



# ANNUAL REPORT 2014



Report & Financial Statements  
For Year Ending 31 December 2014  
Order Papers & Agenda – 2015 Annual Delegates' Meeting

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## PRESIDENT'S ADDRESS

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



Dear Member Associations,  
Dear friends,

The year 2014 was a great year for European Badminton with some stunning results on court and some milestone achievements for the governance of our sport as well.

On court, the most memorable moment of 2014 was no doubt the World Championships in Copenhagen, Denmark. Not only because of the great organizational skills and presentation novelties showcased by Denmark but also because of the great results by European players. Our own Carolina Marin created history for Spain, claiming the World Championships title in women's singles. A big hand to Carolina and the Spanish Badminton Federation for this extraordinary performance.

On top of that, Europe (and particularly Denmark) won medals in 4 categories at the World Championships which is an achievement that gives confidence looking at the future. With the continued commitment and hard work by our Member Associations, Europe is heading in the right direction to get even more top results at the international stage very soon.

Not only on the top level but also on the grass roots level, our sport is thriving. This can be noticed by the success many of our development projects were having during 2014. Especially Shuttle Time has proven to be a huge success with more than half of our Membership now engaged in the school badminton buzz.

My sincere congratulations and thanks to all the organizers and their teams who delivered awesome European Championships in 2014. We are very grateful for the excellent cooperation and confident that we will continue to stage great events teaming with both experienced as well as new organisers in the near future. A special thank you also to our long standing partner Yonex for their great contribution over the years.

Another great milestone in 2014 was welcoming para-badminton under the wings of Badminton Europe just before the excellent news of para-badminton's inclusion in the Paralympic Games from 2020. And as if this milestone wasn't enough, we could also celebrate that Poul Erik

Høyer, the BWF President, and former Badminton Europe President was elected as an IOC Member at the start of the year.

Of course, there is a lot more to be done and I can assure you that we will continue to explore where we can further develop our sport and our organization.

The Annual Delegates' Meeting in Paris will be my first as your President and I am excited about the decisions which I hope we can make there. We are heading to a change in the way we operate on the organizational level which should allow for a more flexible, dynamic and progressive organization, that ensures a broader involvement of our Member Associations in the executive decision making of the Confederation.

I encourage all of you to come to Paris for the 2015 Annual Delegates' Meeting and for the 3<sup>rd</sup> BEC Awards Gala and look forward to talking with all of you there. It is your inspiration and commitment that drives our sport forward. Thank you all for that!

Yours in Badminton,



**Gregory Verpoorten**



## COUNCIL MEMBERS 2014:

President:	Gregory Verpoorten (BEL) (04/2014-)
Acting President:	João Matos (POR) (-04/2014)
Vice-President:	João Matos (POR)
Vice-President:	Andrey Antropov (RUS)
Vice-President:	Murat Özmekik (TUR) (04/2014-)
Vice-President:	Alberto Miglietta (ITA) (-04/2014)

Director for Administration:	Lawrence Chew (SUI)
Director for Communication:	Richard Vaughan (IRL) (04/2014-)
Director for Communication:	Corina Dan (ROM) (-04/2014)
Director for Development:	Jean-Marc Serfaty (FRA) (04/2014-)
Director for Development:	Gregory Verpoorten (BEL) (-04/2014)
Director for Finance:	Ritchie Campbell (SCO)
Director for Marketing:	Kevin Scott (ENG)
Director for Sport:	Peter Tarcala (SVK)



## **EUROPEAN BWF COUNCIL MEMBERS 2014:**

President:	Poul-Erik Høyer (DEN)
Vice-President for Europe:	Gregory Verpoorten (BEL)
Vice-President for Para-Badminton:	Paul Kurzo (SUI)
Executive Board Member:	Peter Tarcala (SVK)
Executive Board Member:	David Cabello (ESP)
Executive Board Member:	Etienne Thobois (FRA)
Council Member:	Nora Perry (ENG)
Council Member:	Sergey Shakh-ray (RUS)
Council Member:	Lawrence Chew (SUI)
Player representative:	Emma Mason (SCO)

## **OFFICE STAFF 2014:**

General Secretary:	Brian Agerbak
Events Manager:	Jimmy Andersen
Communications Manager	Manuel Rösler
Development Manager:	Jeroen van Dijk
Finance/Administration Manager	Zsuzsanna Kovacs (10/2014-) Agnese Plocina (-06/2014)
Marketing Manager	Spela Silvester
Development/Events Assistant:	Zsafia Horvath

## **WORKING GROUPS 2014:**

Administration Working Group: Lawrence Chew, Ritchie Campbell, Andrey Antropov

Development Working Group: Gregory Verpoorten, Corina Dan, Ritchie Campbell, Kevin Scott, Emma Mason (SCO), Luca Crippa (ITA), Jean-Marc Serfaty (FRA), George Wood (ENG) and Radomir Jovovic (SRB) including BEC Staff.

Sports Working Group: Peter Tarcala, Corina Dan, Lawrence Chew, Ritchie Campbell, Kevin Scott, Martin Kranitz (GER), Brian Moesgaard (DEN), Richard Vaughan (IRL), Hilary Atkinson (SCO) including BEC Staff.

Finance Working Group: Ritchie Campbell and Brian Agerbak.

History Working Group: João Matos, Torsten Berg (DEN), Gisela Hoffmann (GER), Horst Kullnigg (AUT) and Tom Bacher (DEN).

BEC Disciplinary Committee: Lawrence Chew, Ritchie Campbell and João Matos

## ANNUAL REPORT 2014:

(Order paper item 3.1.)

In this report we will take you through some of the major events of Badminton Europe in 2014.

### 2014 EUROPEAN MEN'S AND WOMEN'S TEAM CHAMPIONSHIPS

Denmark retained their men's team gold and reclaimed the women's team gold in Basel (Switzerland) and in doing so reasserted their dominance in European team events. Both men's and women's teams were awash with experienced world class players but it was their younger generation who made their mark in the Swiss city by winning some vital points in crucial matches.



The Danish men beat England 3-1 in the final, while the young Danish females clinched the gold after beating surprising finalists, Russia, 3-0 in the women's final. Germany won two bronze medals, as both of their teams reached the semi-finals before being knocked out. Bulgaria's strong women also brought home a bronze medal from Basel, while the surprise of the week, the Finnish men, won their country's first ever team medal at a European Championships, after reaching the semi-finals.

### 2014 European Men's Team Championships

Gold:	Denmark
Silver:	England
Bronze:	Finland
Bronze:	Germany

### 2014 European Women's Team Championships

Gold:	Denmark
Silver:	Russia
Bronze:	Bulgaria
Bronze:	Germany

## 2014 EUROPEAN U15 CHAMPIONSHIPS

For the first time in badminton's history, a European Championships for the U15 age category was held in Basel, Switzerland alongside the 2014 European Men's and Women's Team Championships. The finals day saw badminton powerhouse Denmark dominating this age group by taking four of the five titles. It was Denmark's talents Jesper Toft and Alexandra Bøje who won two gold a piece in the impressive St. Jakobshalle to become the most successful players of the tournament.

Beside Denmark, it was The Netherlands who left the Swiss city with a gold medal. England can look back on a successful tournament with four of their players reaching the finals and netting two silver medals as a result. The Ukraine mixed duo Danilo Bosniuk/Maryna Ilyinskaya won the silver medal as well as Luka Milic of Serbia who pushed Denmark's Jesper Toft in the boy's singles finals to three games. Milic won the first ever badminton medal at European Championships for Serbia. In total 10 countries shared the medals in Basel.

### 2014 European U15 Championships Men's Singles

Gold:	Jesper Toft (DEN)
Silver:	Luka Milic (SRB)
Bronze:	Thom Gicquel (FRA)
Bronze:	Petr Beran (CZE)

### 2014 European U15 Championships Women's Singles

Gold:	Alexandra Bøje (DEN)
Silver:	Maryna Ilyinskaya (UKR)
Bronze:	Yaren Dolcu (TUR)
Bronze:	Busra Unlu (TUR)

### 2014 European U15 Championships Men's Doubles

Gold:	Paw Eriksen/Mads Thøgersen (DEN)
Silver:	Callum Hemming/Johnnie Torjussen (ENG)
Bronze:	Eloi Adam/Arnaud Merkle (FRA)
Bronze:	Petr Beran/Jan Louda (CZE)

### 2014 European U15 Championships Women's Doubles

Gold:	Marlies Baan/Ella Peters (NED)
Silver:	Fee Teng Liew/Lizzie Tolman (ENG)
Bronze:	Sofie Nielsen/Michelle Skødstrup (DEN)
Bronze:	Runa Plützer/Annika Schreiber (GER)

### 2014 European U15 Championships Mixed Doubles

Gold:	Jesper Toft/Alexandra Bøje (DEN)
Silver:	Danilo Bosniuk/Maryna Ilyinskaya (UKR)
Bronze:	Mikhail Lavrikov/Anastasia Medvedeva (RUS)
Bronze:	Paw Eriksen/Michelle Skødstrup (DEN)

Thanks to Swiss Badminton for hosting the 2014 European Men's and Women's Team Championships and the 2014 European U15 Championships in Basel.

## 2014 INTERSPORT EUROPEAN CHAMPIONSHIPS

Carolina Marin wrote her name into Spanish badminton history books by winning the women's singles gold medal at the 2014 INTERSPORT European Championships in Kazan, Russia. The Spanish number one beat outsider Anna Thea Madsen of Denmark in three games in the final.

Christinna Pedersen proved to be the player of the tournament coming away from Kazan with two gold medals in the mixed and women's doubles. Along with her partner Joachim Fischer she lifted the mixed doubles title and with Kamilla Rytter Juhl she won gold in the women's doubles category.

Jan Ø. Jørgensen joined an illustrious list of famous European Champions in the men's singles by lifting the European crown in two games against England's Rajiv Ouseph. The Dane joins past greats such as Peter Gade, Morten Frost and Poul-Erik Høyer all legends of the game in Denmark and Europe alike.

Russian duo of Vladimir Ivanov and Ivan Sozonov continued their good season's run to lift the European title on home soil. The pair had already beaten title holder Mathias Boe and Carsten Mogensen in the semi-final and were quick to dispel the threat of second Danish men's doubles pair Mads Conrad and Mads Kolding in two straight games. It was the match the large crowd had waited patiently for all day and the scenes of celebration at the end befitted a European Championship that had professionalism written all over it from the outset.





Thanks to the National Badminton Federation of Russia for staging the 2014 INTERSPORT European Championships in Kazan.

#### 2014 European Championships Men's Singles

Gold:	Jan Ø. Jørgensen (DEN)
Silver:	Rajiv Ouseph (ENG)
Bronze:	Viktor Axelsen (DEN)
Bronze:	Vladimir Ivanov (RUS)

#### 2014 European Championships Women's Singles

Gold:	Carolina Marin (ESP)
Silver:	Anna Thea Madsen (DEN)
Bronze:	Karin Schnaase (GER)
Bronze:	Özge Bayrak (TUR)

#### 2014 European Championships Men's Doubles

Gold:	Vladimir Ivanov/Ivan Sozonov (RUS)
Silver:	Mads Kolding/Mads Conrad (DEN)
Bronze:	Mathias Boe/Carsten Mogensen (DEN)
Bronze:	Chris Adcock/Andrew Ellis (ENG)

### 2014 European Championships Women's Doubles

Gold:	Kamilla Rytter Juhl/Christinna Pedersen (DEN)
Silver:	Maria Røpke/Line Kruse (DEN)
Bronze:	Petya Nedelcheva/Imogen Bankier (BUL/SCO)
Bronze:	Selena Piek/Eefje Muskens (NED)

### 2014 European Championships Mixed Doubles

Gold:	Joachim Fischer/Christinna Pedersen (DEN)
Silver:	Mads Kolding/Kamilla Rytter Juhl (DEN)
Bronze:	Jorrit de Ruyter/Samantha Barning (NED)
Bronze:	Anders Kristiansen/Julie Houmann (DEN)

## 2014 EUROPEAN CLUB CHAMPIONSHIPS

In the end of June, the French city of Amiens played to the annual European Club Championships where 15 teams played for the prestigious title. For the second consecutive year, the Picardi Region Badminton Department delivered a top class organization.



The local club from Chambly took one step up the ladder, when they won the silver medals, only beaten by Europe's best club team, Primorye from Vladivostok. With this victory, the Russian club has won the title three years in a row and in total five times since 2007. Another French



team, the team of AIX Universite (Provence based) clinched a second medal for the organizing association, as they took a bronze medal alongside the Czech champions from TJ Sokol Vesely Jehnice.

Thanks to the French Badminton Federation of hosting the 2014 European Club Championships in Amiens.

#### 2014 European Club Championships

Gold:	Team Primorye (RUS)
Silver:	BC Chambly Oise (FRA)
Bronze:	AIX Universite CB (FRA)
Bronze:	TJ Sokol Vesely Jehnice (CZE)

#### BWF World Championships

Badminton history was written in the Ballerup Super Arena as the reigning European Champion Carolina Marin of Spain pulled off a monumental upset as she beat Chinese world number one Li Xuerui in the finals to win the women's singles title at the World Championships in Copenhagen, Denmark. Carolina Marin is the first European world champion since 2009 when Thomas Laybourn and Kamilla Rytter-Juhl grabbed the world's title in India. At the age of just 21 the Spaniard is also the youngest European badminton world champion ever.



Denmark's Viktor Axelsen won a bronze medal in the men's singles category, joined by his compatriots Mathias Boe/Carsten Mogensen in the men's doubles event and Joachim Fischer/Christinna Pedersen in the mixed doubles who all reached the semi-finals on home soil and won a bronze medal. Congratulations to all medal winners!

## 2014 EUROPEAN SENIOR CHAMPIONSHIPS

Caldas da Rainha in Portugal was the place that hosted the 2014 European Senior Championships in September. More than 800 players became a small part of Badminton Europe's event history as they took part in an event with the highest ever participation. Over seven days in the impressive national center in Caldas da Rainha, Europe's best players over 35 years of age played over 1000 matches to find 40 different winners. England became yet again the nation with the most medals in these Championships, but new winners e.g. Hungary (three gold medals) shined as well in Portugal.

Our thanks and appreciation to the Portuguese Badminton Federation for taking on the challenge of organizing this huge event in Caldas da Rainha.

## 2014 ANNUAL DELEGATES' MEETING

40 countries were represented at the 2014 Annual Delegates' Meeting held in Dublin, Ireland on 12 April 2014. Gregory Verpoorten (Belgium) was elected as new President of the Confederation. Gregory Verpoorten took over the position from Poul-Erik Høyer (Denmark) who stepped down in May 2013 as he became President of the Badminton World Federation. Since Høyer stepped down, João Matos (Portugal) served the Confederation as Acting President.





Murat Özmekik (Turkey) took over the Vice-President position from Alberto Miglietta (Italy), who served in that position for five years. Miglietta did not seek re-election.

Richard Vaughan (Ireland) was elected Director for Communication following in the footsteps of Corina Dan (Romania) who served BEC first as the Director for Public Relations from 2008-2009 and then as the Director for Communication since 2009.

Kevin Scott (England) was re-elected as Director for Marketing and Jean-Marc Serfaty (France) was elected as Director for Development.

Badminton Europe would once again like to thank Alberto Miglietta and Corina Dan for their dedication and contribution to the work of the Confederation over the years.

## 2<sup>nd</sup> BEC AWARDS GALA

Europe's best-performing players of the past year were honoured and the second member of the European badminton Hall of Fame was inducted at the Badminton Europe Confederation (BEC) Player Awards, which took place in Dublin, Ireland. The BEC Best Male Player of the Year 2013 title was awarded to Danish player Jan Ø. Jørgensen who won the French Open Super Series and climbed up to a then career-high 5<sup>th</sup> rank in the BWF world rankings.



The Best Female Player of the Year award was given to Denmark's doubles star Christinna Pedersen, who had a brilliant year in 2013 where she won the Swiss Open, the London Grand Prix, reached a bronze medal at the BWF World Championships and took two titles at the BWF World Super Series Finals.



The Best Young Player of the Year 2013 award went to Bulgaria's promising shuttler Stefani Stoeva. Stefani showed her big potential by winning the 2013 European Junior Championships in the women's singles and women's doubles.

The second member of the new Badminton Europe Hall of Fame was also officially inducted, with the honour going to England's Gillian Gilks. The English, during her career, won 11 All England titles as well as 12 European Championships gold medals.

The Development department of Badminton Europe handed out two Awards for developing female badminton in Europe. The Women in Badminton/Person of the Year Award went to Nora Perry (England) and the Women in Badminton/Project of the Year Award were handed out to Badminton Finland and the project leader Elina Vaisanen for its successful Espoo Women's Open Project.

**Best European Male Player of the Year 2013:**

Jan Ø. Jørgensen (Denmark)

**Best European Female Player of the Year 2013:**

Christinna Pedersen (Denmark)

**Best European Young Player of the Year 2013:**

Stefani Stoeva (Bulgaria)

**2014 BEC SUMMER SCHOOL**

The 2014 edition of the BEC Summer School was held in Vejen, Denmark. 54 players and 24 coaches from 23 European countries attended the long-running Development flagship of Badminton Europe. The BEC Summer School was organized with the great support of the local organizers, Vejen Badminton Klub and Vejen Idrætscenter.

Congratulations from Badminton Europe to Badminton Denmark and Vejen Badminton Klub for hosting the BEC Summer School in 2014. The 34<sup>th</sup> BEC Summer School edition (11 - 18 July 2015) will take place in the city of Podcetrtek in Slovenia.

**SHUTTLE TIME**

The year 2014 saw Badminton Europe implementing the school's project Shuttle Time in well over 20 countries. Many of the Shuttle Time trainers and tutors who were educated in the courses that Badminton Europe held in 2014, are now giving Shuttle Time courses in their own countries with great success.

Badminton Europe once again offered financial support so that the countries who are implementing Shuttle Time can educate their workforce. In total more than 175 courses were conducted in 20 countries (Greece, Hungary, Faroe Islands, Norway, Ireland, Switzerland, Austria, Romania, Slovakia, Slovenia, Italy, Poland, Czech Republic, Russia, Malta, Bosnia and Herzegovina, Croatia, Lithuania, Germany and Finland). There are now more than 4.000 Shuttle Time teachers educated in Europe.

**BADMINTON EUROPE CIRCUIT**

A total number of 33 Circuit tournaments were played in 2014 - similar to the previous year. The Riga International (Latvia) and Finnish International were new successful additions to the Circuit. The total prize money of all of the tournaments was 305.000 USD. In 2015 a similar number of tournaments on the Circuit can be expected, including at least one new country.

**BADMINTON EUROPE JUNIOR CIRCUIT**

A total of 23 Junior Circuit tournaments were played in 2014. The Junior Circuit has grown over a number of years which gives our young generation good possibilities to compete internationally. In 2014, the Junior Circuit saw three new additions – Israel Junior, Cyprus Junior and Estonian Junior. The success is expected to continue in 2015, so that the Junior Circuit will still contain at least the same amount of tournaments, with a possible increase to 25 tournaments.

**THE FINANCIAL YEAR 2014**

The financial result for the year was considerably better than budgeted mainly due to increased commercial income and a strengthened USD compared to the Euro.

BEC would like to encourage all Member Associations to communicate regularly with Badminton Europe. Questions as well as ideas and suggestions are always very welcome.

For the Council



Gregory Verpoorten  
**President**

5 March 2015



Brian Agerbak  
**General Secretary**

## REPORT BADMINTON EUROPE ADMINISTRATION

(Order paper item 3.2.)

Director Lawrence Chew (-2015)

### OBJECTIVE

The Director for Administration oversees that the Rules & Regulations are met and in line with actual day to day praxis, proposes changes to Rules & Regulations and adjusts them to the desires of particular Directors, oversees contracts signed by BEC, monitors disciplinary procedures and gives general legal counsel to Councillors and thus ensures that BEC is recognised as an organisation which respects the principles of Law and Democracy.

### STRATEGY

The Director for Administration should meet the objective by:

- Regularly checking that Rules & Regulations are implemented
  - PI 1:** Get feedback from Councillors and Staff in order to put the Rules & Regulations in line with actual day to day praxis  
Done.
  - PI 2:** Maintain good relations with BWF through developing or improving new regulations  
Done.
  - **PI 3:** Notify BWF when any contradictions between BEC and BWF Rules & Regulations exist  
Done
- Proposing changes to particular Rules or Regulations
  - PI 4:** Consistent and effective Rules & Regulations  
Done
- Overseeing contractual activities
  - PI 5:** Signed Contracts beneficiary to BEC  
Done
- Monitoring disciplinary procedures
  - PI 6:** Ensuring BEC capacity to effectively pursue disciplinary offences  
Done

BEC Administration department is constantly seeking for ways how to modernize the administrative procedures and processes and how to keep the BEC Rules and Regulations up to date.

Since 2013 the application process for BEC Council meetings and ADM is electronic and the circulation of the meeting papers is improved. The organisation of various BEC meetings is one of the main areas of the Administration department at the BEC Office. In 2014 the 2<sup>nd</sup> BEC Awards Gala was held in Dublin alongside the 2014 Annual Delegates' Meeting and four Council meetings were held in Naples, Dublin, Amiens and Helsinki.



**Lawrence Chew**

Director for Administration

05 March 2015

## REPORT BADMINTON EUROPE COMMUNICATION

(Order paper item 3.3.)

Director Richard Vaughan (-2017)

### OBJECTIVE

The Director for Communication shall be responsible for maximizing all opportunities of communication in support of BEC's objectives.

This objective is pursued by a strategy defined in the BEC strategic plan that you will find in this report.

### STRATEGY

- Liaising and supporting Directors for Development and Sport, in conjunction with the Directors for Administration, Marketing and Finance
- Developing the area of Communication on an on-going basis
- Ensuring that instructions from Council are implemented
- **Maintenance and insurance of an easy to navigate BEC website**

Badminton Europe's website [www.badmintoneurope.com](http://www.badmintoneurope.com) is considered the most popular instrument of Communication that manages the flow of information between Badminton Europe, its Member Associations and a wide badminton audience. It is the ideal place to visit and receive any information about BEC's Member Associations.

For Badminton Europe's main areas – Events, Development and Circuit – the website subpages are highlighted in different colours – blue, red and green respectively. It's an easy path to look for information about tournaments, regional projects, school projects, coach education, "Women in Badminton"- projects, training centres, seminars, technical officials, circuit rankings, player profiles, rules, regulations, awards, practical details and exclusive news on international badminton.

Badminton Europe's Communication team managed the website as a useful resource. It was regularly updated and a lot of news has been published. Relevant and useful information has been made available. The European Championships – BEC's major events – are highlighted in separate webpages. The increasing number of visitors gives an indication that BEC was successful in this objective.

On the Development, Events and Circuit webpages one could follow detailed descriptions about the main activities in these major areas. Furthermore news was published on the webpage at the beginning and conclusion of any activity or event in these areas.

For the younger generation, Badminton Europe's Facebook page is an important social network. All relevant information including live photos and up-to-date results about the major



activities and international tournaments can be followed there. The Facebook account now has 58.000 fans, which means an increase of 36.300 fans since last year.

BEC's other social media accounts on Twitter and YouTube are developing very fast as well. Twitter has now 6.400 followers (+2.600). Our YouTube channel, where we stream live events and draws, grew to now 14.700 subscribers, which is an increase of 5.100 compared to 2014.

In 2014, the BEC website [www.badminton-europe.com](http://www.badminton-europe.com) had 1.5 million visits. A total of 400.000 unique users have visited BEC's main website. Additionally, the YouTube channel had a total channel content view of 2.5 million.

- **Online magazine in 2014**

**PI 2:** Three online editions of the magazine have been published in 2014. The magazine layout has been lifted and from 2015 the Magazine will be published regularly with four issues a year. The January and the April editions have been printed and were given out at major events such as the 2014 European Men's and Women's Team Championships, the BWF World Championships and French Open Super Series.



- **BEC Trick Shot Challenge**

To gain more interest for BEC's YouTube channel, BEC started the first Trick Shot Challenge in 2014. People all over the world could submit their best trick shots videos. The best 20 have been uploaded on BEC's YouTube channel as shortlisted videos. Then, the best trick shot was selected. So far, 100.000 have seen all entries. Additionally we have produced three advertising clips with badminton stars Peter Gade, Viktor Axelsen and Marc Zwiebler to promote the Trick Shot Challenge. Those three videos were seen by 60.000 people.

- **Increase of news flow to the BEC webpage**

**PI 3:** contacting all major events Committees of Management to express the importance of appointing a Press Officer in all BEC Main Events and Circuit Tournaments

- 2014 – all Main Events and Circuit Tournaments had a Press Officer
- BEC hired journalist Mark Phelan to write exclusive daily reports and take photos from most of our Circuit events, especially the tournaments we streamed

The screenshot shows the official website for European badminton. The top navigation bar includes 'ABOUT BEC', 'MEMBER ASSOCIATIONS', 'EVENTS', 'DEVELOPMENT', 'CIRCUIT', and 'BE.tv'. A secondary menu lists 'TECHNICAL OFFICIALS', 'CALENDAR', 'JOBS', 'MARKETING', 'NEWS', 'MEDIA', 'DOWNLOADS', 'AWARDS', and 'PLAYER PROFILES'. The main content area features a large banner for 'THE EUROPEAN CHAMPIONSHIPS GUIDE' and '#EMCT15 EMTC15 – Online, On TV and On Court'. Below the banner are several news snippets: 'The missing piece in Danish team puzzle', 'Vote for your favourite players!', and 'Magazine issue 19 published'.

**PI 4:** arranging contacts with the Media to ensure the provision of results and news from events

- 2014 – The contact to media has mainly been done via the website and through the social media channels Facebook and Twitter. Media requests have been answered immediately.

**PI 5:** issuing press releases from all major BEC Events

- 2014 – All events had press releases including daily news stories on the website. BEC has sent out official press releases for the European Championships. The press distribution list includes journalists from all over the world.

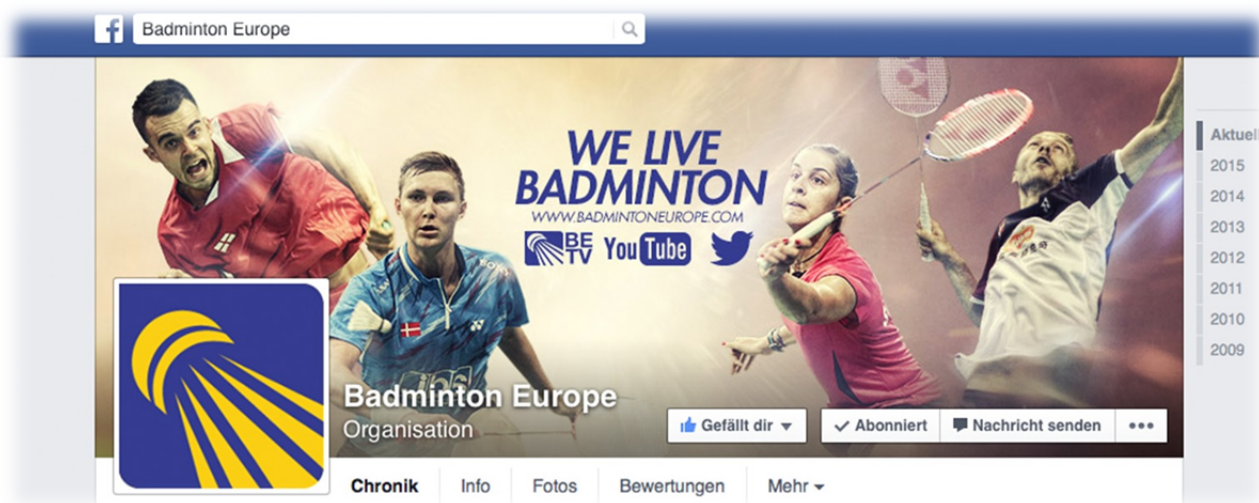
Another indicator was the number of news articles published monthly. With input from press officers in Circuit tournaments this year, 254 news articles have been published on the regular

webpage. Because of fewer live streaming events, BEC had a lower amount of daily news articles on the website compared to 2013.

**PI 6:** publishing news on the webpage 2014 – 254 articles/22 news articles per month

- **Interest of media in BEC Main Events and Elite Circuit Tournaments through increased TV coverage and webpage linked information**

Badminton Europe had live-streaming on the dedicated YouTube channel from 3 European Championships (2014 INTERSPORT European Championships in Kazan, 2014 European Men's and Women's Team Championships in Basel and 2014 European Club Championships in Amiens, four Circuit Tournaments (Sweden, France, Finland and Belgium) and two Grand-Prix tournaments (Yonex Dutch Open and Scottish Open Grand Prix). Additionally we streamed four matches of the new National Badminton League (NBL) in England and the 2<sup>nd</sup> BEC Awards Gala in April 2014.



- **Update of BEC's History & Yearbook on the BEC webpage**

**PI 7:** Making contacts with Member Associations requesting information for updates and receiving data 2014 – 75 %

BEC would like to express a "Thank you" to the History Working Group. With their help BEC managed to keep historical files up-to-date.

And at last but not at least, I would like to thank Brian Agerbak and Manuel Rösler at the Badminton Europe office for their professional ideas and support in the Communication area.

*R.L. Vaughan*

**Richard Vaughan**

Director for Communication

05 March 2015



## REPORT BADMINTON EUROPE DEVELOPMENT

(Order paper item 3.4.)

Director Jean-Marc Serfaty (- 2015)

### OBJECTIVE

“The Director for Development should promote and develop the sport of Badminton in Europe”. The main focus for Development in 2014 has been on Shuttle Time, the BWF Coach Education Level 1 and the introduction of the BWF Coach Education Level 2.

#### “Shuttle Time”

The interest in Shuttle Time has been growing in 2014. BEC therefore needed to change the goal to 30 implementing countries by 2016 instead of only 20 countries. Instead of one planned course, BEC organized two Shuttle Time Trainer/Tutor courses.

The first course was held from 28<sup>th</sup> February to 2<sup>nd</sup> March 2014 in Kaunas, Lithuania. 17 participants from nine Member Associations (MA) took part. The second course was held from 24<sup>th</sup> to 26<sup>th</sup> of October 2014 in Hamburg, Germany, where 12 participants from seven MA's attended



Badminton Europe gave financial support to the countries who are implementing Shuttle Time to both for the administration of the project and for courses. In total there have been staged more than 175 courses in 20 countries (Greece, Hungary, Faroe Islands, Norway, Ireland, Switzerland, Austria, Romania, Slovakia, Slovenia, Italy, Poland, Czech Republic, Russia, Malta, Bosnia and Herzegovina, Croatia, Lithuania, Germany and Finland). BEC is glad that there are more than 4.000 educated Shuttle Time teachers in Europe.

Another important part of Badminton Europe's Shuttle Time support has been the Yonex School Sets. In 2014 BEC donated around 400 School Sets to Member Associations implementing Shuttle Time.

### **BWF Coach Education**

Five countries used BEC support to organize a total of seven Level 1 courses (Ireland, Slovakia, Finland, Czech Republic and Romania).

BEC organized a Level 1 Trainer/Tutor course which was held from 28<sup>th</sup> to 30<sup>th</sup> of March in Dublin, Ireland with 15 participants from ten MA's.

During the 2014 BEC Summer School which took place in Vejen, Denmark, BEC organized a Level 1 Coach Education course with a total of 24 participants from 19 MA's. Six participants from less developed MA's received a scholarship to take part in the course. The total amount of BWF Level 1 educated coaches in Europe is 280.

The Level 2 resources were finished in the beginning of 2014 which made it possible for BEC to start with the next step of the Coach Education. BEC organized a Level 2 Coach Education Trainer/Tutor course in Podcetrtek, Slovenia from 31<sup>st</sup> October to 2<sup>nd</sup> November 2014 with 21 participants from 13 MA's. The total amount of BWF Level 2 educated tutors in Europe is 17.

BEC organized a combined Level 1-2 Coach Education course in Milan, Italy from 23<sup>rd</sup> to 29<sup>th</sup> November 2014 with 14 participants from nine MA's taking part. This course was especially designed for former international top players and the main focus was on how to coach players. The total amount of BWF Level 2 educated coaches in Europe is eleven.

### **2014 BEC Summer School**

The 2014 BEC Summer School was held in Vejen, Denmark. 54 players and 24 coaches from 23 countries took part. The main focus for the 2014 edition of the BEC Summer School was to give the players as much input from different staff coaches as possible. The young players went home with a lot of new ideas how to practice.



The coaches took part in the BWF Level 1 Coach Education course. This was the second time that a Level 1 course had been organized alongside the BEC Summer School. In the next edition of the Summer Schools BEC will organize a Level 2 course.



### **Player Development – “The Future Stars”**

In August 2013, BEC started with a new Player Development project called “The Future Stars”. The focus of this project is to help and guide young players with their first three years in the senior Circuit. For most players these three years are the most difficult ones of their senior career. Badminton Europe wishes to provide support so that players are able to play more international tournaments and get experience from different coaches.

A training camp was organized before the Estonia International and the players were coached during the tournament. BEC also sent a coach to the Hellas International to help the players during the event.



The second year of this programme started 1<sup>st</sup> August 2014 and will end on 1<sup>st</sup> August 2015. The selection of the players was made out of the group who were selected the first year and based on the results of the 2014 European U17 Championships. The support for the players who fulfill the criteria will be for one year with an option to renew every year for a maximum of three years in total. The support is € 1.200 per year.

### **Regional Projects**

The Regional Projects are achieving the goal of MA's working together to exchange ideas on how to improve the level of their youth players. Nine different projects that involved 26 Member Associations have been supported in 2014.

### **Certificated Training Centres**

Badminton Europe give Scholarships to players from Member Associations who do not have a High performance training center. These Scholarships can be used in one of the eight Certificated Training centers of Badminton Europe. The goal of the BEC Scholarships is to give players new ideas on how to practice on a high level, to give new motivation and the chance to play against different players. Scholarships have been given to 16 talented players.

### **Women in Badminton (WIB)**

Badminton Europe's WIB working group hosted a networking breakfast as a belated celebration of International Women's Day. The breakfast was well attended by many different stakeholders of badminton including the President of the BWF, Poul-Erik Høyer, BWF

Councilors and staff and Badminton Europe Council Members, representatives of Badminton England, FISU, Peace and Sport as well as four of the current working group members, Emma Mason, Cheryl Evans, Kristiina Danskanen and Corina Dan. The breakfast was a relaxed and informal morning designed to recognize the achievements of the women in sport movement as well as to consider areas where improvements can still be made.

The WIB working group also organized the second WIB coach conference during the 2014 BEC Summer School in Denmark. Two very interesting speakers with different backgrounds filled the three hour programme. All the coaches of the BEC Summer School took part.

**Staff**

Zsófia Horváth replaced Spela Silvester and started to work as Development and Events Assistant from 6<sup>th</sup> January 2014.

Finally, I would like to thank Brian, Zsófia and Jeroen at the Badminton Europe office for all the hard work and dedication in the development area throughout the year.

**Jean-Marc Serfaty**

Director for Development

05 March 2015



## REPORT BADMINTON EUROPE MARKETING

(Order paper item 3.5)

Director Kevin Scott (-2017)

### OBJECTIVE

“The Director for Marketing should nurture current partnerships and explore new revenue streams and commercial opportunities, including development of the media channels with the goal to attract appropriate and progressive partnerships.”

### STRATEGY

The Director for Marketing should aim to meet the objective by:

- Working towards building a portfolio of the rights of Badminton Europe
- This should include sponsorship activities/events and the creation of new marketable properties and opportunities for Badminton Europe

### Sponsorship and Recruitment

In 2014 BEC finalized Marketing Strategy document containing clearly defined BEC products and marketing objectives and strategies around it.

BEC's marketing activities have been following three main marketing objectives. The first is nurturing of partnership relationships, such as a long-term partnership with Yonex (2007 – 2016), which BEC nurture through the regular reporting and hospitality activities.

The second objective is exploring new revenue streams and commercial opportunities, meaning liaising with new partners that would invest in BEC products. Together with our media partner TSA, BEC have been working hard on assuring a valuable worldwide TV exposure for our 2014 events, which increased the value of these events for potential partners.

After successful cooperation with Intersport International as a title partner of the 2014 European Championships, BEC are maintaining a good dialogue with Intersport, as well as we are looking for new partnership opportunities around our upcoming major events, BEC Development Projects and BEC Online Magazine. During Q1 and Q2 contact was made with in excess of 180 companies worldwide regarding the 2014 European Championships events. As a result we managed to get a title partner on board as well as raise the awareness about our events among companies worldwide. During Q3 and Q4 contact is being made with over 150 companies regarding the 2015/2016 European Championships events, Development Activities and BEC Online Magazine. This resulted in some positive feedback with a partnership perspective, on which we are currently working on.

All in all the networking helped us to identify which markets and companies are showing interest in the products we offer, meaning that we can now have more focused marketing approach on partnership matters.

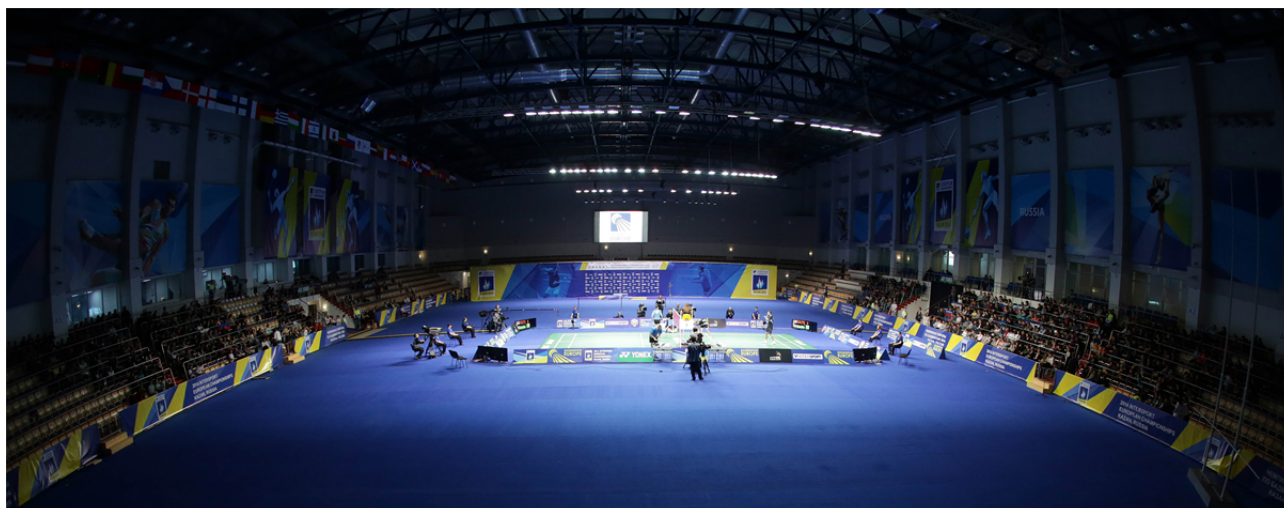


Finally, BEC's objective is to assure steady yearly growth of a marketing income. In 2014 marketing income came from our Yonex deal as well as sales around our major events (a small partnership package sold to Spirit Slovenia for 2014 EM&WTC and a title partnership package sold to Intersport International Corporation (IIC) for 2014 EC).

Having some income based on long term partnership deals assured a slight increase of the marketing sales for our major events, development projects and BEC magazine. We are aiming for a 20% increase in income for 2015.

### **TV Rights**

As reported last year, in the end of 2012 a contract was signed with Total Sport Asia (TSA) to represent the international media rights for our major events. Via this cooperation we assured extensive coverage of the two major events in 2014 – European Men's & Women's Team Championships in Switzerland and Intersport European Championships in Russia



We are very pleased with the TV distributions we reached for both events. The 2014 EM&WTC has been broadcasted over 141 hours on Eurosport 2 (on 52 European and 17 Asia / South Pacific markets and in USA - all states). The event reached a worldwide audience of over 128 million homes. Furthermore, the 2014 Intersport EC reached TV time of over 134 hours in USA, China, Singapore, Malaysia, Denmark, Spain, Russia and Ukraine. Over 210 Million households have been reached.

#### **Marketing and Communication activities on Chinese / Asian market**

In 2014 we assured a strong broadcasting presence in China, Malaysia and Singapore, which we now try to maintain and extend to even more Asian countries for the 2015 / 2016 events. As we recognized that these particular markets have an interest in European Championships events, we decided to start working more focused on our activities in that part of the world, not only to increase our brand recognisability, but as well to explore the potential partnership options on that market. In the summer of 2014 we established cooperation with a local Chinese agency to represent our sponsorship rights for the major events on their domestic market. In close cooperation with the same agency we as well launched the BEC profile on major Chinese media and web channels, as Facebook, Twitter and YouTube Channel are blocked there. These channels / webs will serve as a daily communication window with Chinese audience, as well all video content from the BETV YouTube channel will now be available for them.

#### **Brand exposure at BEC European Events and other marketable opportunities**


As reported last year the promotion booth have been presented at the major European events with the aim to promote our Badminton Europe brand and products at the key European events to increase the recognisability as well as to make it more attractive for potential partners. In 2014 the promotion booth has been exposed at: 2014 EM&WTC, 2014 Intersport EC and 2014 WC. At 2014 European Senior Championships, 2014 Belgium International, 2014 Denmark Open and 2014 French Open we had a small magazine stand.

For the time of 2014 World Championships we organised a hospitality and networking event for our Member Associations, partners and friends at the BEC office in Brøndby, Denmark. Over 60 people attended and we were pleased to receive a very positive feedback on the arrangement.

In the end of 2014 the "Badminton Manager" game has been finalized and ready for testing, with a take-off in the beginning of 2015. This marketing tool, supported by the BWF Marketing Grant, is focusing on "star creation", which is raising the profile of the sport through its leading players. The basic idea is that participants of the Badminton Manager game set up their own virtual team of WR players, which they follow on the tournaments around the world.

In the summer of 2014 we finalized the first BEC Branding Manual, which already came in use at the 2014 European Club Championships and the 2014 European Senior Championships.

During the BWF AGM in Delhi in May 2014 it was discussed to set up cooperation between European Super Series organisers and Badminton Europe to improve promotion around ticket sales for major events in Europe. In the end of 2014 the "Badminton Four" has been established - a cooperation between Badminton Europe, Badminton England, Badminton Denmark and FFBaD. In the end of 2014 / beginning of 2015 branding and common landing page for this activity have been finalised. The two events to be promoted first as a part of this venture are 2015 EMTC and 2015 Yonex All England Open, followed by 2015 Yonex Denmark Open and 2015 Yonex French Open.



**Kevin Scott**  
Director for Marketing  
05 March 2015



## REPORT BADMINTON EUROPE SPORT

(Order paper item 3.6.)

Director Peter Tarcala (-2016)

### Events

The European Men's and Women's Team Championships was the first of many events in 2014 – held together with the inaugural European U15 Championships. Swiss Badminton was the host for this historical event in the great St. Jakobshalle in Basel. With a very structured and hardworking organization providing top facilities for the 47 elite teams and 160 U15-players coming to Basel the six days event was seen as a great success and the concept of uniting the two events will therefore be continued for the next editions.

Unlike previous editions, the team events were not counting as European qualification towards the bi-annual Thomas & Uber Cup-finals in 2014. The qualification is however re-introduced from 2016 onwards. The event itself became a great success for the Danish teams, as both left Basel with the gold medals. The Danish men's team beat England 3-1 in their final, while the young Danish women clinched the gold after beating surprising finalists, Russia, 3-0 in the women's final. Germany won two bronze medals, as both of their teams reached the semifinals before being knocked out. Bulgaria's strong females also brought home a bronze medal from Basel, while the surprise of the week, the Finnish men, won their country's first ever team medal at a European Championships, after reaching the semifinals.

It was a great satisfaction to witness the many talented U15-players from all over Europe (30 different countries) playing alongside their idols, in the same venue and same setup, to battle out the first ever European U15 Championships. Europe's coming stars showcased some great badminton over the three days they were there – and we will for sure see many of these players in the coming years, when they are making their way to the European top. Hereby we would like to thank Swiss Badminton for staging a very successful event.

The south-eastern corner of Europe was the host of the longest event of the year, as Ankara, the Turkish capital city, welcomed back all of the European badminton society to the European U17 Championships in March. After staging the previous year's European Junior Championships, the organizers were ready with great improvements where needed, to make the event even better and more successful than the one the year before. Denmark took the team title after beating England in 3-1 in the final. The bronze medals were won by France and the home team, Turkey, to the great delight of the home fans. England became the most successful country in the individual events, leaving Ankara with two gold medals (both of them involving the aspiring double's talent, Ben Lane) and two silver medals – while a piece of history was made, when Maja Pavlinic and Katarina Galenic from Croatia won the women's doubles – and thereby the first ever gold medal (and medal overall) to their country.

We would like to express our sincere thanks to the Turkish Badminton Federation who put a lot of time and effort into making an even better and more successful event than the one in 2013 – an event which showed that organizing consecutive events in the same venue surely can create great improvement for everyone involved and everyone visiting.



The historical Russian city of Kazan was the host of the most prestigious event of the year, the Intersport European Championships in April. The event was organized by the organizing committee behind the 2013 Summer Universiade that created an excellent event for the many participants and officials. The tournament itself became a big success for the organising country, as their best male players, Vladimir Ivanov and Ivan Sozonov, managed to win the men's doubles gold medals – to the great joy of the home crowd. Vladimir Ivanov secured another medal to himself and his country when he reached the semi-finals in the men's singles – an event which was won by the pre-favourite and highest ranked European, Jan Ø. Jørgensen from Denmark. Denmark won additionally two events – as Christinna Pedersen won both the mixed doubles with Joachim Fischer and retained her title from 2012 with Kamilla Rytter Juhl in the women's doubles. The final gold medal went to Spain, as Carolina Marin clinched the first ever European title to her country, after winning the women's singles.

We would like to express our sincere thanks and appreciations to the National Badminton Federation of Russia as well as to the local organizers in Kazan who showcased an excellent organization, which will serve as inspiration for future event organizers in Europe.

In the end of June, the French city of Amiens was the host of the annual European Club Championships where 15 teams played for the prestigious title. For the second consecutive year, the Picardi Region Badminton Department delivered a top class organization, an organization which in fact secured them the great honour of “the best organized sport event in the Picardi region in 2014”, which was presented to them at a gala in November.

The local club from Chambly took one step up the latter, when they won the silver medals, only beaten by Europe’s best club team, Primorye from Vladivostok. With this victory, the Russian club has won the title three years in a row and in total five times since 2007. Another French team, the team of AIX Universite (Provence based) clinched a second medal for the organizing association, as they took a bronze medal alongside the Czech champions from TJ Sokol Vesely Jehnice. Our thanks go to the Picardie Region Badminton Department and FFBaD for hosting another great event – this time in Amiens.

Caldas da Rainha in Portugal was the place which hosted the European Senior Championships in September. More than 800 players became a small part of Badminton Europe’s event history, as they took part in event with the highest ever participation. Over 7 days in the impressive national center in Caldas da Rainha, Europe’s best players over 35 years of age played over 1.000 matches to find the 40 different winners. England became yet again the nation with most medals in these Championships, but new winners e.g. Hungary (3 gold medals) shined as well in Portugal. Our thanks and appreciation goes to the Portuguese Badminton Federation for taking on the challenge of organizing this huge event. Considering the many praising comments from participants, there is no doubt that they did a tremendous job for everyone.

7-9 November another small piece in Badminton Europe’s event history was written, as the qualification stage towards the European Mixed Team Championships was introduced and played for the first time. 28 teams played in seven different locations around our continent, to find the seven teams that were joining five pre-qualified teams at the final being played in February 2015 in Belgium.

We would like to take this opportunity of thanking the associations in Poland, Iceland, Slovenia, Czech Republic, Ireland, France and Estonia for taking on the responsibility of organizing the groups. You gave us all a very interesting week of badminton and we hope you all benefited from showcasing your national team on home soil, which is a rare opportunity you get in badminton.

***The following allocations of European Championships were made in 2014***

European Club Championships 2014 – Amiens (France)

European Senior Championships 2014 – Caldas da Rainha (Portugal)

European Mixed Team Championships 2015 – Leuven (Belgium)

European Club Championships 2015 – Tours (France)

European Club Championships 2016 – “city tbc” (France)

European Men’s & Women’s Team Championships 2020 - “city tbc” (France)

European U15 Championships 2020 - “city tbc” (France)

### **Badminton Europe Circuit**

A record number of 33 Circuit tournaments in 30 different countries were played in 2014. The Riga International (Latvia) and Finnish International were new successful additions to the Circuit. The total prize money of the 33 tournaments was 305.000 USD.

### **Badminton Europe Junior Circuit**

A record number of 23 Junior Circuit tournaments were played in 2014. The Junior Circuit has been keep growing over the last years and it is with great satisfaction that still more organisers are joining. In 2014, the Junior Circuit saw three new additions– Israel Junior, Cyprus Junior and Estonian Junior. The success is expected to continue in 2013, so that the Junior Circuit will still contain at least the same amount of tournaments, with a possible increase to 25 tournaments – all played in different countries.

### **Technical Officials**

Again in 2014, new European umpires received their continental status. In 2014 Badminton Europe announced 12 new accredited umpires, while five umpires were upgraded to certificated level. Two assessments were carried out during 2014 – where 23 umpires from 20 different Member Associations were assessed.





Two Badminton Europe umpire courses were held in 2014 – where 19 umpires from 14 different member associations were educated at the courses in Croatia and France respectively.

BEC have continuously held umpire courses, with great support from the local organisers and Member Associations. BEC are also pleased with the interest in officiating at the events. The number of nominations always exceeds the number of available places.

In 2014, during the European Men's & Women's Team / U15 Championships, appraisals of all our umpires were conducted, with future promotions in mind. Only umpires not being able to reach a higher level/status were not assessed by our umpire assessment panel. In total 36 umpires were appraised in Basel.

Badminton Europe also makes assessments of its referees, with possible upgrading following this. In 2014 Badminton Europe had three new Accredited referee (out of four undergoing assessment), while one was upgraded to Certificated level.

Two European umpires have been upgraded to the highest level possible within the BWF after passing their assessment during the Thomas & Uber Cup Finals in India in May.

When reflecting on the BEC strategic plan for Sport, BEC is working towards creating better and more activities around all three objectives "Participation", "Performance" and "Publicity" as well as with Technical Officials.

It is my and my colleagues' 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 2015 and beyond.

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



**Peter Tarcala**  
Director for Sport  
05 March 2015

**ANNUAL FINANCIAL REPORT 2014**  
Including Auditor's report



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## STATEMENT BY THE COUNCIL

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The Badminton Europe Council have today discussed and approved the annual report of Badminton Europe for 2014.

The Annual Report has been prepared in accordance with the accounting policies. We consider the accounting policies used to be appropriate. Accordingly, the annual report gives a true and fair view of Badminton Europe's financial position at 31 December 2014 and of the results of the organisation operations for the financial year 1 January - 31 December 2014.

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

Paris, 18 April 2015

Badminton Europe:

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Brian Agerbak  
General Secretary

Council:

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Gregory Verpoorten  
President

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Ritchie Campbell  
Finance

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Andrey Antropov  
Vice-President

---

João Matos  
Vice-President

---

Murat Özmekik  
Vice-President

---

Lawrence Chew  
Administration

---

Richard Vaughan  
Communication

---

Jean-Marc Serfaty  
Development

---

Kevin Scott  
Marketing

---

Peter Tarcala  
Sport

## MANAGEMENT REVIEW

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### Information about the Confederation:

Badminton Europe Confederation  
Brøndbytoften 14  
2605 Brøndby

Phone: +45 21 68 00 82

Webpage: <http://www.badmintoneurope.com>

### Council:

President:	Gregory Verpoorten
Vice-President:	Andrey Antropov
Vice-President:	João Matos
Vice-President:	Murat Özmekik
Director for Administration:	Lawrence Chew
Director for Communication:	Richard Vaughan
Director for Development:	Jean-Marc Serfaty
Director for Finance:	Ritchie Campbell
Director for Marketing:	Kevin Scott
Director for Sport:	Peter Tarcala

### Auditor

EY  
Statsautoriseret Revisionspartnerselskab  
Torben Kristensen

### Bank

Danske Bank  
Handelsbanken  
Sydbank

### VAT registration

Badminton Europe Confederation is as a non-profit sports organisation not liable to be VAT registered.

## **MANAGEMENT REVIEW**

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### **Activity**

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

### **Development in the financial year**

This year's surplus of 182,887 Euro is considered to be satisfactory and shows an improvement of 213,113 Euro over the budget set for the year. The Council was able to ensure prudent spending and managed to strengthen the income side. There was also a significant (88,690 EUR) unrealized exchange rate gain on the USD bank accounts.

### **The financial budget and forecasts**

The Council expects a deficit in 2015. The forecast for 2016 shows a smaller deficit than in 2015, which we hope will be turned into a small surplus. The forecast for 2017 shows a deficit.

### **Events occurred after the 31 December 2014**

In the period from 1 January 2015 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 2014*

<b>INCOME</b>	Note	<b>2014</b>	2013
		€	€
Administration Fee BEC		<b>60,480</b>	56,910
Subscriptions BWF (90%)		<b>70,202</b>	67,092
BWF CC Development Funding	1	<b>485,919</b>	372,149
Entry Fees		<b>134,247</b>	77,730
Sanction fees		<b>65,352</b>	43,104
Withdrawal Fees BEC		<b>10,959</b>	16,339
Fines		<b>0</b>	0
Rights and sponsorships		<b>658,978</b>	445,811
Sales		<b>60,206</b>	58,227
Bad debts recovered		<b>6,475</b>	359
Miscellaneous income		<b>9,890</b>	21,846
<b>INCOME TOTAL</b>		<b>1,562,708</b>	1,159,567
<b>EXPENDITURE</b>			
Development	2	<b>457,297</b>	343,865
Communication	3	<b>230,832</b>	117,445
Sport	4	<b>373,497</b>	320,266
Marketing	5	<b>65,122</b>	25,321
Administration	6	<b>342,068</b>	370,811
<b>EXPENDITURE TOTAL</b>		<b>1,468,816</b>	1,177,708
<b>OPERATING SURPLUS</b>		<b>93,892</b>	-18,141
Bank interest		<b>305</b>	3,694
Exchange rate fluctuation		<b>88,690</b>	-15,756
		<b>88,995</b>	-12,062
<b>RESULT FOR THE YEAR</b>		<b>182,887</b>	-30,203



**Balance sheet**  
*at 31 December 2014*

		2014 €	2013 €
<b>FIXED ASSETS</b>			
Property		410,000	410,000
Office equipment		0	3,761
<b>CURRENT ASSETS</b>			
Equipment stock	19,980		15,000
Government bonds	0		30,000
Demands	42,172		
Provisions of bad debts	2,201	39,971	29,664
Provisions		38,405	35,237
Cash in bank or hand	1,308,161		1,085,736
		<b>1,406,517</b>	1,195,637
<b>CURRENT LIABILITIES</b>			
Accruals, provisions and deferred income	109,324		48,837
Items for other periods	43,246		79,502
		<b>152,570</b>	128,339
Net current assets		<b>1,253,947</b>	1,067,298
<b>RESERVES</b>			
Net Assets		<b>1,663,947</b>	1,481,060
As of 1st of January	1,481,060		1,511,262
Surplus for year	182,887		-30,203
		<b>1,663,947</b>	1,481,060

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

Grants of 485,919 Euro were received from BWF for development activities. In the year under review Badminton Europe has incurred actual expenditures of 602,418 Euro on development projects and this expenditure is charged in the various expense accounts in the Income and Expenditures accounts

	<b>2014</b>	2013
	€	€
<b>Note 2: Development</b>		
Development projects	<b>261,526</b>	198,023
Coach education	<b>30,470</b>	28,052
Training centres	<b>14,500</b>	8,501
Player development	<b>49,679</b>	30,682
Seminars	<b>25,000</b>	0
Administration	<b>86,122</b>	78,607
	<b>457,297</b>	343,865
<b>Note 3: Communication</b>		
PR/TV activities	<b>132,522</b>	30,139
Streaming portal	<b>45,026</b>	34,817
Administration	<b>53,284</b>	52,489
	<b>230,832</b>	117,445
<b>Note 4: Sport</b>		
European Championships	<b>149,322</b>	84,279
Live score/Streaming	<b>78,053</b>	115,107
Circuit equipment	<b>6,236</b>	0
Observers and Referees	<b>18,726</b>	16,052
Travel grants	<b>16,400</b>	8,600
Technical Officials	<b>16,695</b>	14,396
Administration	<b>88,065</b>	81,832
	<b>373,497</b>	320,266
<b>Note 5: Marketing</b>		
Marketing material/consultancy	<b>1,000</b>	1,458
Promotional material	<b>17,525</b>	603
Administration	<b>46,597</b>	23,260
	<b>65,122</b>	25,321

**Note 6: Administration**

Meetings	<b>85,153</b>	131,479
Travel and accommodation	<b>13,876</b>	12,608
Office rent	<b>22,500</b>	17,627
Salaries	<b>161,830</b>	152,177
Accounting	<b>504</b>	979
Legal expenses	<b>10,475</b>	4,931
Audit expenses	<b>3,000</b>	3,000
Postage and stationary	<b>21,977</b>	24,271
Depreciation	<b>1,201</b>	2,560
Provisions bad debt	<b>886</b>	-4,548
Bad debtors	<b>2,162</b>	1,760
Miscellaneous administration	<b>15,511</b>	21,218
Bank interest and charges	<b>2,993</b>	2,749
	<b>342,068</b>	370,811

## **ACCOUNTING POLICIES**

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

### **Income Statement**

#### **Income and expenditure**

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

#### **Balance sheet**

##### **Property**

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

##### **Equipment**

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

##### **Inventories**

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

##### **Receivables**

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

##### **Prepayments**

Prepayments comprise costs incurred concerning subsequent financial years.

##### **Liabilities**

Liabilities are measured at net realisable value.

##### **Foreign currencies**

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



## **Auditor's report**

### **To the members of Badminton Europe**

### **Independent auditors' report on the financial statements**

We have audited the financial statements of Badminton Europe for the financial year 1 January – 31 December 2014. The financial statements comprise accounting policies, income statement, balance sheet and notes. The financial statements are prepared in accordance with accounting policies.

#### ***The Council's responsibility for the financial statements***

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

#### ***Auditors' responsibility***

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and additional requirements under Danish audit regulation. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Confederation's preparation of financial statements that give a true and fair view 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit has not resulted in any qualification.

#### ***Opinion***

In our opinion, the financial statements give a true and fair view of the Company's financial position at 31 December 2014 and of the results of its operations for the financial year 1 January – 31 December 2014 in accordance with accounting policies.

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

We have read the Management's review. We have not performed any other procedures in addition to the audit of the financial statements. On this basis, it is our opinion that the information provided in the Management's review is consistent with the financial statements.

Broendby, 3<sup>rd</sup> March 2015

**Ernst & Young**

Godkendt Revisionspartnerselskab

Torben Kristensen  
State Authorised  
Public Accountant

## STRATEGIC PLAN

(Order paper item 5.)

### **BADMINTON EUROPE STRATEGIC PLAN 2015-2020**

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## 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 2014 BEC had 52 Member Associations. The Confederation's current headquarter is in Copenhagen, Denmark.

## 2. Mission

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

## 3. Vision

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

## 4. Values

Accountability - Commitment - Integrity - Efficiency - Respect - Structure

## 5. Principles

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

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

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

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

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

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

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

## 6. Long term objectives

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

Encouraging badminton to be played in every European Nation, each having a National Association which is a member of BEC through membership of the BWF and supporting Member Associations in their efforts to develop and run their National Organisations through principles of good governance

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

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

Educating European Technical Officials and administrators to the very highest standard

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

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

Building and promoting intellectual property portfolios to potential partners and sponsors

Maintain an appropriate level of reserves

## 7. Board of Directors

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

The President

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

The Director for Finance

A player representative (to be introduced in 2016)

5 Badminton Europe Directors (will be increased gradually to 9 by 2018)

## 8. The commissions

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

Each commission shall normally have 4-5 members which can be Vice-Presidents,

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

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

The President, General Secretary 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 being considered:

- Sport for all
- High performance
- Major events
- Circuits
- Supporting Members Structures
- Creation of Fan base / Raise profile of the sport
- Para-Badminton
- Women in Badminton

#### 9. The administration

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

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



**KEY AREAS AND KPI's**

10. Governance		
Activity area	Goal and Strategies	KPI
1. Rules, regulations and policies	Review and recommend amendments to the rules, regulations and policies to ensure the framework, structures and processes for <i>good governance</i>	- rules must comply with BWF constitution -relevant amendments on ADM agenda -BEC policies must be adhered to
2. Annual Delegates' Meeting	Ensure well organized Annual Delegates' Meetings in compliance with the BEC Rules	-increasing attendance of MA's
3. Strategic Plan	To monitor and review the implementation of the Strategic Plan to ensure the BEC meets the KPIs	-annual review in December if KPI's are met -amendments to be presented to ADM
4. Board of Directors meetings	Ensure and develop efficient BEC meeting structures	-meet minimum 3 times a year -invite for commission meetings as appropriate
5. Disciplinary	Relevant disciplinary structures, independent appeals structures and processes	-standing disciplinary committee in place -arbiters list updated
6. Awards	Ensure a comprehensive set of awards and have appropriate events to present to the recipients	-awards process upheld -annual awards gala evening organised
7. History	Yearbook and 50 years anniversary in 2017	-Yearbook updated annually -Anniversary book published in 2017
11. Operations		
Activity area	Goal and Strategies	KPI
1. Membership and Board of Directors servicing	Enhance the service orientation of systems and staff to ensure consistent service standards in all areas of operations.	-if surveyed 90% of MA's shall be satisfied or very satisfied with services provided -Board of Directors shall be very satisfied with services provided
2. Effective internal communication	Ensure effective and well prepared meetings and regular formal communication with the membership.	-communication must be delivered in accordance with communication plan
3. Human resources	Have annual appraisals with staff and offer relevant training and	-annual appraisals conducted -ensure delivery by having sufficient

	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.	staff that are knowledgeable and service minded -review and implement appropriate office structure
4. Information technology	Review IT needs and develop IT systems to support the efficient operations of the Office and Board of Directors functions.	-ensure appropriate cloud system in place for each employee -review and implement relevant CMS system
5. Risk management	Ensure risk management policy identifies key areas of risk for each operational department and ensure relevant insurance policies are in place covering all major areas of potential risk.	-ensure that relevant insurance policies are maintained
<b>12. International relations</b>		
<b>Activity area</b>	<b>Goal and Strategies</b>	<b>KPI</b>
1. Internal Representation	Strive towards appropriate representation on BEC Board of Directors and BEC commissions.	-strive towards appropriate regional representation -ensure player representation on Board of Directors
2. External representation	Work towards relevant representation of Europeans on boards related to the strategic goals of BEC.	-maintain current European representation on BWF Council
3. Institutional partnerships	Sign MOU's with organisations that work towards the same strategic goals as BEC.	-nurture existing MOU's -sign MOU with ESSA
4. Multisport inclusion	Actively promote badmintons inclusion in all multisport events played in the European territory.	-badminton part of European Games -create relationships with other bodies organising multisport events
5. Positioning in the badminton world	BEC wishes to position itself as a trusted and efficient organisation that with integrity, commitment and respect deals with BWF, Continent Confederations, Member Associations and partners with accountability.	-ensure good working relations with all governing badminton organisations and partners

13. Communications		
Activity area	Goal and Strategies	KPI
1. Grow fan base	To grow the fan base via content generation around major events, Circuits, development activities, players, features, competitions and promote these via the BEC website and social media in accordance with the communication plan.	-website – 500.000 unique users by 2015 -Facebook – 75.000 followers by 2015 -Twitter – 10.000 followers by 2015 -Youtube – 20.000 subscribers in 2015 -BEC Magazine – 4 published in 2015
2. Member Associations	To keep MA's informed of BEC activities and provide opportunity, guidance and assistance for them to benefit of the activities.	-Website – minimum 20 articles per month -Memo – after each Council meeting
3. Media relations	To create a strong network with key media stakeholders and provide them with regular information and service around badminton activities.	-regular mailings to press -seminars for press organised in connection with major events
4. Television	To increase hours of TV produced and improve the quality of the TV productions to satisfy media partners and enable them to widen the TV-distribution.	-HD production -9 cameras -have minimum 7 hours of badminton televised in minimum 15 European countries
14. Marketing		
Activity area	Goal and Strategies	KPI
1. Major events	To optimize revenue generation and long term value of BEC's major events through enhanced TV production and distribution, excellent communication and PR efforts around major events and hospitality setup to thereby attract commercial partnerships in accordance with the marketing plan.	-2015 increase marketing income by 20%
2. Existing partners servicing	To nurture our partner relationships through regular reporting (pre/after events, BEC Magazine send to them regularly) and by VIP invitations to our major events as well as any other	-high level hospitality at major events -report sent to partners no later than 1 month after event

	hospitality events organised by BEC.	
3. Branding badminton	Evaluating and developing existing brand guidelines and monitor and ensure proper implementation.	-ensure full compliance with BEC branding manual wherever possible
4. Media platforms	Global reach through development of BEC streaming platform and by ensuring relevant content. Hereunder consider revenue platforms for betting, gaming, contests and smart-TV.	-Youtube – increase income by 30% -app – explore income potential -betting partnership – deliver as per contract -website – explore income potential -BEC magazine – explore income potential

**15. Finance**

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

**16. Major events**

Activity area	Goal and Strategies	KPI
1. Events delivery	To improve sports presentation at European Championships.	-implement events manual, branding manual, communication plan and marketing plan
2. New events and formats	Consider the introduction of new European Championships and	-introduce European Championships every year starting in 2017

	improvement to the formats of current European Championships	-focus on host exposure in schedule -focus on 1 court setup
3. Multi-sports execution	Ensure badmintons successful introduction and continued participation as a core sport of the European Games.	-successful badminton event in Baku 2015
4. Technical officials	Ensure both the quantity and quality of European Technical Officials via a solid and transparent education program.	-6 BEC Accredited umpires -3 BEC Certificated umpires -2 European BWF Umpires -2 European BWF Accredited umpires -1 European BWF Certificated umpire -3 BEC Accredited referees -2 BEC Certificated referee -1 European BWF Accredited referee -1 European BWF Certificated referee (bi-annually) -ensure participation of European BWF Line Judges at all major events

**17. Circuits**

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

**18. Sport for all**

Activity area	Goal and Strategies	KPI
1. Schools	To become one of the most popular	-30 countries implementing shuttle



badminton	school sports in Europe via implementation of the BWF shuttle time project.	time -5.000 teachers educated -introduce European Badminton School Championships. -increase the number of registered players in Europe to 1.00.000 by 2015
2. Coach education level 1 and 2	To have well informed, educated and talented coaches on grass root level in the European badminton system by enabling the MA's to become self-sufficient in educating coaches on the entry level.	-75% of MA's delivering coach education courses of minimum level 2 -minimum 3 Olympic solidarity courses per year
3. Senior badminton	To have focus on the senior segment of European badminton to ensure that there are offers for badminton to be played life-long.	-have an entry of minimum 1.000 player for the European Senior Championships in 2016
<b>19. High performance</b>		
<b>Activity area</b>	<b>Goal and Strategies</b>	<b>KPI</b>
1. Training facilitation	To ensure that players from all MA's have training experiences relevant to their stage of development and particularly provide sustainable, long term training opportunities for players which MA does not offer a sufficient HP setup via CTC scholarships, Junior/Senior transition funding, regional projects and a permanent training centre.	-badminton to remain as an Olympic Sport -5 players/pairs in top 25 of the World Rankings in all disciplines -4 medals at 2015 World Championships -3 European medals at 2016 Olympic Games -24 European passports at 2016 Olympic Games -1 medal at 2018 YOG
2. Olympic solidarity scholarships	Ensure that MA's are sufficiently informed of the possibilities of receiving scholarships for their players.	-16 European players receiving Olympic Solidarity Scholarships
3. Coach education level 3-4	To have well informed, educated and talented coaches on international level in the European badminton system by offering level 3 courses which shall serve as entry level to level 4 courses offered by BWF.	-conduct a level 3 tutors course in 2016
4. High performance in	To facilitate education in how to prepare a high performance plan	-75% of MA's having a high performance plan

MA's	and how to implement this nationally via the BWF Players Pathway Education	
<b>20. Member structures</b>		
<b>Activity area</b>	<b>Goal and Strategies</b>	<b>KPI</b>
1. Membership	Encourage the establishment of new MA's and support compliance with BWF and BEC Membership requirements.	-increase membership to 55 by 2020 -100% of MA's submitting schedule A -100% of MA's being financial
2. Analyse and consult	Actively use the BWF Membership survey to classify MA's and offer them relevant support to improve on all levels. Hereunder define different levels of development in the areas of administration, grassroots activities, events and high performance.	-80% of MA's achieving basic administration -70% of MA's achieving basic grassroots activities -60% of MA's achieving basic events -50% of MA's achieving basic high performance
3. World academy in sport	Encourage participation in the administrators courses of BWF organised with World Academy of Sport.	-individuals educated in 50% of MA's -employed staff in 70% of MA's
4. Olympic solidarity structure program	Ensure that MA's are sufficiently informed of the possibilities of having structural support via Olympic Solidarity.	-minimum 3 MA's benefitting of this opportunity annually.
<b>21. Para-Badminton</b>		
<b>Activity area</b>	<b>Goal and Strategies</b>	<b>KPI</b>
1. Integration on MA level	Support the integration of Para-Badminton into the governance, management, events and other activity structures at Membership level. Build a map of the Member Associations, in connection with BWF, to consider the development level.	-50% of MA's governing Para-Badminton -30% of MA's having created links to their national Para-Sport organisations -Para-Badminton Forum in connection with ADM in 2015
2. Integration in BEC activities	Integrate Para-Badminton into the governance, management, events	-BEC Para-Badminton commission

	and other activity structures on BEC level.	
3. European Para-Badminton Championships	Find hosts to organise bi-annual European Para-Badminton Championships and liaise with BWF to ensure appropriate funding for this event.	-2016 European Para-Badminton Championships organised to appropriate standards potentially with BWF
4. Promotion	Promote Para-Badminton activities in BEC Marketing and Communication activities.	-dedicate a section on the BEC website for Para-Badminton
5. Education	Ensure that there are a sufficient number of European classifiers educated via the BWF education.	-maintain the current number of European classifiers until a greater demand would arise
<b>22. Women in Badminton</b>		
Activity area	Goal and Strategies	KPI
1. Facilitate discussion	Create discussion and ideas on how to strengthen and establish the role of women in the European badminton community	-women in badminton awards structure in place -Report on best practices and outstanding female personalities
2. Representation within Member Associations	Encourage the development of female representation in all Member Associations	-prepare report on current female representation within the Member Associations
3. Representation within BEC	Encourage Member Associations to ensure female representation on the Board of Directors and ensure female representation in Commissions.	-women on BEC Commissions – 15% by 2016 -women on BEC Commissions – 20% by 2018 -women on BEC Commissions – 25% by 2020
4. Analyse and suggest solutions	Identify imbalanced areas within Europe and aim to develop feasible solutions without the need for an absolute female quota for BEC	-report to BEC Board of Directors where imbalances are identified

## BUDGET 2014 and FORECASTS 2015 and 2016

(Order paper item 6.)

	Actual	Budget	Actual	Budget	Forecast	Forecast
INCOME	2013	2014	2014	2015	2016	2017
1100 Administration Fee BEC	56.910	60.480	60.480	60.000	60.000	60.000
1150 Subscriptions BWF (90%)	67.092	65.649	70.202	75.000	70.000	70.000
1200 BWF CC Development Funding	372.149	435.860	485.919	505.000	440.000	440.000
1300 Entry Fees	77.730	123.980	134.247	80.000	150.000	80.000
1400 Sanction fees	43.104	65.430	65.352	59.500	59.500	59.500
1500 Withdrawal Fees BEC	16.339	10.000	10.959	10.000	10.000	10.000
1550 Fines	0	0	0	0	0	0
1600 Rights and sponsorships	445.811	656.875	658.978	579.500	650.000	700.000
1700 Sales	58.227	60.000	60.206	90.000	90.000	90.000
1970 Bad debts recovered	359	0	6.475	0	0	0
1900 Miscellaneous income	21.846	10.000	9.890	10.000	10.000	10.000
<b>INCOME TOTAL</b>	<b><u>1.159.567</u></b>	<b><u>1.488.274</u></b>	<b><u>1.562.708</u></b>	<b><u>1.469.000</u></b>	<b><u>1.539.500</u></b>	<b><u>1.519.500</u></b>
<b>EXPENDITURE</b>						
<b>Development</b>	343.865	<b>437.000</b>	457.297	<b>470.000</b>	420.000	430.000
<b>Communication</b>	117.445	<b>207.500</b>	230.832	<b>163.000</b>	210.000	220.000
<b>Sport</b>	320.266	<b>432.000</b>	373.497	<b>162.000</b>	210.000	220.000
<b>Marketing</b>	25.321	<b>67.000</b>	65.122	<b>127.500</b>	90.000	100.000
<b>Administration</b>	370.811	<b>380.000</b>	342.068	<b>601.500</b>	620.000	640.000
<b>EXPENDITURE TOTAL</b>	<b><u>1.177.708</u></b>	<b><u>1.523.500</u></b>	<b><u>1.468.816</u></b>	<b><u>1.524.000</u></b>	<b><u>1.550.000</u></b>	<b><u>1.610.000</u></b>
<b>OPERATING SURPLUS</b>	<b><u>-18.141</u></b>	<b><u>-35.226</u></b>	<b><u>93.892</u></b>	<b><u>-55.000</u></b>	<b><u>-10.500</u></b>	<b><u>-90.500</u></b>
Bank interest	3.694	<b>5.000</b>	305	<b>1.000</b>	1.000	1.000
Exchange rate fluctuation	<b><u>-15.756</u></b>	<b>0</b>	<b><u>88.690</u></b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>-12.062</b>	0	88.995	<b>1.000</b>	1.000	1.000
<b>RESULT FOR THE YEAR</b>	<b><u>-30.203</u></b>	<b><u>-30.226</u></b>	<b><u>182.887</u></b>	<b><u>-54.000</u></b>	<b><u>-9.500</u></b>	<b><u>-89.500</u></b>

## VISION 2020 - STRATEGY AND STRUCTURE

(Order paper item 7.1)

### **Preamble**

Following the 2014 Badminton Europe Annual Delegates' Meeting considerations for a modernized and more inclusive structure were discussed at a strategic meeting of Council held in June 2014 and at the following Council meeting in September 2014.

It was considered that the current strategic plan needed a thorough overhaul and that the Council/Working structure should be adapted to better fit the strategic direction of Badminton Europe.

This document shall be considering an updated structure after having received input from Member Associations and reference will be made to this document when presented the updated structure to the Annual Delegates' Meeting in Paris, France on 18th April 2015.

### **Considerations for an improved Badminton Europe**

Council considered the following as important focus areas for our updated strategy/structure for Badminton Europe:

- Full integration of Para-Badminton
- Increased female representation
- Player representation on all levels starting with Council level
- Increased focus on sport for all
- Increased focus on high performance
- Increased focus on creation of a fan base / experience
- Increased focus on assisting Member Associations develop sustainable structures
- Improving the concept and presentation of our major events
- Improving the attractiveness of our Circuits
- Ensuring a high level of education of technical officials and administrators

In order to ensure enough attention around areas of strategic importance of Badminton Europe, it was considered to move away from Directors elected for specific areas of expertise but instead have commissions which would all the time be aligned with the strategic priorities of Badminton Europe and in which we can involve (non-elected) specialists from various Member Associations.



**Consideration around an improved structure**

The suggested structure is as follows:

President

2 Vice-Presidents

Director for Finance

Player representative

9 Badminton Europe Directors

Elections would still be staggered and for 4 years following the transition period which is explained later. The player representative will be elected by the players and the process is currently being discussed with the European representatives of the BWF Athletes Commission.

**The Board of Directors**

The Badminton Europe Council would be renamed "Board of Directors (BoD)" and would consist of 14 people (an increased number to support increasing responsibilities and ensure a better inclusion of various Member Association stakeholders).

The BoD would meet 3 times a year in January, April and September with an option to meet also in June if required.

**The Commissions**

The BoD 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 4-5 members which can be Vice-Presidents, Directors or external experts (from BEC Member Associations). Vice-Presidents and Directors shall serve on at least 2 but not more than 3 commissions. Directors can indicate their preference to sit on certain commissions and composition of commission will be agreed by the BoD.

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

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

The Commission reports to the BoD.

The intention would be to introduce the commissions following the adoption of the new structure at the 2015 ADM. This would mean a transitional phase where Directors would

effectively forfeit their current role and adopt a new role in the commissions.

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.

At this stage, the following Commissions are being considered:

- Sport for all
- High performance
- Major events
- Circuits
- Supporting Members Structures
- Creation of Fan base / Raise profile of the sport
- Para-Badminton
- Women in Badminton

### **How to proceed**

Should the changes that are presented to the Member Associations be adopted the changes would take effect immediately. However, there needs to be a transition phase where elections will be for periods that ensure continuity. The complete transition should be finalized after the 2018 Annual Delegates' Meeting.

The transition phase would consider the following in terms of election periods where we would move towards elections for 4 year periods maintaining staggered elections as today:

#### ***2016 elections***

President (2016-2019)

Vice-President (2016-2018)

2 Badminton Europe Directors (2016-2019)

2 Badminton Europe Directors (2016-2020)

#### ***2017 elections***

Vice-President (2017-2018)

2 Badminton Europe Directors (2017-2021)

#### ***2018 elections***

Vice-President (2018-2020)

Vice-President (2018-2021)

Director for Finance (2018-2022)

3 Badminton Europe Directors (2018-2022)

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

Election of a **VICE-PRESIDENT** for the period 2015 - 2018

Italian Badminton Federation proposes the re-election of

**João MATOS (Badminton Portugal)**

Badminton Sweden proposes the election of

**PG JÖNSSON (Badminton Sweden)**

## João MATOS

### Portugal



**Proposed by:** **Italian Badminton Federation**

**Date of Birth:** 17<sup>th</sup> September 1961

**Languages:** *Fluent* - Portuguese, English, French, Italian, Spanish  
*Beginner* –German, Mandarin

### Badminton Experience and Involvement

- EBU Council Member as Director for Public Relations 1997 – 2008
- BE Vice-President 2008- present
- BEC Acting President June 2013 - April 2014
- EBU Working Group Member 1996
- BE History Committee 2007 – present
- President of the Portuguese Badminton Federation 1992 – 2012
- Member of Council of Portuguese National Olympic Committee (COP) 1997-present
- Treasurer of Portuguese National Olympic Committee 2009 - 2013
- Member of European Olympic Committees Marketing and Communication Commission 2010 - 2014
- Creator of EBU official site [www.eurobadminton.org](http://www.eurobadminton.org) 1997
- Registered with Federação Portuguesa de Badminton and active player since 1978
- Level 3 men's doubles champion in season 1980/81.
- Level 1 men's doubles champion 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.

### Other Experience and Qualifications

- Chef-de-mission from Comité Olímpico de Portugal (COP) for 1999 European Youth Olympic Days in Esbjerg – DEN.
- Chef-de-mission for 2003 Eur'Altus in Nice – FRA.
- Chef-de-mission for 2005 ASEM Games in Bangkok – THA.
- Chef-de-mission for 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



# PG JÖNSSON

## Sweden



**Proposed by:** **Badminton Sweden**

**Date of Birth:** 6<sup>th</sup> August 1963

**Languages:** Swedish, English

### Most significant results in badminton:

- Olympic Games participation in Barcelona 1992, in Atlanta 1996, in Sydney 2000
- Men's Doubles Bronze Medallist World Badminton Championships in 1993
- European Team Championships Gold Medallist in 1992 and 1994, 8 Individual European Championships medals
- 20 Grand Prix titles
- Career best world ranking:
 

Singles	Nr. 15
Doubles	Nr. 1
Mixed Doubles	Nr. 2

### Professional Career:

- COB Savvy AB (Swedish Masters) 2014
- Tournament Director Swedish Masters International Badminton Championships 2014
- Managing Director Uppsala KFUM, Fyrisfjädern AB, Upplands Boservice Arena 2010
- Head coach Uppsala KFUM Fyrisfjädern 2008-2012
- Partner FULU Art Studio, Beijing 2006-2009
- Partner and Project Manager Tailor Events China 2006-2009
- PG Sales Promotion 2004
- Head coach Skogås BC 2003-2007
- Executive Managing Director and Partner, China Masters ITC Limited, Pro-Sport Management Asia Pacific Limited. 2002-2006
- Assistant Team Manager, Swedish National Badminton Team 2003-2006
- Sportyard AB, Client Manager 2000-2001
- International Badminton Players Federation (Chairman 1995-97) 1990-1997
- International Badminton Federation, Presentation of the game Committee 1993-1995
- International Badminton Federation, OPEN Badminton Committee 1989-1997

### Educational background:

- Bosön, Företagsutmaningen 2008
- Swedish Badminton Association, Course Instructor Leader 2008
- Bosön, Test Leader Fysprofilen 2005-2006
- NNFS Nordic School of Nutrition and Phytotherapy 2001-2003
- Industrial Engineering and Management 1985-1989
- Engineer Telecommunications 1979-1983

Election of a **DIRECTOR FOR ADMINISTRATION**  
for the period 2015 - 2018

Swiss Badminton proposes the re-election of  
**Lawrence CHEW (Swiss Badminton)**

## Lawrence CHEW

### Switzerland

**Proposed by:** Swiss Badminton

**Date of Birth:** 19<sup>th</sup> February 1969

**Languages:** English, French, German,  
Malaysian/Indonesian, Chinese



#### Badminton Experience and Involvement

- Director of Administration, Badminton Europe Council 2012 – present
- BWF council member 2009 - present
- Badminton Europe's e-magazine publisher 2009 - 2012
- Technical consultant Badminton Lausanne 2008 - 2011
- Director (COO) Swiss Badminton 2007 – present
- Technical director Badminton Lausanne 2002 – 2008
- Swiss national junior coach 1997 – 2007
- Independant badminton coach 1996 – 2002
- Badminton Lausanne Center 1990 - 1996

#### Other Experience and Qualifications

- Owner of online reservation system
- Editor and publisher of e-magazine for Badminton Europe
- Graphic designer for Swiss Badminton/Badminton Lausanne
- Events management experience :
  - Swiss Open 2007-2014
  - Lausanne Youth International 2004-2011
  - Nationals 2007-2015
  - European Men and Women Team Championships 2014
  - Technical delegate to the Nanjing Youth Olympic 2014
  - Technical delegate to the World University Championships 2014
- Freelance photographer 1996 - 1998
- Mövenpick Lausanne 1989 - 1990
- Mövenpick Luzern 1988 – 1989

#### **Purpose of candidature :**

After 3 years as Director for Administration, I look forward to the new structure of Badminton Europe. This would enhance the needs and unite the people who could contribute to the organisation. Sharing my experience in badminton within the badminton community in Europe is something I appreciate a lot. My asian root is also an advantage where relations between Asia and Europe could be maintained and improved.

Election of a **DIRECTOR FOR FINANCE**

for the period of 2015 - 2018

Badminton Scotland proposes the re-election of

**T. Ritchie CAMPBELL (Badminton Scotland)**

## T. Ritchie CAMPBELL



### Scotland

**Proposed by:** Badminton Scotland

**Date of Birth:** 7 May 1940

**Languages:** English, Limited French

### Badminton Experience and Involvement

- Council Member Badminton Europe – Director of Finance 2012 - present
- Vice President Badminton Europe 2003 – present
- President Scottish Badminton Union 1993-1995
- Member of Scottish Badminton Union Council 1982 -2004,  
2011-present
- Member of Scottish Sports Association Executive Committee 1990 to 1996
- Chairman Scottish Sports Association Executive Committee 1996 to 2002
- Director of Confederation of British Sport Ltd 1996 to 2002
- Board member and Chairman of Audit Committee of Scottish Sports Council 1998 to 2006
- Finance Director of British Badminton Olympic Committee Ltd from 1999 to 2011
- Member of British Olympic Association 1999 to 2008
- Professional Member of Sports Dispute Resolution Panel of Arbitrators  
and Associate Mediator on the Panel of Mediators 2000 to 2009
- Treasurer Midland Group Scottish Badminton Union 1982 - 2009

### Other Experience and Qualifications

Qualified Chartered Accountant, retired Senior Partner of medium sized Edinburgh Partnership until retirement in 2002. Thereafter Director of successor firm till 2007. Currently acting as Consultant and as advisor/non-executive to various Companies/organisations..

Throughout Professional career have been involved in Corporate work including structures, raising capital and valuation work. Also involved in litigation work regularly preparing and presenting reports in Court. Chairman of Fife Sports & Leisure Trust Ltd.

Regular presenter at professional conferences and a member of a number of professional practice committees of the Institute of Chartered Accountants of Scotland.

Chairman for three years of the Board of the UK 200 Group of Practising Chartered Accountants and have served on the Boards of a number of Private Companies.



Election of a **DIRECTOR FOR DEVELOPMENT**

for the period of 2015 - 2018

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

## Jean-Marc SERFATY

### France



**Proposed by:** French Badminton Federation

**Date of Birth:** 16 August 1965

**Languages:** French, English, Spanish

#### Badminton Experience and Involvement

- Council Member of BEC, Director of Development 2014 -present
- Council Member in charge of Badminton at School and International Relationship 2014 -present
- Vice president for formation of the Badminton Ile De France Area 2013 - present
- Vice President for Sport at FFBaD 2012 - present
- President of the Ile de France Area for Badminton 2012 - 2013
- Chairman of the FFBad Council for development and International Relationship 2008 - 2012
- Development Working Group Member at BEC 2010 - present
- President of Badminton Paris Area 2008 - 2012
- National Coach For France U19 – U17 – U15 1999 - 2007

#### Other Experience and Qualifications

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

**ELECTION OF THE BWF VICE-PRESIDENT FOR EUROPE**

for the period of 2015 - 2019

Belgian Badminton Federation proposes the re-election of

**Gregory Verpoorten (Belgian Badminton Federation)**

## Gregory VERPOORTEN

### Belgium

**Proposed by:** **Belgian Badminton Federation**

**Date of Birth:** 2 August 1979

**Languages:** Dutch, English, French, German



#### Badminton Experience and Involvement

- Regional selection player 1988 - 1997
- A level player 1996 - 2005
- Coach province of Antwerp 1996 - 2005
- A level coach 1997 - present
- Coach Flemish Topsport team U15-U17 1998 - 2003
- National Coach Belgium 2001 - 2005
- Badminton Europe Summer School Staff Coach 2001 - 2005
- Director for Topsport Flemish Badminton Federation 2004 - 2008
- President Belgian Badminton Federation 2006 - 2010
- Director for Development Badminton Europe 2007 - 2014
- Deputy Chair Administration Committee BWF 2009 - present
- Vice President Olympic Relations BWF 2009 - 2013
- Chair Strategic Working Group BWF 2010 - present
- Vice President Europe BWF 2013 - present
- Chair Disciplinary Committee BWF 2013 - present
- President Badminton Europe 2014 - present

#### Other Experience and Qualifications

- Indirect Tax Consultant PricewaterhouseCoopers 2005 - 2007
- Indirect Tax Senior Consultant Deloitte Belgium 2007 - 2008
- Indirect Tax Senior Manager Deloitte Tax LLP US 2008 - present
- Member of the Belgian American Chamber of Commerce 2009 - present
- Member of Round Table 1 New York 2011 - present
- Associate of Institute of Indirect Taxation (UK) 2012 - present
- Certified Tax Advisor (UK) 2013 - present

## NOTICE OF ANNUAL DELEGATES' MEETING

Notice is hereby given that the 48<sup>th</sup> Annual Delegates' Meeting of Badminton Europe Confederation will be held on 18 April 2015 at 10.00 hours at the Novotel Tour Eiffel Hotel – Paris, France.

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### **1. PRELIMINARY BUSINESS**

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

### **2. MINUTES**

To confirm the Minutes of the 47<sup>th</sup> Annual Delegates' Meeting held in Dublin/Ireland on Saturday 12<sup>th</sup> April 2014.

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

### **3. COUNCIL REPORT**

- 3.1. To receive the Annual Report 2014 - page 5
- 3.2. Report Director for Administration - page 15
- 3.3. Report Director for Communication - page 17
- 3.4. Report Director for Development - page 21
- 3.5. Report Director for Marketing - page 26
- 3.6. Report Director for Sport - page 30

### **4. APPROVAL OF AUDITED ACCOUNTS 2014 - page 37**

- 4.1. Income & Expenditure Account 2014 with comparison to Income & Expenditure account 2013 - page 40
- 4.2. Balance sheet per 31 December 2014 - page 41
- 4.3. Auditor's Report 2014 - page 45



**5. TO RECEIVE, CONSIDER AND APPROVE THE STRATEGIC PLAN - page 46**

**6. TO CONSIDER THE BUDGET 2014 AND FINANCIAL FORECASTS 2015 & 2016- page 58**

**7. MOTIONS**

**7.1.** Following the vision 2020 Council proposes a revised Council structure – page 59

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

In case motion 7.1 is accepted by the ADM, the following rule changes are proposed by Council

**8.1.** All references to Council shall be replaced by terminology Board of Directors.

**8.2. CURRENT RULE A.5:**

The President represents the Confederation. In case the President is unavailable, a Vice-President or another Member of Council represents the Confederation. A Director represents the Confederation within his/her area of responsibility.

**NEW RULE A.5 TO READ:**

The President represents the Confederation. In case the President is unavailable, a Vice-President or another Member of the Board of Directors represents the Confederation.

**EXPLANATION**

The rationale for no longer having directors elected for specific positions is to create a direct link between the Council and the commissions. The directors would serve on the commissions according to the expertise and interest. This would also make open up the election process where currently nominations for specific positions only become available every three years.

**8.3. CURRENT RULE E. 1.j:**

To elect Council Members and any other Officers for the appropriate term of office, normally three years

**NEW RULE E. 1.j. TO READ:**

To elect Directors of the Board and any other Officers for the appropriate term of office, normally four years.

**EXPLANATION**

The rationale for increasing the term of office to four years is to allow officers sufficient time to understand the work of the Confederation and thereby increase the quality of their contribution.

The terms of the elections until 2018 shall follow the system as presented in accordance with motion 7.1.

**8.4. CURRENT RULE F. 2. PARAGRAPH 1:**

The Council shall consist of the President, three Vice-Presidents and the Directors

- for Administration,
- for Communication,
- for Development,
- for Finances,
- for Marketing,
- for Sport.

**NEW RULE F.2 PARAGRAPH 1:**

The Board of Director's shall consist of the President, two Vice-Presidents, the Director for Finance, nine Directors and one player representative.

**EXPLANATION**

The rationale for increasing the size of the Board of Directors is to reflect the increase in Member Associations and to ensure more involvement. It is also considered an important aspect to include a player representative.

The terms of the elections until 2018 shall follow the system as presented in accordance with motion 7.1.

**8.5. BEC and Badminton Denmark proposal to the 2015 BEC ADM****NEW RULE A 10**

Badminton has equal representation of woman and men on the field of play. The Confederation supports the active participation of women in Badminton at all levels and the representation of both men and women in the affairs of the Confederation beyond the field of play.

**EXPLANATION**

Badminton Denmark finds it correct and timely that the BEC includes this statement on equal opportunity among the fundamental principles of the Confederation.

**9. TO DETERMINE THE FEES FOR 2015**

9.1. Council proposes an unchanged administration fee unit of **EUR 210,-**

9.2. Council proposes to maintain existing sanction fees

**10. COUNCIL ELECTIONS**

The CV's of the candidates can be found on page 62

**10.1. Election of a VICE-PRESIDENT for the period 2015-2018**

Italian Badminton Federation proposes the re-election of

**João MATOS (Badminton Portugal)**

Badminton Sweden proposes the election of

**PG JÖNSSON (Badminton Sweden)**

**10.2. Election of DIRECTOR FOR FINANCE for the period 2015-2018**

Badminton Scotland proposes the re-election of

**T. Ritchie CAMPBELL (Badminton Scotland)**

**10.3. Election of a DIRECTOR FOR ADMINISTRATION for the period 2015-2018**

Swiss Badminton proposes the election of

**Lawrence CHEW (Swiss Badminton)**

**10.4. Election of DIRECTOR FOR DEVELOPMENT for the period 2015-2018**

French Badminton Federation proposes the election of

**Jean-Marc SERFATY (French Badminton Federation)**

**11. ELECTION OF THE BWF VICE-PRESIDENT FOR EUROPE for the period 2015-2019**

Belgian Badminton Federation proposes the re-election of

**Gregory Verpoorten (Belgian Badminton Federation)**

**12. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2015**

Council proposes the re-appointment of **Ernst & Young P/S (Denmark)**.

**13. HONORARY VICE-PRESIDENT**

Council proposes that **Mr. Tom BACHER (Denmark)** be elected as Honorary Vice-President of Badminton Europe Confederation.

**14. BWF MATTERS**

Views of the Member Associations on European matters which will be discussed at the Annual General Meeting of the BWF in Dongguan City, China on Saturday 16<sup>th</sup> May 2015.

**15. ANY OTHER COMPETENT BUSINESS**

For the Council



Brian Agerbak

General Secretary

Brøndby, 05 March 2015



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