



# ANNUAL REPORT 2017

#WELIVEBADMINTON

VIKTOR

AXELSEN

WORLD CHAMPION 2017

Report & Financial Statements  
For Year Ending 31 December 2017  
Order Papers & Agenda – 2018 Annual Delegates' Meeting



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**BADMINTON EUROPE CONFEDERATION**

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**THE BOARD OF DIRECTORS 2017****President**

Gregory Verpoorten (BEL)

**Vice-Presidents**

João Matos (POR)

Andrey Antropov (RUS)

Murat Özmekik (TUR)

**Director for Finance**

Ritchie Campbell (SCO)

**Chair of Athletes Commission**

Selena Piek (NED)

**Directors**

Klavs Andreassen (DEN)

Jean-Marc Serfaty (FRA)

Martin Kranitz (GER)

Emma Mason (SCO)

Andrej Pohar (SLO) (from 1 April 2017)

Robbert de Kock (SUI) (from 1 April 2017)

Peter Tarcala (SVK)

Richard Vaughan (WAL)

Kevin Scott (ENG) (until 1 April 2017)

Nanna Vainio (FIN) (until 2 April 2017)

Selena Piek (NED) (from 20 April 2017)

**EUROPEAN BWF COUNCIL MEMBERS 2017****President**

Poul-Erik Høyer (DEN)

**Vice-President for Europe**

Gregory Verpoorten (BEL)

**Vice-President for Para-Badminton**

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Koen Ridder (NED)

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**Chair of Marketing**

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Nora Perry (ENG)

Sergey Shakh-ray (RUS)

Emma Mason (SCO) (from 20 May 2017)

Robbert de Kock (SUI) (from 20 May 2017)



**OFFICE STAFF 2017****General Secretary**

Brian Agerbak

**Senior Manager**

Jimmy Andersen

**Managers**

Jeroen van Dijk (Head Coach at Centre of Excellence)

Rasmus Bech (from 1 September 2017)

Zsafia Horvath

**Junior Managers**

Emma Lollike

Hugo Mussou

Tania Teoh

Pavel Florian (until 1 October 2017)

Matthieu Hecker (from 1 October 2017)

**Finance Officer**

Oliver Gravers

**Centre of Excellence Coaches**

Kestutis Navickas (from 1 September 2017)

Nicola Cerfontyne (from 1 September 2017)

Peter R. Jensen (from 1 September 2017)

**COMMITTEES AND WORKING GROUPS 2017****President's Committee**

Gregory Verpoorten (Chair)

João Matos

Andrey 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**

João Matos (Chair)

Peter Tarcala

Martin Kranitz

**History Working Group**

João Matos (Chair)

Torsten Berg (DEN)

Gisela Hoffmann (GER)

Horst Kullnigg (AUT)

Tom Bacher (DEN) †

**NEW COMMISSIONS 2017****Athletes' Commission**

Selena Piek (NED, Chair)  
Ernesto Velazquez (ESP)

**Circuits Commission**

Martin Kranitz (GER, Chair)  
Peter Tarcala (SVK, Vice-Chair)  
Murat Özmekik (TUR)  
Espen Larsen (NOR)  
Cecilia Lunell (SWE)  
Zorika Mikołajczak (POL)

**Commercial Commission**

Robbert de Kock (SUI, Chair)  
Emma Mason (SCO, Vice-Chair)  
Andrej Pohar (SLO)  
Peter Tarcala (SVK)  
Adrian Christy (ENG)  
Brian Moesgaard (DEN)  
Ratko Galjer (CRO)

**Communication & Media Commission**

Andrej Pohar (SLO, Chair)  
Richard Vaughan (WAL, Vice-Chair)  
Robbert de Kock (SUI)  
Emma Mason (SCO)  
Adrian Christy (ENG)  
Cecilia Lunell (SWE)  
Simone van den Bergh (NED)

**High Performance Commission**

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Andrey Antropov (RUS, Vice-Chair)  
Murat Özmekik (TUR)  
Martin Kranitz (GER)  
Ratko Galjer (CRO)  
Simone van den Bergh (NED)

**Major Events Commission**

Peter Tarcala (SVK, Chair)  
Martin Kranitz (GER, Vice-Chair)  
Jean-Marc Serfaty (FRA)  
Robbert de Kock (SUI)  
Brian Moesgaard (DEN)  
Carmen Martínez Villanueva (ESP)  
Zorika Mikołajczak (POL)

**Sport for All Commission**

Jean-Marc Serfaty (FRA, Chair)  
João Matos (POR, Vice-Chair)  
Andrey Antropov (RUS)  
Ella Diehl (RUS)  
Markéta Osičková (CZE)  
Radomir Jovovic (SRB)  
Tina Riedl (AUT)

**Member Structures Commission**

Emma Mason (SCO, Chair)  
Andrej Pohar (SLO, Vice-Chair)  
Klavs Andreassen (DEN)  
Espen Larsen (NOR)  
Radomir Jovovic (SRB)  
Renna Unt (EST)

**Para-Badminton Commission**

João Matos (POR, Chair)  
Klavs Andreassen (Vice-Chair)  
Laura-Lee Jenkins (IRL)  
Renna Unt (EST)  
Carmen Martínez Villanueva (ESP)  
Maria Bubucea (MDA)

**Women in Badminton Commission**

Klavs Andreassen (DEN, Chair)  
Richard Vaughan (WAL, Vice-Chair)  
Jean-Marc Serfaty (FRA)  
Ella Diehl (RUS)  
Markéta Osičková (CZE)  
Maria Bubucea (MDA)  
Tina Riedl (AUT)  
Laura-Lee Jenkins (IRL)

## **PRESIDENT'S REVIEW**

(Order paper item 3.1.)

Dear Member Associations,  
Dear friends,



Welcome to our Annual Delegates' Meeting in Dubrovnik, Croatia.

The 50<sup>th</sup> anniversary year, 2017, was a wonderful year for our Confederation. A year full of celebration that passed by way too swiftly with numerous new milestones for the history of our sport in Europe. One of them was the attendance at the BEC Annual Delegates' Meeting (ADM) in Prague last year with the highest ever attendance having 46 of our Members present. The Board of Directors, our Office and myself had great pleasure in celebrating the BEC's 50<sup>th</sup> Anniversary with so many of you in one of our founding countries.

Another highlight was the opening of the BEC Centre of Excellence (COE) in September. Our COE is now in full force with permanent and part time players using it as their base to improve their badminton level. We strive to provide the best training and lodging possibilities to all the COE players and staff who are based in Holbæk and I am looking forward to soon seeing the Centre helping additional European players achieve remarkable results on court.

I would also take the opportunity to highlight and congratulate our 2017 World Champions from Europe - Viktor Axelsen, Lucas Mazur, Jack Shephard, Rachel Choong, Rebecca Bedford and Andrew Martin were all crowned as World Champions last year in their respective categories. Bravo and keep up the good work! Having Viktor crowned as a Men's Singles World Champion 20 years after our last European World Champion in the category, Peter Rasmussen, in the very same European city of Glasgow, was absolutely amazing. Badminton Scotland put up a great event and deserve a big round of applause for successfully bringing the best badminton event in the World to Europe once again.

A huge congratulation and thank you as well to all the five organizers of our European Championships and their teams. Badminton Denmark, Polish Badminton Association, Italian Badminton Federation, French Badminton Association, and the Czech Badminton Federation did a tremendous job in hosting our Championships and provided our athletes with superb facilities.

Our new BASIS Program delivered many firsts last year as well with the Shadowing Program, Network Sessions and World Academy of Sport Courses. We hope this program delivered value to you, our Members, and we were happy to see a strong participation. A huge thank you too to all the host cities and Member Associations of the BEC Summer School and Regional Projects.

Gearing up to the Tokyo 2020 Paralympic Games, para-badminton is without a doubt gaining even more momentum with us becoming an official member of the European Paralympic Committee in June last year. I am thankful to all of you for offering para-badminton time and resources to develop to one of the most attractive sports in the Paralympics. I personally hope to see our athletes bring some medals back to Europe from Tokyo in 2020.

BEC Podcasts made its debut last year in November while BEC Voicestorm regained its propulsion. Our online magazine is at its 26<sup>th</sup> edition and we will continue to share latest badminton news and stories with you. Thank you to YONEX, our long-lasting partner for the support and contribution over the years. Welcome as well to Kawasaki Sports. Kawasaki Sports Europe will partner with BEC as official supplier of stringing machines and strings to the Centre of Excellence until 2020.

From the Governance side, thank you to the past Commission members for their hard work and valuable input. A warm welcome to the newly elected Commission members. We shall work hand in hand for the betterment of our sport. The first Commission meetings of the new cycle had very promising outcomes and I am happy to see our new structure bringing the results we envisaged.

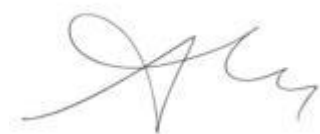
Thanks also to the staff at the BEC Office. This beating heart of badminton in Europe consists today of 12 employees from 7 countries and my Board of Directors and I are grateful for the commitment and enthusiasm the office showed in delivering on our strategy again in 2017. I'd like to thank again the late Tom Bacher for his vision to professionalize our organization and provide more services to you, our Members. Tom was a great President and we are all sad that we had to say goodbye to such an inspiring leader last year way too early.

Last but not least, I'd like to thank my fellow Board members for their hard work and strategic contributions to our sport. I know that all badminton players as well as our Member Associations will bear fruits from your hard work and dedication.

Well, 2018 is off to a great start and I am excited about the changes BWF has been announcing to the presentation of our game. I am hopeful that these proposed changes will be supported by many and that they raise the commercial value as well as the popularity of the sport at each level.

Let's all continue to push for the development and strengthening of our beloved game of badminton. I look forward to connecting with each of you during this year's Congress!

Sincerely yours,



**Gregory Verpoorten**  
President  
Badminton Europe Confederation



## GENERAL SECRETARY'S REPORT 2017:

(Order paper item 3.2.)

2017 marked the 50<sup>th</sup> Anniversary of Badminton Europe and from the administration, we approached the year with respect and humility. At the end of the year, I believe we can look back on a year where the Anniversary was celebrated in style throughout the activities of the year.

### Personnel and staff structure

In 2017, the Centre of Excellence started in Holbæk, Denmark and Jeroen van Dijk was released from some of his administrative tasks in the office to take on the role as Head Coach. To support him, Kestutis Navickas and Nicola Cerfontyne were employed as full time assistant coaches as well as Peter R. Jensen who was employed on an hourly basis.

In the office, Pavel Florian decided to take a job back home, but he was quickly replaced by Matthieu Hecker. Last but not least we decided to invest more in the communication area with the employment of Rasmus Bech as Manager mainly in charge of communication.

During the year, we welcomed the following new staff to the BEC Administration:

- Rasmus Bech (DEN) Manager – Communication
- Matthieu Hecker (FRA) Junior Manager – Events
- Kestutis Navickas (LTU) Assistant Coach – Centre of Excellence
- Nicola Cerfontyne (ENG) Assistant Coach – Centre of Excellence
- Peter R. Jensen (DEN) Assistant Coach – Centre of Excellence (4 hours per week)

### Governance

In 2017, we have been through a comprehensive governance review. First of all, we have given the BEC Rules a serious overhaul taking main inspiration for the structure from BWF. Next to that we have revamped internal meeting procedures and guidelines. We have set up a Safeguarding Policy for Vulnerable People. We have undergone a thorough Privacy Policy check given the new Data Protection Regulations which will come into effect on 18 May 2018. There is still some work to be done in the governance field which will continue well into 2018 and probably beyond.

### Centre of Excellence – COE

Just a few words on the COE which has been in operation since September 2017. First a word of thanks to all those who put in a bid to host the COE – it was a difficult decision, but we are satisfied with finally ending up in Holbæk. Thanks to Jeroen for taking on the task as Head Coach and for working hard to get the project off the ground. Finally, thanks to the Federations and the players who have used the COE so far. We are off to an excellent start, with room for improvement, but with your active participation I am certain this will be an important environment for developing competitive players in Europe.

### New Commissions

In 2017, the first term of the Commissions was up and another process of inviting external Commission members was undertaken. The interest to join the Commissions was rather overwhelming and it was particularly good to see the interest of many female candidates to join the work of Badminton Europe. In the end, the Board of Directors decided to appoint 15 external



Commission Members of which 10 are female. This warrants well for the future work of the Confederation and I would like to thank all those nominated for their interest.

### **Meeting support**

The BEC Office is responsible for the servicing of the Board and preparing the Board and Commission meetings. In 2017 meetings were held as follows:

- January – Copenhagen
- April – Prague
- June – Milan
- September – Sofia

### **Gala Evening**

The 2017 BEC Gala Evening and the 50<sup>th</sup> Anniversary dinner were held in Prague, Czech Republic in April 2017. Around 200 guests attended the Gala Evening to celebrate the year 2016 and the journey of Badminton Europe since it all started back in 1967. Thanks to William Kings for his support with the Anniversary booklet and also a thanks to our History Working Group for their hard work to get the material together for this important piece of our history.



In 2017, the awards winners at the 5<sup>th</sup> BEC Awards Gala evening were:

- BEC European Male Player of the Year 2016: Danish Men's Team (DEN)
- BEC European Female Player of the Year 2016: Carolina Marin (ESP)
- BEC European Young Player of the Year 2016: Toma Junior Popov (FRA)
- BEC European Para-badminton Player of the Year 2016: Lucas Mazur (FRA)
- BEC Senior Player of the Year 2016: Christine Black (SCO)
- BEC Women in Badminton Award 2016: Lotka Lubin (POL)
- BEC Coach of the Year 2016: Kenneth Jonassen & Lars Uhre (DEN)
- BEC Technical Official of the Year 2016: Mojmir Hnilica (CZE)
- BEC Hall of Fame: Nora Perry (ENG)

### **Partners**

In terms of partnerships, 2017 was a quiet year as many negotiations were successfully done in 2016. Nevertheless, I would like to thank YONEX for their continuous support which has been invaluable for us over the years.

In 2017, we have had several negotiations with our media partner, Sportradar, about extending the cooperation and making it more holistic. These negotiations are still ongoing as this report was written.



**Acknowledgement**

I would like to think back on two great badminton personalities that we lost in 2017.



Erland Kops was one of our all times greatest players and was the first member of the BEC Hall of Fame when this award was introduced in 2013.

Tom Bacher was involved in badminton his entire life, but we will especially remember him for his time as President for Badminton Europe from 2004-2010. He was an inspirational leader and managed to completely reform the organisation and strengthen the political influence. He turned the organisation into a business and set the ground

stones for the financial stability we enjoy today. Tom made Badminton Europe an organisation that people wanted to belong to, under the motto "We work hard – but we also need to have fun". Tom became Honorary Vice-President of Badminton Europe in 2015.

I would like to thank the BEC Board of Directors for their involvement and continuous support during the year. Thanks to the new and retiring Commission Members for their contribution and thanks to the BEC Member Associations for taking active part in the running of the Confederation. Also, thanks to my colleagues in the BEC Administration who are doing their very best to service you all on a daily basis. Keep up the great work.

Brian Agerbak  
General Secretary  
15 January 2018

## **REPORT BADMINTON EUROPE ATHLETES' COMMISSION**

(Order paper item 3.3.)

**Chair of the Athletes' Commission – Selena Piek**

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 & Women's Team Championships. Three representatives were elected: Selena Piek (NED), Ernesto Velazquez (ESP) and Nanna Vainio (FIN). In April 2017, Nanna decided to leave the Commission and Selena was appointed as the new Chair of the Commission.

### **Communication**

The first mission of the Commission was to create a better link between players and Badminton Europe. Attending the Board meetings was important to accomplish that, but no doubt we have to go further in our communication with the BWF Athletes' Commission to make badminton more and more professional, both for players and the media.

### **Activities**

In January 2017, Ernesto attended the Badminton Europe meetings held in Copenhagen. Ernesto was also covering for Nanna's presence at the Board of Directors meeting on the Sunday.

In April 2017, Nanna attended the 5<sup>th</sup> BEC Awards Gala, collaborating to give the award to the Young Player of the Year.

In April 2017, due to a tight daily schedule, Nanna had to stop working within the Commission and resigned as Chair. Since then, the Commission has been looking for a new member. Selena was appointed as Chair of the Commission after this decision.

In June 2017 Selena attended the Board meeting being held in Milan.

In September 2017, Ernesto attended the Board meeting held in Sofia.

### **Goals 2018**

- The Athletes' Commission will attend as many meetings as possible
- The Athletes' Commission will maintain and improve our good relationship with the players and other stakeholders
- The Athletes' Commission will be more active on our social media accounts.
- The Athletes' Commission will have more interaction with the BWF Athletes' Commission.

Selena Piek  
Chair of the Athletes' Commission  
26 February 2018



## REPORT BADMINTON EUROPE CIRCUITS COMMISSION

(Order paper item 3.4.)

Chair of the Commission – Martin Kranitz

In 2017 a record number of tournaments were organized as part of the Badminton Europe Circuit. A total of 78 tournaments were delivered by 33 national federations around the continent.

### Circuits Commission

During the two Commission meetings in Copenhagen (January) and in Sofia (September), many new ideas have been discussed. New regulations were introduced in order to improve the overall presentation of the tournaments for all the stakeholders. During the year, Badminton Europe has also updated its Events Manual, Organizer's Report and Referee's Report. The implemented changes will not only help Circuit tournament organizers to better reflect on their performance while organizing events but will also help Badminton Europe to receive a much more comprehensive feedback from the Circuit tournament organizers from each tournament.

Pavel Florian has left the BEC Office in September, and he has been replaced by Matthieu Hecker, who joined the Events team as a Junior Manager in the beginning of October. In September 2017, we also welcomed the new commission members to our team, Cecilia Lunell (SWE), Espen Larsen (NOR) and Zorika Mikolajczak (POL). I would like to thank the previous Commission members, Mika Heinonen (FIN) and Radomir Jovovic (SRB) and also Pavel for their support.



12 participants from 11 Member Associations have taken part in the WAoS & BWF Event Management Course, which was delivered as part of the BASIS Programme during the 2017 European U17 Championships in Prague, Czech Republic. Our aim is to have 20 organizers/MAs having participated in the WAoS & BWF Event Management Courses by 2020.

In reference to the KPIs in the Circuits part of the Strategic Plan currently 73% of our Member Associations reached the developed status in events. 27% of the Members achieved the advanced status, while 17% of our 52 Member Associations fall under the advanced category. Our goal is to reach 80% developed, 38% established and 25% advanced Member Associations in events by the end of 2020.

### Badminton Europe Elite Circuit

A total of 33 tournaments took part in the 2017 Elite Circuit. The size of the Circuit continues to grow, with some tournaments receiving entries from more than three-hundred players. Not only the size, but also the level of the tournaments is getting higher and higher, with strong Asian countries such as Japan, Malaysia and India sending some of their up and coming talents to compete against the best European players. During the year pre- and post tournament articles have been published in connection with each BEC Elite Circuit tournaments.

**Badminton Europe Junior Circuit**

Over the years, the Junior Circuit is gaining some stability as all tournaments played in 2016 were also organized in 2017. Badminton Europe had the pleasure to welcome Cyprus Junior and Swedish Junior back to the Junior Circuit and to also welcome France as a newcomer by organizing their first 3 Borders International Junior in Saint Louis. The Junior Circuit is also growing, 90% percent of the tournaments received entries from at least one non-European country.

During 2017 Badminton Europe has appointed all referees for BEC Elite Circuit and BEC Junior Circuit tournaments.

**Badminton Europe U17 Circuit**

For the second year of its existence, the U17 Circuit proved to be a great success with 18 tournaments being organized across 14 countries. Badminton Europe is delighted by the success of its newest circuit and we are looking forward to welcoming many more tournaments in the coming years. In the Men's Singles, Tomas Toledano (Spain) ended the year on the 1<sup>st</sup> spot of the BEC U17 Circuit Ranking while Kitti Szotak (Hungary) achieved the same in the Women's Singles category.

**Circuit Equipment**

All 33 Member Associations organizing any level of BEC Circuit tournaments have received the BEC branded Circuit Equipment by 2017, therefore all Circuit tournaments across Europe are well recognized by the branded material being presented in the sports halls during the competitions.

Finally, I would like to thank my colleagues from the BEC Board and of course the people from the BEC office, especially Brian, Jimmy, Zsofia as well as Pavel and Matthieu for their great support.

Martin Kranitz  
Chair of the Circuits Commission  
5 January 2018

## REPORT BADMINTON EUROPE COMMERCIAL COMMISSION

(Order paper item 3.5.)

Chair of Commission – Robbert de Kock

### Commercial Commission

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.

### Major events

The KPI relating to major events changed slightly in 2017 to consider all commercial income and make the comparison between financial years that had comparable properties. This means that the comparison for 2017 commercial income growth would be against 2015 figures.

In 2015, the commercial income relating to rights fees, data rights, sponsorships, television and in-kind sponsorships totalled 620.043 euro.

In 2017, this figure had increased to 800.837 euro.

This meant an increase of 180.793 euro or 29%. The KPI as per the strategic plan was to achieve a 20% increase and the KPI was therefore achieved.

### New events

The discussions on re-introducing the Europe vs Asia match intensified in 2017 with several meetings being held with Badminton Asia and also with potential underwriters.

However, at the time of this report, no concrete outcome of these meetings can be reported but we are keen to continue the dialogues that have started and hope to reach a positive outcome.

### Existing partners servicing

In 2017, our key events were the European Mixed Team Championships in Lubin, Poland, the European Championships in Kolding, Denmark and the BEC Congress including the Gala Awards Evening in Prague, Czech Republic. All three venues providing 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 due to lack of information on TV sales from our media partner and we might have to consider if this deadline is even achievable going forward.

### Branding badminton

In 2017, the BEC branding manual was actively used and a coherent look and feel around BEC activities was achieved. We experienced good working relations with Championships



organisers in terms of implementing the branding but again had to deviate slight from the manual at times to suit local needs.

### **Media platforms**

The betting partnership with the delivery of data from 20 tournaments was effectuated well in 2017 with next to no delivery issues. Discussions were initiated if it would make sense to bring our data rights agreement and media rights agreement to the same company and potentially add new elements to the partnership. Negotiations in this respect are on-going at the time of this report.

There was no change in the decision to maintain a clean look of the website and not use any space for random advertising. We will however continue to display our partners on our website.

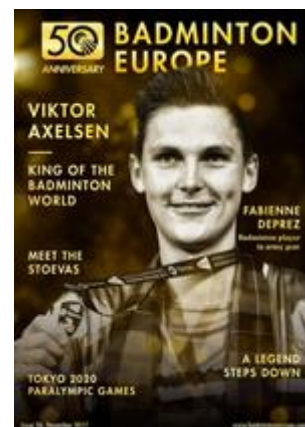
The BEC magazine is being used to advertise existing partners. No new partnerships were realized in 2017 for the BEC magazine. It was decided to limit the BEC magazine to two editions per year.

### **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.



Robbert de Kock  
Chair of the Commercial Commission  
8 January 2018





## REPORT BADMINTON EUROPE COMMUNICATION & MEDIA COMMISSION

(Order paper item 3.6.)

Chair of Commission – Andrej Pohar

### Communication & Media Commission

The Commission has been undergoing a lot of changes in 2017 – a year where the 50<sup>th</sup> Anniversary of Badminton Europe has been one of the key tasks.

One of the changes in the Commission is that Andrej Pohar has been elected as the new Commission Chair, replacing Kevin Scott. The Commission also changed its name from Fan Base to Communication & Media following some new acquired tasks. Furthermore, a new Commission was formed, with new Commission members. As it was previously decided, a new Communication Manager was employed and as of 1<sup>st</sup> of September 2017 journalist Rasmus Bech picked up his new role. The BEC Office now has two full-time resources in the communication area – Rasmus Bech (Manager) and Emma Lollike (Junior Manager).

Basic goal of the Commission remains to evaluate the current external communication strategies of Badminton Europe for the benefit of the growth of the fan base and overall communication through various media platforms and to make recommendations to the Board of Directors in terms of effectiveness of current activities and to provide new ideas, innovation and inspiration.

### Grow fan base – Social Media

The growth of 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 end of 2016	Achieved end of 2017	Target end of 2020
<b>Website</b>	395.000 unique users	370.000 unique users	500.000 unique users
<b>Facebook</b>	77.000 followers	92.500 followers	125.000 followers
<b>Twitter</b>	13.500 followers	19.200 followers	30.000 followers
<b>Youtube</b>	23.600 subscribers	29.500 subscribers	40.000 subscribers
<b>Instagram</b>	10.500 followers	19.800 followers	40.000 followers

We have seen a decrease of the unique users on our website with 6 %. The numbers of sessions (visits) on the website is 878.000 which is an increase of 8,2 %. The average time a person is spending on our website is 1 minute and 50 seconds which is an increase of 9,5 %. The number of page views was 1.7 million in 2017. The conclusion is that 6 % fewer people visited our website in 2017, but they are coming back and they are staying longer. We believe that the number of unique users in 2018 will increase due to a new strategy and new App which will be launched in 2018.

The Facebook followers have increased by 20 % and if this growth rate continues we should meet our 2020 target in the end of 2019. Posts have been redesigned to be more teasing and shareable, the content is more lively, emotional and positive.



The Twitter followers have increased by 42 %, which indicates that we would meet our 2020 target during 2019. Basic focus is on news from European players and tournaments. Hashtags are more strictly implemented.

The Youtube subscribers have increased by 25 %, which indicates that we would meet our 2020 target during the first six months of 2019. We don't think the target numbers should be changed



From September to January 2017 12 badminton players made an Instagram takeover for Badminton Europe. Among others Jenny Nyström from Finland.

due to the fact that a new streaming platform might be launched in 2018, which will make Youtube performance indicator redundant. Apart from live streaming from our events, Youtube has seen targeted stroke production videos, BEC events presentation videos, interviews and podcasts.

The Instagram followers have increased by 88 %. It is utopia to think that we can increase like this every year. We believe that we should aim for an increase around 25-30 percent for 2018. With a 30 percent increase, the 2020 target will be met in late 2018. We have introduced Memes and Instagram takeovers to make the BEC Instagram content more appealing to fans.

Badminton Europe is also considering expansion on other Social Media platforms, with the intention to present badminton and BEC globally and to be more omnipresent. LinkedIn, Snapchat are already used as well as other communication platforms. More focus is on communication exclusivity and quality, targeting the fans to recognise the value of BEC communication.

### **Member Associations and Centre of Excellence**

In January 2018, a new social media project will be launched for a group of chosen Member Associations. They will get economic support and advice from Badminton Europe. The main goal is for the Member Associations Communication strategies towards Member Associations will be more targeted and adjusted to Member's needs and desires. The fact that some territories are using their own, local or more native language oriented social media platforms is recognised.

The players at the Centre of Excellence have been trained to handle media and to promote themselves on Social Media. This project will continue in 2018.

### **Media relations and presentation**

The media relations for BEC are mainly handled by the Communication Manager. A seminar for press/journalists was organized in Kolding, Denmark in 2017 during the European Championships. That project will be repeated in 2018 in Huelva.



*The new BEC Podcast was launched in November 2017 and several European top players and former stars have been part of the podcast already. The podcast is published on YouTube, Facebook and Soundcloud.*



Some new Social Media and general communication strategies, editorial improvements and day to day working plans were adopted with the intention to make the content, look and feel of the BEC ongoing communication more coherent. More writers are involved, also volunteers. Proper sharing has been encouraged, also through some contest schemes.

BEC furthermore follows a strict presentation scheme in terms of using stationery with logos, e-mails with signatures and in 2017 the 50<sup>th</sup> Anniversary logo. BEC mascot has featured on many occasions. Some promotional items depicting BEC logos, mascot and 50<sup>th</sup> Anniversary were produced and shared in the badminton community.

### **Spectators**

Two major events were organized in 2017: European Mixed Team Championship in Lubin, Poland and European Championships in Kolding, Denmark.

At the quarter-finals, semi-finals and finals in Lubin, the percentage of spectators compared to the planned capacity of the hall was 75 %, thus exceeding the KPI. It was clear that the spectators made a great atmosphere, and the surroundings for the spectators were good.

In Kolding, the number of spectators could not be better. The percentage of spectators compared to the capacity of the hall for the quarter-finals, semi-finals and finals were all over 90 %, and the spectators could hardly get a better setup than they did.

### **Television**

The European Mixed Team Championships in Lubin, Poland was broadcasted in the following territories:

Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, The Dominican Republic, Uruguay, Venezuela, Botswana, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Lesotho, Liberia, Malawi, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zanzibar, Zimbabwe, USA, Canada, Australia, New Zealand, Denmark

Furthermore, the livestream at Laola1.tv had 28.810 unique clients and 61.838 hits.

The European Championships in Kolding, Denmark was broadcasted for a total of 16 hours on Danish television, and the event was broadcasted in the following territories:

ESPN (North & South America), Astro (Malaysia), DDI (India), TVE (Spain), Kwesé Sports (Africa), Hunan TV (China), IQIYI (China) and Claro Sports (Latin America).

Through these distributors the broadcast had a reach of 45 countries:

ESPN: USA, Canada, Australia, New Zealand

KWESÉ: Botswana, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Lesotho, Liberia, Malawi, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zanzibar, Zimbabwe

CLARO: Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, The Dominican Republic, Uruguay and Venezuela



**Website and coverage**

Badminton Europe has been on site to all BEC events, several BEC Circuit tournaments and one BWF Super Series in 2017.

From September to December 2017 *www.badmintoneurope.com* had 250 posts. November reached a high of 80 posts (due to European U17). September: 64 posts, October: 58 posts, December: 52 posts.

The ambition in 2018 is to have at least 60 website posts every month. The coverage of badminton news will increase in 2018 on all Badminton Europe platforms. Badminton Europe will be on site where the things are happening. There will be at least one journalist on site for all BEC Events, at least 8 BEC Circuit tournaments and at least 6 BWF Tournaments in Europe.

2017 has seen two editions of Badminton Europe free online magazines. One focused on 50<sup>th</sup> Anniversary celebrations and the other focused on 2017 sporting achievements.

A new BEC App will be launched within the first five months of 2018 and the expectations are high. It will be an App the fans of badminton haven't seen before. The App will include, among other things: news, streaming, podcast and live score.

**Acknowledgement**

I would like to thank my Commission for providing valuable input throughout the year and the BEC Office (especially Rasmus, Brian and Emma) for dedication and support for the work of the Commission. Also, I would like to thank my predecessor, Kevin Scott, for all his work done and for keeping the department in excellent condition.



Andrej Pohar  
Chair of Communication and Media Commission  
7 January 2018

## REPORT BADMINTON EUROPE HIGH PERFORMANCE COMMISSION

(Order paper item 3.7.)

Chair of the Commission - Richard Vaughan

It has again 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.

### **BEC Centre of Excellence**

In January the decision was made to place the BEC Centre of Excellence (BEC COE) in Holbæk Denmark. This meant that we were able to start to look for the coaching team and work on the selection of the players.

At the end of April, we were able to announce the Head Coach: Jeroen van Dijk.

From 1 – 5 May we organised the selection camp for the BEC COE. We invited players from all federations and players who took part in the pre-selection camp held in 2016 who informed us that they were interested to come to the BEC COE. We selected a total of 17 players.

In June and July, we were able to announce the full time assistant coaches Nicola Cerfontyne, Kestutis Navickas and part time coach Peter R. Jensen.

On Friday 1 September we organised the first practice followed by a trainings weekend where we informed the players regarding all practicalities.

The BEC COE is now up and running for a few months and I can say that I am happy that we have made the first step without any big problems. I am aware that the beginning is always the most difficult time because the training team has to set up the structure. I am pleased to hear and see that the BEC COE is used by many players and the interest from players who would like to come and live at the BEC COE is growing.



We have set up a scholarship system which allows players to come and try the BEC COE for a period of maximum 2 weeks. Until December 2017 we gave 14 scholarships away.

Another very positive development is the cooperation between Stenhus Badminton College, the clubs in the area and the BEC COE. This cooperation has made it possible for our players to get different sparing opportunities through training, team matches and tournaments.

**Player Pathway Course.**

The BEC COE is not only used for the training of players. We therefore organised a player pathway course from 3 – 5 November in close cooperation with the World Academy of Sport (WAOs) and BWF. All 52 member associations were invited to take part in the course. 24 members accepted the invitation and a total 44 participants took part in the course. This interest in the course was bigger than we expected.

**Certificated Training Centres**

The training centres are still used by players who are seeking different training possibilities.

What we see is that many players who received a scholarship in the past have decided to stay at the centre to live and practice there. We have not given away so many scholarships in 2017; 6 in total. I think the main reason is that we have been so active with the BEC COE. Our goal is to start up a cooperation between the Certificated Training Centres and the BEC COE so that players can get maximum benefit of the training possibilities.



Finally, I would like to thank the coaching team at the BEC COE and Brian at the Badminton Europe office for all the hard work and dedication in the area throughout the year.

A handwritten signature in dark ink, reading "R.L. Vaughan".

Richard Vaughan  
Chair of the High Performance Commission  
17 January 2018

## REPORT BADMINTON EUROPE MAJOR EVENTS COMMISSION

(Order paper item 3.8.)

Chair of the Commission – Peter Tarcala

### Major Events Commission

The Major Events Commission had two meetings in 2017, in January and in September.

The meeting in January, in Copenhagen, was the final one for the former Commission. I would like to thank external commission members Espen Larsen and Emma Mason for their valuable contribution and during their term. The January-meeting saw some good discussions relating to the 2017-budget, the Terms of Reference and the Strategic Plan of the Commission. A new financial format for the European Senior Championships was worked out for the Board to approve it.

The new Major Events Commission had its first meeting in September, when they met in Sofia, Bulgaria. This was also the first meeting where the BEC appointed Umpire Coordinator, Sven Serré, was invited to attend – in order for him to contribute with his great knowledge on the technical officials' area.

A new organizers' report and Events Manual were approved, in order for organizers, as well as BEC, to improve the delivery of their events. The Commission formalized a suggestion of changing the format of the European Mixed Team Championships, for the Board to finally approve and integrate into its events structure. Finally, the Commission approved the upgrading of successful technical officials having passed their assessments in the months leading up to the meeting.

### Events in 2017

#### The 2017 European Mixed Team Championships

The 2017 European Mixed Team Championships was the second of its kind, after the format of this event was changed to include 12 teams.

After successfully hosting two other BEC-events in 2015 and 2016, the Polish city of Lubin this time welcomed Europe's finest players who competed for the title over 5 days in February.

The level of the organization in Lubin was of an utmost high standard, and the five days of competition came to a climax when Denmark defended their gold medals from 2015,





when they beat Russia 3-0 in the final. The bronze medals were held by England and Germany, both losing 3-1 in their respective semi-finals.

Our sincere thanks to our good partners from Lotka Lubin and to the Polish Badminton Association for organizing a top-class event – and to the 12 countries coming to Lubin.

The format played in Lubin however showed its disadvantage by having some of the teams playing more ties on the same day, and in some cases, all their ties. A changed format will therefore see its debut in 2019, where all qualified teams (8) will play 3 group ties each, over 3 days, before the 4 semi-finalists are found.

### **The 2017 European Junior Championships**

A small piece of history was made in Mulhouse this year, as this edition of the European Junior Championships was the final one being played in the Easter week. After aligning the European junior age groups with the rest of the world, the future editions of the events will be held in autumn.

On court, the hosts from France were not very hospitable, leaving nothing but secondary positions to their visitors. Led by Europe's best junior player, Toma Junior Popov, France won a historical first team gold medal after beating Russia 3-0 in the final in front of an ecstatic home crowd in Mulhouse. The bronze medals were won by Denmark and England.

Toma Junior Popov became the "player of the tournament" as he left Mulhouse with nothing less than 3 gold medals. On top of the team title, he also secured the gold in both men's singles and in men's doubles – together with Thom Gicquel. The Men's Singles final was even an all-French encounter, as Popov beat the home-favourite Arnaud Merkle in two straight games.



Denmark's Julie Dawall Jakobsen was the favourite in Women's Singles before going into the tournament – and the silver medallist from 2015 took one step up the podium, as she overcame Ukraine's Maryna Ilyinskaya in the final.

Sweden won its first European Junior Championships medal since 2007, and it's first gold since 1987 (also Women's Doubles), when Emma Karlsson and Johanna Magnusson ended an impressive run in Mulhouse by overcoming Denmark's Julie Dawall Jakobsen/Alexandra Bøje in the Women's Doubles final.

Finally, Russia could also hang a gold medal around the neck, as rising stars Rodion Alimov and Alina Davletova overcame all hurdles in Mixed Doubles, beating Scotland's Alexander Dunn/Eleanor O'Donnell in the final. Slovenia won its first ever medal at any European Badminton Championships as Miha Ivancic/Nika Arih won a bronze medal in Mixed Doubles.

Our utmost thanks, and congratulations, to the French Badminton Federation (FFBaD), who hosted a splendid event in Mulhouse. Badminton Europe truly appreciates the good cooperation with FFBaD who has been hosting many of our events over the past years – and luckily in the years to come as well.

### **The 2017 European Championships**

After the introduction of an additional European Championships, Denmark's Kolding hosted Badminton Europe's event flagship in the last week of April. An extremely well organised event, successfully executed by the experienced event crew from Badminton Denmark.

Throughout the week, the badminton hungry audience in Kolding were behind its countrymen, and up until the final day, it was looking like a complete Danish dominance. Some of the visiting stars however wanted it differently.

Before coming to Kolding, one of Denmark's future stars, Anders Antonsen, had gotten used to having gold around his neck at BEC events over the last couple of years – but this time he had to settle for silver. After beating compatriot and reigning champion, Viktor Axelsen, in the semi-final, it was England's Rajiv Ouseph who stopped Antonsen on his way to the top of the podium. The Englishman, European Junior Champion from 2005, played a splendid final to claim his first major European title. Denmark's Hans-Kristian Vittinghus finally got the medal he



had been longing for for years, when he reached the semi-finals before eventually losing out to Ouseph.

Denmark's Christinna Pedersen yet again showed that she is one of the best female doubles players Europe has ever had. Once again, she qualified for two finals – but unlike the two previous times, she did not leave the event unbeaten. As

in the men's singles, it was again England who became the triumphant, as Chris and Gabby Adcock overcame the 2014 and 2016 winners, Christinna Pedersen and Joachim Fischer in an amazing Mixed Doubles final. Bronze went to Ronan Labar/Audrey Fontaine (FRA) and to Sam Magee/Chloe Magee (IRL).

Christinna Pedersen although managed to sing her national anthem together with a packed arena in Kolding, when she and her partner Kamilla Rytter Juhl took an impressive fourth consecutive title in the Women's Doubles after beating Stefani and Gabriela Stoeva (BUL) in three games. Russia's sole medal at the event was won by Anastasia Chervyakova/Olga Morozova, as they won bronze – just as it was the case for England's Lauren Smith/Sarah Walker. Kamilla Rytter Juhl was now won an incredible 7 European Championships titles throughout her career, with Christinna Pedersen closely behind with 6 gold medals.



Denmark's Mathias Boe and Carsten Mogensen arrived in Kolding as hot favourites in the Men's Doubles – and they did not disappoint the home crowd. With four Danish pairs left in the draw at the semi-final stage, it was the experienced pair, and 2012-winners, who took the title after beating 2016-champions Mads Conrad/Mads Kolding in the final. Young compatriots David Dugaard/Mathias Christiansen and Kim Astrup/Anders Skaarup completed the Danish whitewash in the Men's Doubles category by winning the two sets of bronze medals.

Reigning Olympic and European Women's Singles champion, Carolina Marin from Spain, yet again showed her class, winning her third consecutive title after beating Scotland's Kirsty Gilmour in the final – exactly as it was the case in 2016 in France. Marin will be looking to win a fourth title in 2018, when the European Championships is played in her home town, Huelva, even in an arena named after the Spanish star. Denmark's Mette Poulsen and Switzerland's Sabrina Jaquet joined Marin and Gilmour at the podium, both winning the bronze medal in Women's Singles.

Huge thanks, and our deepest appreciation, to Badminton Denmark for organizing an outstanding event. It is always a great pleasure to work with such dedicated and knowledge people – an organizer who truly knows badminton and knows how to entertain the audience and give the players the best possible conditions.

### **The 2017 European Club Championships**

After four consecutive years in France, the annual European Club Championships moved onto Milan in Italy. The summer, and thereby the warmth, had made its way to northern Italy, so the players from the 15 entered teams were not only challenged by their opponents, but also by the heat during the 5 days in the national badminton centre in Milan. With that said, some impressive badminton was played under difficult conditions – in a great venue which made its debut at another BEC event – the 2009 European Junior Championships.

The outcome of the tournament was very similar to the previous year in Tours (FRA). Two dominant French teams, reigning champions Issy Les Moulineaux BC 92 and BC Chambly Oise, made it to the semi-finals, where they both overcame the last hurdle before an all French final. As in 2016, former winners Primorye Vladivostok lost their semi-final, while this year it was the home favourites from Calvi Network BC Milano who took the other set of bronze medals.



In the final, as it was the case in 2016, it was Issy who took the upper hand, when they beat Chambly 3-1 in front of a noisy audience as well as a full Badminton Board of Directors being in Milan in connection with meetings.

Live streaming was being produced from all courts, all days of the event, and shown on the BEC Youtube channel.

Our thanks go to the Italian Badminton Federation, and of course to BC Milano and its full team of helpers, for organising a very successful event with short notice. And thank you for hosting the Board of Directors meeting alongside.

### **The 2017 European U17 Championships**

The European U17 Championships was for the first time since 2005 back in the Czech Republic, as the country capital, Prague, hosted this year's event. An impressive number of 36 Member Associations had entered the competition, so the intimate arena in Sterboholy, in the outskirts of Prague, was packed with people and action for 9 days.

Team holders Denmark joined this exact competition back in 2005, when the event last was held in the Czech Republic, in Brno – and yet again they proved to be the ones to beat. However, no team has done so since they first joined – a truly impressive record. This year several strong teams were looking forward to challenging the favourites, but at the end, a talented Danish side could be crowned European Champions after beating Turkey 3-0 in the final. The bronze medals were won by Scotland and England.

In the individual events, the gold medal spread became as big as it possibly could. 5 different gold medal winning nations.

Georgii Karpov – who had already represented his country, Russia, in the final of the European Junior Team

Championships earlier on the year, won the gold medal after coming through a very strong half of the Men's Singles draw, and eventually beating Denmark's Magnus Johannesen in the final. In the Women's Singles Russia had to settle for the silver medal, when it was Denmark's turn to clinch the gold. Sophia Grundtvig is our new European U17 Champion.



The name Popov is surely one we will hear much over the coming years in European badminton. After seeing his older brother win in Mulhouse in April, it was now time for Christo Popov to win a title – in Men's Doubles. Together with Kenji Lovang he secured yet another gold medal for France in an impressive 2017.

Bengisu Ercetin and Zehra Erdem won, exactly as it was the case for Popov/Lovang, the European U15 Championships back in 2016. This time in Prague they yet again proved to be the best in their age group, as they beat Christine Busch/Amalie Schulz (DEN) in the Women's Doubles final.



Finally, it was England who could claim a title, when Rory Easton/Hope Warner yet again proved that Mixed Doubles is a traditionally strong event for their country. Easton/Warner played a convincing tournament, and in the final, they beat Denmark's Sebastian Grønberg/Clara Graversen to win the gold medal.

Our utmost thanks to the Czech Badminton Federation for hosting a great event. We are sure the organization was a good experience, and a lot was learned before hosting the World Junior Championships in 2019.

### **The following allocations of European Championships were made in 2017**

2017 European U17 Championships – Prague (Czech Republic)

2018 European Men's & Women's Team Championships – Kazan (Russia)

2018 European U15 Championships – Kazan (Russia)

2018 European Championships – Huelva (Spain)

2018 European Junior Championships – Tallinn (Estonia)

2018 European Senior Championships – Guadalajara (Spain)

### **Technical Officials**

In Europe we consider ourselves as the best in the World when it comes to education within the Technical Officials area. And such claim requires delivery to maintain that. Again in 2017, many educational initiatives took place, and many new European technical officials received their continental status. In 2017 Badminton Europe successfully educated 19 new accredited umpires, while 5 umpires were upgraded to certificated level. Furthermore, we were happy to see Paul Buffham (ENG) passing his assessment for becoming new BWF Certificated umpire – the highest grade possible.

One new BEC Continental referee, Germany's Jens Köster, got his international recognition in 2017 after successfully passing his assessment. In addition to that, two European referees, Jozef Dodo Kuprivec (SLO) and Carmen Martinez (ESP) passed their BWF Accredited assessment in 2016 – congratulations. Finally, Eric Lissillour (FRA) reached the BWF Certificated status after passing his final exam in November. With these newly confirmed officials, Badminton Europe, at the end of 2017, has a pool of 85 BEC Accredited umpires and 61 BEC Certificated umpires – as well as a pool of 18 BEC Continental Referees.



Three Badminton Europe umpire courses were held in 2017 – where 34 umpires from 21 different member associations were educated at the courses in Romania, Latvia and Slovakia

respectively. In addition to these courses, Badminton Europe executed appraisals, with future assessments in mind, of its Accredited and Certificated umpires attending the 2017 European Mixed Team Championships, 2017 European Championships and 2017 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. This year we also saw "Women in Badminton" scholarships introduced for one of our courses – an initiative with the Major Events Commission fully supports.

In this connection, I would like to thank the members of our two assessment panels, for their hard work, expertise and great dedication. You all play a key role in our education of technical officials, to make them the best in the World. In 2017 it was decided to expand our assessment panels, due to the many education activities taking place in Europe, and also due to the fact that we want to develop assessors towards joining BWF's assessment panels in the years to come.

I would also like to thank Sven Serré, the appointed BEC Umpire Coordinator, for his assistance to the BEC office. Sven's contribution has since been extending to also sit in on the Major Events Commission and Circuit Commission meetings, an attendance which I am sure we will all benefit from. And finally, and thanks to Jimmy Andersen for representing our Continent of the BWF Technical Officials Commission.

When reflecting on the BEC strategic plan for Major Events, I do think that BEC is working towards creating better and more activities around these, as well as with Technical Officials. It is my hope that all Member Associations and stakeholders are satisfied with our output on a daily basis. We will definitely continue to develop and improve the events structure going into 2018 and beyond.

Finally, I would like to thank my colleagues from the BEC Board of Directors and also Brian, Zsofia, Matthieu and Jimmy in the office for their help, everyday cooperation and support.



Peter Tarcala  
Chair of the Major Events Commission  
9 January 2018

## REPORT BADMINTON EUROPE MEMBER STRUCTURES COMMISSION

(Order paper item 3.9.)

Chair of Commission – Emma Mason

### **Member Structures Commission**

The Member Structures Commission had two meetings in 2017, in January and in September.

The meeting in January, in Copenhagen, was the final meeting of the previous Commission, of which Mika Heinonen (FIN), Radomir Jovovic (SRB) and Clemens Wortel (NED) were contributing as external members. I would like to thank them all for their dedication and valuable contribution.

The new commission is comprised of Radomir Jovovic and two new external members Renna Unt (EST) and Espen Larsen (NOR) in the Commission. I am delighted to welcome Radomir back to this Commission and look forward to building a good cooperation with Renna and Espen during their term. The new commission had its first meeting in September, where they met in Sofia, Bulgaria.

### **Update on Strategic Plan**

The Commission, during its meeting in Copenhagen, discussed the progress of its work as against the BEC Strategic Plan. As a part of this meeting, the Commission undertook a review of its KPIs and it was decided to revise the KPIs so that they were more relevant to and affected by the Commission's current scope of work.

#### **1. Membership**

As in previous years, BEC continues to work with existing MAs to ensure they are fully compliant with their membership requirements of submitting Schedule A and being financial in terms of paying subscriptions, fees and fines – both to BWF and to BEC. In 2017, 51 out of 52 European MAs submitted their Schedule As on time and were considered financial.

Montenegro has been considered dormant for a number of years, but as a result of their debt to BWF being written off, the Member Structures Commission will seek to establish contact and offer assistance to the federation so that it may have the possibility to be active again.

#### **2. Analyse and consult**

Following the work in 2016 of finalizing the BWF Membership Survey, the Member Structures Commission has identified areas where “administratively” the Commission can assist the MAs to improve and raise their grade within the Survey.

The “Badminton Administrative Support and Information Sharing” programme ‘**BASIS**’ was created and launched, and during the year, the following MA support opportunities were launched:

- **BEC Internship Programme**

The first Internship will take place in early 2018, where the selected candidate (Maria Bubucea, Moldova) will work alongside the BEC staff in the office for two months – leading up to the 2018 BEC Congress in Dubrovnik (CRO) and the 2018 European Championships in Huelva (ESP). The Internship will be concluded by her assisting the BEC staff at the two events.

- **BEC Shadow Programme**

Two candidates, Siiri Rajamägi (EST) and Ricardo Oliveira (POR), were selected for the BEC Shadow Programme in 2017. During the 2017 European U17 Championships in Prague (CZE), they worked alongside Zsolia Horvath, to get valuable experience at an international event.

- **BEC Representative Visits**

The first Representative Visit was approved in 2017 – it will take place in 2018, where Rasmus Bech will visit the Czech Badminton Federation in Prague, and work with them towards strengthening their internal and external communication, as well as improving their skills around how to communicate with the media – to make badminton more visible in their country.

- **Network and Information Sharing Sessions between MAs**

Two sessions were held during the YONEX French Open in October 2017, where the French Badminton Federation kindly facilitated the two sessions, suggested and driven by Badminton Nederland. The two sessions “Badminton for children from 4-6 years” and “Development for trainers/coaches” were discussed amongst representatives from the Netherlands, France, Poland, Estonia and Badminton Europe. Furthermore, Badminton Nederland facilitates an external expert (children psychologist) to speak on the first item, in order to get the knowledge sharing and opinions going.

In addition to the above, it was also decided to include the World Academy of Sport courses (developed and held in cooperation with BWF and World Academy of Sport) in **BASIS**.

To raise more awareness of **BASIS** and the opportunities it brings, it was decided to design a logo for **BASIS**. The Commission believes it will be easier to brand **BASIS** with the introduction of the new logo:



More support opportunities are in the pipeline for **BASIS**, and these shall be introduced during the early 2018.

The Commission's development goals for the MAs (51 of 52) against their current levels on “Administration” are as set out in the table below.

#### Administration

Level	Number MAs
Advanced	10
Medium	16
Basic	12
Simple	13
Total	51





The Commission held a session for MAs during the 2017 Members Forum which was covering some of the identified development areas, and this will be continued in 2018, at the Members Forum in Dubrovnik (CRO) on Friday 13 April.

### **3. World Academy of Sport**

After working closely together 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 first face-to-face course was held in November 2017.

Before coming to the course, all participants were to complete a designed online module – as much of the detailed content at the practical course built on the knowledge from the online module. By going through the answers from the online module, specific focus areas were identified by the course instructors, Tania Teoh and John Shearer (BWF Development Manager). This method gave the participants the best possible outcome of the face-to-face course.

13 different MAs attended the course in Prague, so the Commission continues to encourage 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.

### **4. Olympic Solidarity structure program**

The task of BEC in relation to Olympic Solidarity is to ensure that MAs are sufficiently well informed of the opportunities within the Olympic Solidarity system and how to make applications for such opportunities. The Olympic Solidarity webpage was updated at the end of July followed by an email informing all MAs regarding the update.

It is difficult to monitor how many of our MAs are applying on an annual basis as, generally, applications are only communicated to BEC when our MAs have been successful. However, we are aware of 12 MAs applying, resulting in 11 scholarships for players, one scholarship for structure development and one scholarship for a coaching course.

### **5. Information**

In 2017, by employing additional staff in the communication department, BEC has been able to publish more, and more frequent, articles than before. As a result, BEC is better able to keep MAs informed about BEC activities and about what is currently happening within the world of badminton.

A MEMO is sent out to all MAs from Board meetings, highlighting key decisions and important information. Video messages from the President and from other Board members were also produced – in order to give the MAs, the best possible flow of information from the meetings.

## **General comments**

The Commission has performed much better against budget this year owing to the implementation and uptake of the **BASIS** programme. The Commission will continue to evaluate and improve the support programmes offered in **BASIS** and expects its efforts to increase the profile of **BASIS** to lead to an increased uptake by the MAs. However, the Commission is reducing its budget forecast for the 2017/2018 budget year to account for the World Academy of Sport courses being funded by BWF.

I would like to thank our MAs for taking advantage of the opportunities for support programmes that are available under **BASIS**. **BASIS** is designed to be a demand led support programme and we review the support offered to our MAs on an annual basis. There are possibilities for this Commission to offer more or different activities and I would like to

encourage the MAs to be proactive, and to seek support from BEC. Specifically, if there is a support programme you would like us to offer, please get in touch to discuss.

I would like to thank the Member Structures Commission for providing valuable input and for the continuous support towards increasing our service opportunities for the MAs.



Emma Mason  
Chair of the Member Structures Commission  
15 January 2018

## 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: (\*information accurate at time of preparation)

Status	Status 1	Status 2	Status 3	No replies
<b>Member Associations</b>	Austria	Germany	Bosnia & Herzegovina	Albania
	Azerbaijan	Israel	Croatia	Armenia
	Belgium	Switzerland	Gibraltar	Belarus
	Bulgaria	Turkey	Greenland	Lithuania
	Cyprus		Iceland	Montenegro
	Czech Republic		Latvia	
	Denmark		Liechtenstein	
	England		Luxembourg	
	Estonia		Macedonia	
	Faroe Islands		Malta	
	Finland		Monaco	
	France		Slovakia	
	Georgia			
	Greece			
	Hungary			
	Ireland			
	Italy			
	Moldova			
	Netherlands			
	Norway			
	Poland			
	Portugal			
	Romania			
	Russia			
	Scotland			
	Serbia			
	Slovenia			
	Spain			
	Sweden			
	Ukraine			
	Wales			
<b>Total in 2017</b>	<b>31</b>	<b>4</b>	<b>12</b>	<b>5</b>
<b>Total in 2016</b>	<b>25</b>	<b>6</b>	<b>15</b>	<b>6</b>
<b>Total in 2015</b>	<b>20</b>	<b>7</b>	<b>16</b>	<b>9</b>

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

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

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



### **Commission Meetings**

Two Commission Meetings were held in 2017:

21<sup>st</sup> January – Copenhagen (DEN), the Commission discussed plans for 2017 and approved the budget for the plans' implementation.

23<sup>rd</sup> September – Sofia (BUL), the new Para-Badminton Commission (2017-2019 term) consists of João Matos, Chair (BEC), Klavs Andreassen (BEC), Renna Unt (EST), Laura Lee Jenkins (IRL), Maria Bubucea (MDA), Carmen Martinez (ESP) and Jimmy Andersen & Tania Teoh (BEC Staff).

### **2017 BEC Congress (1<sup>st</sup> & 2<sup>nd</sup> April 2017)**

At the Members' Forum in Prague, Maria Bubucea from Moldova presented the para-badminton integration timeline in Moldova with all the present Member Associations. The goal was to encourage and show that the para-badminton integration process is feasible and not as tough as perceived.

### **BEC Activities**

Para-badminton coaches were invited to BEC's development projects since 2016 (Summer School, Coach Education, Shuttle Time, Regional Project). The goal is to have para-badminton coaches from Member Associations take part in Summer School and Coach Education courses and conduct para-badminton Shuttle Time and Regional Projects focused on para-badminton.



## Education

### 2017 BEC Para-Badminton Event (9-12 November 2017)

60 participants from 20 countries spent their weekend focusing only on para-badminton at Lisburn Racquets Club in Belfast, Northern Ireland. This event was a continuation of the BEC Para-Badminton Education Course with an addition of training camp for elite players prior to the 2017 BWF Para-Badminton World Championships. The Badminton World Federation (BWF) also conducted the pilot of the BWF para-badminton coaching module at this event and all 19 coaches passed the assessment.



### BWF Disability Coaching Module Tutor Training Course (7-12 November 2017)

This course was held parallel to the BEC Para-Badminton Event with participation of 12 coaches from 5 continental confederations. Coaches nominated by Badminton Europe who took part were Guillaume Gailly (FRA), Anton Ivanov (RUS), Dina Abouzeid (ESP) and Kaity Hall (SCO). These four European coaches will conduct para-badminton training camps/courses on behalf of BEC in our continent.

### Para-Badminton start up documents

These documents are a compilation of para-badminton information that helps national federations kick start and develop para-badminton in their countries. These documents can be found in doc. and pptx. versions.

### European Paralympic Committee



BEC became a full member of the European Paralympic Committee on 17<sup>th</sup> June 2017 during 12th EPC General Assembly in Katowice, Poland.

This collaboration is essential for both organizations in the development of para-badminton leading up to the first ever Paralympic Games that will feature para-badminton as a medal sport in Tokyo (2020).

## 2017 BWF Para-Badminton World Championships

The 2017 BWF Para-Badminton World Championships was held in Ulsan, South Korea (21-26 November 2017).

- 7 countries medalled at the Championships

Country	Gold	Silver	Bronze
Denmark			1
England	4	3	1
France	1	1	2
Germany			2
Ireland		1	1
Poland		1	3
Russia			1

- 19 European countries participated at the Championships

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

## Promotion

2017 marked a few 'first's for para-badminton promotion.



Two elite para-badminton players, Julie Thrane (DEN) and Rachel Choong (ENG) were interviewed for BEC Podcast in October 2017.

Instagram take over – 3 players, Lucas Mazur (FRA), Cathrine Rosengren (DEN) and Krysten Coombs (ENG) took over BEC's Instagram at the 2017 BWF Para-Badminton World Championships in Ulsan, South Korea.



External journalist – Bobby Griffin, English national para-badminton player was engaged to cover the Worlds in Ulsan with daily articles. Bobby also works as a BWF commentator at BWF tournaments.

Press releases by the European Paralympic Committee on para-badminton are shared on our platforms

Other promotion activities which are ongoing are:

- Para-badminton articles on BEC online magazine
- European Para-Badminton Towards Tokyo 2020 article and videos

Videos produced in 2017 were:

- 2017 BEC Para-Badminton Event, Belfast, Northern Ireland.
  - Summary video
  - Trailer video
  - Promotion video
- 3 'European Para-Badminton Towards Tokyo 2020' videos were produced.

Regarding the Strategic Plan KPI's we are happy to say that in all activity areas, we are attaining the foreseen goals.

Finally, I would like to thank the office for their support but specially Jimmy and Tania for their hard work to fully integrate para-badminton in all our activities. Also, a word of thank you to my colleagues from the BEC Board for their cooperation and to the former Commission members, Richard Perot (FRA), Torsten Berg (DEN), Derek Batchelor (ENG) and Hendrik Boosman (NED).

I thank you as well for your fruitful contribution throughout your term with us.



João Matos  
Chair of the Para-Badminton Commission  
3 January 2018





## 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 met twice in 2017, in Copenhagen in January and in Sofia in September. The September meetings welcomed the four new Commission members, Ella Diehl, Marketa Osickova, Tina Riedl and Radomir Jovovic. I would like to thank the previous commission members, Victoria Chatzina and Espen Larsen for all their support and contribution. There has also been a change in the office, where Jeroen van Dijk has left the Sport for All department and his role has been taken on by Zsafia Horvath. I would like to thank Jeroen for his good cooperation during many years with all the development projects.

### Shuttle Time

I am very happy to report that a new Member Association, Serbia has started the implementation of the Shuttle Time Programme in 2017. According to the new definition for a Shuttle Time implementing country, we currently have a total of 27 countries actively involved in the programme, who submitted their National Planning documents and have also delivered courses during the year. We are still positive towards reaching our goal of having 40 countries implementing the programme by 2020. The few Member Associations, who were not able to deliver any courses in 2017 will ensure the implementation in 2018. In addition to that, we also see a few new countries on the horizon, which will join the implementation next year.

With the support of Badminton Europe, the 27 countries have held 219 teacher courses and 9 tutor courses during the year, in which they educated 4141 new Shuttle Time teachers and 135 Shuttle Time tutors.

This means that at the end of 2017 we had a total of 15 682 certified Shuttle Time teachers and 811 certified Shuttle Time Tutors. As part of the Shuttle Time project, Badminton Europe donated 244 YONEX School sets to the implementing Member Associations.

Our annual Shuttle Time trainer/tutor course was organized in Cardiff, where 12 participants from 8 countries became certified ST staff. A Shuttle Time Teachers course was also delivered during the first day of the BEC Summer School.

This year, Badminton Europe has also organized the second Shuttle Time Coordinators' Seminar, to increase the information flow around the school programme between the implementing Member Associations, and to introduce the newly developed Shuttle Time tools to the national coordinators, which will be used for the project in the near future.

We are also very glad and proud to see that the number of registered members has increased by 26.386 players from 2016 to 2017. Currently Europe has reached 862 111 registered members across the 52 Member Associations. Our goal of 1.000.000 registered members by 2020 will be difficult to reach, but if the increase continues, we won't be far away from it. Shuttle Time is for sure a great tool to use to achieve a raise in terms of membership in all our Member Associations. Again, by more than 4000 people being educated through this school programme during the year, it is indeed playing a main role in the increase of membership.





**Coach Education Level 1 and 2**

We experienced a growing interest from the Member Associations towards the delivery of the Coach Education programme. This year a total of 18 Coach Education Level 1 courses and 3 Coach Education Level 2 courses have been organized by 12 different countries. Lithuania has delivered their first Coach Education course in 2017 and with this we got one step closer to our goal to have 95% of our members having a Coach Education Programme in place by 2020.



In close cooperation with the Portuguese Badminton Federation, our 7<sup>th</sup> Level 1 tutors course was organized in Caldas da Rainha, from 9 to 11 June. Just a week after, we also delivered our Level 2 tutors course, in Antwerp, Belgium. Both courses were very successful with many dedicated coaches taking part. I would like to thank both federations for their great cooperation in delivering these courses.

During the 2017 BEC Summer School a one-week long Level 2 Coach Education course has been delivered, where the 24 participants have been introduced to both the theory and the practical aspects of coaching. During this intensive week, the participants had the chance to shadow the 8 staff coaches and to deliver training sessions to the participating players.

We think that our basic education for coaches is well done and produces very good result for development. We are now looking forward to building a continuous professional development plan, to deliver complementary modules to increase our coaching level in Europe.

**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 and the Summer School, a total of 36 different countries were taking part. We are very close from our goal. Next year, we will organize 12 Regional Projects, two more than usual. We then hope to involve even more countries.



**Summer School**

Once again, the Summer School was held in Podcetrtek, Slovenia. Our good knowledge of the facilities and the organization made things easier this year and everything went really well. With a total of 80 participants, we can say that this edition was again a great success.



Podcetrtek will also host the Summer School in 2018 and 2019 after submitting a successful bid following the introduction of the new bidding procedures for the Summer School. Based on the newly introduced rules, Badminton Europe Member Associations have the opportunity to bid for the BEC Summer School at any time it is of interest and convenience for the Member Association. We are looking forward to the next two editions and also to have a new host for the following years.

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

Jean-Marc Serfaty  
Chair of the Sport for All Commission  
5 January 2018

## **REPORT BADMINTON EUROPE WOMEN IN BADMINTON COMMISSION**

(Order paper item 3.12.)

Chair of the Commission – Klavs Andreassen

### **Women in Badminton Commission**

The Women in Badminton Commission met two times in 2017 for the Commission Meeting

20<sup>th</sup> January 2017 – Copenhagen (Denmark)

The Commission bid farewell to Jeroen van Dijk as the staff responsible for this Commission and welcomed Zsafia Horvath to take over this role.

23<sup>rd</sup> September 2017 - Sofia (Bulgaria)

The Commission thanked the previous commission members for their work and welcomed the new members. The current Commission consists of Klavs Andreassen, Chair (BEC), Richard Vaughan (BEC), Jean-Marc Serfaty (BEC), Tina Riedl (AUT), Maria Bubuacea (MDA), Ella Diehl (RUS) and Martina Osickova (CZE) and Zsafia Horvath & Tania Teoh (BEC Staff)



### **Scholarships**

The scholarship programme received tremendous support from our Member Associations and 21 recipients from 20 Member Associations were granted this scholarship for participating in these 4 categories: BEC Summer School, BEC Congress, BEC Umpire Courses and participation at BWF Para-Badminton International tournaments.



<b>BEC Congress</b>	1. Maria Bubucea (MDA) 2. Jo'Anne Cassar (MLT) 3. Tamara Geeraerts (BEL) 4. Aneta Ianeva (BUL) 5. Sonia Lopes (POR) 6. Maris Mehine (EST)
<b>BEC Summer School</b>	7. Diana Constantino (POR) 8. Maria Jonsson (SWE) 9. Eva Miklic (SLO) 10. Zimniewska Oliwia (POL) 11. Julia Polackova (SVK) 12. Aisling Ryan (IRL) 13. Eirini Tenta (GRE)
<b>BEC Umpire Courses</b>	14. Veronique Bertin (FRA) 15. Tea Grofelnik (CRO) 16. Pia Hermanns (GER) 17. Fidan Huseynli (AZE) 18. Kristina Jovin (SRB) 19. Marianna Viola (ITA)
<b>BWF Para-Badminton Intl.</b>	20. Daria Bujnicka (POL) 21. Marcela Quinteros Covella (ESP)

### Representation within BEC

As of 2017, we have the following statistics in female participation:

<b>BEC Board of Directors</b>	14.3% - 2 from 14 Directors
<b>BEC Commission Members</b>	66.7% - 10 from 15 Commission Members
<b>BEC Office Staff</b>	33.3% - 4 from 12 Office Staff

There was a 31.1% increase in the female participation for 'BEC Commission Members' from 2016 to 2017. We hope that the female participation percentage will continue to increase in other areas as well.

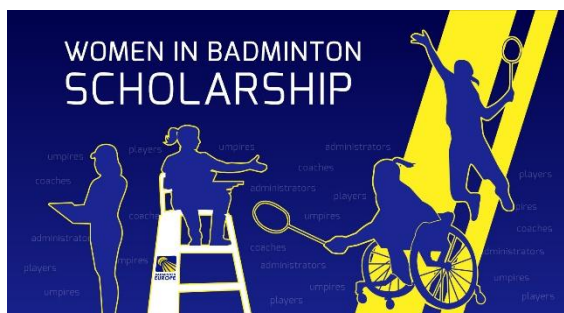
### Promotion and Communication

- BEC Women in Badminton Award

Lotka Lubin was named the winner of the BEC Women in Badminton Award for 2016 in our 5<sup>th</sup> BEC Awards Gala which took place in Prague, Czech Republic. Lotka Lubin is a Polish badminton club which consists of volunteers organizing numerous events in Poland, led by 5 enthusiastic ladies. They won the 2016 BEC Women in Badminton Award (project) based on the excellent organisation of the BEC European U17 Championships 2016 in Lubin, Poland.

- Women in Badminton website

We produced numerous promotion materials which were used on our website and social media platforms, namely different banners, videos and articles.





- BEC Online Magazine

Articles focused on female participation in badminton were published in the BEC Online Magazine, issue 26, page 30 to 33.

- International Women's Day (March 8th)

We posted the Commission's picture on our social media platforms in accordance to the annual International Women's Day celebration.



Finally, I would like to thank the former Commission members Pi Hongyan (FRA) and Victoria Chatzina (GRE) for their contribution in the last 3 years. Also, big thanks to the present Commission members for their work and last, but not least the BEC Office and in particular, Zsafia Horvath and Tania Teoh.

Klavs Andreassen  
Chair of the Women in Badminton commission  
5 January 2018

## ANNUAL FINANCIAL REPORT 2017

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**STATEMENT BY THE BOARD OF DIRECTORS**

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The Badminton Europe Board of Directors have today discussed and approved the Annual Report of Badminton Europe for 2017.

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 2017 and of the results of the organization's operations for the financial year 1 January - 31 December 2017.

We recommend that the Annual Report be approved at the Annual Delegates Meeting.

Dubrovnik, 13 April 2018.

Badminton Europe:

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Brian Agerbak  
General Secretary

Board of Directors:

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Gregory Verpoorten  
President

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Ritchie Campbell  
Finance

---

Andrey Antropov  
Vice-President

---

João Matos  
Vice-President

---

Murat Özmekik  
Vice-President

---

Andrej Pohar  
Director

---

Emma Mason  
Director

---

Jean-Marc Serfaty  
Director

---

Klavs Andreassen  
Director

---

Martin Kranitz  
Director

---

Peter Tarcala  
Director

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Richard Vaughan  
Director

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Robbert de Kock  
Director

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Selena Piek  
Athletes' Commission  
Chair



**MANAGEMENT REVIEW**

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**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
Director for Finance:	Ritchie Campbell
Vice-President:	Andrey Antropov
Vice-President:	João Matos
Vice-President:	Murat Özmekik
Director:	Andrej Pohar
Director:	Emma Mason
Director:	Jean-Marc Serfaty
Director:	Klavs Andreassen
Director:	Martin Kranitz
Director:	Peter Tarcala
Director:	Richard Vaughan
Director:	Robbert de Kock
Chair of Athletes' Commission:	Selena Piek

**Auditor**

EY  
Statsautoriseret Revisionspartnerselskab  
Torben Kristensen

**Bank**

Danske Bank  
Handelsbanken  
Sydbank

**VAT registration**

Badminton Europe Confederation was VAT registered on 1 January 2017.

The VAT number is: DK27134076

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**MANAGEMENT REVIEW**

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**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 deficit of 88.248 EUR is an improvement of 184.252 EUR against the budget set for the year. The reason for the improvement against was general prudent spending over a number of expense items.

**The financial budget and forecasts**

The Board of Directors expect a deficit in 2018 of close to 100.000 EUR. The forecast for both 2019 and 2020 shows deficits of around 200.000 EUR.

**Events occurred after the 31 December 2017**

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 2017*

		€	€
	Note	2017	2.016
<b>INCOME</b>			
Administration Fee BEC		<b>60.100</b>	60.640
Subscriptions BWF (90%)		<b>78.334</b>	79.306
BWF CC Development Funding	1	<b>794.429</b>	704.525
Entry Fees		<b>94.550</b>	169.135
Sanction Fees		<b>77.193</b>	72.865
Withdrawal Fees BEC		<b>14.205</b>	19.318
Rights and sponsorships		<b>800.837</b>	1.030.716
Sales		<b>45.865</b>	51.598
Bad debts recovered		<b>900</b>	20.211
Miscellaneous income		<b>26.363</b>	13.521
<b>INCOME TOTAL</b>		<b>1.992.776</b>	2.221.835
<b>EXPENDITURE</b>			
Sport for All	2	<b>325.593</b>	352.064
High Performance	3	<b>226.978</b>	81.813
Member Structures	4	<b>51.240</b>	15.297
Women in Badminton	5	<b>14.649</b>	13.865
Para-Badminton	6	<b>30.371</b>	36.713
<b>Development</b>		<b>648.831</b>	499.752
<b>Communication &amp; Media</b>	7	<b>265.113</b>	257.784
Major Events	8	<b>198.814</b>	299.444
Circuits	9	<b>37.300</b>	27.061
<b>Events</b>		<b>236.114</b>	326.505
<b>Commercial</b>	10	<b>75.677</b>	13.019
<b>Administration</b>	11	<b>736.019</b>	639.428
<b>EXENDITURE TOTAL</b>		<b>1.961.754</b>	1.736.488
<b>OPERATING SURPLUS</b>		<b>31.022</b>	485.347
Bank interest		<b>-3.615</b>	0
Exchange rate fluctuation		<b>-115.655</b>	25.197
		<b>-119.270</b>	25.197
<b>SURPLUS FOR THE YEAR</b>		<b>-88.248</b>	510.544

**Balance sheet***at 31 December 2017*

		<b>2017</b>	<b>2016</b>
		€	€
<b>FIXED ASSESTS</b>			
Property		<b>410.000</b>	410.000
Office equipment		<b>1.086</b>	901
<b>CURRENT ASSETS</b>			
Equipment stock	<b>5.250</b>		8.835
Demands	<b>86.080</b>		
Provisions of bad debts	<b>13.936</b>	<b>72.144</b>	47.435
Provisions	<b>0</b>		67.462
Cash in bank or hand	<b>2.013.548</b>		2.058.688
	<b>2.090.942</b>		<u>2.182.420</u>
<b>CURRENT LIABILITIES</b>			
Accruals, provisions and deferred income	<b>97.889</b>		96.157
Items for other periods	<b>-9.307</b>		<u>-4.531</u>
	<b>88.582</b>		<u>91.626</u>
Net current assets		<b>2.002.360</b>	2.090.794
Net Assets		<b>2.413.446</b>	2.501.695
<b>RESERVES</b>			
As of 1st of January	<b>2.501.694</b>		1.991.151
Surplus for year	<b>-88.248</b>		510.544
		<b>2.413.446</b>	<u>2.501.695</u>



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

Grants of 868.472 USD were received from BWF for development activities.

	Received	Utilized
Base Grant	364.944	347.844
Programme funding	133.858	153.787
Player development	84.000	84.000
Shuttle Time equipment	52.000	52.920
Contingency	50.000	50.000
Capacity building	40.000	40.000
Para-Badminton	41.070	41.070
Tournament development	30.000	30.000
TO special grant	10.600	10.600
Marketing grant	20.000	20.000
Women	20.000	20.000
WAOs	22.000	22.000
Total	868.472	872.221

This amounts to 36,3% of the income of Badminton Europe. The documentation for how the money has been spent across the expenditures of the Confederation has been presented to the BEC Auditors as part of the audit process.

	2017 €	2016 €
<b>Note 2: Sport for All</b>		
Equipment support	110.250	145.722
Development projects	183.113	170.156
Coach education	29.959	31.945
Commission / Administration	2.271	4.241
	<b>325.593</b>	<b>352.064</b>
 <b>Note 3: High Performance</b>		
Training centres / Scholarships	224.446	10.803
Player development	0	67.008
Commission / Administration	2.532	4.001
	<b>226.978</b>	<b>81.813</b>

<b>Note 4: Member Structures</b>		
Seminars	27.331	8.493
MA support	21.609	1.877
Commission / Administration	2.300	4.927
	<b>51.240</b>	<b>15.297</b>
<b>Note 5: Women in Badminton</b>		
Activities	12.030	9.128
Commission / Administration	2.619	4.737
	<b>14.649</b>	<b>13.865</b>
<b>Note 6: Para-Badminton</b>		
Activities / Events	25.561	29.479
Commission / Administration	4.810	7.234
	<b>30.371</b>	<b>36.713</b>
<b>Note 7: Communication &amp; Media</b>		
PR/TV activities	30.952	35.406
Live score / streaming	174.085	176.406
Television	40.000	30.917
Manager app	15.509	10.760
Commission / Administration	4.567	4.295
	<b>265.113</b>	<b>257.784</b>
<b>Note 8: Major Events</b>		
European Championships	136.174	221.590
Events Equipment, Medals	13.762	22.402
Travel grants	17.515	21.047
Technical Official's education, clothing	28.803	29.139
Commission / Administration	2.560	5.266
	<b>198.814</b>	<b>299.444</b>
<b>Note 9: Circuits</b>		
Circuit equipment	4.801	4.494
Observers and Referees	27.879	17.893
Commission / Administration	4.620	4.674
	<b>37.300</b>	<b>27.061</b>
<b>Note 10: Commercial</b>		
Sponsor servicing	645	682
TV placement deals	10.000	0
Promotional material	60.527	10.337
Administration	4.505	2.000
	<b>75.677</b>	<b>13.019</b>

**Note 11: Administration**

Meetings	92.336	50.738
Annual Delegates' Meeting and Gala dinner	45.119	34.609
Travel and accommodation	25.550	31.328
Office expenses	13.383	23.958
Salaries	442.664	412.731
Accounting	1.695	1.706
Legal expenses	-2.101	0
Audit expenses	3.600	3.375
Postage and stationary	20.960	22.894
Depreciation	768	551
Provisions bad debt	3.854	2.834
Bad debtors	76.502	21.380
Miscellaneous administration	9.812	30.672
Bank interest and charges	1.877	2.652
	<b>736.019</b>	<b>639.428</b>

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**ACCOUNTING POLICIES**

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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 Board of Badminton Europe****Opinion**

We have audited the financial statements of Badminton Europe for the financial year 1 January – 31 December 2017, which comprise income statement, balance sheet and notes, including accounting policies. The financial statements are prepared in accordance with generally accepted accounting principles, as described in the accounting policies.

In our opinion, the financial statements of Badminton Europe for 1 January – 31 December 2017 are prepared, in all material respects, in accordance with generally accepted accounting principles, as described in 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

***Independence***

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.

**Management's responsibilities for the financial statements**

Management is responsible for the preparation of financial statements in accordance with generally accepted accounting principles, as described in the accounting policies and for such internal control as Management 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, Management 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 Management 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 as to 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.

**Independent auditor's report**

As part of an audit conducted in accordance with ISAs and additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism 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.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- ▶ Conclude on the appropriateness of Management'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 conclusions are 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.

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.

#### **Statement on the Management's review**

Management is responsible for the Management's review.

Our opinion on the financial statements does not cover the Management's review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the Management's review and, in doing so, consider whether the Management's review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Based on the work we have performed, we conclude that the Management's review is in accordance with the financial statements. We did not identify any material misstatement of the Management's review.

Copenhagen, 13 April 2018

ERNST & YOUNG

Godkendt Revisionspartnerselskab

CVR no. 30 70 02 28

Torben Kristensen

State Authorised

Public Accountant

MNE no. 10003

## BEC Safeguarding Policy for Vulnerable People

(Order paper item 5.)

### Vulnerable People Safeguarding Policy

Minors, as defined in applicable local law, and vulnerable adults (together, "**Vulnerable People**") who participate in badminton should be able to take part in an enjoyable and safe environment and be protected from harassment and abuse. It is the responsibility of everyone involved in badminton to protect these Vulnerable People.

Badminton Europe Confederation (BEC) recognizes its responsibility to safeguard and promote the welfare of Vulnerable People participating in badminton in Europe and is committed to ensuring safeguarding practice reflects statutory responsibilities and complies with best practice.

In particular, BEC is committed to working to provide a safe environment for all Vulnerable People to participate in badminton in Europe to the best of their abilities. This policy recognises that the welfare and interests of Vulnerable People are paramount in all circumstances. It aims to ensure that regardless of age, ability or disability, gender reassignment, race, religion or belief, sex or sexual orientation, socio-economic background, all Vulnerable People:

- have a positive and enjoyable experience of badminton in a safe and appropriate environment in Europe; and
- are protected from abuse whilst participating in activities organized by BEC, its Member Associations or partner organizations.

As part of its safeguarding commitment, BEC will:

- promote and prioritize the safety and wellbeing of Vulnerable People in European badminton;
- develop procedures that ensure Vulnerable People are protected from harassment and abuse in any activity or event organized by BEC;
- develop an educational framework that ensures everyone involved in European badminton (including Member Associations) understands their roles and responsibilities in respect of safeguarding; and
- ensure that appropriate action is taken in the event of incidents/concerns and support provided to the individual/s who raise or disclose concern
- ensure that it maintains and stores securely all confidential, detailed and accurate records of all safeguarding concerns provided to or created by BEC
- Prevent the employment of unsuitable individuals

The policy and procedures will be widely promoted and are mandatory for everyone involved in BEC. Failure to comply with the policy and procedures will be addressed without delay and may ultimately result in dismissal/exclusion from the organisation following due process.

The policy will be reviewed by the BEC Board of Directors every three years.

**STRATEGIC PLAN**

(Order paper item 6.)

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

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**Part 1: Organization and structure****1. Introduction**

Badminton Europe Confederation (BEC) was founded on 24<sup>th</sup> 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 2017 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

2 Vice-Presidents

The Director for Finance

The Chair of the BEC Athletes' Commission

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 June, where the time of the ADM may allow for an additional cost-efficient meeting.

The President, General Secretary, Athletes' 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
- Communication & Media
- 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 KPIs**

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 completed in 2018
2. Annual Delegates' Meeting	Ensure well organized Annual Delegates Meetings in compliance with the BEC Rules	-stable attendance of MAs
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 KPIs 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	-Yearbook updated annually

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 MAs 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 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 MOUs
4. Positioning in the badminton world	BEC wishes to position itself as a trusted and efficient organization that with integrity, commitment and respect deals with BWF, Continental Confederations, Member Associations and partners.	-ensure good working relations with all organizations governing badminton and BEC partners
5. 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

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 in accordance with the marketing plan.	-Increase income from rights and sponsorships by 10% in 2018 compared to 2016.
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 3 months after the 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. Communication & Media		
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 and with an average reach of 40.000 people per month -Twitter – 30.000 followers by 2020 -Youtube – 40.000 subscribers by 2020 and 10 million views -Instagram – 40.000 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 -personal contact to journalists and media
3. Spectators	To have a significant spectator presence from quarter finals onwards for all major events.	-quarter-finals – minimum 50% of capacity -semi-finals – minimum 60% of capacity -finals – minimum 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 communication	Set up relevant projects and facilitate MAs so that they would progress in their development level within the Communication area.	-60% of MAs achieving minimum developed status in communication by 2020 -30% of MAs achieving minimum established status in communication by 2020 -15% of MAs achieving advanced status in communication by 2020
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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. -Start cooperation with a future event host at the previous edition.	-contract signed 12 months before the start of an event -website set up 6 months before the start of an event -invitation and key dates published 4 months before the start of an event -invite and meet next hosts of the same event
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. European Games	Ensure badminton's continued participation at the European Games.	-part of the European Games 2019
5. Technical officials	Ensure both the required quantity and quality of European Technical Officials via a solid and transparent education, assessment and appraisal program.	-ensure a pool of 75 BEC Accredited umpires and 50 BEC Certificated umpires -have a passing rate of 75% for European umpires in connection with BWF assessments -ensure a pool of 20 BEC Continental Referees -have a passing rate of 60% for European referees in connection with participation in BWF workshops and eventual assessments -selection of BWF Line judges in accordance with BWF guidelines



6. Television	Television from European Championships, European Mixed Team Championships and European Men's & Women's Team Championships produced and delivered in accordance with contractual specifications, agreed with the BEC media partner.	-HD production -9 cameras -minimum 3 days of production for individual events and 2 days production for team event
7. Streaming	All days of all European Championships, with commentary on final days, streamed on BEC media platform.	-1-5 cameras per court -HD production (720 pixels) -2 persons commentating all finals

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. MA Events	Set up relevant projects and facilitate MAs so that they would progress in their development level within the Events/tournaments area.	-80% of MAs achieving minimum developed status in events by 2020 -38% of MAs achieving minimum established status in events by 2020 -25% of MAs achieving advanced status in events by 2020
3. 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

4. Event's organizers education	Encourage and support MAs to have their events staff or local organizers educated via the BWF Events Administrators Education program.	-individuals from 20 organizers/MAs having participated in the BWF Events Administrators online education program by 2020 -decrease administrative fines by 20% by 2020
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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 MAs so that they would progress in their development level within the participation area.	-75% of MAs achieving minimum developed status in participation by 2020 -35% of MAs achieving minimum established status in participation by 2020 -25% of MAs achieving minimum advanced status in participation by 2020
3. Schools badminton	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.	-40 MAs implementing Shuttle Time by 2020 -20.000 teachers educated by 2020 -50 MAs organizing Badminton School Championships
4. Coach Education level 1 and 2	To have well informed, educated and talented coaches on grassroot level in the European badminton system by enabling the MAs to become self-sufficient in educating coaches on the entry level.	-49 MAs delivering a Coach Education program by 2020 -39 MAs delivering Coach Education courses of minimum level 2 by 2020 -minimum 10 MAs applying for Olympic Solidarity courses per year
5. International youth camps	To organize BEC Summer School and Regional Projects annually to provide inspiration, international experience and network to junior players.	-40 MAs have players who receive international training experience through the BEC Summer School and Regional Projects
6. Senior badminton	To have focus on the senior segment of European badminton to ensure that there are offers for badminton to be played life-long.	- 45 MAs organizing national senior events by 2020 -Have an entry of minimum 1.000 players for the European Senior Championships in 2018

19. High Performance		
Activity area	Goal and Strategies	KPI
1. Training facilitation	To ensure that players from all MAs 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.	<ul style="list-style-type: none"> <li>-badminton to remain as an Olympic Sport</li> <li>-5 players/pairs in top 25 of the World Rankings in all disciplines in 2020</li> <li>-5 medals at 2020 World Championships</li> <li>- 4 European medals at 2020 Olympic Games</li> <li>-25 European passports 2020 Olympic Games</li> <li>-1 medal at 2018 Youth Olympic Games</li> <li>- Have a BEC High Performance centre in 2017</li> </ul>
2. MA High Performance	Set up relevant projects and facilitate MAs so that they would progress in their development level within the High-Performance area.	<ul style="list-style-type: none"> <li>-70% of MAs achieving minimum developed status in High Performance by 2020</li> <li>-25% of MAs achieving minimum established status in High Performance by 2020</li> <li>-10% of MAs achieving minimum advanced status in High Performance by 2020</li> </ul>
3. Olympic Solidarity scholarships	Ensure that MAs are sufficiently informed of the possibilities of receiving scholarships for their players.	<ul style="list-style-type: none"> <li>-25 MAs applying for Olympic Solidarity Scholarships for the 2020 Olympic Games</li> <li>- 20 MAs applying for Youth Olympic Solidarity Scholarships for the 2018 YOG</li> </ul>
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 2018
5. High Performance in MAs	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 MAs having a High Performance plan by 2020

20. Member Structures		
Activity area	Goal and Strategies	KPI
1. Membership	Encourage the establishment of new MAs and support compliance with BWF and BEC Membership requirements.	-annual review to be undertaken in terms of activating dormant MAs, increase engagement with existing MAs and in terms of identifying and encouraging new MAs into membership -annual support in terms of reminding European MAs of the BWF Membership requirements and making MAs aware of the governance tools made available by BWF
2. Analyse and consult	-Actively use the BWF Membership survey to classify MAs and inform the relevant Commissions of the results relevant to their area. -- Support the relevant Commission to set KPIs for the development level of MAs as exemplified for administration here.	-90% of MAs achieving minimum basic status in administration by 2020 -60% of MAs achieving minimum established status in administration by 2020 -25% of MAs achieving minimum advanced status in administration by 2020
3. BASIS	-World Academy of Sport - encourage participation in the administrators courses of BWF organised with World Academy of Sport. - Representative visit – proactively engage with members about the opportunity to have a BEC representative visit their MA. - Shadow programme – offer an annual shadow programme to MAs. - Internship programme – offer an annual internship programme to MAs. - National umpire education programme – launch programme in 2018 in conjunction with Major Events Commission. - Volunteer programme – launch programme in 2018.	-individuals from 50% of MAs having participated in an WAoS course by 2020 - 5 representative visits to be carried out annually by 2020 - conduct an annual shadow programme - conduct an annual internship programme - national umpire education programme launched in 2018 - volunteer programme launched in 2018 - annual revision and assessment of BASIS programmes in conjunction survey and MA feedback

4. Information	To keep MAs informed of BEC activities and provide opportunity, guidance and assistance for them to benefit of the activities.	<ul style="list-style-type: none"> <li>-circulate a MEMO to MAs summarizing the key decisions taken at BEC Board meetings after each meeting and publish this on the website</li> <li>-hold an information session at the BEC Members' Forum to provide an update to MAs on BEC activities</li> <li>-pro-actively engage with MAs and request feedback on BEC and MA activities</li> </ul>
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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.	<ul style="list-style-type: none"> <li>-32 of our 52 MAs governing para-badminton by 2020</li> <li>-35 of our 52 MAs created links to their national Para-Sport organizations by 2020</li> </ul>
2. Integration in BEC activities	Integrate para-badminton into the governance, management, events and other activity structures on BEC level.	<ul style="list-style-type: none"> <li>-contribute to the Members' Forum organized at the BEC Congress</li> <li>-invite para-badminton coaches in 4 development projects (Summer School, Coach Education, Shuttle Time, Regional Project) by 2020</li> <li>-include 10 BWF sanctioned para-badminton international tournaments in BEC communication calendar by 2020</li> </ul>
3. European Para-Badminton Championships	Find hosts to organize bi-annual European Para-Badminton Championships (EPC) and liaise with BWF to ensure appropriate funding for this event from 2020 onwards.	<ul style="list-style-type: none"> <li>-include EPBC into overall BEC bidding plan as soon as possible after agreement with BWF</li> <li>-articles about EPBC published on BEC platforms</li> </ul>
4. Promotion	Promote para-badminton activities in BEC Marketing and Communication activities.	<ul style="list-style-type: none"> <li>-15 articles with interviews by 2020</li> <li>-MAs activities published - 17 MAs by 2020</li> <li>-para-badminton to feature in every BEC online magazine</li> <li>-para-badminton has its own section of the website</li> </ul>



5. Education	Ensure that there is a sufficient number of coaches and administrators spread around Europe.	-have 120 different coaches involved in para-badminton to attend BWF education system by 2020 -administrators – to have a liaison contact with 35 national administrators by 2020
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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.	-put forward ideas for presentation and discussion regarding Badminton for Women topics at the Members' Forum
2. Representation within Member Associations	Encourage the development of female representation in all Member Associations.	-give 30 WIB Scholarships to MAs to participate in Coach Education courses by 2020 -give 10 WIB Scholarships to MAs to participate in ADM and Forum by 2020 -give 30 WIB Scholarships to MAs to participate in Umpire Courses -give 10 WIB scholarships to MAs 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.	- have a Badminton for Women Award at 2016-2020 Gala - minimum 24 Badminton for Women articles featured by 2020 (previously known as Women in the Spotlight)

<b>23. Athletes' Commission</b>		
<b>Activity Area</b>	<b>Goals and Strategies</b>	<b>KPI</b>
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.	-To increase the members on the Facebook group to at least 400 -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
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.	-To create a systematic approach to monitor and review the problems and issues that the AC has been contacted about -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
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 MAs and thereafter work towards having athletes' representation in relevant MA Commissions

**Budget 2018 and forecasts 2019 and 2020**

(Order Paper Item 7.)

<b>INCOME*</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Actual 2017</b>	<b>Budget 2018</b>	<b>Forecast 2019</b>	<b>Forecast 2020</b>
Administration Fee BEC	60.640	60.000	60.100	<b>60.000</b>	60.000	60.000
Subscriptions BWF	79.306	87.000	78.334	<b>80.000</b>	80.000	80.000
BWF CC Development Funding	704.525	725.000	794.429	<b>705.000</b>	700.000	700.000
Entry Fees	169.135	105.000	94.550	<b>193.010</b>	100.000	200.000
Sanction fees	72.865	79.000	77.193	<b>80.000</b>	80.000	80.000
Withdrawal Fees BEC	19.318	16.000	14.204	<b>15.000</b>	15.000	15.000
Rights and sponsorships	1.030.716	776.000	800.837	<b>1.000.800</b>	800.000	1.000.000
Sales	51.598	50.000	45.865	<b>30.000</b>	30.000	30.000
BEC COE	0	0	0	<b>150.000</b>	150.000	150.000
Bad debts recovered	20.211	0	900	<b>0</b>	0	0
Miscellaneous income	13.521	10.000	26.364	<b>10.000</b>	10.000	10.000
<b>INCOME TOTAL</b>	<b>2.221.835</b>	<b>1.908.000</b>	<b>1.992.776</b>	<b>2.323.810</b>	<b>2.025.000</b>	<b>2.325.000</b>
<b>EXPENDITURE</b>						
Sport for All	352.064	355.000	325.593	<b>265.000</b>	270.000	275.000
High Performance	81.813	272.000	226.978	<b>453.000</b>	455.000	460.000
Member Structures	15.297	82.000	51.240	<b>68.000</b>	70.000	72.000
Women in Badminton	13.865	17.000	14.649	<b>20.000</b>	20.000	20.000
Para-badminton	36.713	44.000	30.371	<b>34.500</b>	40.000	45.000
<b>Development</b>	<b>499.752</b>	<b>770.000</b>	<b>648.831</b>	<b>840.500</b>	<b>850.000</b>	<b>872.000</b>
<b>Communication/Media</b>	<b>257.784</b>	<b>291.500</b>	<b>265.113</b>	<b>296.500</b>	<b>300.000</b>	<b>310.000</b>
Major Events	299.444	194.500	198.814	<b>380.000</b>	200.000	400.000
Circuits	27.061	41.000	37.300	<b>39.000</b>	40.000	41.000
<b>Sport</b>	<b>326.505</b>	<b>235.500</b>	<b>236.114</b>	<b>419.500</b>	<b>240.000</b>	<b>441.000</b>
<b>Marketing</b>	<b>13.019</b>	<b>130.000</b>	<b>75.677</b>	<b>94.500</b>	<b>75.000</b>	<b>75.000</b>
<b>Administration</b>	<b>639.428</b>	<b>753.500</b>	<b>736.019</b>	<b>770.500</b>	<b>800.000</b>	<b>830.000</b>
<b>EXENDITURE TOTAL</b>	<b>1.736.488</b>	<b>2.180.500</b>	<b>1.961.754</b>	<b>2.421.500</b>	<b>2.270.000</b>	<b>2.528.000</b>
<b>OPERATING SURPLUS</b>	<b>485.347</b>	<b>-272.500</b>	<b>31.022</b>	<b>-97.690</b>	<b>-245.000</b>	<b>-203.000</b>
Bank interest	0	0	-3.615	<b>-4.000</b>	-4.000	-4.000
Exchange rate gain	25.197	0	-115.655	<b>0</b>	0	0
	25.197	0	-119.270	<b>-4.000</b>	-4.000	-4.000
<b>RESULT</b>	<b>510.544</b>	<b>-272.500</b>	<b>-88.248</b>	<b>-101.690</b>	<b>-249.000</b>	<b>-207.000</b>

\*Note the variance in income in even and uneven years due to variation in events programme.

## **BOARD ELECTIONS**

(Order paper item 11.)

Election of **1 VICE-PRESIDENT**

for the period of 2018-2021

and

Election of **1 VICE-PRESIDENT**

for the period of 2018-2020

National Badminton Federation of Russia proposes the re-election of  
**Andrey ANTROPOV (National Badminton Federation of Russia)**

Swiss Badminton, Austrian Badminton Federation and Italian Badminton  
Federation proposes the re-election of  
**João Matos (Portuguese Badminton Federation)**

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



**Andrey ANTROPOV**  
**Russia**

**Proposed by:** **National Badminton Federation of Russia**  
**Date of Birth:** 21 May 1967  
**Languages:** Russian, English

**Badminton Experience and Involvement**

- Andrey was born on May 21, 1967 in Omsk. Master of Sports - 1983 International Master of Sports - 1987 More than 50 times became the champion of the USSR and Russia in badminton. Multiple absolute champion of the country (he won at once in three categories - singles, doubles, mixed doubles). Participated in two Olympic Games (1992, 1996). Multiple winner and prize winner of the European and World Cup. Three-time winner of the individual European Cup. Player of the team "SKA-Omsk", for the first time in the history of the country, who won the European Cup among club teams in Moscow in 1988. Silver (1994) and bronze (1988) prize-winner of European championships.
- 1998 - 2009 – Vice-President of the National Badminton Federation of Russia
- 2009 – elected as the Chairman of the Council of the National Badminton Federation of Russia
- 2013 – elected as the Vice-President of the Badminton Europe Confederation (BEC)
- 2013 - re-elected as the Chairman of the Council of the National Badminton Federation of Russia
- 2016 - re-elected as the Vice-President of the Badminton Europe Confederation (BEC)
- 2017 - re-elected as the Chairman of the Council of the National Badminton Federation of Russia

## João MATOS

### Portugal

**Proposed by:** Austria, Italy and Switzerland  
**Date of Birth:** 17 September 1961  
**Languages:** Fluent in English, French, Italian and Spanish. Beginner level in German and Mandarin.



#### Badminton Experience and Involvement

- EBU Council Member as Director for Public Relations (1997 – 2008).
- BEC Vice-President (2008- present).
- BEC Acting President from June 2013 to April 2014.
- EBU Working Group Member in 1996, BEC History Committee (2007 – present).
- President of the Portuguese Badminton Federation (1992 – 2012).
- Member of Council of Portuguese National Olympic Committee (COP) since 1997 to 2009 and Treasurer from 2009 to 2013.
- Member of European Olympic Committees Marketing and Communication Commission from 2010 to 2014.
- Creator of EBU official site [www.eurobadminton.org](http://www.eurobadminton.org) in 1997.
- Registered player n° 2980 from Federação Portuguesa de Badminton and active since 1978.
- Level 3 men's doubles champion in season 1980/81 and level 1 in season 1985/86.
- Level A Senior men's doubles champion in season 1998/99.
- Level B Senior men's doubles champion in seasons 2001/02, 2002/03 and 2003/04.
- Level C Senior men's doubles champion in season 2016/17.

#### Other Experience and Qualifications

- Chef-de-mission from Comité Olímpico de Portugal (COP) for 1999 European Youth Olympic Days in Esbjerg – DEN, 2003 Eur'Altus in Nice – FRA, 2005 ASEM Games in Bangkok – THA and 2009 EYOF in Tampere - FIN.
- Committee of Management member in 2011 European U17 Championships - POR.
- Mechanical Engineer from Instituto Superior de Engenharia do Porto since 1983 with updated degree in 2012.
- Plant Manager in the Printing Industry and Quality Assurance Director (1985 –2009).
- Technical advisor for Fitebal since 2012.
- Amateur photographer with special interest in sport photography.

## Murat ÖZMEKİK

### 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 -      |
| • President of COMEBA                        | 2013 - present |
| • Vice president of Balkan Badminton Union   | 2008 - present |
| • President of Turkish Badminton Federation  | 2004 – present |

#### 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, build and opened; Olympic Center inc. 50 rooms (120 persons) hotel ; 9 courts main hall and 4 courts second hall and main plan is share this center with who will need training camp for high performance.
- Signed a contract factory of Badminton Equipment and have own brand "TBF" Rackets, strings , shoes, racket bags, shuttlecocks etc. And also, I will share with countries who will need it.

Election of **Director for Finance**  
for the period 2018 – 2022

Badminton Denmark proposes the election of  
**Bo JENSEN (Badminton Denmark)**

Badminton England proposes the election of  
**Mike ROBINSON (Badminton England)**

**Bo Jensen**  
**DENMARK**

**Proposed by:** **Badminton Denmark**  
**Date of Birth:** 18 March 1964  
**Languages:** English, German, Swedish, Norwegian, Danish

**Badminton Experience and Involvement**

- Has played badminton since he was seven years old on tournament level
- Was an educated coach, been practicing/working, especially with juniors, for many years in different clubs
- Has been member on all levels in local club organization, for example board member, responsible for all junior activities
- Chairman of the board in one of the largest clubs in Denmark
- Has been CEO from October 2015 for Badminton Denmark with personal responsibility for finance, sponsors, commercial partners, HR, administration, communication and marketing

**Other Experience and Qualifications**

- Education: Master from Copenhagen Business School in "International Management and Business Economy"
- Has since 1992 been working in the private sector, the last 20 years (until 2015) in international companies.
- Has had different positions as Sales & Marketing Manager, Country Manager, International Sales & Marketing Manager.
- Was from 2005 to 2015 CEO in a German Company - overall P&L responsible (Profit & Loss) for the Nordic Countries and the Renewable Energy Market World Wide
- Has from 2015 and until today been executing a turnaround strategy within Badminton Denmark, generating significant increase in commercial turnover.



## Mike ROBINSON

### England

**Proposed by:** Badminton England  
**Date of Birth:** 18 March 1960  
**Languages:** English



*A current Badminton England director (Chair of Finance & Risk Board) and recently retired chartered accountant and partner of leading financial services firm PricewaterhouseCoopers (PwC), committed to supporting the sport I love.*

**In seeking election for the position of Director for Finance of Badminton Europe my objectives are to:** Ensure that Badminton Europe financially secure, well governed and fit to represent its members

#### **Finance**

Drawing on my experience as a former partner of PwC, I will support the Board, Executive and Commissions, in all decisions with a financial impact, ensuring we remain financially secure and compliant, in an increasingly complex financial world. I see the need for a strong budgeting process in order that our resources are aligned with strategic priorities and are planned to achieve full value. I will support the commercial strategy including the growth of commercial revenues, contract negotiations and the investment in our digital strategy.

#### **Governance**

At Badminton England, I have input into our Strategic Plan, *Discover Badminton* (2017-25) and led the development of the financial plan. I contributed to the governance reforms required, in order that we comply with the UK Code for Sport Governance and led the update of our risk management procedures. I will work to ensure that there is **good governance across the organisation**, improving **standards of administration** and **transparency in decision making**, not just within Badminton Europe but in supporting Member Associations.

#### **Supporting investment**

We need to invest in **Member Associations** to grow the game, bring on talent and support player development. I will listen carefully and ensure that investment brings the maximum benefit to **Member Associations**. We must support the work of the **Commissions** to grow the profile and coverage of badminton across European nations and ensure the growth of major events.

#### **To be a supportive and committed member of the Board of Directors**

I will bring a strong independent perspective and broad financial expertise to the Board. I will work with colleagues on the Board to ensure that European Badminton continues to improve. I communicate clearly, decisively and consistently. I will support all executive staff and work collaboratively with them. I will be present at Badminton Europe HQ in Copenhagen as and when required.

#### **To make a continuing contribution to the sport of badminton in Europe**

Being a Director of Badminton England is an opportunity to contribute to the sport that I have played and loved since being a child. Previously, as a Director of one of the best clubs in England, I contributed to the growth of grass roots membership and development of young talent.

***I look forward to enjoying success in Europe and I am excited about the opportunity to contribute to badminton at a European level.***

Election of **3 DIRECTORS**  
for the period 2018 – 2022

French Badminton Association proposes the re-election of  
**Jean-Marc SERFATY (French Badminton Association)**

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

Polish Badminton Association proposes the election of  
**Ewa DANILEWICZ (Polish Badminton Association)**

Badminton Nederland proposes the election of  
**Koen RIDDER (Badminton Nederland)**

Badminton Estonia proposes the election of  
**Renna UNT (Badminton Estonia)**

## Jean-Marc SERFATY FRANCE

**Proposed by:** French Badminton Association  
**Date of Birth:** 16 august 1965  
**Languages:** French, English, Spanish



### Badminton Experience and Involvement

- Board of Directors at BEC 2014 – present
  - Chairman of “sport for all” commission
- Council member at FFBAD 2014 - present
  - Chairman of the youth development at FFBAD
- Vice President for Sport at FFBaD 2012 - 2014
- Vice president for formation of the Badminton Ile De France Region 2013 - 2014
- President of the Ile de France Region for Badminton 2012 - 2013
- Chairman of the FFBad Council for development and International Relationship 2008 - 2012
- Working Group Member for development at BEC 2010 - 2014
- President of Badminton Paris Region 2008 - 2012
- National Coach for France U19 – U17 – U15 1999 - 2007

### Other Experience and Qualifications

- Inspector at Ministry of Education
  - In charge of “Olympic Heritage for education” 2007 – present
  - In charge of high level sport studying in INSEP,
  - Regulations for reviews of top athletes
  - High level in school sport
- National Olympic Committee working group member for education, 2012 – present
- Vice president for the recruitment competitions of Physical Education Teachers 2012 – present
- Physical education teacher at ministry of education  
Promote a continuous professional development for coaches

## 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 (CIGEPS)
  - 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

## Ewa DANILEWICZ

### Poland

**Proposed by:** Polish Badminton Association  
**Date of Birth:** 3 December 1988  
**Languages:** English - upper intermediate (B2/C1)  
 Spanish - pre intermediate (A2)  
 Dutch - pre intermediate (A2)



#### Badminton Experience and Involvement

2016 – SPORT-ART, EUROPEAN U17 CHAMPIONSHIPS 2016, *VOLUNTEER*

2016 – SPORT-ART, POLISH INTERNATIONAL JUNIOR CHAMPIONSHIPS 2016, *VOLUNTEER*

06. 2015 – up till now, MIEJSKIE PRZEDSIĘBIORSTWO WODOCIĄGÓW I KANALIZACJI SP. Z O.O. IN LUBINIE, *DIRECTOR OF ECOLOGICAL EDUCATION DEPARTMENT*

2015 – SPORT-ART, EUROPEAN JUNIOR CHAMPIONSHIPS 2015, *VOLUNTEER*

2015 - OŚRODEK KULTURY WZGÓRZE ZAMKOWE W LUBINIE, LI-NING POLISH INTERNATIONAL JUNIOR CHAMPIONSHIPS 2015, *VOLUNTEER*

2014 - OŚRODEK KULTURY WZGÓRZE ZAMKOWE W LUBINIE, POLISH INTERNATIONAL JUNIOR CHAMPIONSHIPS 2014, *VOLUNTEER*

2014 - OŚRODEK KULTURY WZGÓRZE ZAMKOWE W LUBINIE, POLISH INTERNATIONAL CHAMPIONSHIPS 2014, *VOLUNTEER*

2014 – 2018 POLISH BADMINTON ASSOCIATION, *PROXY OF THE BOARD FOR THE ORGANISATION OF THE EUROPEAN CHAMPIONSHIPS*

#### Other Experience and Qualifications

I am an energetic and enthusiastic person who enjoys a challenge and achieving personal goals. The opportunity to learn new skills and work with new environment is particularly attractive to me. During my degree I successfully combined my studies with work and other commitments showing myself to be self-motivated, organised and capable of working under pressure. I have a clear, logical mind with a practical approach to problem solving and a drive to see things through to completion. I enjoy working on my own initiative or in a team. In short, I am reliable, trustworthy, hardworking and eager to learn and have a genuine interest in sport and events organization.



**Koen RIDDER**  
**Netherlands****Proposed by:** **Badminton Nederland****Date of Birth:** 14 March 1985**Languages:** Dutch, English, German**Badminton Experience and Involvement**

- BWF Athletes Commission member 2015-2016
- BWF Athletes Commission Chair 2017-present
- Badminton Netherlands National team member 2003-2013
- Best World Ranking 17 in Men's Doubles
- Multiple time National Champion
- ¼ final French Open Super Series.
- ½ final Malaysia Masters
- Several titles Challenge level.

**Other Experience and Qualifications**

- Importer of X-TRM (badminton equipment) 2014-2016
- Director/ Founder of Promising Invest (nutrition distributor throughout Europe) 2014-Present
- Director/ Co-founder, Koni-International (specialized in export western brands to China) 2016- Present
- Ambassador "jeugd sport fonds" A foundation who helps less fortunate kids to do sports. 2011- Present
- Member IOC- AC steering committee (Charter for athletes' rights)

## Renna UNT Estonia

**Proposed by:** Badminton Estonia  
**Date of birth:** 1 April 1981  
**Languages:** Estonian, English French, Russian



### Badminton Experience and Involvement

2014 - Badminton Estonia, Secretary General  
 2017 - Member of BEC Member Structures and Para-badminton Commission  
 2014 - Tournament director of Yonex Estonian International  
 2017-2018 Tournament director European Junior Championships 2018  
 2016 - BEC Accredited umpire

### Other Experience and Qualifications

2007 - 2014 Estonian Ministry of Foreign Affairs, diplomat  
*Public Diplomacy and Media Relations Department (2007-2010)*  
*Political Department, Central Europe and Balkans Division (2010-2013)*  
*Estonian Consulate in New York, Consul (2013-2014)*  
 2003 - 2007 Tallinn University, Research and Development Office, Project manager  
 Oct 2014-March 2015 Junior World Figure Skating Championships 2015 in Tallinn  
 Press Officer  
 July 2015 European Athletics U23 Championships 2015 in Tallinn  
 Volunteer at the press centre  
 Jan 2009- Jan 2010 European Figure Skating Championships 2010 in Tallinn  
 Member of the Organising Committee, Corporate hospitality  
 2008-2010 Policy Research Centre Praxis, analyst in project "Non-profit organisations as partners in policy-making"

### Education

2015-2018 University of Tallinn, MA Communication  
 Thesis: Factors influencing sport sponsorship renewals  
 2005-2010 University of Tartu, MA Political Science  
 Thesis: Performance of Government Institutions in Organizing Public Participation  
 1999-2003 Tallinn University, BA Public Administration  
 Nov 2014 - May 2015 Advanced Sport Management course, Estonian Olympic Committee  
 October 2009 Internship at French Government Information Service (*Service d'information du Gouvernement*), Crisis Communication Division

## **NOTICE OF ANNUAL DELEGATES' MEETING**

Notice is hereby given that the 51<sup>st</sup> Annual Delegates' Meeting of Badminton Europe Confederation will be held on Saturday, 14<sup>th</sup> April 2018 at 10.00 CET at Valamar President Hotel in Dubrovnik, Croatia.

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### **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 50<sup>th</sup> Annual Delegates' Meeting held in Prague, Czech Republic on Saturday, 1<sup>st</sup> April 2017.

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

### **3. TO RECEIVE CONFEDERATION REPORT**

- 3.1. The President's review 2017 - page 4
- 3.2. The General Secretary's report - page 6
- 3.3. Report Chair of Athletes' Commission – page 9
- 3.4. Report Chair of Circuits Commission - page 10
- 3.5. Report Chair of Commercial Commission – page 12
- 3.6. Report Chair of Communication & Media Commission - page 14
- 3.7. Report Chair of High Performance Commission - page 19
- 3.8. Report Chair of Major Events Commission - page 21
- 3.9. Report Chair of Member Structures Commission - page 28
- 3.10. Report Chair of Para-Badminton Commission - page 32
- 3.11. Report Chair of Sport for All Commission - page 37
- 3.12. Report Chair of Women in Badminton Commission - page 40

**4. APPROVAL OF AUDITED ACCOUNTS 2017 - page 43**

- 4.1.** Income & Expenditure Account 2017 with comparison to Income & Expenditure account 2016 - page 48
- 4.2.** Balance sheet per 31 December 2017 - page 49
- 4.3.** Auditor's Report 2017 - page 54

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

- 5.1.** Introduction of BEC Safeguarding Policy for Vulnerable People - page 56

**6. TO RECEIVE AND CONSIDER THE STRATEGIC PLAN - page 57****7. TO CONSIDER THE BUDGET 2018 AND FINANCIAL FORECASTS 2019 & 2020 - page 73****8. RULES AND REGULATIONS OF THE CONFEDERATION**

- 8.1.** The Board of Directors proposes a new set of Rules for the Confederation. An overview and explanation of the key changes are presented in appendix 1 whereas the new set of Rules are presented in appendix 2.

**9. PROPOSALS**

- 9.1.** Latvian Badminton Federation has requested for a debate on communication goals:

- A) How to promote the exchange of information between federations?
- B) How to promote publicity and publicity in the media that is inadequate – even squash starts to outdo us. Both the European Confederation and joint federations can help.

**10. TO DETERMINE THE FEES FOR 2018**

- 10.1.** The Board of Directors proposes an unchanged administration fee unit of **EUR 210,-**
- 10.2.** The Board of Directors proposes to maintain existing sanction fees

## **11. BOARD ELECTIONS**

The CVs of the candidates can be found from page 74 onwards.

### **11.1. Election of 1 VICE-PRESIDENT for the period 2018-2021 and 1 VICE-PRESIDENT for the period 2018-2020**

National Badminton Federation of Russia proposes the re-election of  
**Andrey ANTROPOV (National Badminton Federation of Russia)**

Swiss Badminton, Austrian Badminton Federation and Italian Badminton Federation proposes the re-election of  
**Joao Matos (Portuguese Badminton Federation)**

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

The election process for Vice-Presidents will be the following:

The candidate that receives the most votes will be elected until 2021. The candidate that receives the second most votes will be elected until 2020.

### **11.2. Election of the Director for Finance for the period 2018-2022**

Badminton Denmark proposes the election of  
**Bo JENSEN (Badminton Denmark)**

Badminton England proposes the election of  
**Mike ROBINSON (Badminton England)**

### **11.3. Election of 3 DIRECTORS for the period 2018-2022**

French Badminton Association proposes the re-election of  
**Jean-Marc SERFATY (French Badminton Association)**

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

Polish Badminton Association proposes the election of  
**Ewa DANILEWICZ (Polish Badminton Association)**

Badminton Nederland proposes the election of  
**Koen RIDDER (Badminton Nederland)**

Badminton Estonia proposes the election of  
**Renna UNT (Badminton Estonia)**

The election process for Directors will be the following:

The 3 candidates that receive the most votes will be elected.

**12. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2018**

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

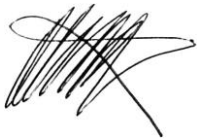
**13. AWARDS**

**14. BWF MATTERS**

BWF Annual General Meeting in Bangkok, Thailand on Saturday, 19<sup>th</sup> May 2018.

**15. ANY OTHER COMPETENT BUSINESS**

For the Board of Directors,



Brian Agerbak  
General Secretary  
27 February 2018







Badminton Europe  
Brøndbytoften 14  
2605 Brøndby, Denmark

#WELIVEBADMINTON



Website: [www.badmintoneurope.com](http://www.badmintoneurope.com)