BADMINTON EUROPE

ANNUAL REPORT 2018

ANDERS ANTONSEN

#WELIVEBADMINTON

Report & Financial Statements
For year ending 31 December 2018
Order Papers & Agenda - 2019 Annual Delegates' Meeting

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BADMINTON EUROPE CONFEDERATION

Brøndbytoften 14
2605 Brøndby
Denmark
badmintoneurope.com

BADMINTON EUROPE

THE BOARD OF DIRECTORS 2018

PRESIDENT
GREGORY VERPOORTEN (BEL)

VICE-PRESIDENT
ANDREY ANTROPOV (RUS)

VICE-PRESIDENT
JOÃO MATOS (POR)

DIRECTOR FOR FINANCE
MIKE ROBINSON (ENG)

CHAIR OF ATHLETES' COMMISSION
SELENA PIEK (NED)

DIRECTOR
KLAVS ANDREASSEN (DEN)

DIRECTOR
ROBBERT DE KOCK (SUI)

DIRECTOR
MARTIN KRANITZ (GER)

DIRECTOR
EMMA MASON (SCO)

DIRECTOR
ANDREJ POHAR (SLO)

DIRECTOR
JEAN-MARC SERFATY (FRA)

DIRECTOR
PETER TARCALA (SVK)

DIRECTOR
RENNA UNT (EST)

DIRECTOR
RICHARD VAUGHAN (WAL)

FORMER BOARD DIRECTORS

VICE-PRESIDENT: MURAT ÖZMEKIK (TUR) (UNTIL 15 APRIL 2018)

DIRECTOR FOR FINANCE: RITCHIE CAMPBELL (SCO) (UNTIL 15 APRIL 2018)

EUROPEAN BWF COUNCIL MEMBERS 2018

PRESIDENT
Poul-Erik Høyer (DEN)

VICE-PRESIDENT FOR EUROPE
Gregory Verpoorten (BEL)

VICE-PRESIDENT FOR PARA-BADMINTON
Paul Kurzo (SUI)

CHAIR OF ATHLETES' COMMISSION
Koen Ridder (NED)

CHAIR OF EVENTS COMMITTEE
Peter Tarcala (SVK)

CHAIR OF DEVELOPMENT & SPORT FOR ALL COMMITTEE
David Cabello (ESP)

CHAIR OF MARKETING COMMITTEE
Etienne Thobois (FRA)

MEMBERS
Nora Perry (ENG)
Sergey Shakhray (RUS)
Emma Mason (SCO)
Robbert de Kock (SUI)

OFFICE STAFF

GENERAL SECRETARY
Brian Agerbak

SENIOR MANAGER
Jimmy Andersen

SENIOR MANAGER
Michael Nørbæk

MANAGER
Tamara Geeraerts

MANAGER
Rasmus Bech

MANAGER
Tania Teoh

MANAGER
Alexander Regel

JUNIOR MANAGER
Matthieu Hecker

JUNIOR MANAGER
Annika Langrock

JUNIOR MANAGER
Laura Martí

JUNIOR MANAGER
Luca Crippa

INTERN
Aidan Jones

COE HEAD COACH
Jeroen van Dijk

COE COACH
Kestutis Navickas

COE COACH
Peter R Jensen

FORMER STAFF

MANAGER: ZSOFIA HORVATH (UNTIL 31 MARCH 2018)
FINANCE OFFICER: OLIVER GRAVERS (UNTIL 30 APRIL 2018)
COE COACH: NICOLA CERFONTYNE (UNTIL 30 APRIL 2018)
JUNIOR MANAGER: EMMA LOLLIKE (UNTIL 31 AUGUST 2018)
JUNIOR MANAGER: HUGO MUSSOU (UNTIL 31 DECEMBER 2018)
MANAGER: CHARLOTTE JÖRLÖV (UNTIL 28 FEBRUARY 2019)

COMMITTEES AND WORKING GROUPS 2018

PRESIDENT'S COMMITTEE
Gregory Verpoorten (Chair)
João Matos
Andrey Antropov

FINANCE AND GOVERNANCE COMMITTEE
Mike Robinson (Chair)
Gregory Verpoorten
Emma Mason
Brian Agerbak

HR COMMITTEE
Mike Robinson (Chair)
Gregory Verpoorten
Brian Agerbak

BEC DISCIPLINARY COMMITTEE
Andrej Pohar (Chair)
João Matos
Emma Mason

HISTORY WORKING GROUP
João Matos (Chair)
Torsten Berg (DEN)
Gisela Hoffmann (GER)
Horst Kullnigg (AUT)

COMMISSIONS 2018

ATHLETES' COMMISSION
Selena Piek (NED, Chair)
Ernesto Velazquez (ESP)
Kai Schäfer (GER)

CIRCUITS COMMISSION
Martin Kranitz (GER, Chair)
Peter Tarcala (SVK, Vice-Chair)
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)
Renna Unt (EST)
Adrian Christy (ENG)
Cecilia Lunell (SWE)
Simone van den Bergh (NED)

HIGH PERFORMANCE COMMISSION
Richard Vaughan (WAL, Chair)
Andrey Antropov (RUS, Vice-Chair)
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 (DEN, 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 Kiev, Ukraine.

This will be my last duty as the President of BEC as I have decided to step down from my badminton duties to focus my time on my professional career, my loving wife and my two wonderful children. It has not been an easy decision as I have enjoyed every single moment of my badminton journey and as I feel that I can still contribute positively to the further development of our Confederation and our sport. I however also know that our Confederation is in very good shape and thus it is a good moment to pass the baton to the new leadership. I would like to thank everyone that I have come across while working for badminton for their dedication and love to our sport.

2018 was the year after the 50th celebration year that we enjoyed in 2017. However, the organisation still took some important leaps forward and there are many exciting projects in the pipeline. I am very pleased to see the Centre of Excellence European Training Centre gaining strength in Holbæk, Denmark. It has been very fulfilling to be part of the process setting this up – in fact being part of the process of even making this financially viable in the first place. Likewise, I have been very eager to follow our new venture into the digital world which really started out in 2018 with engaging a digital agency to support the development of our new digital strategy.

Personally, I felt that the location of the 2018 Congress was amazing and I am proud to see how the activities around the Congress continue to develop – of course always with areas to improve.

The Members' Forum is becoming more interactive and is an ideal place to exchange ideas within our badminton family. I am also a big fan of our Gala Awards Evening and I find it so important that we continue to celebrate players and administrators from the present and from the past.

I would like to thank those Member Associations who supported our community by organising our European Championships or development projects. We rely on you to keep seeing the benefit in bringing activities to your countries and utilise this to promote badminton in your region and to educate your staff and/or volunteers. I appreciate the diversity within our Membership, but I feel that each and every Member Association is playing their part for the greater good of the Confederation.

Thanks also to the staff at the BEC Office which consists of 16 employees from 11 countries and my Board of Directors for their commitment and enthusiasm throughout the year. Also, thanks to all the external Commission Members who have over the past two years put in a lot of energy and new ideas for the development of our sport.

I feel that I leave the Confederation in the best shape that I have ever witnessed. When I started with the federation back in 2007, the office had only 3 staff.

Our Council was smaller and we did not have external Commission Members supporting our work. We didn't own our office building and we didn't have a training centre. Our budget was 4 times smaller. As BEC, we didn't have a strong voice around the BWF table like today. The strength of today's organization is a fruit of all of your contributions. It is you, our Members, that have enabled this success. You have supported our great team of Board Members and the very strong team in our office. Brian and Jimmy have been the stronghold of this office during my tenure with the many enthusiastic and well performing team members around them. Without this professional structure, we wouldn't be where we are today. I hope that my successors will hold our office and our membership in the same esteem I have always done. If you all continue a similarly strong journey, badminton will soon be one of the top sports in Europe. One day at a time...

When writing this, I am aware that there is only one candidate standing for the position of BEC President. I have had the pleasure of working with Peter Tarcala for more than a decade and I have absolute trust in leaving the steering wheel to him. Behind Peter stands a strong Board of Directors and a competent administration which will continue to serve you to the best of their ability.

I hope to still have the chance to meet all of you again on special occasions as for instance future Congresses. I also hope that there will come a time when I again can focus my attention on badminton related activities.

I wish you all success and may European badminton continue to grow and develop.

Yours in Badminton,

Gregory Verpoorten
President
Badminton Europe Confederation

GENERAL SECRETARY'S REPORT 2018

(Order paper item 3.2)

2018 was a rather turbulent year for the administration of BEC with quite some significant changes both in terms of structure and staff. This was mainly due to significant support from BWF who provided CC Human Resource funding which allowed us to add four staff to the office. With the usual turnover of staff, it meant that the office had a considerable number of new staff at the end of 2018.

When the current office premises were purchased back in 2013, it was felt that there was plenty of office space to grow the organisation. There is still room for further expansions, but space is now becoming limited. Generally, the additional staff have had a positive influence on the working environment, and it is a pleasure to see how staff with different cultures and backgrounds support each other in delivering the best possible service to the Board and the Member Associations.

In 2018 we continued to work closely with Sportradar in delivering our Media rights as well as around our data rights. As the Media rights part of the agreement is running out in the beginning of 2019 negotiations have been on-going to understand if the partnership shall be continued. It is also worth to mention the excellent cooperation with YONEX, who continue to support our major events with dedication, precision and quality.

I was also pleased that in 2018 the extensive work done on governance within BEC was widely accepted and approved by the Member Associations. There is still a lot of governance work in front of us, but we have taken the first important steps on this journey.

Finally, in my introduction I would like to pay tribute to Ritchie Campbell who served on the BEC Board, in different capacities, for 15 years before deciding to step down at the ADM in 2018. Ritchie Campbell brought in a wealth of experience from his professional career and would always offer his support and advice when requested. Ritchie Campbell was a true team player and always put the well being of the organisation first. I commend him for this.

PERSONNEL AND STAFF STRUCTURE

At the end March 2018 Zsofia Horvath left the organisation to take up a role with BWF. Even if it is always a disruption to lose good staff it is also nice to see that they have matured with us to take on new job roles in bigger organisations. Zsofia was replaced by Tamara Geeraerts from Belgium as or new Manager for Events who started in August 2018.

As part of this transition Tania Teoh was promoted to Manager responsible for Sport for All, Para-Badminton, Member Structures and Gender Equity.

Nicola Cerfontyne left the Centre of Excellence in the end of April 2018 after being an integral part of getting the project off to a good start. She was not directly replaced but instead we increased the involvement of Peter R. Jensen in the project.

Emma Lollike left the organisation in the end of August 2018 to study for a masters. This coincided with the CC Human Resource funding coming in from BWF and we were able to employ:

- **Annika Langrock** (GER) Junior Manager – Communications
- **Laura Martí Diez** (ESP) Junior Manager – Communications
- **Aidan Jones** (ENG) Intern – Communications

This was a comprehensive upgrade of the communication team which has resulted in increased output across our social media platforms and ability to be present at more European tournaments.

Hugo Mussou left the organisation at the end of the year to take up a job which better suited his formal education. He was replaced by Luca Crippa from Italy who joined the organisation 1st December 2018.

Finally, the following additional employments were done in 2018:

- **Michael Nørbæk** (DEN) Senior Manager – Sport for All and High Performance
- **Alexander Regel** (DEN) Manager - Commercial

GOVERNANCE

In 2018 the governance work which was mostly carried out in 2017 and in the beginning of 2018 was approved by the Annual Delegates' Meeting. Furthermore, BEC meeting procedures and BEC operational guidelines were approved by the Board of Directors. In 2018 sessions were undertaken with BWF to better define the relationship between BWF and the Confederations. The conclusion was that the Confederations were independent legal entities and the cooperation and touch points between the Confederations and BWF should be clarified via MoU's individually tailored to each Continental Confederation.

MEETING SUPPORT

The BEC Office is responsible for the servicing of the Board and preparing the Board and Commission meetings. In 2018 meetings were held as follows:

- January – Copenhagen
- April – Dubrovnik
- June – Caldas da Rainha
- September – Tallinn

GALA AWARDS EVENING

In 2018, the award winners at the 6th BEC Awards Gala evening were:

- BEC European Male Player of the Year 2017: Viktor Axelsen
- BEC European Female Player of the Year 2017: Christinna Pedersen & Kamilla Rytter Juhl
- BEC European Young Player of the Year 2017: Toma Junior Popov
- BEC European Para-badminton Player of the Year 2017: Jack Shephard
- BEC Senior Player of the Year 2017: Heidi Bender
- BEC Women in Badminton Award 2017: Women Health and Sport Project (Spain)
- BEC Coach of the Year 2017: Kenneth Jonassen
- BEC Technical Official of the Year 2017: Håkan Fossto
- BEC Hall of Fame: Peter Gade

PARTNERS

In 2018 new partnerships were agreed with RSL for the BEC Summer School and with Kawasaki who supported the Centre of Excellence.

Our long-lasting partnership with our events equipment partner, YONEX, continued in 2018 where YONEX again provided excellent support to our European Championships.

Our media partner, Sportradar, supported our two Major Events in Kazan, Russia and Huelva, Spain in 2018. Furthermore, extensive cooperation on our data rights continued across 20 tournaments in 2018. Negotiations around a further term of representing our media rights are still on-going.

ACKNOWLEDGEMENT

I would like to thank the BEC Board of Directors for their involvement and continuous support during the year.

Thanks to the 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
Badminton Europe Confederation

BADMINTON EUROPE

COMMISSION REPORTS

Athletes' Commission

Circuits Commission

Commercial Commission

Communication & Media Commission

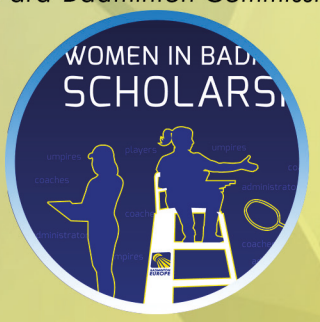
High Performance Commission

Major Events Commission

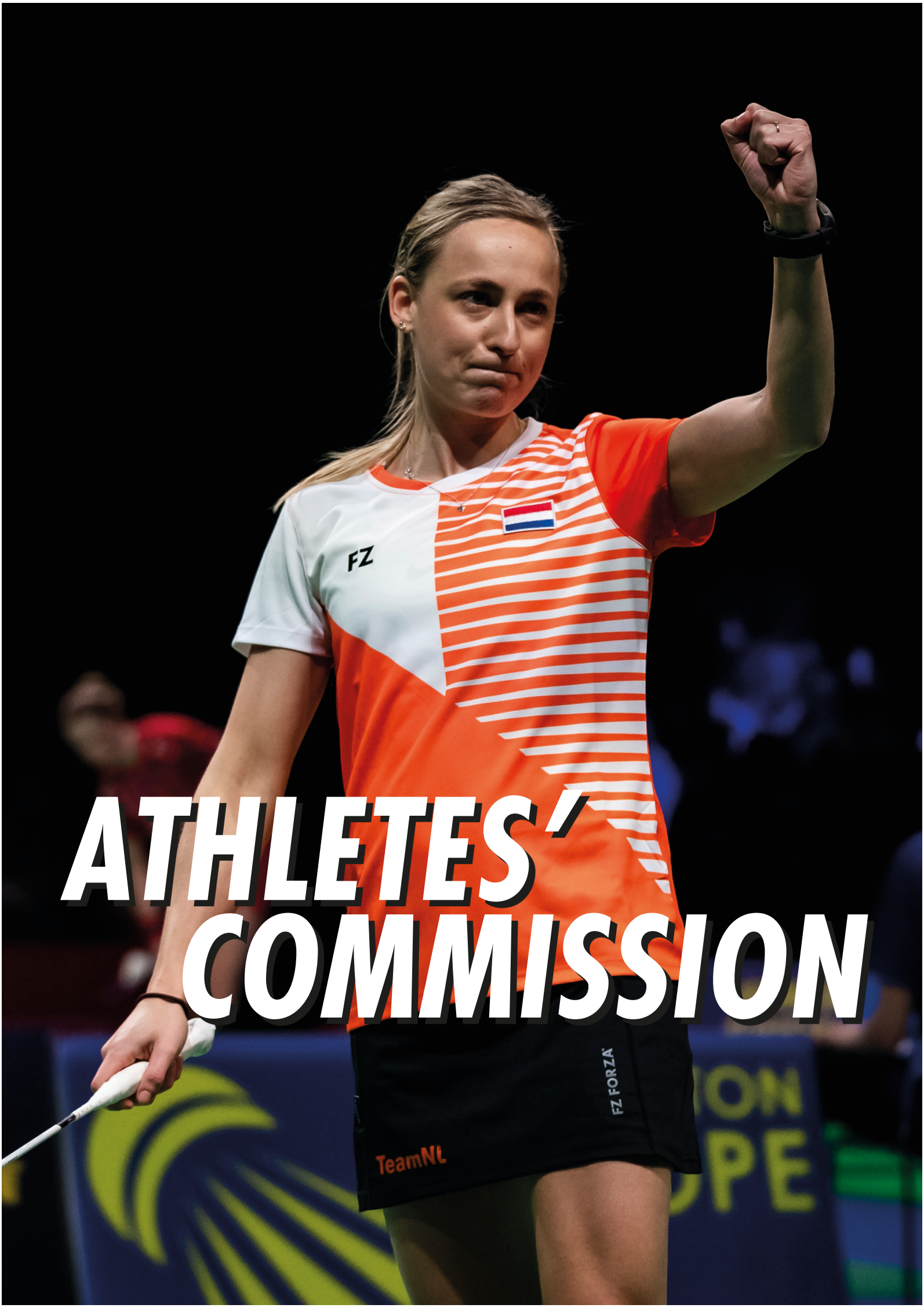
Member Structures Commission

Para-Badminton Commission

Sport for All Commission



Women in Badminton Commission



ATHLETES' COMMISSION

BADMINTON EUROPE ATHLETES' COMMISSION

(Order paper item 3.3)

The Athletes' Commission is a new Commission that was established in the beginning of 2016 by the initiative of Badminton Europe. Since April 2017 the Commission had only two members because then-chair Nanna Vainio (FIN) left the commission and since then the Commission has been looking for a new member. In April 2018, during the European Championships in Huelva, Kai Schäfer (GER) was appointed as third permanent member. The other two remaining members are Selena Piek (NED) and Ernesto Velazquez (ESP). In January 2019, the commission decided to name Kai as the new chair of the Commission.

Chair of the Commission – Kai Schäfer

ACTIVITIES IN 2018

In April 2018, Kai joined the commission as the new third permanent member.

Due to the feedback after the European Championships in Huelva (ESP), the Athletes' Commission has encouraged BEC to include mandatory requirements for a Players Lounge at future BEC major events in the event contracts.

In June 2018, Ernesto attended the commission meetings in Caldas da Rainha (POR). Kai joined the Board of Directors meeting via Skype.

In June 2018, Kai and Selena had a commission meeting during the Canada Open.

In August 2018, Selena and Kai attended a meeting with BWF Athletes Commission Chair Koen Ridder during the Spanish Masters in Barcelona. Main topic was a better cooperation between both Athletes' Commissions.

In September 2018, Kai attended the Board of Directors meeting in Tallinn (EST).

On the initiative of the commission a new "shot of the year"- Award was introduced for 2019 to the existing BEC awards.

In general, the commission is pleased with the current development of the BEC circuit and especially with the increasing number of tournaments in Europe. This is especially true for the BEC junior circuit.

Also, worth mentioning, the European Senior Championships in Guadalajara (ESP) have been the biggest event in BEC history with a lot of positive feedback from the majority of the players.

GOALS 2019

- The Athletes' Commission will attend all BEC Board and Commission meetings

- The Athletes' Commission will work for a direct communication option to the athletes to feed them with important information

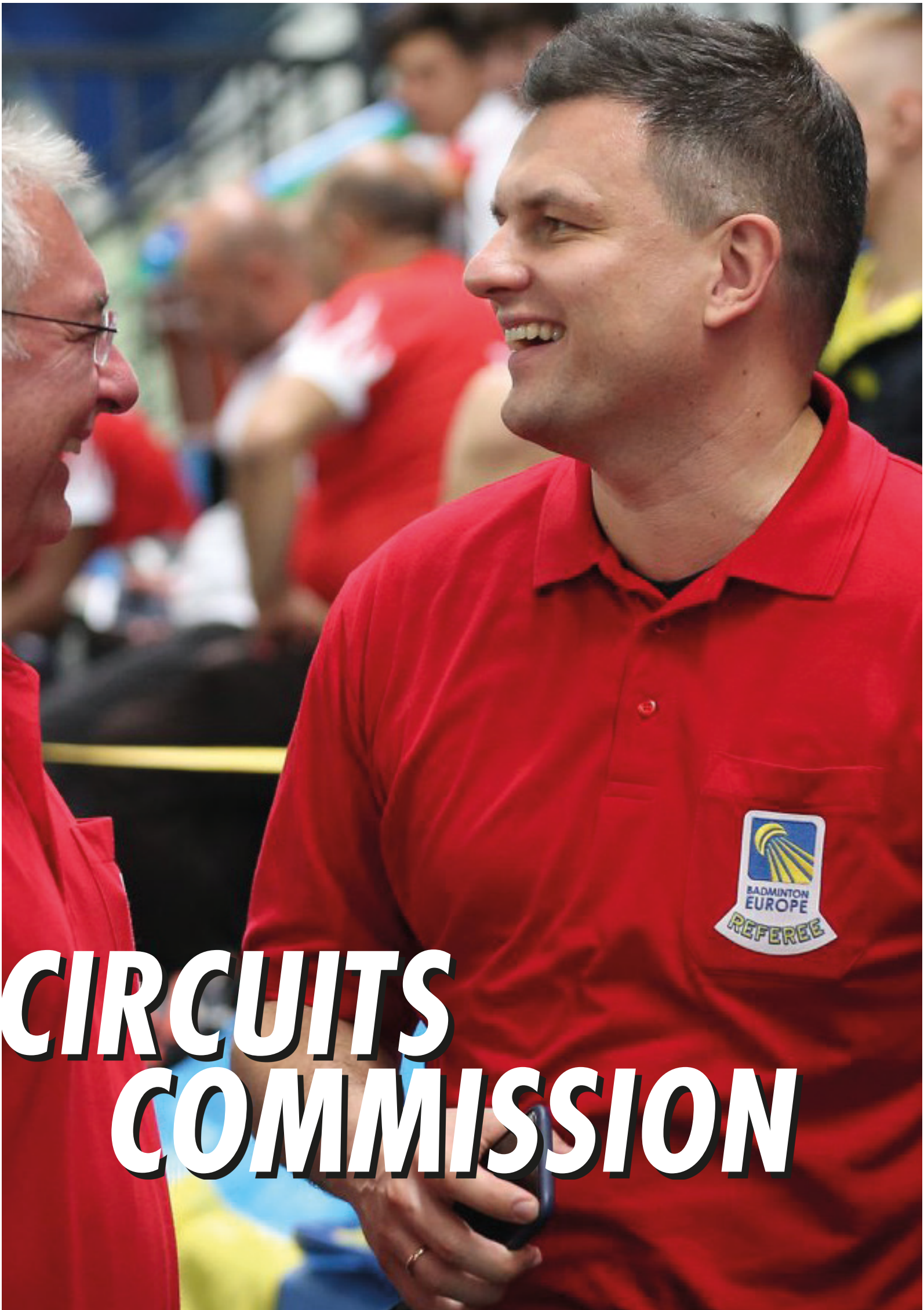
- The Athletes' Commission will establish an annual forum for all the athletes during a BEC major event with external speakers

- The Athletes' Commission will proactively search suitable candidates for the next elections in 2020

- The Athletes' Commission will have more interaction with the BWF Athletes' Commission.

K Schäfer

Kai Schäfer
Chair of the Athletes' Commission
26th February 2019



CIRCUITS COMMISSION

BADMINTON EUROPE CIRCUITS COMMISSION

(Order paper item 3.4)

Chair of the Commission – Martin Kranitz

BADMINTON EUROPE ELITE CIRCUIT

In 2018, 32 Elite Circuit tournaments were organised by 28 different Member Associations all around Europe. The 32 tournaments were organized very evenly divided across the Continental tournament levels, as 14 International Series tournaments were held, while the remaining 18 were evenly spread between Future Series (9 tournaments) and International Challenge (9 tournaments). Two new tournaments joined the Elite Circuit in 2018 with the Belarus International being organized as a test event for the 2019 European Games and the Slovenia Future Series becoming the second tournament organized by the Badminton Association of Slovenia. We also saw a record number of entries at the Latvia International 2018 where 439 entries from 335 players were registered.

The two winners of the BEC Elite Circuit Ranking in singles were Victor Svendsen (DEN) for the men's and Neslihan Yigit (TUR) for the women's, she finished at the 1st place of this ranking for the second year in a row. Daniel Hess/Johannes Pistorius (GER) ended the year on the 1st place in the men's doubles while Alina Davletova (RUS) finished first in both women's doubles with Ekaterina Bolotova (RUS) and mixed doubles with Rodion Alimov (RUS).

BADMINTON EUROPE JUNIOR CIRCUIT

With the exception of one, all tournaments organised in 2017 were once again organized in 2018, proving the continued interest of the Member Associations towards the Junior Circuit.

The BEC Junior Circuit tournament grading was established in order to rank all the BEC Junior Circuit tournaments based on multiple factors. The purpose of this ranking is to determine which tournaments are eligible for an upgrade in the following season. For the 2019 season, it is the Bulgarian Junior which will be upgraded to the Junior International Challenge level.

The two winners of the BEC Junior Circuit Ranking in singles were Christopher Grimley (SCO) for the men and Anastasiia Shapovalova for the women. Christopher and Matthew Grimley (SCO) tied for the 1st place in the men's doubles, Petra Polanc (SLO) finished 1st in the women's doubles while Brandon Zhi Hao Yap/Sian Kelly (ENG) finished the year on the 1st place of the mixed doubles.

BADMINTON EUROPE U17 CIRCUIT

The number of U17 Circuit tournaments has increased significantly over the past few years, with a total of 25 tournaments being organized in 2018, almost matching the number of Junior Circuit tournaments. The U17 Circuit has been very popular all year long with an average of 122 players and 200 entries per tournament.

The two winners of the BEC U17 Circuit Ranking in singles were Jan Janoštík (CZE) for the men and Marija Sudimac (SRB) for the women, who both had the particularity of having won every BEC U17 Circuit tournament they entered in singles. Egor Velp (RUS) secured the 1st place in the men's doubles category while Marija Sudimac/Sara Loncar shared the 1st place in the women's doubles. The mixed doubles saw the pair of Jacobo Fernandez/Lucia Rodriguez sharing the 1st place.

EVENT'S ORGANIZERS EDUCATION

The WAoS & BWF Event Management Course (BASIS Programme) took place in Chisinau, Moldova on 6-7 December, during the qualification stage for the European Mixed Team Championships. 10 participants joined the course and with 8 new Member Associations joining, a total of 19 Member Associations have now participated in the WAoS & BWF Event Management Course. The goal is to reach 20 Member Associations by the end of 2020. This course featured both a theoretical and a practical part with participants helping the host organiser to set-up the venue of the event.

Through the WAoS & BWF Event Management Course and the improved organiser's report, initiatives are taken towards improving the delivery of events within our Member Associations. We are moving towards our outlined KPIs on the area, and we are looking forward to seeing the outcome of the next BWF Survey, to see where we have improved, and where even more effort must be made in order for us to achieve our goals by 2020.

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, Tamara and Matthieu for their great support. And last but not least a thank you to the actual Circuit Commission Members Espen Larsen (NOR), Cecilia Lunell (SWE) and Zorika Mikołajczak (POL).

Martin Kranitz
Chair of the Circuits Commission
21st January 2019

COMMERCIAL COMMISSION

BADMINTON EUROPE COMMERCIAL COMMISSION

(Order paper item 3.5)

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 set up direct working relations with relevant staff.

Chair of the Commission – Robbert de Kock

MAJOR EVENTS

In line with the 2017 commercial report, the 2018 report and KPI's will relate to the 2016 financial year for a just reflection of comparable properties.
In 2016 the commercial income from rights fees, data rights, sponsorships, television and in-kind sponsorships amounted to 1.030.716 Euro.

At the time of writing, the collective commercial income for 2018 increased to 1.038.598 Euro.
This figure can however be up for revision taking further income into account.
A modest preliminary growth of 0,76%, from 2016 to 2018 brings the year's result considerably below par with a KPI growth of 10%. This growth rate has been influenced by long term contracts in place which have not increased in value over the period.

NEW EVENTS

The discussions on a re-introduction of the Europe vs. Asia match have been ongoing in 2018 with meetings held in May and September. An underwriter was secured, but the initiative was subsequently set on hold following a change in Malaysian government. Further exploration on this matter is led by Badminton Asia, but no concrete talks are being held at present.

EXISTING PARTNERS SERVICING

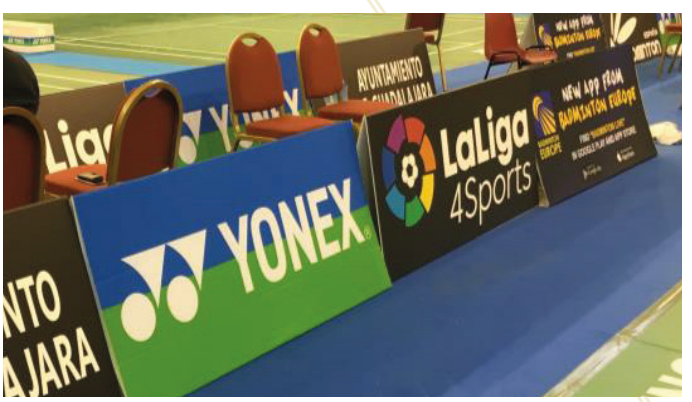
2018 offered several exciting major events including:
- The European Championships held in Huelva, Spain,
- The European Club Championships held in Bialystok, Poland,
- The European Men's & Women's Team Championships held in Kazan, Russia,
- The European Senior Championships held in Guadalajara, Spain and
- The European Junior Championships held in Tallinn, Estonia

All venues provided high-level hospitality services for the partners where needed, and all venues met the requirements for on-site partner branding.

Similar to 2017, obtaining information on TV sales from media partners and event statistics from host organisers has proven to be a challenge, whereas the KPI of sending reports to partners have not been met for every event. It will be necessary to revise the process around partnership reporting for 2019 to ensure consistent timely reporting.

BRANDING BADMINTON

2018 offered positive and creative developments in brand usage, mainly stemming from social media content. The BEC branding manual was consistently used to secure a fresh but coherent look around BEC activities. Fonts, logos and colours were used in line with the branding manual.
We experienced good working relations with Championship organisers in terms of implementing the branding.



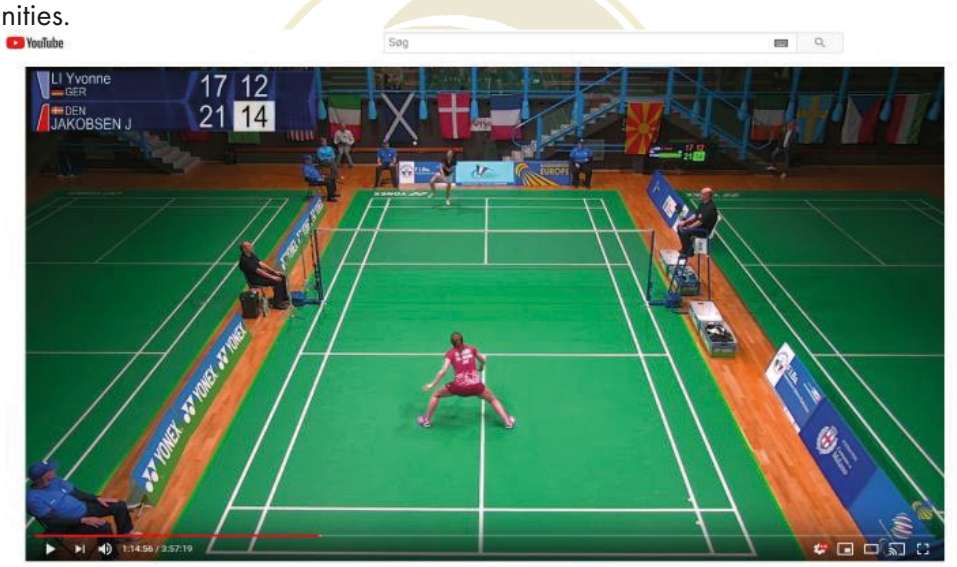
MEDIA PLATFORMS

The betting and streaming partnership delivered data from 20 live-streamed tournaments in 2018. Further to the 2017 discussions on bringing data and streaming rights to the same company, negotiations with our current partner were carried out throughout 2018.

In these negotiations, a potential incorporation of an OTT platform was continuously discussed and tested.
At the end of 2018, no final agreement has been reached.
There was no change in the website layout and commercialisation hereof, but a complete overhaul of the website is on the table for 2019.

Furthermore, a discussion of cross-promoting the major badminton events held on European soil was facilitated. The participating federations were Badminton Europe, Badminton Denmark, Badminton England and FFBAD, representing the European Championships, Denmark Open, All England and French Open respectively.
In addition to these events being promoted World Championships could also be included when hosted in Europe. It was considered to make a website promoting European star players, tournaments and ticket sales, potentially incorporating this in a revamped website. Thoughts that have been considered in the tender for the new BEC Digital Platform.

The BEC magazine is in a commercial context being used to advertise existing partners and allows for a high degree of flexibility to incorporate new partnerships. Moreover, the magazine has in 2018 been used for advertising BEC business opportunities.



FULL TIME EMPLOYMENT IN THE COMMERCIAL AREA

Through a new HR Support Project setup by BWF where BWF would support the employment of a Commercial Manager with 50% of the salary costs, Alexander Regel was employed 1 October 2018. By increasing the manpower in this area, we hope to see further growth in the coming years resulting in new and improved partnerships.

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
18th January 2019

COMMUNICATION & MEDIA COMMISSION

BADMINTON EUROPE COMMUNICATION & MEDIA COMMISSION

(Order paper item 3.6)

COMMUNICATION AND MEDIA COMMISSION

Chair of the Commission – Andrej Pohar

2018 was the year of growth for the communication department of Badminton Europe. A lot of changes were made as Badminton Europe has significantly upgraded the level of communication in 2018.

As a consequence, the BEC Office expanded and three new people were employed in 2018: Annika Langrock (Junior Manager), Laura Martí Diez (Junior Manager) and Aidan Jones (Intern) now support Rasmus Bech (Manager) in the communication department. Annika Langrock replaced Emma Lollike, who chose to leave her position at Badminton Europe.

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 2017	Target end of 2020	Achieved end of 2018
Website	370.000 unique users + 1.725.000 page views	500.000 unique users + 2 million page views	364.000 unique users + 2.011.000 page views
Facebook	92.500 followers + monthly reach of 24.300	150.000 followers + monthly reach of 100.000	123.000 followers + monthly reach of 80.000
Twitter	19.200 followers	30.000 followers	22.200 followers
Youtube	29.500 subscribers + 2.422.000 views	60.000 subscribers + 10 million views	47.900 subscribers + 6.220.000 views
Instagram	19.800 followers	40.000 followers	32.000 followers
Badminton Live Application	-	75,000 users	15,500 users

Fewer people visited our website in 2018, but they are coming back to the website looking for content. The target is met in terms of the numbers of page views on the website but with a new website coming up is has been decided not to change these key performance indicators (KPI) before the new website is launched. We strongly believe that the number of unique users in 2019/2020 will increase due to a renewed and mobile friendly website.

The Facebook followers have increased by 33 %. The monthly average reach in 2018 was more than three times higher than in 2017. One of the main reasons is that in 2018 Badminton Europe provided live stream from the BEC Circuits and the BEC Major Events on Facebook. On top of that, Badminton Europe established cooperation with BWF and their media partner (Infront Sports) which allows Badminton Europe to use footage from the BWF World Tour and the BWF Major Events on its social media platforms.

Furthermore, our social media content upgraded its focus since Laura Martí Diez joined the office in September to work on graphics and other media improvements, which has proven to be a great success.

Graphics and videos like these are among the things made for the BEC Facebook page:

Stefani and Gabriela Stoeva after reaching the final of the YONEX French Open after a one-and-a-half-hour match

The Twitter followers have increased by 16% in 2018, but Badminton Europe hasn't been focusing on Twitter in 2018. A new strategy for Twitter will be implemented in 2019.

The YouTube subscribers have increased by 62%, which motivated the Commission to change the KPI from 40.000 to 60.000 subscribers. Looking at the current numbers it is clear that the live coverage that BEC made in 2018 and the cooperation with BWF/Infront Sports helps the number to grow but focusing on producing "European content" on a daily basis is also a significant factor.

The Instagram followers have increased by 62 %. Badminton Europe has had a huge increase on this platform in the last two years. Hopefully, this can continue but a realistic scenario is an increase around 30-45 % for 2019.

BEC has introduced "Star reposting" to promote the top players and to have regular content. Video material, contests, live coverage and take-overs are still popular and will also be included in the Instagram activities moving forward.

Badminton Europe is currently not considering expansion on other social media platforms. However, LinkedIn and 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

In January 2018, a new social media project was launched for a group of chosen Member Associations. They got economic support and advice from Badminton Europe. The main goal was for the Member Associations to grow on social media and increase their website numbers and help the badminton community in Europe to grow.

The result was that all the chosen Member Associations grew during the year, but it was hard for the Member Associations to meet the set goals.

MEDIA RELATIONS AND PRESENTATION

The BEC media relations are mainly handled by the Communication Manager. Throughout the year, several media have approached Badminton Europe for various comments and were promptly responded by the Communication Manager and the General Secretary.

For the European Championships in Huelva, 21 of the participating Member Associations were encouraged to invite an external journalist. Badminton Europe covered the costs and four Member Associations (Finland, Estonia, Slovakia and Czech Republic) accepted the invitation.

Badminton Europe also invited an influencer to the European Championships and BEC will look into possibilities to expand the work with influencers in the future.

SPECTATORS

Several major events were organized in 2018: European Men's & Women's Team Championships (EMWTC) in Kazan, Russia; European U15 Championships in Kazan, Russia; European Championships (EC) in Huelva, Spain; European Club Championships in Bialystok, Poland; European Junior Championships in Tallinn, Estonia and European Senior Championships in Guadalajara, Spain.

The available numbers show the percentage of spectators at EMWTC compared to the planned capacity was 50 % in the quarterfinals, 76 % in the semi-finals and 81 % in the finals.
At EC the percentage of spectators compared to the planned capacity was 88 % in the quarterfinals, 94 % in the semi-finals and 100 % in the finals.

In Kazan and Huelva the number of spectators could hardly be any better. The percentage of spectators compared to the capacity of the hall for the quarterfinals, semi-finals and finals were all high and the spectators could hardly get a better setup than they did.

TELEVISION

The European Men's & Women's Team Championships in Kazan, Russia were broadcasted in the following territories:

- TV2: Denmark
- NC+: Poland
- ESPN Digital: USA, Canada, New Zealand, Australia
- CLARO: Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexi co, Nicaragua, Panama, Paraguay, Peru, The Dominican Republic, Uruguay and Venezuela
- KWESE: Botswana, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Lesotho, Liberia, Malawi, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zanzibar, Zimbabwe
- Viasat: Lithuania, Latvia, Estonia
- OTT Platform Anton Shirokov: Russia, Tajikistan, Uzbekistan, Kazakhstan, Turkmenistan, Kyrgyzstan
- Hunan TV: China
- Astro: Malaysia, Brunei
- EBU: News Access worldwide

Furthermore, the livestream at Laola1.tv had 50.496 unique clients and 179.416 hits.

The European Championships in Huelva, Spain, were broadcasted in the following territories:

- TV2: Denmark
- NC+: Poland
- ESPN Digital: USA, Canada, New Zealand, Australia
- CLARO: Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexi co, Nicaragua, Panama, Paraguay, Peru, The Dominican Republic, Uruguay and Venezuela
- KWESE: Botswana, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Lesotho, Liberia, Malawi, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zanzibar, Zimbabwe
- Viasat: Lithuania, Latvia, Estonia
- Arena Sports: Slovenia, Croatia, Serbia, Macedonia, Montenegro, Bosnia, Kosovo
- OTT Platform Anton Shirokov: Russia, Tajikistan, Uzbekistan, Kazakhstan, Turkmenistan, Kyrgyzstan
- SpoTV: South Korea
- Hunan TV: China
- Astro: Malaysia, Brunei
- EBU: News Access worldwide
- BBC Digital: United Kingdom

WEBSITE AND COVERAGE

Badminton Europe has been on site at all BEC events, 7 BEC Circuit tournaments and 9 BWF World Tour tournaments in 2018.

In 2018 www.badmintoneurope.com had 925 posts. The ambition at the end of 2017 was to have at least 60 website posts every month (on average). The end number in 2018 was 77.

The plan for 2019 is to have focus on the coverage of the biggest tournaments in the World. 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 the World Championships, at least 8 BEC Circuit tournaments and at least 5 BWF Tournaments in Europe.

But the main focus is also to make exclusive articles. Badminton Europe wants to bring the fans closer to badminton stars and providing reactions and comments from live events is not enough. Badminton Europe also wants to dig deeper and to tell the good and relevant stories about the European athletes and the top players from other continents.

2018 has seen two editions of Badminton Europe magazine. One was published for the 2018 European Championships and the second issue was an online magazine published in late 2018. In 2019 two or three issues will be published in a printed version and we will furthermore publish another three magazines online.

A new BEC Application – Badminton Live – was launched in July and the fans welcomed the app. The app is available free of charge on iOS and Android and has proved to be a useful tool for our fans who want to follow BEC in this way. The app has seen some improvements already in 2018 but will be significantly updated in 2019.

ACKNOWLEDGEMENTS

I would like to thank Rasmus Bech and the rest of the communication team – Annika, Laura and Aidan – for making a significant step forward in successful BEC communication in 2018. My thanks go to the Commission members for providing support and input throughout the year. I would also like to thank Brian Agerbak and the rest of the BEC office for supporting our ideas and providing an excellent working platform to achieve the goals of the Commission.

Andrej Pohar
Chair of Communication and Media Commission
23rd January 2019

HIGH PERFORMANCE COMMISSION

BADMINTON EUROPE HIGH PERFORMANCE COMMISSION

(Order paper item 3.7)

Another busy year passed by and it has been exciting to follow the development of the Centre of Excellence (CoE). Through the year we had two High Performance Commission meetings and the CoE also hosted the first BWF Level 3 Course on the 22nd to 28th September 2018.

At the 2018 Youth Olympic Games, Badminton Europe had a target of winning one medal. This was achieved through Arnaud Merkle of France winning a bronze medal in the men's singles. At 2018 World Junior Championship Badminton Europe won one medal through Line Christophersen of Denmark in women's singles.

BEC CENTRE OF EXCELLENCE

In the first full year of Centre of Excellence, we have an average of 18 full time players – 5 female and 13 male – from Armenia, Lithuania, Moldova, Scotland, Azerbaijan, Belgium, Cyprus, Czech, Germany, Greece, Ireland, Latvia, Malta, Slovakia, Sweden and 1 player from Mauritius (Badminton Confederation of Africa).

We have added holistic support services in support of the players: weight training, physical programmes, medical treatment and psychology, fitness testing and screening processes for new players coming in to the programme so we can monitor training loads and minimise injuries. All of these are monitored and managed by support service team and the CoE coaches.

In April, Coach Nicola Cerfontyne unfortunately left CoE for personal reasons. I would like to thank her for all the work she has done. Head Coach Jeroen Van Dijk, Coach Kestutis Navickas and Coach (part time) Peter R. Jensen have managed the rest of the year very well.

Badminton Europe hired a Senior Manager for High Performance and Development. Michael Nørbæk who started in November has already had a very positive impact on the programme, not only removing some administrative tasks from the coaching team so they can have even more focus on the daily training, making it even more individualised. Michael has further raised the bar for the programme all round, improving communication, adding recruiting and sparring plans.

Chair of the Commission – Richard Vaughan

In the last two-months of 2018, Michael has had focus on the level, the quality and the volume. The coaching team has also been able to visit tournaments to support the CoE players and identify other future talents.

We would like to thank the Badminton World Federation and the other four Confederations for the constructive dialogue and partnership through the year.
Other stakeholders are Stenhus Gymnasium, Stenhus College, Stenhus Kostskole and Holbæk Sportsfoundation. We have had a productive year together and in 2019 CoE will move to the new "Sportsbyen" which will be another major step for the centre.

During the year the CoE had visits from Portugal's Youth National Team and the Danish U-19 National Team. Three players from South America visited us before the Youth Olympic Games. They were from Peru, Chile and Ecuador.

To support the CoE we have invested in 12 bicycles to help the players and coaches in their transport and logistics, we received a sponsored stringing machine which all together make activities around the centre better.

In 2018 we have given 34 Scholarships to European players during the year and also 17 Scholarships to coaches.

CoE has delivered the pilot project from BWF on Coaching Course Level 3 and we have delivered the combined Level 1 and 2 course with 22 participants.

The Badminton Europe office has also been very supportive of the players at the CoE helping with communications and the player's own marketing and brand development, so they are better prepared to find sponsors. I know (from Michael and his individual talks with the players on CoE) that they are very happy to be there and are grateful to Badminton Europe.

The players and the coaches have developed a positive culture in a very short period of time.

Certificated Training Centres

The training centres are still used by players who are seeking different training possibilities with Badminton Europe providing six Scholarships in 2018. Moving forward we will analyse how we can increase cooperation between Certificated Training Centres and the CoE so that our players can get maximum benefit of the training possibilities. We will also focus on individual discussion with our Member Associations to maximise both CoE and the Training Centres.

Finally, I would like to thank all stakeholders involved in the related projects and especially the Badminton Europe team for all their hard work throughout the year.

R. L. Vaughan

Richard Vaughan
Chair of the High Performance Commission
17th January 2018

MAJOR EVENTS COMMISSION

BADMINTON EUROPE MAJOR EVENTS COMMISSION

(Order paper item 3.8)

Chair of the Commission – Peter Tarcala

THE 2018 EUROPEAN MEN'S & WOMEN'S TEAM CHAMPIONSHIPS

The first event of the year, the 2018 European Men's & Women's Team Championships were played in Kazan, Russia, from the 13th-18th of February, in the Kazan Gymnastics Center which already had hosted the same event in 2016 as well as the 2014 INTERSPORT European Championships.

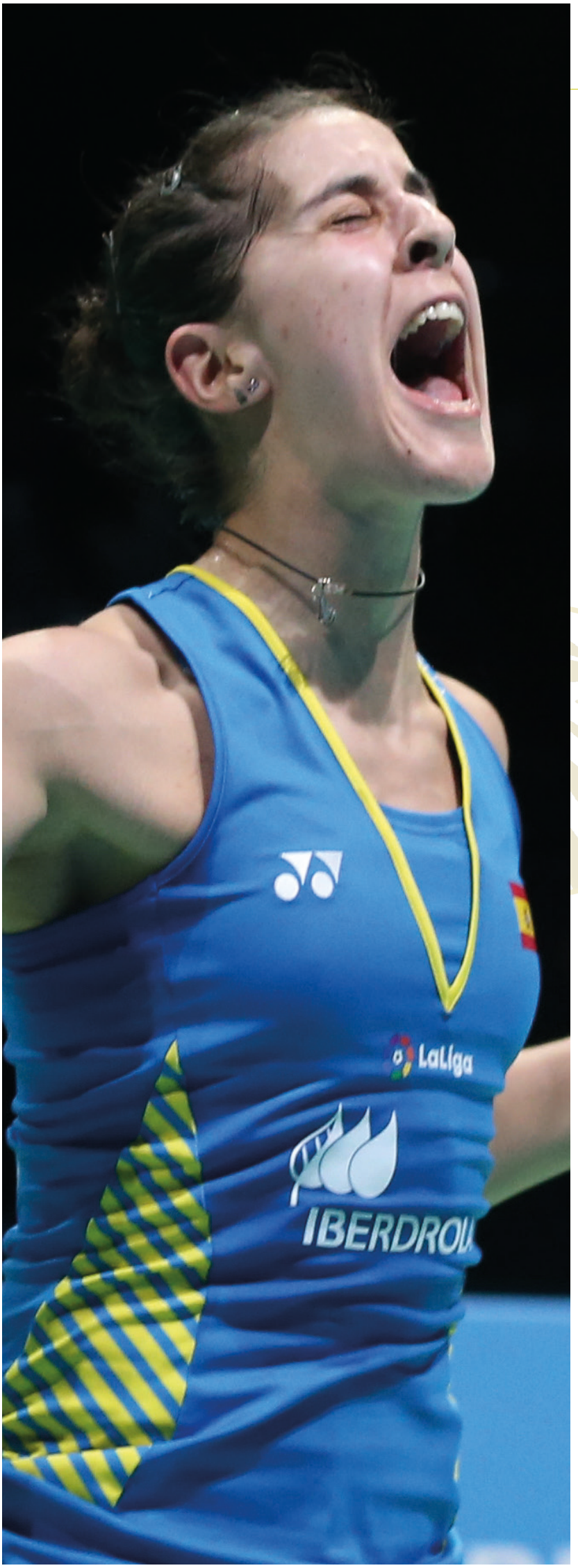
Denmark proved to be the strongest country, winning both the men's and women's competition against respectively England and Germany in very exciting finals.

THE 2018 EUROPEAN U15 CHAMPIONSHIPS

The 2018 European U15 Championships were organized alongside the 2018 European Men's & Women's Team Championships and it was once again a great success to have the future of European badminton competing in the same hall as the current top European players.

Mariia Golubeva from Russia was the big winner of this tournament as she won gold in both women's singles and mixed doubles without losing a set. Overall the competition was dominated by Russia (9 medals), France (6 medals) and Denmark (3 medals).

Our sincere thanks to the National Badminton Federation of Russia for organizing two top-class events again.



The 2018 European Championships

For the first time the European Championships were hosted by the Spanish Badminton Federation in Huelva, the hometown of major badminton star Carolina Marin.

About 2.500 Primary and Secondary school students from the province of Huelva have witnessed the first matches of the Championships at the 'Carolina Marín' Sports Hall and also had fun through badminton, thanks to the activities programmed in the Fan Zone, next to the Sports Palace.

When Carolina Marin goes on court in Spain the expectations are huge, and in the final at the 2018 European Championships she did her job against Russia's Evgeniya Kosetskaya. The support from the Spanish fans was incredible and after 35 minutes of play the fans could celebrate the victory of their idol who became the first women's singles to win four European Championships.

For the third consecutive year it was an all-Danish final in the men's doubles when Mads Conrad-Petersen and Mads Pieler Kolding faced Kim Astrup and Anders Skaarup Rasmussen in a rematch of the 2016 European Championships final. Astrup and Skaarup Rasmussen won their first European title, as after having won the first game, unfortunately Mads Pieler Kolding had to withdraw due to an injury.

Where Anders Antonsen did not succeed in 2017, Denmark's number 1 Viktor Axelsen did in 2018 when beating reigning champion, Rajiv Ouseph from England, to claim his second European Championships title. Axelsen won in two straight games, 21-8 and 21-7, to reclaim the title as Europe's best men's singles player.

In the women's doubles the title went to second seeds Gabriela and Stefani Stoeva from Bulgaria, who were expected to win after the withdrawal of first seeds Kamilla Rytter Juhl and Christinna Pedersen from Denmark. The Stoeva sisters won in 2 games against the French duo Émilie Lefel and Anne Tran.

In mixed doubles, it was the English pair Chris and Gabrielle Adcock who retained their title from 2017, as they overcame the challenge of Denmark's Mathias Christiansen and Christinna Pedersen, winning after a close three games match.

A huge thanks and our deepest appreciation to the Spanish Badminton Federation for organizing an outstanding event. It was the first of many more major Championships to be organised by Spain in the future!

THE 2018 EUROPEAN CLUB CHAMPIONSHIPS

The 2018 European Club Championships were hosted in Białystok, Poland from 19th to 23rd of June. A total of 14 teams from 12 different countries played to be crowned the best club of Europe.

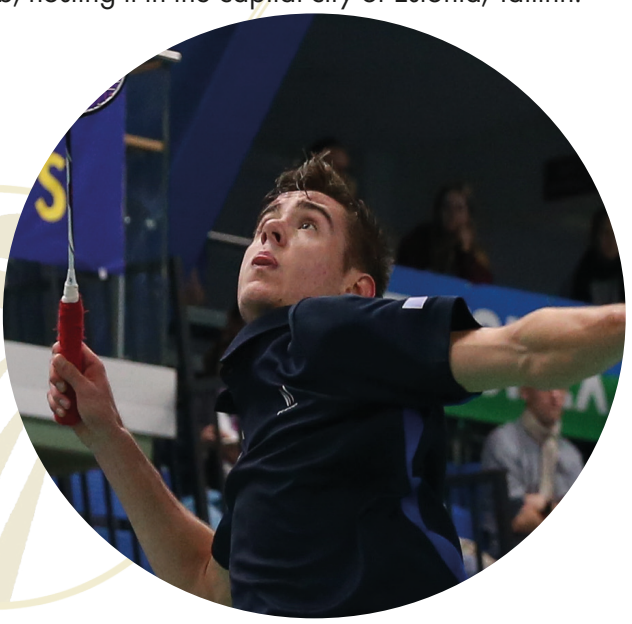
The four top seeded teams - Issy Les Moulineaux BC (FRA), BC Chambly Oise (FRA), Calvi Network BC Milano (ITA) and Primorye Vladivostok (RUS) all qualified for the semi-finals, and thereby brought home another set of medals each. In the end it was the Russian champions from Primorye Vladivostok who claimed back the title, as they first beat reigning champions Issy Les Moulineaux BC in the semi-finals and eventually BC Chambly Oise in the final to secure their fifth trophy.

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 Polish Badminton Association for organising a very successful event.

THE 2018 EUROPEAN JUNIOR CHAMPIONSHIPS

For the first time ever, Badminton Estonia organised a major event for Badminton Europe, the 2018 European Junior Championships. It was the first time this event was organised in September and the organizer did a superb job, hosting it in the capital city of Estonia, Tallinn.



The first 5 days were dedicated to the Team Championships, with a total of 34 countries competing for the title of European Champion. Eventually it was France with rising star Arnaud Merkle, who took the gold medas for the second year in a row, after beating Denmark in a very close final tie, 3-2. The bronze medals went to Germany and Russia.

It was the same Arnaud Merkle who also took home the gold medal in the men's singles event after defeating country mate Christo Popov in two straight games in the final.

Fabien Delrue went through the full range of emotions in Tallinn. The young Frenchman was not picked for the semi-final and final of the team event after some lacklustre performances in the early stages, but less than one week later he left Tallinn with two individual gold medals.

Delrue and partner Juliette Moinard got France off to the perfect start winning the mixed doubles title. It proved to be one match too far for Dutch pair Tirtosentono and Van Der Aar with the Dutch failing to find the spark that had brought them to the final.

Delrue partnered William Villeger when winning the men's doubles title later in the afternoon, to end what started as a frustrating week for the Frenchman in the most perfect way possible, 3 gold medals. They won against first seeded pair Christopher and Matthew Grimley from Scotland in two games.

In the women's singles it became an all Danish final, with Line Christophersen winning the gold when beating Amalie Schulz. Both girls had to beat the first and second seeded Hungarian players in the semi-finals to get to the final, leaving those the bronze medals.

Turkish pair Bengisu Ercetin and Nazlıcan Inci won in the women's double event after triumphing against Amalie Magelund and Freja Ravn from Denmark in the final, earning a gold medal for Turkey.

Our utmost thanks, and congratulations, to Badminton Estonia, who hosted a splendid event in Tallinn. Badminton Europe hopes that more major events will be organized in Estonia in the future.

The 2018 European Senior Championships

The 8th edition of the European Senior Championships, the, participation wise, biggest event of Badminton Europe, was hosted by the Spanish Badminton Federation for the 3rd time already. They organised the first edition with around 300 players, but this year they welcomed the record number of more than 1.200 players in Palacio Multiusos de Guadalajara. It was also the first time in history that a 75+ age group was played in the men singles category, which was a big success with no less than 18 entries.

The location was absolutely perfect. The Championships were played in a venue with 12 courts, with live streaming from 8 courts during all days. There was also a nice lounge in front of the venue outside, which was very appealing as the weather was over 30 degrees for the entire week.

41 final matches were played on the last day of the European Senior Championships. Amazingly, three women qualified for three finals on Sunday: Claudia Vogelgsang (GER), Georgy van Soerland-Trouerbach (NED) and Betty Bartlett (ENG) reached the finals in the singles, doubles and mixed competition. Betty Bartlett became the most successful player, leaving Guadalajara with three gold medals.

A big thank you to the Spanish Badminton Federation for hosting this event, to all the volunteers and everybody else who was involved in this tournament. It is amazing what Spain has done this year, organizing five international badminton events in six months: The European Championships in Huelva, the Mediterranean Games 2018, the Spanish International, the Barcelona Spanish Masters and finally the European Senior Championships.

The 2018 European Mixed Team Championships – qualification stage

In preparation of the final of the European Mixed Team Championships in Copenhagen in 2019, the top 8 teams of Europe had to be determined playing a qualification stage in 7 different locations: England, Germany, Portugal, Bulgaria, Moldova, France and Poland.

After four days of team badminton across Europe, the qualification found the seven teams who will join Denmark (the winner of the previous championships) for the finals. The teams who will be competing for the title in the Danish Capital, Copenhagen, will be the hosts, joined by England, Russia, The Netherlands, France, Germany, Spain and Ireland.

Ireland was the first team to qualify on Sunday morning after beating Norway 3-0, in the only group who held 6 countries – the remaining 6 qualification groups each contained 4 teams. They were then followed by Russia who qualified in Moldova after beating Scotland 4-1, France made their place secure after dispatching Estonia 4-1. With three teams secured, The Netherlands was next, afterwards England went through after putting aside Belgium, next Germany joined the group and last but not least Spain secured their place late on Sunday afternoon.

The qualification across Europe was organised perfectly and congratulations to both the host countries and the countries who are through into the finals in Copenhagen next year.

THE FOLLOWING ALLOCATIONS OF EUROPEAN CHAMPIONSHIPS WERE MADE IN 2018

- 2019 European Mixed Team Championships – Copenhagen (Denmark)
- 2019 European Club Championships – Junglinster (Luxembourg)

TECHNICAL OFFICIALS

In 2018, three umpire courses were organized in Portugal, Bulgaria and Lithuania. A total of 28 participants from 18 Member Associations were educated by the members of our umpire assessment panel and we were happy to have 5 umpires attending those courses through our ''Women in Badminton'' Scholarships. Appraisals were also organized for our BEC Accredited and Certificated umpires during the 2018 European Men's & Women's Team Championships, the 2018 European Championships and the 2018 European Junior Championships.

Many European umpires received an upgrade of their umpire grade during the year, 15 new umpires reached the BEC Accredited level and 7 reached the BEC Certificated level. We were also very pleased to see that all the European umpires, being assessed by BWF, passed their exams, as four European umpires became BWF Accredited umpires, while another three European umpires; Iris Metspalu (Estonia), David Graf Von Schwerin (Austria) and Gunars Lusveris (Latvia) reached the BWF Certificated status, the highest grade possible amongst international umpires.

I would like to underline the great work done by the members of our umpire assessment panel who played a big role in the above-mentioned successes of our European umpires. It was decided to include four new members in this panel to cover more educational activities all around Europe and to have our best European umpires sharing their knowledge with the newcomers. I would especially like to thank Sven Serré, the appointed BEC Umpire Co-ordinator, for his assistance to the BEC office.

It was also a successful year for our European referees as three national referees were successfully assessed to the BEC Continental level: Laufey Sigurdardottir (Iceland), Tomasz Rogowski (Poland) and Daniel Sahlberg (Sweden). Congratulations also to Erik Ligtvoet (Netherlands) on passing his assessment towards to BWF Accredited level. On a final note I would also like to congratulate four European referees for becoming the first ever semi-professional technical officials in badminton, as Carsten Koch (Germany), Eric Lissillour (France), Pencho Stoynov (Bulgaria) and Ivanka Pokorni (Croatia) were all amongst the first Technical Officials receiving this gesture by BWF.

Following all the assessments during the year, the total numbers of BEC Technical Officials for 2018 is: 20 BEC Continental referees, 56 BEC Certificated umpires and 88 BEC Accredited umpires.

Major Events Commission

The Major Events Commission had two meetings in 2018, in January and in June.

The meeting in January, in Copenhagen, included some good discussions relating to the 2018-budget and the Strategic Plan of the Commission. The European Senior Championships were discussed regarding the number of players allowed to enter from each country, as well as a suggestion to the Board of Directors to approve the inclusion of a 75+ age category. It was also decided to have the upgrade of Technical Officials done straight after the conducted assessment, instead of waiting for a Commission meeting.

In April, Zsofia Horvath left the BEC Office and she was replaced by Tamara Geeraerts as the new Events Manager starting from August.

The second Major Events Commission meeting was held in June in Caldas da Rainha, Portugal. Upon experience from an otherwise very successful European Championships in Huelva (Spain), it was enquired from the Athletes' Commission if more could be done for the athletes, in terms of making a greater effort in making a players' lounge. It was subsequently decided to add "player's lounge" into contracts for European Individual Championships going forward, and to emphasize this matter towards hosts of all other European Championships. There was also a discussion on new terms for the members of our referee and umpire assessment panels and a proposed new umpire uniform was presented to the Commission.

Conclusion

When reflecting on the BEC Strategic Plan for Major Events, I do think that BEC is working towards increasing the already high quality of its events, as well as in the department of 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 2019 and beyond.

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

Peter Tarcala
Chair of the Major Events Commission
18th January 2019

MEMBER STRUCTURES COMMISSION

BADMINTON EUROPE MEMBER STRUCTURES COMMISSION

(Order paper item 3.9)

Two Commission Meetings were held in 2018; one on the 20th of January in Copenhagen (DEN) and the second on the 15th of June in Caldas da Rainha (POR).

Chair of the Commission – Emma Mason

At these meetings, the Commission members discuss and agree upon the topics relevant to their area of the BEC Strategic Plan as follows:

1. MEMBERSHIP

It is the goal of the Member Structures Commission to provide assistance and guidance to our 52 Member Associations (MAs) in terms of administrative support and ensure that they are fully compliant with their membership requirements of both the Badminton World Federation (BWF) and Badminton Europe Confederation (BEC). This work includes providing assistance to ensure that submission of their Schedule A to BWF is made in a timely manner and providing guidance to help them maintain their good standing with BWF and BEC.

2018 UPDATES

1.1 SCHEDULE A

In 2018, 51 out of 52 of our MAs submitted their Schedule A on time and were considered financial.

The only MA which did not submit its Schedule A is Montenegro. 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.

1.2 MEMBERSHIP STATUS & APPLICATIONS

Georgia: There is currently a dispute over leadership of the national federation in Georgia which is being handled by BWF. At the time of writing, Georgia is unable to enter players into BWF sanctioned events.

Isle of Man: The application to be an Associate Member of the BWF was accepted on the 13th of December 2018. The BEC Board of Directors will be asked to confirm the Isle of Man's Associate Membership of BEC during the first Board meeting of 2019 following which BEC looks forward to inviting the Isle of Man delegates to the BEC ADM in Kiev, Ukraine.

Guernsey: Guernsey has also indicated an interest in learning more about the Associate Membership of BWF and BEC. BEC has supported this process and Guernsey are now in contact with BWF to determine whether this is the correct path for their federation. BEC will continue to provide support and guidance as needed and hope to be able to welcome them to BEC membership in future.

Kosovo: BEC understands that Kosovo is interested in membership but there are still issues around international recognition of its national sports federations and no formal application has been received.

2. ANALYSE AND CONSULT

There was no survey conducted in 2018, therefore the overview below is the results from the survey from 2016-2017.

Level	#MAs
Advanced	10
Established	16
Developed	12
Developing	14
TOTAL	52

A discussion on making another Membership Survey took place with the BWF in 2018. The BWF did not conduct a survey in 2018 nor will they in 2019. The next potential BWF Membership Survey will most likely be conducted in 2020.

BEC and the Member Structures Commission believe that the Membership Survey is an important tool for BEC and its MAs to track development and progress against our Strategic Plan objectives and to allow BEC to analyse if it is delivering the services and support necessary for our members.

Therefore, the Member Structures Commission would like to conduct an annual membership survey beginning in 2019.

3. BASIS

The "Badminton Administrative Support and Information Sharing" programme 'BASIS' logo was officially launched at the 2018 BEC Members' Forum in Dubrovnik, Croatia on 13th April 2018. Following the logo launch and feedback from the MAs, the BASIS section of the BEC website also underwent a facelift.

A few programmes were conducted for the first time in 2018 while a few were not conducted. BASIS is a demand led programme and that in response to comments made at the 2018 ADM we have made efforts to market the programme better to all MAs.

3.1 BEC INTERNSHIP PROGRAMME

The Internship Programme provides an opportunity for MAs to send an employee or retiring (or recently retired) player from that MA to the BEC Office for a networking and learning experience. The first internship took place in early 2018. Maria Bubucea from Moldova was the chosen candidate and she was based in the BEC Head Office in Brøndby for two months, in March and April. Her main projects were the 2018 BEC Congress in Dubrovnik (CRO) and the 2018 European Championships in Huelva (ESP), assisting BEC Staff on the delivery of the two projects.

3.2 BEC REPRESENTATIVE VISITS

The Representative Visits provide MAs with an opportunity to receive direct BEC support in the form of a visit (or visits) from a BEC representative to their country. In 2018, five Representative Visits were forecasted but we managed four Representative Visits. The overview of the 2018 Representative Visits can be seen below:

MONTH	MA APPLIED	STAFF/BOARD ON VISIT	TOPIC
FEBRUARY	CZECH BADMINTON FEDERATION	RASMUS BECH	COMMUNICATION
AUGUST	MOLDAVIAN BADMINTON FEDERATION	JIMMY ANDERSEN	ADMINISTRATION; EVENTS' ORGANISATION; INTERNATIONAL RELATIONS
OCTOBER	NORGES BADMINTON FORBUND	RASMUS BECH	COMMUNICATION
NOVEMBER	SLOVENIAN BADMINTON ASSOCIATION	RASMUS BECH	COMMUNICATION

3.3 National Umpire Education Programme

The National Umpire Education Programme was a new edition to BASIS for 2018. This programme is delivered to assist our Member Associations to enhance and develop its domestic umpire education system. The Member Structures Commission only planned to support the delivery of one edition in 2018 but took the decision to support the delivery of two due to high demand from the umpires and MAs that led to the first edition being heavily over-subscribed. The Member Structures Commission was delighted to have been able to offer the MAs a course that clearly met the needs of many of BEC's MAs as this meets the underlying idea of the BASIS programme which is that it should be demand led.

The first edition of the National Umpire Education Programme took place during the European Junior Championships in Tallinn. The second one took place during the YONEX Italian International in Milan.
The umpires who took part in these national umpire education courses were:

TOURNAMENT	UMPIRES PARTICIPATED
EUROPEAN JUNIOR CHAMPIONSHIPS TALLINN 2018 (7 -16 September)	Iris Metspalu, Estonia Eino Väisänen, Finland Christos Evangelidis, Greece Peter Csanadi, Hungary Georgy Bassin, Israel Vidmantas Jonikas, Lithuania Emanuel Gatt, Malta Radomir Preyzner, Poland Iordan Ionica, Romania Jim Gauld, Scotland Predrag Vukovic, Serbia Carmen Martinez, Spain Georgiy Natarov, Ukraine John Walsh, Wales
ITALIAN INTERNATION BADMINTON (13 – 16 December)	Flemming Holmgaard, Denmark Philip James, England Cornelia Schröder, Germany Donal Hurley, Ireland Andrea Chiappini, Italy Fabio Betto, Italy Gunārs Lūsveris, Latvia Freek Cox, Netherlands Kirsten Gulbrandsen, Norway Constantin Stan, Romania Dejan Jures, Slovenia Mateja Rojnik, Slovenia Pekka Lehto, Sweden Ann-Gerd Sjöström, Sweden Péter Mészàros, Switzerland

I would like to take the opportunity to issue a personal thanks to Sven Serré (Belgium) and to Jimmy Andersen (BEC) for their excellent work in producing the content for (and to Sven for delivering) the National Umpire Education Programme. Without their assistance, the programme would not have been possible.

3.4 WORLD ACADEMY OF SPORT (WAoS)

The WAoS Course is part of the BWF's educational programme, designed by the World Academy of Sport (WAoS), delivered by the Continental Confederation. The course is tailored for administrators and event managers. Participants have to go through an online module before attending the face-to-face course.

For the second consecutive year, a WAoS Course was delivered alongside our European Championships. In 2018, the WAoS Courses for Administrators and Event Managers were organized by the Moldavian Badminton Federation, delivered by course instructors - BEC Senior Manager, Jimmy Andersen and Manager, Tania Teoh in Chisinau on 6th & 7th December during the 2019 European Mixed Team Championships Qualification Round.

A promotion video for this course was published. A total of 16 MAs attended the course with 10 participants in the Event Managers' group and 8 in the Administrators' group. The key topics of the courses are listed in the table below:

ADMINISTRATORS' COURSE	EVENT MANAGERS' COURSE
• Constitution, governance and administration • Strategic and operational planning • Commercial strategies and planning • Communication strategies and planning • Development tools and opportunities	• Events and competition structures • Key considerations in event management • The foundations of a Local Organising Committee • Planning and delivering events • Event evaluation and reporting process

A similar WAoS Courses will be organized in the second half of 2019. We are also intending to deliver, in cooperation with BWF, a WAoS Level 2 Course for Event Managers in 2019 and are waiting for an update from the BWF as to whether this will be possible.

3.5 BEC SHADOW PROGRAMME

The Shadow Programme provides an opportunity for MAs to send an employee or retiring (or recently retired) player to BEC activities.

The individual will shadow key members of BEC staff in carrying out their duties BEC events. As in 2017, it was intended that a Shadow Programme would be run.

However, owing to various staff changes in the BEC office and a limited number of major events being held in Europe in the second part of 2018, we were unable to allocate a suitable event for this programme in 2018.

Therefore, the next programme will be held at the European Mixed Team Championships in February 2019.

3.6 BEC VOLUNTEER PROGRAMME

This programme provides an opportunity for Circuit organisers, or members of staff working within the events department of a BEC Member Association, to work as volunteer at international top badminton events in Europe. In 2018, two volunteers were chose to volunteer at the European Junior Championships in Tallinn (Estonia). They are Ger Tabeling (Netherlands) and Greg Farrell (Ireland).

There will be 5 volunteer opportunities in 2019. One at the European Mixed Team Championships in Copenhagen, Denmark and 4 in other BWF major events.

3.7 NETWORK AND INFORMATION SHARING SESSIONS BETWEEN MAS

The Networking and Information Sharing Sessions provide MAs with the opportunity to network and share information with MAs of a similar development level and/or with common issues to resolve.

Despite enthusiasm expressed for this programme at the 2018 Members' Forum, no applications were received and, as a result, the Member Structures Commission decided to focus on other more popular programmes under BASIS and not offer this programme under BASIS in 2019.

I would like to reinforce that the BASIS Programme is demand led and the programmes will be reviewed on an annual basis to ensure we focus our efforts on the programmes that our MAs really want, while always keeping our ears open for new opportunities

4. INFORMATION

MAs are informed regularly upon decisions being made by the BEC Board through emails and MEMOS. In 2019, we will be implementing a new process to ensure that the flow of information from the BEC Board to our members is consistent.

The 2018 Members' Forum took place in Dubrovnik on 13th April with speakers from the BEC Board of Directors, Staff and two external speakers; Kristian Friis (BEC and Digital) and Michael Pedersen (Good Governance in Sport). It was also the first-time split sessions was introduced to our MAs where delegates were grouped into two according to the results from the BWF Membership Survey to ensure that MAs were able to discuss the various topics with representatives from similar sized or resourced MAs. The split sessions were also introduced to drive engagement and interaction at the Members' Forum.

A new initiative 'MA Milestone', was introduced in 2018. The idea of this initiative is to highlight and acknowledge MAs which celebrate 'big' anniversaries (50th, 65th Anniversary, etc). 2018 was used to collect information of the celebrating MAs and in 2019, we will implement this idea.

GENERAL COMMENTS

The Commission experienced a number of changes of staff this year highlighting the growth in the BEC Office. Jimmy Andersen, BEC Senior Manager who was responsible for this Commission in 2017 and 2018 provided a swift transition to Tania Teoh, BEC Manager in August and from November last year, our new Senior Manager, Michael Nørbæk joined the team.

I would like to thank each of the members of the Member Structures Commission in 2018, Andrej Pohar, Klavs Andreassen, Renna Unt, Radomir Jovovic and Espen Larsen for providing valuable input and for the continuous support towards increasing our service opportunities for the MAs.

I would also like to say a personal thanks to Jimmy Andersen for his support and guidance since I took over the Member Structures Commission.

The launch of BASIS and the development of the Commission's work would not have been possible without his assistance and I look forward to building on that work with Tania and Michael in 2019.

Emma Mason
Chair of the Member Structures Commission
21st January 2019

PARA-BADMINTON COMMISSION

BADMINTON EUROPE PARA-BADMINTON COMMISSION

(Order paper item 3.10)

INTEGRATION ON MEMBER ASSOCIATION (MA) LEVEL

As of January 2019, the status and development of the integration of para-badminton on MA level is shown as below:

Chair of the Commission – João Matos

TOTAL 2018
32 - Status 1
4 - Status 2
12 - Status 3
4 - No replies

TOTAL 2017
31 - Status 1
4 - Status 2
12 - Status 3
5 - No replies

TOTAL 2016
25 - Status 1
6 - Status 2
15 - Status 3
6 - No replies

TOTAL 2015
20 - Status 1
7 - Status 2
16 - Status 3
9 - No replies

The change of numbers in Status 1 occurred as Latvia moved from Status 3 to Status 1 while Lithuania moved from 'No replies' to Status 3.

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 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

SUBJECT	STATUS 1	STATUS 2	STATUS 3	NO REPLIES
Member Associations	Austria, Azerbaijan, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, England, Estonia, Faroe Islands, Finland, France, Georgia, Greece, Hungary, Ireland, Italy, Latvia, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Scotland, Serbia, Slovenia, Spain, Sweden, Ukraine, Wales	Germany, Israel, Switzerland, Turkey	Bosnia & Herzegovina, Croatia, Gibraltar, Greenland, Iceland, Liechtenstein, Lithuania, Luxembourg, FYRO Macedonia, Malta, Monaco, Slovakia	Albania, Armenia, Belarus, Montenegro
TOTAL	32	4	12	4

INTEGRATION IN BEC ACTIVITIES

Para-badminton coaches participated for the first time in the BWF Level 1 Tutor Course in Kiev, Ukraine and 2018 RSL BEC Summer School in Podcetrtek, Slovenia.

The Regional Projects were also open for MAs planning to deliver para-badminton camps in their regions. BEC received an application from Badminton Finland but due to the duration of the project proposed of 3 days instead of the Regional Project criteria of 5 days, Badminton Finland decided to reapply next year. A total of 7 BWF sanctioned para-badminton international tournaments have been included into BEC's Communication Plan in 2018.

Two Commission Meetings were held in 2018: 19th January in Copenhagen (DEN) and 15th June in Caldas da Rainha (POR). High-Performance Para-Badminton Participation Grant was introduced in 2018 for elite para-badminton players to assist and increase player participation. A total of 11 Member Associations applied and 15 players benefitted from this grant.

This grant will however not be given in the future but instead provide elite training camps for the players in 2019.

EUROPEAN PARA-BADMINTON CHAMPIONSHIPS

The 2018 BWF Para-Badminton European Championships was held in Rodez, France from 30th October to 4th November, organized by the French Badminton Association. This Continental Championships is still sanctioned by the Badminton World Federation.

PROMOTION

EUROPEAN PARA-BADMINTON CHAMPIONSHIPS

Para-badminton articles are included in every edition of the BEC online magazine and the production of European Para-Badminton Towards Tokyo 2020 articles and videos are published consistently on Badminton Europe's website according to the BEC Communication Plan. Cathrine Rosengren (DEN) was interviewed for BEC Podcast in October. Bobby Griffin, ex-national para-badminton player of England has been engaged to write about 2018 BWF para-badminton international tournaments.

Mark Phelan, a freelance photographer was engaged to take photographs of elite European para-badminton players at the 2018 BWF Para-Badminton European Championships in Rodez, France while Valeska Knoblauch (GER) made an Instagram take over at the same championships.

2018 BEC Para-Badminton Event, Vienna, Austria.
- Summary video
- Pre-event promotion video
- Trailer video

4 ´European Para-Badminton Towards Tokyo 2020´ videos were produced.
- Dina Abouzeid Sarinena (ESP)
- Krysten Coombs (ENG)
- Nina Gorodetzky (ISR)
- Mathieu Thomas (FRA)

EDUCATION

2018 BEC Para-Badminton Event (15th – 18th November 2018)

The BEC Para-Badminton Event took place in Vienna's Tennis Point Vienna with 28 participants from 13 countries. The event was organized in cooperation with the Austrian Badminton Association and the European Paralympic Committee. This edition was planned for coaches and administrators. The coaches took part in the BWF Coach Education Level 1 Module 13 course. 13 coaches passed from the 14 who participated. The administrators took part in two full days of presentation, discussions on the integration of para-badminton in their countries and the know how's to develop para-badminton.

BWF National Classifier Workshop (18th – 20th June 2018)

8 national classifiers passed the workshop which was led by BWF Head of Classification, Dr. Silvia Albrecht in Dublin, Ireland. They are: Tianjiao Zhang (BEL), Kyprianos Alexandrou (CYP), Estelle Salager (FRA), Ana Maia (IRL), Marco Clemente (POR), Kaity Hall (SCO), Tove Soderdahl (SWE) and Pavel Dobrynin (RUS).

OTHERS

Badminton for All - B4ALL Erasmus+ Programme

BEC is one of the 10 partners of the Badminton for All - B4ALL Erasmus Programme which is run by the Spanish Badminton Federation. All partners are members of the Project Coordinating Group (PCG) that will meet twice a year for the correct follow-up and decision making for execution of the project. In 2018, BEC took part in the two PCG meetings in Madrid (February) and in Rome (September).

BEC Para-Badminton Player of the year (2017)

The four players nominated for this award were Thomas Wandschneider (GER), Lucas Mazur (FRA), Rachel Choong (ENG) and Jack Shephard (ENG). Jack Shephard from England from the Short Stature Sport Class won this award based on his splendid achievements in 2017.

I would like to take this opportunity to welcome 2 new staff who started supporting the daily office tasks from the office since the end of last year. Michael Nørbæk, BEC Senior Manager (started November) and Luca Crippa, BEC Junior Manager (started December) will now join Tania Teoh, BEC Manager in assisting the work of this commission. I am very much looking forward to work closely with them in the future.

Finally, I would like to thank my colleagues from the Board, all my Commission Members for their valuable input all through the year and our BEC Office for their hard work with a special mention to Jimmy and Tania for their dedication.

João Matos
Chair of the Para-Badminton Commission
14th January 2019

SPORT FOR ALL COMMISSION

BADMINTON EUROPE SPORT FOR ALL COMMISSION

(Order paper item 3.11)

Two Commission Meetings were held in 2018:

• 20th January in Copenhagen (DEN) – The Commission went through the Strategic Plan, Annual Report and the 2018 budget and amended the three documents and discussed on various projects that will be implemented in 2018. New ideas were also discussed for future implementation, Continuous Coach Development plan and Coach Mentoring Programme based on small sessions for education on specific topics regarding the needs of members asking for, and also "clinics" alongside events already in different European tournaments calendar. We have also to think about making a connection with our CoE around coach education development.

• 16th June in Caldas da Rainha (POR) – The Commission discussed on the follow up from the Copenhagen meeting and an update of the 2018 Budget as of June 2018 was made. The idea of producing a Legacy Pack which works like a goodie bag for parents/grandparents attending the European Senior Championships to bring home for the children/grandchildren was raised and The Commission will investigate details of this idea.

INCREASE OF REGISTERED PLAYERS

A mass badminton player registration tool to be implemented, to work together with the Member Structures Commission. The ´Imagine 2023´ working group was created following up on this idea. The members in this group consists of Emma Mason, Chair of Member Structures, Andrej Pohar, Chair of Communication & Media, Martin Kranitz, Chair of Circuit Commission, Brian Agerbak, General Secretary, Jimmy Andersen, Senior Manager and myself. A meeting was held for the first time in Zurich last year to further discuss about ´Imagine 2023´.

MA PARTICIPATION

From the 2018 Schedule A, the total registered players from our MAs are 851.900. The KPI until 2020 is to achieve 1.000.000 players. It will be very difficult to reach one million because of too many different models to register all badminton player. Leisure players or competitors are not considered in the same in our Member Associations. Imagine 2023 working group is also in charge to find solution to consider all kind badminton players.

Chair of the Commission – Jean-Marc Serfaty

SHUTTLE TIME EUROPE

SCHOOLS BADMINTON (SHUTTLE TIME)

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 2018 will ensure the implementation in 2019. 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 188 teacher courses and 4 tutor courses during the year, in which they educated 3396 new Shuttle Time Teachers and 36 Shuttle Time Tutors.

This means that at the end of 2018 we had a total of 19133 certified Shuttle Time Teachers and 853 certified Shuttle Time Tutors. Our annual Shuttle Time Trainer/Tutor course was organized in Moldova in February, where all 17 of the participants from 10 countries became certified ST staff.

COACH EDUCATION LEVEL 1 AND 2

In close cooperation with the Ukraine Badminton Federation, our 8th Coach Education Level 1 Tutors' course with 18 participants was organized in Kiev, from 8-10 June. Just a week after, we also delivered our Coach Education Level 2 Tutors' course with 12 participants in Caldas da Rainha, Portugal. We delivered a combined Level 1 and Level 2 Coach Education at the Centre of Excellence (CoE) in Holbæk from 14-21 October. 16 participants from 15 countries had a full week course at the CoE for this course and all passed the course.

INTERNATIONAL YOUTH/PARA CAMPS

As of 2018, 36 MA's have players who received international training experience through the BEC Summer School and Regional Projects. We are therefore positive that we will achieve the anticipated KPI of having 40 MAs by 2020. For the first time last year, we also integrated para-badminton whereby we accepted Regional Project, where para-badminton training camps were planned.

SUMMER SCHOOL

The 2018 RSL BEC Summer School was held in Podcetrtek, Slovenia from 7-14 July 2018. Our good knowledge of the facilities and the organization made things easier in 2018 and everything went well. The organizing team from the Badminton Association of Slovenia was very helpful and their professionalism was the key to successfully delivering the Summer School. It was also in 2018 where RSL was name title sponsor for the Summer School. Thank you to RSL too for providing sports attire and shuttles during the Summer School.

A Coach Education Level 1 Course was organized during the Summer School. A total of 77 participants from 22 MAs (41 players + 25 coaches + 8 staff coaches) participated at the Summer School. 24 coaches passed the Coach Education Level 1 Course.

All Member Associations can bid for the 2020 BEC Summer School or beyond at any time if it is of interest and convenience for the Member Association. We are very happy to have multiple hosts for the previous editions and highly appreciate their support. As for Member Associations which have not organize our longest running development project before, I do urge these MAs to take up the challenge.

REGIONAL PROJECTS

12 Regional Projects have been organized in 2018. 34 countries participated in the Regional Projects, making it an increase of two more countries than usual. The participating countries are: France, England, Netherlands, Germany, Denmark, Belgium, Finland, Poland, Albania, Greece, FYRO Macedonia, Serbia, Romania, Israel, Cyprus, Slovenia, Croatia, Armenia, Georgia, Russia, Iceland, Faroe Islands, Greenland, Switzerland, Austria, Sweden, Norway, Bulgaria, Hungary, Slovakia, Czech Republic, Latvia, Estonia and Lithuania.

SENIOR BADMINTON

In 2018, 1240 senior players participated at the European Senior Championships in Guadalajara, Spain. The comparison of the participants from the previous years with 2018 can be seen from the table below:

	2010 Dundalk (IRL)	2012 Sofia (BUL)	2014 Caldas da Rainha (POR)	2016 Podcetrtek (SLO)	2018 Guadalajara (ESP)
Players	593	648	803	1014	1240
Entries	798	940	1158	1518	1735
Matches	719	836	1038	1372	1648
Events	35	36	40	40	41
Courts	8	8	7	9	12
Days	6	6	7	7	7
Umpires	30	32	28	31	48

OTHERS

The BWF introduced the BWF Extranet at the end of 2018. The BWF Extranet enables Shuttle Time and Coach Education coordinators to manage their national courses and directly download documents from the courses. This platform is a great tool to help save time in the administrative tasks

From August 2018, multiple promotion materials were produced to 'sell' our products better. School Set brochures were printed and shared with MAs at various events, an unboxing video of the School Set was published and reused to encourage MAs to buy the School Sets from the office.

Regional Project and Shuttle Time promotion videos were also produced and published on our website. New banners for the Summer School and Regional Project were produced in order to brand our development projects. More promotion and branding material production is also planned for 2019.

A lot has happened in 2018 in terms of staffing. 2 staff in charge of the Sport for All Commission and Development area left Badminton Europe to proceed with new adventures. Zsofia Horvath left in May while Hugo Mussou left end of December.

Tania Teoh, previous Junior Manager took over the Development area after her promotion in August. The Development team also welcomed Michael Nørbæk, our new Senior Manager who started in November and Luca Crippa, our new Junior Manager who started in December.
I would like to thank Hugo for his strong invest in all projects he was in charge with me. We start a new period with two new strong badminton experts, and I'm sure that, together, we are going to bring new ideas and new activities.

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

WOMEN IN BADMINTON COMMISSION

BADMINTON EUROPE WOMEN IN BADMINTON COMMISSION

(Order paper item 3.12)

Chair of the Commission – Klavs Andreassen

The Women in Badminton Commission met two times in 2018 for the Commission Meeting on 19th January in Copenhagen (DEN) and 16th June in Caldas da Rainha (POR).

The meeting in Copenhagen was the first meeting with the new members of the Commission which consists of Klavs Andreassen, Chair (BEC), Richard Vaughan, Vice-chair (BEC), Jean-Marc Serfaty (BEC), Tina Riedl (AUT), Maria Bubucea (MDA), Ella Diehl (RUS) and Markéta Osičková (CZE) and Zsofia Horvath and Tania Teoh (BEC Staff). The Commission has made a shortlist of 3 from the 5 BEC Badminton for Women Award nominees and put forward the recommendations to the BEC Awards Panel. The 2018 Budget was also discussed and approved.

In Caldas da Rainha, the Commission's name change was discussed, proposing a name change from 'Women in Badminton' to 'Gender Equity'. The Badminton for Women Award nomination process was discussed. The WiB scholarship criteria have been updated and the application will start in January 2019.

SCHOLARSHIPS

A total of 24 Women in Badminton Scholarships were granted to 20 MAs in 2018. The overview of the 2018 scholarship recipients is shown in the table below:

2018 BEC SUMMER SCHOOL 7 - 14 JULY 2018, PODCETRTEK (SLO) COACH PARTICIPATION

Nº + MA	Name
1.Germany	Carla Strauss
2.Estonia	Kaisa Simon
3.Sweden	Marie Svedell
4.Italy	Megumi Sonoda
5.Slovenia	Tea Forsthuber
6.Norway	Thea Kristina Johansen
7.Austria	Bianca Schiester
8.Ireland	Megan Bredin

2018 BEC CONGRESS 13 & 14 APRIL 2018, DUBROVNIK (CRO) - ADMINISTRATOR PARTICIPATION

Nº + MA	Name
1.Macedonia	Ina Stefanovska
2.Portugal	Laudelina Simões
3.Armenia	Mari Manukyan
4.Lithuania	Vaida Cekauskiene
5.Moldova	Xenia Doroshenco

2018 BEC UMPIRE COURSES KAUNAS (LTU) OR SOFIA (BUL) - TECHNICAL OFFICIAL PARTICIPATION

Nº + MA	Name
1.Azerbaijan	Guljannat Huseynli
2.Estonia	Reet Vokk
3.Ireland	Catherine Dolphin
4.Finland	Maija Koivula
5.Portugal	Maria Margarida dos Santos Queluz Rodrigues

2018 BWF PARA-BADMINTON INTERNATIONAL TOURNAMENT - PLAYER PARTICIPATION

Nº + MA	Name
1.Faroe Islands	Eydna Mouritsen (WH2)
2.Greece	Dimitra Korokida (WH1)
3.Portugal	Beatriz Monteiro (SU5)
4.Russia	Vita Vimba (SL3)
5.Ukraine	Ivanna Redka (SU5)
6.England	Emma Stoner (SL4)

REPRESENTATION WITHIN BEC

As of 2018, we have the following statistics in female participation.

BEC Board of Directors	21.43 % - 3 from 14 Directors
BEC Commission Members	66.7% -10 from 15 Commission Members
BEC Office Staff	31.25% - 5 from 16 Office Staff

An increase of 7.13% in the female participation in the BEC Board of Directors was seen in 2018. We increased from 14.3% to 21.43%. Thanks to the delegates at the BEC Congress to elect a talented and younger board member increasing the diversity on the Board of Directors.

Promotion and Communication

The BEC Badminton for Women Award (2017) which was presented in 2018 was won by the 'Women, Health & Sport' Project organized by the Spanish Badminton Federation. This project had its initial planning after the Rio Olympics in 2016 and the first edition took place in July 2017 which attracted more than 1.000 ladies around Spain to play badminton.

#PressforProgress was the hashtag for the International Women's day last year. In accordance to that, a video was published together with an article on BEC platforms to acknowledge the day on 8th March. 4 videos of the Women in Badminton scholarship recipients were published based on the 4 categories in 2018. The 4 categories are BEC Congress, BEC Umpire Course, BEC Summer School and BWF Para-Badminton International.

Others

The WiB Commission reached out to external experts to potentially engage them to present and share best practices with our MAs during the 2019 Members' Forum. The initiative was successful, and we have engaged Karina Storinggaard from 'Think Yellow', a company which gives presentations and offer workshops to improve gender equality.

Further planning and content discussion have been passed on to the Member Structures Commission as they are the Commission responsible for the delivery of the Members' Forum.

I would also like to take this opportunity to welcome Michael Nørbæk, our new Senior Manager and Luca Crippa, our new Junior Manager on board. They both started in November and December respectively and will assist in the daily tasks from the BEC Office.

Finally, I would like to thank Tania Teoh for her hard work for the Commission, my fellow commission members for good and constructive discussions and work during 2018 and last but not least the BEC Board of Directors for being supportive to the Commission's initiatives.

This can be my last report for the Women in Badminton Commission as I hope that we will change the name to Gender Equity Commission as IOC and BWF already have done. The main purpose will not change – creating equal and gender-neutral opportunities for all in badminton.

Klavs Andreassen
Chair of the Women in Badminton Commission
22nd January 2019

BADMINTON EUROPE

ANNUAL FINANCIAL REPORT

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STATEMENT BY THE BOARD OF DIRECTORS

The Badminton Europe Board of Directors have today discussed and approved the Financial Report of Badminton Europe for 2018.

The Financial Report has been prepared in accordance with the accounting policies. We consider the accounting policies used to be appropriate. Accordingly, the Financial Report gives a true and fair view of Badminton Europe's financial position at 31 December 2018 and of the results of the organization's operations for the financial year 1 January - 1 December 2018.

We recommend that the Financial Report be approved at the Annual Delegates' Meeting.
Kiev, 26 April 2019.

Badminton Europe:

Brian Agerbak
General Secretary

Board of Directors:

Gregory Verpoorten President	Mike Robinson Finance	
Andrey Antropov Vice-President	João Matos Vice-President	Kai Schäfer Athletes' Commission Chair
Andrej Pohar Director	Emma Mason Director	Jean-Marc Serfaty Director
Klavs Andreassen Director	Martin Kranitz Director	Peter Tarcala Director
Richard Vaughan Director	Renna Unt Director	Robbert de Kock Director

MANAGEMENT REVIEW

INFORMATION ABOUT THE CONFEDERATION

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

BOARD OF DIRECTORS

President:	Gregory Verpoorten
Director for Finance:	Mike Robinson
Vice-President:	Andrey Antropov
Vice-President:	João Matos
Director:	Andrej Pohar
Director:	Emma Mason
Director:	Jean-Marc Serfaty
Director:	Klavs Andreassen
Director:	Martin Kranitz
Director:	Peter Tarcala
Director:	Richard Vaughan
Director:	Renna Unt
Director:	Robbert de Kock

Chair of Athletes' Commission: Kai Schäfer (replaced Selena Piek 27 January 2019)

AUDITOR

EY
StatsautoriseretRevisionspartnerselskab
Ulrik B. Vassing

BANK

Danske Bank
Handelsbanken
Sydbank

VAT REGISTRATION

Badminton Europe Confederation was VAT registered on 1 January 2017.

The VAT number is: DK27134076

MANAGEMENT REVIEW

ACTIVITY

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

DEVELOPMENT OF THE FINANCIAL YEAR

This year's surplus of 216.241 EUR is an improvement of 304.489 EUR against the budget set for the year. The reason for the improvement against was general prudent spending over a number of expense items particularly with the implementation of the digital strategy only being ready for implementation in 2019. Furthermore, an exchange rate gain of 60.492 EUR also helped improve the result for the year.

THE FINANCIAL BUDGET AND FORECASTS

The Board of Directors expects a deficit in 2019 of close to 400.000 EUR. The forecast for 2020 shows a surplus of 68.000 EUR whereas 2021 shows a deficit of 116.000 EUR.

EVENTS OCCURRED AFTER 31 DECEMBER 2018

In the period from 1 January 2019 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 2018

INCOME

		€	€
INCOME		**2018**	*2017*
Administration Fee BEC		**63.210**	*60.100*
Subscriptions BWF (90%)		**79.943**	*78.334*
BWF CC Development Funding	1	**755.095**	*794.429*
Entry Fees		**192.160**	*94.550*
Sanction Fees		**80.597**	*77.193*
Withdrawal Fees BEC		**13.487**	*14.205*
Rights and sponsorships		**1.028.098**	*800.837*
Sales		**98.184**	*45.865*
BEC CoE		**67.572**	*0*
Bad debts recovered		**54.426**	*900*
Miscellaneous income		**39.927**	*26.363*
TOTAL		**2.472.699**	1.992.776

EXPENDITURE

DEVELOPMENT

Sport for All	2	**245.474**	325.593
High Performance	3	**374.897**	226.978
Member Structures	4	**67.146**	51.240
Women in Badminton	5	**14.288**	14.649
Para-Badminton	6	**32.852**	30.371
Development		**734.657**	648.831

COMMUNICATIONS & MEDIA

Communications & Media	*7*	**237.971**	265.113

EVENTS

Major Events	8	**425.634**	98.814
Circuits	9	**39.741**	37.300
Events		**465.375**	236.114

COMMERCIAL

Commercial	10	**27.876**	*75.677*

ADMINISTRATION

Administration	11	**848.258**	*736.019*
EXPENDITURE TOTAL		**2.314.137**	1.961.754
OPERATING SURPLUS		**158.562**	31.022
Bank interest		**-2.813**	-3.615
Exchange rate fluctuation		**60.492**	-115.655
		57.679	-119.270
SURPLUS FOR THE YEAR		**216.241**	-88.248

BALANCE SHEET AT 31 DECEMBER 2018

			2018	2017
FIXED ASSETS				
Property			**410.000**	410.000
Office equipment			**760**	1.086
CURRENT ASSETS				
Equipment stock		**11.625**		5.250
Demands	**172.589**			
Provisions of bad debts	**-35.000**	**137.589**		72.144
Cash in bank or hand		**2.217.895**		2.013.548
		2.367.109		2.090.942
CURRENT LIABILITIES				
Accruals, provisions and deferred income	**165.957**			97.889
Items for other periods	**-17.775**			-9.307
		148.182		88.582
Net current assets			**2.218.927**	2.002.360
Net Assets			**2.629.687**	2.413.446
RESERVES				
As of 1st January 2018			**2.413.446**	2.501.694
Surplus for year			**216.241**	-88.248
			2.629.687	2.413.446

NOTES (FORMING PART OF THE FINANCIAL STATEMENTS)

NOTE 1: BWF FUNDING

Grants of 898.563 USD were received from BWF for development activities.

	RECIEVED	UTILIZED
Base Grant	**366.947**	364.945
Programme funding	**133.858**	133.858
Women in Badminton	**20.000**	20.000
Para-Badminton	**40.000**	40.000
Marketing grant	**20.000**	20.000
Capacity building	**101.469**	101.469
Player development	**94.000**	94.000
Shuttle Time equipment	**51.170**	52.000
Tournament development	**30.000**	30.000
TO special grant	**7.500**	10.000
Contingency Grant	**25.000**	25.000
Other + currency	**8.619**	6.049
Total	**898.563**	897.321

This amounts to 29,7% 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.

NOTE 2: SPORT FOR ALL

	2018	2017
Equipment support	**46.690**	110.250
Development projects	**158.772**	183.113
Coach education	**38. 964**	29.959
Commission / Administration	**1.048**	2.271
	245.474	325.593

NOTE 3: HIGH PERFORMANCE

Training centres / Scholarships	**371.756**	224.446
Player development	**2.500**	0
Commission / Administration	**641**	2.532
	374.897	226.978

NOTE 4: MEMBER STRUCTURES

Seminars	**29.135**	27.331
MA support	**37.036**	21.609
Commission / Administration	**975**	2.300
	67.146	51.240

NOTE 5: WOMEN IN BADMINTON

Activities	**12.288**	12.030
Commission / Administration	**2.000**	2.619
	14.288	14.649

NOTE 6: PARA-BADMINTON

Activities / Events	**31.457**	25.561
Commission / Administration	**1.395**	4.810
	32.852	30.371

Note 7: Communication & Media

PR/TV activities	**67.881**	30.952
Live score / streaming	**163.144**	174.085
Television	**2.685**	40.000
Manager app	**3.547**	15.509
Commission / Administration	**714**	4.567
	237.971	265.113

Note 8: Major Events

European Championships	**341.193**	136.174
Events Equipment, Medals	**17.509**	13.762
Travel grants	**29.650**	17.515
Technical Official's education, clothing	**36.114**	28.803
Commission / Administration	**1.168**	2.560
	425.634	198.814

Note 9: Circuits

Circuit equipment	**2.432**	4.801
Observers and Referees	**35.773**	27.879
Commission / Administration	**1.536**	4.620
	39.741	37.300

Note 10: Commercial

Sponsor servicing	**240**	645
TV placement deals	**20.714**	10.000
Promotional material	**6.623**	60.527
Administration	**299**	4.505
	27.876	75.677

Note 11: Administration

Meetings	**105.050**	92.336
Annual Delegates' Meeting and Gala dinner	**57.179**	45.119
Travel and accommodation	**29.447**	25.550
Office expenses	**20.755**	13.383
Salaries	**556.105**	442.664
Accounting	**1.627**	1.695
Legal expenses	**1.544**	-2.101
Audit expenses	**3.600**	3.600
Postage and stationary	**26.435**	20.960
Depreciation	**326**	768
Provisions bad debt	**21.064**	3.854
Bad debtors	**0**	76.502
Miscellaneous administration	**21.619**	9.812
Bank charges	**3.507**	1.877
	848.258	736.019

ACCOUNTING POLICIES

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

INCOME STATEMENT

INCOME AND EXPENDITURE

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

BALANCE SHEET

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.

RECEIVABLES

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

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.

PROPERTY

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

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.

PREPAYMENTS

Prepayments comprise costs incurred concerning subsequent financial years.

INDEPENDENT AUDITOR'S REPORT

OPINION

We have audited the financial statements of Badminton Europe for the financial year 1 January – 31 December 2018, 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 2018 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, 26 April 2019
ERNST & YOUNG
Godkendt Revisionspartnerselskab
CVR no. 30 70 02 28

Ulrik Benedict Vassing
State Authorised
Public Accountant
mne32827

EY
Building a better working world

BADMINTON EUROPE STRATEGIC PLAN 2016-2020

PART 1: ORGANIZATION AND STRUCTURE

1. INTRODUCTION

Badminton Europe Confederation (BEC) was founded on 24th September 1967 and is the governing body of badminton in Europe. It is one of the five continental bodies under the flag of the Badminton World Federation (BWF). At the end of 2018 BEC had 52 Member Associations. The Confederation's current headquarter is in Brøndby, Denmark.

2. MISSION

The mission of BEC is "to govern, promote and develop the game of badminton in Europe".

3. VISION

The vision of BEC is to facilitate growth of badminton in Europe together with our Member Association.

4. VALUES

- Accountability
- Commitment
- Integrity
- Efficiency
- Respect

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. 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. COMMISSION

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 Commissions 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
- Gender Equity

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 -annual governance review
2. Annual Delegates' Meeting	Ensure well organized Annual Delegates' Meetings in compliance with the BEC Rules	-evaluate ADMs at first coming Board meeting post ADM
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 minimum 2 commission meetings.
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.	-90% of MAs satisfied with services provided -Board of Directors shall be 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- 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 -ensure annual review of risk register

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 and other stakeholder bodies as appropriate
3. Institutional partnerships	Sign MOU's with organizations that work towards the same strategic goals as BEC.	-maintain existing MOUs -consider new partnerships as appropriate
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's**
1. Rights, properties and assets	To assess and optimize the BEC rights catalogue in order to remain a competitive marketing channel.	Sustain the level of revenue from commercial partnerships in 2019 compared to 2017
2. Major Events	To explore new commercial models including a focus on entertainment elements around major events with the purpose of improving the live spectator experience and boost TV distribution.	- Explore optimal commercial model for events - Consider new event formats - Secure high-level hospitality for VIPs and partners
3.New commercial partners	-To research relevant new commercial and strategic partners who can create financial and brand value for BEC while finding ways to engage them.	- Attract 1-2 new commercial partners - Evaluate external sales partner options
4. Existing commercial partners	To support, nurture and grow partner relationships through activations VIP invitations and timely reporting with the purpose of continuing current partnerships.	- Activate partnerships in accordance with agreements - Ensure timely reporting in accordance with agreements - Secure renewals of existing partners
5. Brand management	To assess and develop the brand strategy (guidelines, vision, image and values) as well as ensuring brand consistency.	- Develop the brand strategy and ensure compliance wherever possible. - Continuously assess brand image.
6. Digital marketing	To establish a complete digital marketing setup for; collection of audience insights and data for commercial purposes, facilitation of efficient marketing management, digital lead generation and advertising revenue generation.	- Maximize audience insights to attract partners - Explore digital advertising revenue opportunities - Enable partnership lead generation through digital channels

14. FINANCES		
Activity area	**Goal and Strategies**	**KPI's**
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, operational guidelines and meeting procedures
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 & 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. Investing 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.	-ensure continued appliance with VAT legislation

15. COMMUNICATION & MEDIA		
Activity area	**Goal and Strategies**	**KPI's**
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 – 150.000 followers by 2020 and with an average reach of 100.000 people per month -Twitter – 30.000 followers by 2020 -YouTube – 60.000 subscribers by 2020 and 10 million views -Instagram – 40.000 followers by 2020 - App downloads: 75.000 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 -Circulate a MEMO to MAs summarizing the key decisions taken at BEC Board meetings after each meeting and publish this on the website
6. Database	Build a database of the fans and followers of Badminton Europe to get an easier way to communicate to the fans on relevant topics.	- 100.000 users by 2020

16. MAJOR EVENTS

Activity area	Goal and Strategies	KPI's
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 2023
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 events
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) - Commentating from all finals

17. CIRCUIT		
Activity area	**Goal and Strategies**	**KPI's**
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 MA's so that they would progress in their development level within the Events/tournaments area.	-minimum 43 (80%) MAs achieving minimum developed status in events by 2020 -minimum 21 (38%) MAs achieving minimum established status in events by 2020 -minimum 14 (25%) 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 MA's 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

18. SPORT FOR ALL		
Activity area	**Goal and Strategies**	**KPI's**
1. Increase of registered players	To raise the number of registered players through the activity areas below	-increase the number of registered players in Europe to 1.000.000 by 2020
2. MA Participation	Set up relevant projects and facilitate MA's so that they can progress in their development level within the participation area.	-39 (75%) of MAs achieving minimum developed status in participation by 2020 -18 (35%) of MAs achieving minimum established status in participation by 2020 -13 (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. To modify the Shuttle Time model to ensure that it suits implementation.	-40 (77%) countries implementing Shuttle Time by 2020 -20.000 teachers educated by 2020 -50 (96%) MA´s organizing Badminton School Championships
4. Coach Education Level 1 and 2	To have well informed, educated and talented at grass root level in the European badminton system by enabling the MA's to become self-sufficient in educating coaches on the entry level.	- 49 (94%) of MAs delivering a coach education courses of minimum Level 1 or similar by 2020 -39 (75%) of MAs delivering coach education courses of minimum Level 2 or similar by 2020 - remind and support the MAs to apply for Olympic Solidarity
5.International Youth/Para Camps	To organise BEC Summer School and Regional Projects annually to provide inspiration, international experience and network to youth/para players.	-40 (77%) of MAs have players who receive international training experience through the BEC Summer School and Regional Projects

19. HIGH PERFORMANCE		
Activity area	**Goal and Strategies**	**KPI's**
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 set-up via CTC scholarships, Junior/Senior transition funding, regional projects and a permanent training centre.	-badminton to remain as an Olympic Sport -5 players/pairs in top 25 of the World Rankings in all disciplines in 2020 -5 medals at 2020 World Championships - 4 European medals at 2020 Olympic Games -25 European passports 2020 Olympic Games
2. Centre of Excellence (CoE)	To ensure that the CoE operates at a level that attracts top players from Federations currently without a sufficient HP setup. The CoE should not operate in isolation but should also focus on improving HP structures within the MAs where the CoE could be an option in their HP plan. The CoE should offer both long and short term stays for players, short term stays for coaches as well as education opportunities for players and coaches.	-On average 26 players in the COE -MoU's with 15 MAs focused on HP -Develop a specific Strategic Plan for 2020-2024 - Achieve 80% of individual annual player goals.
3.MA High Performance	Set up relevant projects and facilitate MAs so that they would progress in their development level within the High-Performance area.	-37 (70%) of MAs achieving minimum developed status in high performance by 2020 -13 (25%) of MAs achieving minimum established status in high performance by 2020 - 5 (10%) of MAs achieving minimum advanced status in high performance by 2020
4. Olympic Solidarity Scholarships	Ensure that MAs are sufficiently informed of the possibilities of receiving scholarships for their players.	-25 MAs applying for Olympic Solidarity Scholarships for the 2020 Olympic Games
5.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 2020 - Have 15 level 3 coaches by 2020
6. . 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	-39 (75%) of MAs having a high-performance plan by 2020

20. MEMBER STRUCTURES

Activity area	Goal and Strategies	KPI's
1. Membership	- Encourage the establishment of new MAs and support compliance with BWF and BEC Membership requirements.	- Review to be undertaken when necessary in terms of activating dormant MAs, increase engagement with existing MAs and in terms of identifying and encouraging new MAs into membership -Continuous support in terms of reminding European MAs of the BWF Membership requirements and making MA's aware of the governance tools made available by BWF
2. Analyse & 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.	- 46 (90%) of MAs achieving developed administration by 2020 - 30 (60%) of MAs achieving established administration by 2020 - 13 (25%) of MAs achieving advanced 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. - offer annual national umpire education programme and expand the programme to Level 2 - Volunteer programme. Reformulate the programme to ensure maximum benefit for the MAs	- To have individuals from 26 (50%) of MAs having participated in an WAoS course by 2020 - 5 representative visits to be carried out annually to 2020 - Conduct an annual shadow programme -To have 45–50 umpires participated at the national umpire education programme by 2020 - To have 8 MAs participated in volunteer swap programme by 2020 - 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 from the activities.	- Organize an annual Members' Forum by liaising with the BEC Board and Office -pro-actively engage with MA's and request feedback on BEC and MA activities

21. PARA-BADMINTON		
Activity area	**Goal and Strategies**	**KPI's**
1. Integration on MA level	Support the integration of para-badminton into the governance, management, events and other activity structures at Membership level. Build a map of the Member Associations, in connection with BWF to consider the development level.	- 32 (62%) of our MAs governing para-badminton by 2020 - 35 (67%) of our of MAs created links to their national para-sport organisations by 2020
2. Integration on BEC activities	Integrate para-badminton into the governance, management and other activity structures on BEC level.	-Contribute to the Members' Forum organized at the BEC Congress Invite para-badminton coaches in 4 development projects (Summer School, Coach Education, Shuttle Time, Regional Project) by 2020 Include 10 BWF sanctioned para-badminton international tournaments in BEC communication plan by 2020
3.European Para-Badminton Championships	Find hosts to organise bi-annual European Para-Badminton Championships (EPBC) and liaise with BWF to ensure appropriate funding for this event from 2020 onwards.	-Include EPBC into overall BEC bidding plan as soon as possible after agreement with BWF -Articles about EPBC published on BEC platforms
4. Promotion	Promote para-badminton activities in all BEC platforms and communication activities.	15 articles with interviews by 2020 MAs activities published - 17 MA's by 2020, Para-badminton to feature in every BEC online magazine Para-badminton has its own section of the website Include 10 elite para-badminton players in BEC Social Media activities by 2020
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 BEC Para-Badminton Event by 2020 - Administrators – to have a liaison contact with 35 national administrators by 2020

22. GENDER EQUITY		
Activity area	**Goal and Strategies**	**KPI's**
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 WiB 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 -annually update the scholarship recipients' number
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 – 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 representation throughout all levels of badminton	- have a Badminton for Women Award at 2016 - 2020 Gala - minimum 24 Badminton for Women articles feature by 2020 (previously known as ´Women in the Spotlight´

23. ATHLETES' COMMISSION		
Activity area	**Goal and Strategies**	**KPI's**
1. Communication with Athletes	- Increase number of directly reachable athletes and feed them with important information and raise feedback	400 Facebook group members until 2020 (current 280) -e-mail addresses and phone numbers
2. Cooperation with BWF Athletes Commission	Connect and share knowledge to improve AC services on a regular basis	-minimum 2 annual meetings
3. Annual Forum	Creating annual forum with external speakers at a BEC Major Event of World Series Tournament.	-find 1-2 speakers event or the event -offer services not usually provided by MAs for their players
4. Involving Para-badminton	Discuss either a new structure of the AC with a fixed Para-badminton player or cooperate with the Para-badminton Commission to meet the demands of Para-badminton players players	-revised regulations by 2020
5. Building a productive Commission with motivated and cooperating members	Sharpen the profile of AC towards players and search proactively suitable candidates for the future	- minimum 4 candidates for election of the new Athletes Commission 2020

BUDGET 2019 AND FORECASTS 2020 AND 2021

(Order paper item 6)

INCOME	Actual 2017	Budget 2018	Actual 2018	**Budget 2019**	Forecast 2020	Forecast 2021
Administration Fee BEC	60.100	60.000	63.210	**61.000**	61.000	61.000
Subscriptions BWF (90%)	78.334	80.000	79.943	**82.000**	82.000	82.000
BWF CC Development Funding	794.429	705.000	755.095	**919.000**	930.000	940.000
Entry Fees	94.550	193.010	192.160	**74.000**	200.000	75.000
Sanction fees	77.193	80.000	80.597	**79.500**	80.000	80.000
Withdrawal Fees BEC	14.204	15.000	13.487	**15.000**	15.000	15.000
Rights and sponsorships	800.837	1.000.800	1.028.098	**632.000**	1.100.000	900.000
Sales	45.865	30.000	98.184	**83.000**	50.000	50.000
BEC COE	0	150.000	67.572	**127.000**	125.000	125.000
Bad debts recovered	900	0	54.426	**0**	0	0
Miscellaneous income	26.364	10.000	39.927	**10.000**	25.000	25.000
INCOME TOTAL	1.992.776	2.323.810	2.472.699	**2.082.500**	2.668.000	2.353.000
EXPENDITURE						
Sport for All	325.593	265.000	245.474	**214.000**	220.000	225.000
High Performance	226.978	453.000	374.897	**433.000**	440.000	445.000
Member Structures	51.240	68.000	67.146	**67.000**	70.000	73.000
Women in Badminton	14.649	20.000	14.288	**18.000**	18.000	18.000
Para-badminton	30.371	34.500	32.852	**51.000**	52.000	53.000
Development	648.831	840.500	734.657	**783.000**	800.000	814.000
Communication & Media	265.113	296.500	237.971	**340.000**	250.000	260.000
Major Events	198.814	380.000	425.634	**241.000**	400.000	200.000
Circuits	37.300	39.500	39.741	**55.000**	55.000	55.000
Sports	236.114	419.500	465.375	**296.000**	455.000	255.000
Marketing	75.677	94.500	27.876	**20.000**	30.000	40.000
Administration	736.019	770.500	848.258	**1.029.000**	1.065.000	1.100.000
EXPENDITURE TOTAL	1.961.754	2.421.500	2.314.137	**2.468.000**	2.600.000	2.469.000
OPERATING SURPLUS	31.022	-97.690	158.562	**-385.500**	68.000	-116.000
Bank interest	-3.615	-4.000	-2.813	**0**	0	0
Exchange rate gain	-115.655	0	60.492	**0**	0	0
	-119.270	-4.000	57.679	**0**	0	0
OPERATING SURPLUS	-88.248	-101.690	216.241	**-385.500**	68.000	-116.000

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

BADMINTON EUROPE

BOARD ELECTIONS

ELECTION OF THE PRESIDENT FOR THE PERIOD 2019-2023

Slovak Badminton Federation, Polish Badminton Federation, Czech Badminton Federation, National Badminton Federation of Russia, Hellenic Badminton Federation and Croatian Badminton Federation propose the election of

Peter TARCALA (Slovak Badminton Federation)

Peter Tarcala

SLOVAKIA

Date of birth: 13.06.1976
Languages: Slovak, English, Russian, Polish, Czech
Education: Master's Degree in Personal Management (University of Presov)

PROPOSED BY:
SLOVAK BADMINTON FEDERATION,
POLISH BADMINTON FEDERATION,
CZECH BADMINTON FEDERATION,
NATIONAL BADMINTON FEDERATION OF RUSSIA,
HELLENIC BADMINTON FEDERATION
CROATIAN BADMINTON FEDERATIO

Badminton Experience and Involvement

- BEC Council Member, Director for Events 2003 – 2009
- BEC Council Member, Director for Sport 2009 – 2015
- BEC Board of Directors, Chair of Major Events Commission 2015 – present
- BEC Board of Directors, Chair of Circuit Commission 2015 – 2017
- BEC Board of Directors, Deputy Chair of Circuit Commission 2017 – present
- BWF Council Member 2009 – present
- BWF Deputy Chair for Events 2009 – 2011
- BWF Chair of Events Committee 2013 – present
- BWF Events Working Group Member 2008 – 2013
- BWF Technical Officials Commission Member 2009 – 2013
- BWF World Junior Badminton Working Group Chair 2009 – 2013
- BEC Circuit Working Group Member 2005 – 2007
- BWF Accredited Referee 2005 – 2010
- BEC Certificated Referee 2001 – 2010
- BWF Accredited Umpire 2001 – 2008
- BEC Certificated Umpire 1998 – 2008
- Member of Technical Committee for Badminton of International Schools Sport Federation 2008 – 2014
- President of the Slovak Badminton Federation 2004 – 2006
- General Secretary of the Slovak Badminton Federation 2006 – present
- Slovak Badminton Federation Council Member 1996 – present
- Head of Court Officials for Slovak Badminton Federation 1996 – 2017
- Slovak Olympic Committee – Chair for International Affairs and cooperation with European Union Commission 2013 – 2017
- Tournament Director for Slovak International/Open 2000 – 2019
- Tournament Director for European Men's & Women´s Team Championships 2004 (Thomas/Uber Cup European preliminary stage)
- Tournament Director for 2006 European B Junior Team Championships
- Member of Committee of Management for 75 European Championships (various age groups, individual and teams)
- President of badminton club PBA Presov 2008 – present

ELECTION OF 2 DIRECTORS FOR THE PERIOD 2019 – 2023

Badminton Denmark proposes the re-election of

Klavs ANDREASSEN (Badminton Denmark)

Belgian Badminton Federation proposes the election of

Sven SERRÉ (Belgian Badminton Federation)

Klavs Andreassen DENMARK

PROPOSED BY:
BADMINTON DENMARK

Date of birth: 29.01.1959
Languages: English, German, Danish
Education: Master of Laws – University of Copenhagen 1984

Badminton Experience and Involvement

• Director, Badminton Europe	2016 – present
• Chair, BEC's Women in Badminton Committee	2016 – present
• Member, BEC's Women in Badminton Committee	2015 – present
• Vice-chair, BEC's Para-badminton Committee	2017 – present
• Member, BEC's Members Structures Committee	2015 – present
• Arbitrator, BWF	2013 – 2016
• Member, International Committee, Badminton Denmark	2008 – present
• Chair, Legal Committee, Badminton Denmark	1998 – present
• Council member, Badminton Denmark	1997 – 2013
• Chairman, Badminton Zealand (Denmark)	1997 – 2014
• Chair, Appeals Committee Badmiton Zealand (Denmark)	1987 - 1997
• Council member, Badminton Zealand (Denmark)	1980 – 1985
• Chairman, Virum Sorgenfri BC	1987 – 2007
• Council member, Virum Sorgenfri BC	1977 – 1987
• Member/chair of the youth committee, Virum Sorgenfri BC	1974 – 1987
• Umpired at the World Championships in Denmark	1983
• Umpired in Danish tournaments and league matches	1978 – 1995
• Badminton umpire courses	1978 – 1982
• Tournament director course in badminton	1979
• Different badminton coach courses	1976 – 1987
• Badminton coach, Virum Sorgenfri BC	1975 – 1995

Other Experience and qualifications

• Part-time teacher and censor at the Danish Insurance Academy	1994 – present
• Legal Consultant PFA Pension (largest private pension fund in Denmark)	1984 – 2018
• Board of Directors, PFA Pension, elected by the employees	1991 – 2015

Sven Serré

BELGIUM

PROPOSED BY:
BELGIAN BADMINTON FEDERATION

Date of birth: 13.09.1971
Languages: Dutch, English, German, French
Studies: EMaster in Management, International Relations and Security Studies (2010 – 2011) and Master in Social and Military Sciences (1989 – 1993)

Badminton Experience and Involvement

After a period of more than 25 years in the world of badminton and my experience as director of the Belgian Olympic and Interfederal Committee or as president of the Belgian Badminton Federation, I am known for my ability to work at all levels of an organization and as a creative, yet critical problem-solving thinker. My professional experience with a leading, international and communicative character helps me in this, but also my personal qualities such as passion for the sport, perseverance, sense of initiative, vision, steering on the main lines, eye for compromise, sense of humor, integrity and diplomatic attitude. It are usually one by one elements that are very much appreciated.

- Belgian Badminton Federation (2016 – ... ...): President BBF, BBF Communication strategy, Chairman Technical Officials Committee (1998 – 2007)
- Association Francophone de Badminton (AFB): Vice-president Europe
- Badminton Europe Confederation: BEC Umpire Coordinator (since 2016) and participation at Commission meetings Circuit and Major Events (since 2017)
- Badminton Vlaanderen (2005 – 2013, 2015 - 2019): Board member - communication & marketing, Board member and chairman Technical Officials (2005-2013), Secretary general (2008 – 2009)
- As an international umpire since 1996:
  - Olympic Games London 2012 / European Games Baku 2015 / EG Minsk – OG Tokyo (s'ted)
  - Badminton World Federation (BWF, 2006 – ... ...): BWF Certificated umpire, participation at 10 WC, 2 Super Series Finals, ...
  - Badminton Europe Confederation (BEC, 2001 – ... ...): BEC Certificated Umpire, participation at > 15 EC, BEC Assessment Panel Technical Officials (2011 - ...).

Other Roles

- Belgian Olympic and Interfederal Committee (2013 – ... ...): Executive Board member, Chairman Selection Commission, Founder Technical Officials Commission – pilot project endorsed by IOC
- Professional experience: Belgian Defence, Lieutenant colonel, General Staff Officer: Policy and Change management at the Chief of Defence' office (actual), Commanding officer/battalion commander (2014 – 2016) and teacher in strategic and operational planning at the Royal Military Academy (2016 – 2018), Operational responsible external media relations Defence, Defence diplo macy and crisis management.

ELECTION OF THE BWF VICE-PRESIDENT FOR EUROPE FOR THE PERIOD 2019 – 2023

Swiss Badminton proposes the election of

Robbert de KOCK (Swiss Badminton)

Portuguese Badminton Federation, Italian Badminton Federation and Austrian Badminton Federation propose the election of

João MATOS (Portuguese Badminton Federation)

Badminton Ireland proposes the election of

Richard VAUGHAN (Badminton Wales)

Robbert de Kock SWITZERLAND

PROPOSED BY:
SWISS BADMINTON

Date of birth: 10.05.1965
Languages: English, German, French, Dutch, Danish, Italian
Education: Economics/Marketing

Badminton Experience and Involvement

- 2014 until today - President Swiss Badminton
- 2017 BEC Board Member
- 2017 Member and acting Chair BEC Commercial Commission
- 2017 BWF Council Member
- 2017 BWF Vice Chair IOC and International Relations 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

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 BEC

- My strength can be seen on International level in my relations to International organization and governments
- Excellent relations with the BWF Council, BWF Executive Council and BWF Secretariat
- A good understanding of cultural and political landscapes around the world
- A strong counterweight towards some of the existing heavy weights at BWF's council
- My political skills and negotiation abilities to defend European interest at BWF level (Both on political and operational level)
- My professional relations to International organization and governments around the world.
- An understanding of national badminton issues (as President Swiss Badminton)
- Problem solver
- Natural team player with an open mind for new ideas to bring the badminton sport to a next level
- A solid age (54) to perform on the highest level
- A consensus attitude – find the right mix to get the best result
- Being Swiss – Neutral country that works with all countries in the world

João Matos

PORTUGAL

PROPOSED BY:
PORTUGUESE BADMINTON FEDERATION,
ITALIAN BADMINTON FEDERATION
AUSTRIAN BADMINTON FEDERATION

Date of birth: 17.09.1961
Languages: Portuguese, English, French, Italian, 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, BE 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 in 1997
- Registered player nº 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 U17 European 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 Fitembal since 2012
- Amateur photographer with special interest in sport photography

Richard Vaughan

WALES

PROPOSED BY:
BADMINTON IRELAND

Date of birth: 16.04.1978
Languages: English, French, Spanish
Education: BSc Economics and Politics, Cardiff University
2002 – 2006

Badminton Experience and Involvement

• Non-Executive Director Badminton Europe	2014 – Present
• CEO for Badminton Ireland	2011 – 2015
• BWF Road to Rio Lead	2013 – 2016
• BWF Coach Education Tutor	2014
• BWF Road to London Lead	2009 – 2012
• Performance Consultant (Global)	2005 – 2011
• Double Olympic Men's Singles Player	2000 / 2004
• European and Commonwealth Bronze Medallist (Singles)	2000 / 2002
• World No 7 Badminton Player	1998 – 2006

Other Experience and qualifications

• CEO for Squash Australia	2015 – Present
• Executive Leadership – Melbourne Business School	2016 – 2017
• Non-Executive Director British Olympians	2013 – 2016
• MBA (Marketing), Leicester University	2011 – 2013
• Account Director – Uprise Marketing	2005 – 2011
• PRINCE2 Project Manager Certification	2009
• MA Sports Education and Development, Bath University	2008 – 2009
• BSc Economics and Politics, Cardiff University	2002 – 2006
• British Athletes Commission Member	2000 – 2005

NOTICE OF ANNUAL DELEGATES' MEETING

Notice is hereby given that the 52nd Annual Delegates' Meeting of Badminton Europe Confederation will be held on Saturday, 27th April 2019 at 10.00 CET at Fairmont Grand Hotel in Kiev, Ukraine.

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 51st Annual Delegates' Meeting held in Dubrovnik, Croatia on Saturday, 14th April 2018.
(Copies of the minutes have been circulated but are available on request)

3. TO CONSIDER THE REPORT OF THE CONFEDERATION

3.1. The President's review - page 7
3.2. The General Secretary's report - page 9
3.3. Report Chair of Athletes' Commission - page 13
3.4. Report Chair of Circuits Commission - page 15
3.5. Report Chair of Commercial Commission - page 18
3.6. Report Chair of Communication & Media Commission - page 21
3.7. Report Chair of High-Performance Commission - page 28
3.8. Report Chair of Major Events Commission - page 31
3.9. Report Chair of Member Structures Commission - page 38
3.10. Report Chair of Para-Badminton Commission - page 44
3.11. Report Chair of Sport for All Commission - page 49
3.12. Report Chair of Women in Badminton Commission - page 53

4. CONSIDER AND APPROVE AUDITED ACCOUNTS 2018 - page 57

4.1. Income & Expenditure Account 2018 with comparison to Income & Expenditure account 2017 - page 62
4.2. Balance sheet per 31 December 2018 - page 63
4.3. Auditor's Report 2018 - page 67

5. TO CONSIDER THE STRATEGIC PLAN - page 69

6. TO CONSIDER AND APPROVE THE BUDGET FOR 2019 AND FINANCIAL FORECASTS 2020 & 2021 - page 85

7. MOTION

Background

Historically, the approach of BEC in allocating and organising its Major Events (as defined below) has been that they are organised by a BEC Member Association following a bidding process that is set out in the BEC Official Bidding Document (available online) and, consequently, an individual contractual agreement between BEC and the host Member Association.

However, we have recently seen a new trend of allocating events to commercial partners in cooperation with a Member Association and/or a Continental Confederation or BWF.

The first such example was the BWF Super Series Finals in Dubai. More recently, a lighter agreement model was used by BEC and Badminton Denmark for the European Mixed Team Championships 2019 as, for a number of reasons, BEC had been unable to allocate this event in the traditional way.

While it is still the preference of BEC to have its Major Events organised through its Member Associations, BEC strongly believes that it is important to have flexibility in its approach to allocating events which would allow BEC to act on new business opportunities to the benefit of European badminton. Furthermore, the same flexibility would be important in unusual circumstances where there is no interest received from Member Associations to host a particular event. BEC recognises that organising Major Events is widely connected with the support of public funding and that Member Associations can not undertake the risk of hosting a Major Event without having secured appropriate funds to underwrite the event.

BEC has prepared a proposal for the ADM which will give BEC the right to allocate its Major Events into a territory of a particular Member Association in a way where that Member Association bears no risk in terms of the finances and execution of the Major Event and, equally, where that Member Association continues to benefit from the promotion of the sport in its territory. BEC believes this new strategy is an advantage for that Member Association, BEC and the promotion of badminton in Europe.

Proposal

The BEC Board of Directors would like the ADM to endorse an amendment to the BEC Bidding Document that will allow BEC to decide to organise one or more of its Major Events within Europe (in any territory of any BEC Member Association) either through commercial partners or via BEC's own resources. When BEC decides to organise a Major Event in the territory of a particular Member Association, that Major Event must be, to the best of BEC's abilities, organised in cooperation with that Member Association and in respect for its current commercial partnerships and BEC will use its best efforts to involve that Member Association around execution of the event. The same respect is expected from the particular Member Association in allowing BEC to organise the event to the best of BEC's ability. In such circumstances, BEC will notify its Member Associations that it has made such a decision and will make its best efforts to agree with the Member Association of the relevant host territory on necessary elements regarding planning and execution of the event, which may include agreements on compensations in accordance with that Member Association's involvement in the hosting and execution of such Major Event.

Badminton Europe Major Events:

- European Championships
- European Mixed Team Championships (final stage)
- European Men's & Women's Team Championships
- European Junior Championships (team + individual)
- European U17 Championships (team + individual)
- European Senior Championships
- European Club Championships
- European U15 Championships

8. TO DETERMINE THE FEES FOR 2019

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

8.2. The Board of Directors proposes to maintain existing sanction fees

9. BOARD ELECTIONS

The CVs of the candidates can be found from page 86 onwards.

9.1. Election of the PRESIDENT for the period 2019-2023

9.2. Election of 2 DIRECTORS for the period 2019-2023

9.3. Election of the BWF VICE-PRESIDENT for EUROPE for the period 2019-2023

10. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2019

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

11. BWF MATTERS

BWF Annual General Meeting in Nanning, China on Thursday, 23rd May 2019

12. ANY OTHER COMPETENT BUSINESS

For the Board of Directors,

Brian Agerbak
General Secretary
15th March 2019

BADMINTON
EUROPE