Chair of Athletes Commission – page 10
- 3.4. Report Chair of Circuits Commission - page 12
- 3.5. Report Chair of Commercial Commission – page 15
- 3.6. Report Chair of Fan Base Commission - page 17
- 3.7. Report Chair of High Performance Commission - page 20
- 3.8. Report Chair of Major Events Commission - page 22
- 3.9. Report Chair of Member Structures Commission - page 30
- 3.10. Report Chair of Para-Badminton Commission - page 34
- 3.11. Report Chair of Sport for All Commission - page 39
- 3.12. Report Chair of Women in Badminton Commission - page 43

### 4. APPROVAL OF AUDITED ACCOUNTS 2016 - page 45

- 4.1. Income & Expenditure Account 2016 with comparison to Income & Expenditure account 2015 - page 50
- 4.2. Balance sheet per 31 December 2016 - page 51
- 4.3. Auditor's Report 2016 - page 55

**5. REPORT FROM FINANCE AND GOVERNANCE COMMITTEE**

5.1. Disciplinary Regulations

5.2. Governance review

**6. TO RECEIVE AND CONSIDER THE STRATEGIC PLAN - page 57**

**7. TO CONSIDER THE BUDGET 2017 AND FINANCIAL FORECASTS 2018 & 2019  
page 72**

**8. RULES AND REGULATIONS OF THE CONFEDERATION**

**8.1. NEW RULE TO GO BEFORE A.7. AND A.7. TO BE RENUMBERED**

**RULE A.7. TO READ:**

If the President is unavailable to sign contracts on behalf of the Confederation, the President shall have the power to delegate such signing authority to another Member of the Board of Directors.

**EXPLANATION**

The rule is necessary in some instances where the President for professional or other reasons is not able to be a signatory of the Confederation.

**8.2. DISCIPLINARY REGULATIONS 5.3 CURRENTLY READS:**

If there is a conflict of interest the Board of Directors shall nominate a new member...

**NEW DISCIPLINARY REGULATIONS 5.3 TO READ:**

If there is a conflict of interest the President of the Board of Directors shall nominate a new member...

**EXPLANATION**

The President should be delegated this authority to ensure a smooth and timely replacement of a conflicted Disciplinary Committee member.

**8.3. FINANCIAL REGULATIONS “D. FEES AND FINES” CURRENTLY READS:****SANCTION FEES**

European Badminton Circuit	EURO 500,- + 10% of prize money
European Junior Circuit	EURO 500,-

**NEW FINANCIAL REGULATIONS “D. FEES AND FINES” TO READ:****SANCTION FEES**

Badminton Europe Elite Circuit	EURO 500,- + 10% of prize money
Badminton Europe Junior Circuit	EURO 500,-
Badminton Europe U17 Circuit	EURO 250,-

**EXPLANATION**

To bring wording in line with correct terminology and to include U17 Circuit Sanction Fee

**8.4. FINANCIAL REGULATIONS “D. FEES AND FINES” CURRENTLY READS:****ENTRY FEES**

European Senior Championships	
Singles	EURO 40,-
Doubles	EURO 50,-

No entry fee will be refunded or cancelled if a player/team withdraws from a Badminton Europe tournament for any reason whatsoever.

**NEW FINANCIAL REGULATIONS “D. FEES AND FINES” TO READ:****ENTRY FEES****PARTICIPATION FEES**

European Senior Championships	
Player entered in 1 event	EURO 75,-
Player entered in 2 events	EURO 90,-
Player entered in 3 events	EURO 120,-

The participation fees shall be collected by Badminton Europe, and subsequently divided between Badminton Europe and the Hosting Member Association as per the following table:

	Badminton Europe	Hosting Association
Player entered in 1 Event	EURO 50,-	EURO 25,-
Player entered in 2 Events	EURO 60,-	EURO 30,-
Player entered in 3 Events	EURO 80,-	EURO 40,-

No entry fee or participation fee will be refunded or cancelled if a player/team withdraws from a Badminton Europe tournament for any reason whatsoever.

### **EXPLANATION**

The introduction of a participation fee, instead of an entry fee, for the European Senior Championships, with a share going back to the Hosting Member Association, was proposed by representatives of the players at the most recent edition of the Championships. The rationale was to guarantee the organizers a confirmed income in advance of the Championships to improve the quality of the Championships in specific areas which were important to players. Examples were player t-shirts, accreditations, improved players party etc. These elements will be included in the BEC bidding documents, and shall form part of the relevant contract.

## **9. TO DETERMINE THE FEES FOR 2017**

**9.1.** The Board of Directors proposes an unchanged administration fee unit of **EUR 210,-**

**9.2.** The Board of Directors proposes to maintain existing sanction fees

## **10. BOARD ELECTIONS**

The CV's of the candidates can be found on page 73.

**10.1.** Election of the **VICE-PRESIDENT** for the period 2017-2018

Turkish Badminton Federation proposes the re-election of  
**Murat ÖZMEKİK (Turkish Badminton Federation)**

**10.2.** Election of **2 DIRECTORS** for the period 2017-2021 and **1 DIRECTOR** for the period 2017-2018

Badminton Ireland proposes the re-election of  
**Richard VAUGHAN (Badminton Wales)**

Badminton Association of Slovenia proposes the election of  
**Andrej POHAR (Badminton Association of Slovenia)**

Israel Badminton Federation proposes the election of  
**Nir SADE (Israel Badminton Federation)**

Swiss Badminton proposes the election of  
**Robbert de KOCK (Swiss Badminton)**

Hellenic Badminton Federation proposes the election of  
**Victoria CHATZINA (Hellenic Badminton Federation)**

The election process for Directors will be the following:

There are 5 candidates nominated for 3 available positions. The 2 candidates with the most votes will be elected until 2020 and the candidate that receives the third most votes will be elected until 2018.

#### **11. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2017**

The Board of Directors proposes the re-appointment of **Ernst & Young Statsautoriseret Revisionspartnerselskab (Denmark)**

#### **12. HONORARY VICE-PRESIDENT**

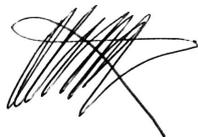
The Board of Directors proposes that Mr. Josef R. Benes (Czech Republic) be elected as Honorary Vice-President of Badminton Europe Confederation.

#### **13. BWF MATTERS**

BWF Annual General Meeting in Gold Coast, Australia on Saturday 20<sup>th</sup> May 2017.

#### **14. ANY OTHER COMPETENT BUSINESS**

For the Board of Directors,



Brian Agerbak  
General Secretary  
16 February 2017



**ANNIVERSARY**

Badminton Europe  
Brøndbytoften 14  
2605 Brøndby, Denmark

E-Mail: [info@eurobadminton.dk](mailto:info@eurobadminton.dk)  
Website: [www.badmintoneurope.com](http://www.badmintoneurope.com)