

WE LIVE BADMINTON

# STRATEGIC PLAN 2025 - 2028



BADMINTON  
EUROPE



# 1. President's message

I am delighted to present to you the BEC Strategic Plan 2025-2028. My election as President is now a year ago. Ahead of the election I prepared a manifesto with the areas that I would focus on if successful in the election. Leading up to the elections I also had the pleasure to meet, both in person and virtually, with key stakeholders from our members which gave me an insight into the challenges and needs of Members. Certainly, at the time also being the President of Royal Belgian Badminton Federation and serving on the BEC Board of Directors I felt that I had a good view of where BEC could offer support.

The manifesto had 10 focus areas and I am pleased that these areas are all reflected in the new Strategic Plan. It has been a good process to prepare the plan involving the Board, the senior staff and various stakeholders including members of various sizes, BWF and commercial partners. I would like to convey my gratitude to a former BEC President, Gregory Verpoorten, who besides giving valuable input also helped structure the first strategic session with the Board which he also agreed to moderate. With his prior knowledge of the badminton landscape and his professional know-how he was an immense help in ensuring a good process for developing the Strategic Plan.

The previous strategic period was deeply affected by the Covid-19 pandemic. This meant that we had to adjust, refocus and rethink how to deliver on the many plans we had. It was difficult for us all and as a natural consequence of halls being closed and tournaments being cancelled, we saw a steep decline in participation numbers. I am confident that we can bring badminton back to the participation level before the pandemic and even exceed this in the coming strategic period. Furthermore, we will focus on performance levels and player pathways to strengthen Europe's global competitiveness.

We are well aware that the work needs to happen within the members by the federation, the clubs and the coaches that work with the players on a daily basis. Therefore, we need to support the federations and help facilitate learning and meaningful activities that leads to accomplishing common goals. I am determined to continuously engage in conversations with members to ensure that we serve the common needs to the best of our ability. Certainly, we need to make priorities and some activities may serve some members more than others. I am however confident that we across the board can be a meaningful and supportive organisation for all our members. This is what I will strive towards.

A key focus in the coming years is to ensure that our events

are durable. Our events are our bread and butter, but they can also become costly affairs for both organisers and BEC. We always strive to do more and better, but it is increasingly important to consider the financial return when launching new initiatives. Especially, our flagship events need to be presented with the aim to entertain and attract an audience to the benefit of players, organisers and BEC. Organising events can be an administrative burden on organisers and therefore we will consider technology solutions to support both organisers, technical staff and participating players.

We have seen considerable growth on our social media platforms in the previous period. In a world where data is becoming increasingly important our attention is on collecting data to be able to communicate with our growing fan base. Again, we turn to technology to ensure that we appropriately set up to meet the challenges of tomorrow. We are in the process of updating our IT-infrastructure while we are revamping our digital presence most notably with setting up a new digital platform. Also, here with a view to support members in improving their digital presence. We have solid partnerships in place with reliable companies that we have created bonds with over the years and strengthened the cooperation. While maintaining these partnerships we will be looking to expand on commercial partnerships in the coming period.

We have strengthened our governance continuously and substantially over the years which is an on-going area of attention that we cannot neglect. We also have to ensure that we are well positioned to influence badminton in a global context as well as badminton's relevance position in a European sporting context. Hereunder seek funding opportunities with institutional stakeholders and ensure badminton's inclusion in multi-sport events in Europe.

I strongly believe that we are well-equipped to meet the challenges ahead. The BEC Board of Directors consists of capable and experienced professionals, the BEC Office has relevant experience and capacity and the connection to members is one of trust and mutual interest. Besides this we will continue to grow our good connections and cooperation with external stakeholders both in the badminton world, with international sports organisations as well as with institutional partners. I invite you to study the BEC Strategic Plan 2025-2028 on the following pages.



# 2

## BADMINTON EUROPE CONFEDERATION

**B**adminton 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 confederations under the Badminton World Federation (BWF). BEC has 53 Members which are the national governing bodies of badminton in Europe. The Confederation's current headquarter is in Broendby, Denmark.



# 3

## STRUCTURE OF THE PLAN

The BEC Strategic Plan 2025-2028 is structured in the following way:



### Purpose

Vision, Mission, Values



### Priority areas

Defined through stakeholder engagement



### Long term objectives

Each priority area has a long term objective



### Primary focus

Each priority area has one or more strategic priorities



### KPI's/strategies

The KPI's have strategies listed against them

# 4

## PURPOSE

### 4.1 Vision

**G**ROW  
**L**EAD  
**U**NITE  
**E**XCITE



### 4.2 Mission

- Grow the sport of badminton in Europe in terms of exposure, fan base, commercial revenues, participation and performance
- Lead, govern, facilitate and support badminton federations in Europe and show leadership to inspire and connect these federations
- Unite the European badminton community
- Excite and entertain sports fans to improve the image of badminton

### 4.3 Values

#### Collaboration

Through collaboration we multiply our contribution. We believe in **inclusivity** as together we are stronger and can contribute more. Shared goals, mutual support and **teamwork** lead to greater success than isolated work and individual focus.

#### Integrity

Everyone has the right to participate in clean and **fair** competitions and to expect the highest levels of integrity and ethical behaviour. This includes the **accountability**, **reliability** and **personal responsibility** of all involved in our sport.

#### Excellence

We always strive towards excellence in everything that we do and deliver **quality** output in **innovative** ways. We embrace our **responsibilities**, enjoy the process of solving problems and provide effective solutions and added value to our members and stakeholders.

#### Passion

Passion drives the badminton community to overcome challenges, persevere, and maintain high levels of **commitment**, leading to the promotion and growth of badminton in Europe.

# 5. Priority areas

The priority areas and their primary strategic priorities for 2025-2028 are:

## Development

Support the development of BEC Members through BEC programmes and projects, including provision of resources, technological tools, education and knowledge sharing.

Deliver on BWF grassroots projects and international programmes through which BEC can develop concepts that support members in recruiting and retaining badminton players.

Identify, support and nurture young European talents through the Team Europe programme and guide them towards a sustainable training environment.

Develop new and provide existing formal and informal learning opportunities for coaches, coaching at international level.

## Events

Ensure that BEC Major Events are allocated in a timely manner and durable with a well-functioning business model while being delivered with quality.

Define and develop the core product of our Major Events to improve spectator and player experience.

Develop, promote and implement a BEC tournament management system to improve tournament organisation and player experience.

Consolidate the current Circuits while adding a European Senior Circuit.

## Business

Develop a data-driven, fan focused digital assets framework to attract and engage a wider fanbase.

Increase the value of current partnerships as well as attracting new partners.

## International

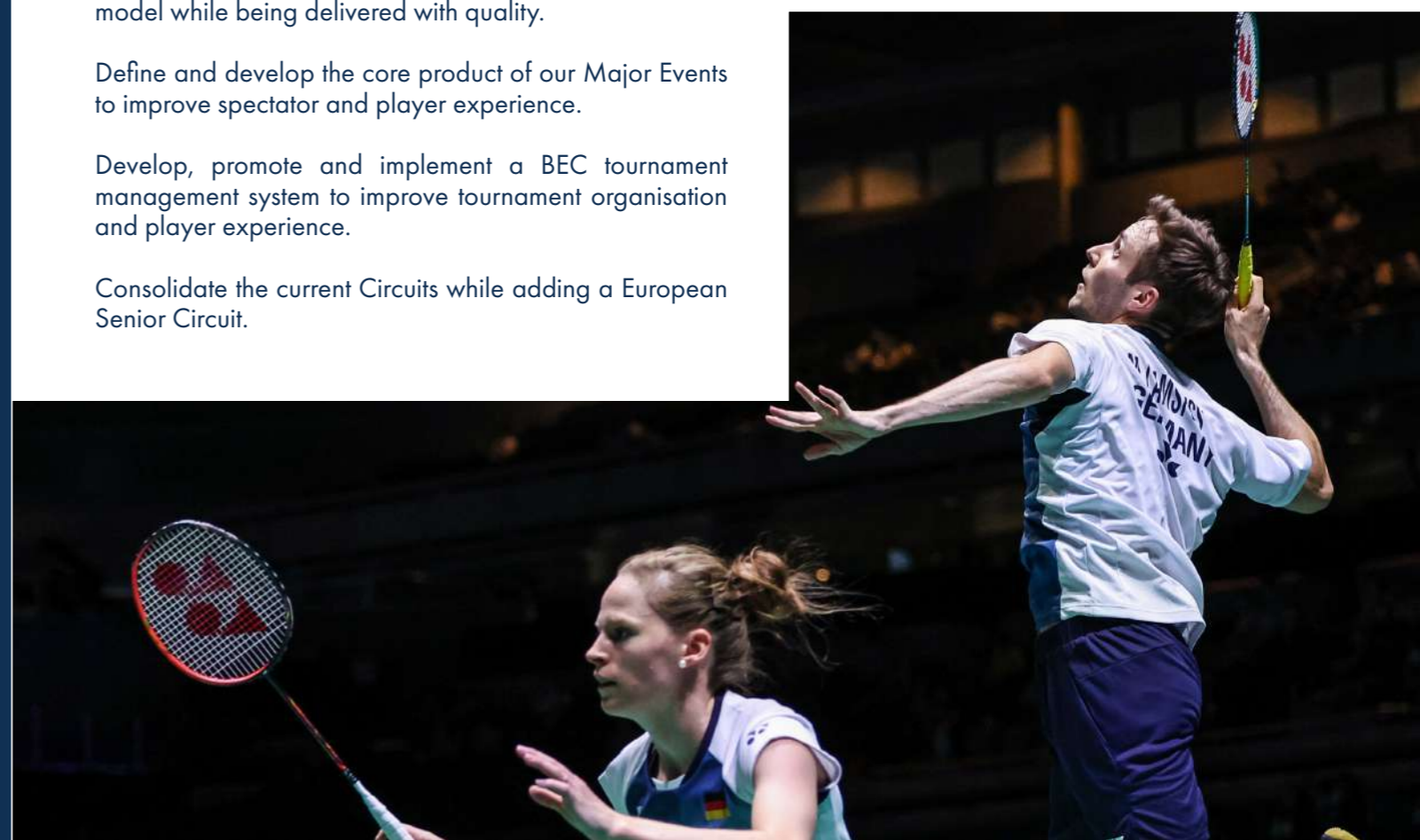
Ensure that BEC is a position to influence badminton policies globally as well as protecting and enhancing badminton's position with institutional stakeholders.

## Governance

Ensure that BEC has a solid governance framework hereunder that relevant policies are in place and adhered to.

5

PRIORITY AREAS



# 6.1 Member Support

The role of BEC is to facilitate structural development for Members through our programmes and educational activities.

The long-term objective of Member support is;

To increase capacity of BEC Members through education, technology and support.



## Primary focus 2025-2028

Support the development of BEC Members through BEC programmes and projects, including provision of resources, technological tools, education and knowledge sharing.

## KPI's for primary focus by 2028

- Increase the average development coefficient of the BEC Memberships with minimum 0,1.
- Increase the development coefficient with minimum 0,2 for minimum 35% of Members.
- Offer consultation on the development of the specific Member minimum twice a year.

## Strategies to achieve the KPI's

- Ensure that various programmes, projects and consultation are offered to allow members to achieve the KPI's.
- Provide education in the fields of administration, events management and player pathways international programmes.
- Facilitate knowledge sharing, including through BEC member Forum and via online platforms.
- Support Members with resources and technological tools.
- Ensure that equipment is available for funded and targeted badminton projects.
- Support projects aimed to promote and grow Para Badminton participation and facilitate training opportunities for Para Badminton athletes.
- Support BWF in the implementation of the Member capacity project aimed at providing direct financial support to Members to improve identified areas with the aim of taking over the management of the project.

# DEVELOPMENT



## 6.2 Grassroots

Facilitating growth in participation within members through traditional methods of school projects and coach education, as well as new projects, such as Erasmus+ project, Shuttlers, and new technology tools to connect with badminton players. The intention is to build new concepts from which Members can benefit.

The long-term objective in grassroots is;

To facilitate increased and retained participation within Members through engagement, inclusivity, promotion and recruitment.

### Primary focus 2025-2028

Deliver on BWF grassroots projects (e.g. Shuttle Time) and international programmes (e.g. ERASMUS+) through which BEC can develop concepts that support members in recruiting and retaining badminton players.

### KPI's for primary focus by 2028

- Develop minimum 5 new concepts that supports recruitment and/or retention.
- Implement minimum 1 new concept that support recruitment and/or retention together with minimum 50% of members.
- Utilize minimum 95% of BWF Development Funding.
- Develop and implement a strategy which allows BEC to apply for minimum 4 projects within the Erasmus+, or similar frameworks



### Strategies to achieve the KPI's

- Utilize Erasmus+ funding received for the project called "Shuttlers" in cooperation with partners to develop concepts for recruitment and/or retention.
- Make agreements with minimum 3 Members per concept to pilot new projects.
- Support BWF in delivering and implementing BWF grassroots projects in Europe.
  - Engage an external consultant to support application processes
  - Apply for minimum 1 project per year
  - Accept partnerships for minimum 2 projects per year
- Set up a detailed strategy for obtaining funding for development projects within the Erasmus+, or similar, frameworks.

## 6.3 Player pathways

To maintain badminton's position as a global sport, is of utmost importance that European players continue to produce world class results. We must ensure that European talents have an opportunity to fully utilize their potential.

The long-term objective in player pathways is:

To develop the European players, and in particular upcoming talents, to motivate a more competitive High-Performance environment in Europe which in turn should lead to improved performance globally.

### Primary focus 2025-2028

Identify, support and nurture young European talents through the Team Europe programme and guide them towards a sustainable training environment.

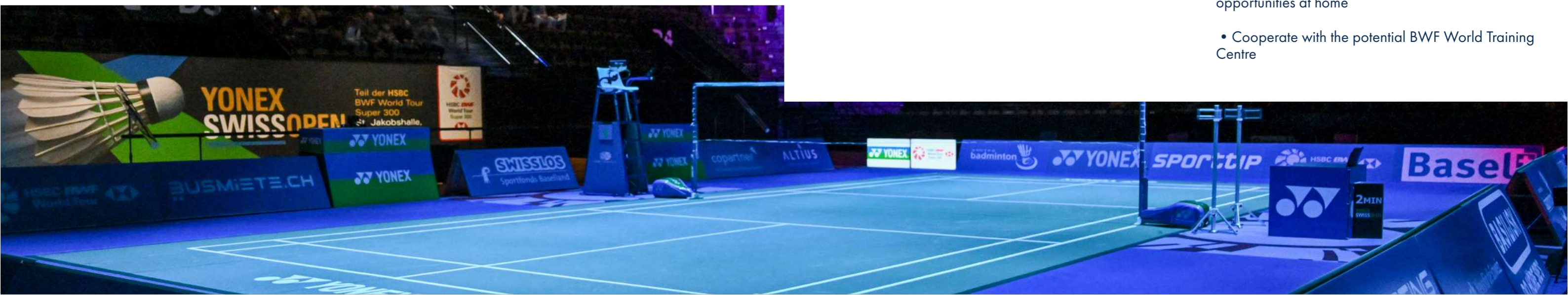
### KPI's for primary focus by 2028

- Men's singles: 22 members with players in top 150 and 10 members with minimum 2 players in top 150
- Women's singles: 22 members with players in top 150 and 10 members with minimum 2 players in top 150
- Men's doubles: 12 members with players in top 100 and 6 members with minimum 2 players in top 100
- Women's doubles: 14 members with players in top 100 and 6 members with minimum 2 players in top 100
- Mixed doubles: 11 members with players in top 100 and 5 members with minimum 2 players in top 100



### Strategies to achieve the KPI's

- Create a Player Pathway Programme, aimed at bringing younger players to senior elite level, and identify talents to benefit from the Programme
- Create Team Europe, a training and development program, to foster cooperation and solidarity between European players
- Identify 80 players at the age of 15 or younger that potentially could join Team Europe
- Provide minimum 2 training/sparring opportunities per year focused on skills and competence acquisition on and off court for Team Europe
- For U19, (U21) every odd year one of the camps will be a camp in Asia
- Provide a sustainable training environment for players that cannot get sufficient training/sparring opportunities at home
- Cooperate with the potential BWF World Training Centre



## 6.4 Coach pathways

Coach education is a priority area for BEC. We have concluded the development of the Advanced Coach Education which will form part of our coach education programme going forward.

A new European Coaching Methodology will be implemented across our coach education activities as well as in our player related activities. We will place more emphasis on the coaches in wider activities, including those relating to player development.

The long-term objective in coach pathways is:

To provide diverse, quality education for European coaches incorporating a European Coaching Methodology.

### Primary focus 2025-2028

Develop new and provide existing formal and informal learning opportunities for coaches, coaching at international level.

### KPI's for primary focus by 2028

- Implement a new European Coaching Methodology across all Coach Education activities
- Minimum 40 Level 3 Coaches educated
- A new tactical course to be developed
- Minimum 100 coaches to attend the new tactical course



### Strategies to achieve the KPI's

- Conduct the Advanced Coach Education Course bi-annually to target individuals who have the ambition to be coaches as full-time professionals
- Support Members in becoming self-sufficient in educating BWF Level 1 and 2 coaches
- Conduct a BWF Level 3 Coach Education Course bi-annually
- Offer Para Badminton coach education
- Set up a Task Force to develop a coach education framework that focuses on tactical exercises as well as match coaching
- Maintain a knowledge sharing platform on coach education
- Involve coaches alongside their players BEC Player Pathways activities and Team Europe activities
- Offer Coach Scholarships at sustainable training environments under player pathways



# 7.1 Durable events formats and structures

**B**EC has a comprehensive events programme and solid experience in delivering these to the highest standards in close cooperation with local organising committees. We will focus on durable events and value creation for organisers.

The long-term objective is:

Ensure that BEC Major Events formats benefit of organisers, members and players.

## Primary focus 2025-2028

Ensure that BEC Major Events are allocated in a timely manner and durable with a well-functioning business model while being delivered with quality.

## KPI's for primary focus by 2028

- European Championships allocated 2 years in advance
- Make the European Para Badminton Championships part of the BEC events programme



## Strategies to achieve the KPI's

- Develop a bidding structure which includes a commercially attractive business model for potential organisers
- Optimize the formats of BEC Major Events to better benefit Members and players while ensuring alignment with the developments of BWF event formats
- Agree a model with BWF for BEC to take responsibility for the European Para Badminton Championships



EVENTS



## 7.2 Profile and value of European Championships

The entertainment value of the events is a focus area to improve the profile and value of our televised BEC Major Events – the European Individual Championships, European Mixed Team Championships and European Men's & Women's Team Championships.

The long-term objective is to;

Make televised BEC Major Events high-end products with wide spectator and media interest, an increasing fan base and being the best badminton competitions to take part in for players.

### Primary focus 2025-2028

Define and develop the core product of our Major Events to improve spectator and player experience.

### KPI's for primary focus by 2028

- Ensure worldwide TV-distribution from each final stage via commercial agreements, through which minimum 12 territories and 120 million households are reached
- Ensure worldwide streaming distribution of all matches via own production, through which all European countries and minimum 100 countries worldwide are reached
- Viewed streaming sessions worldwide are increased by 20% in 2028, through which minimum 170.000 sessions are reached
- Align ticket sales expectations with organisers and achieve minimum 80% of the target
- Televised BEC Major Events providing high level players services including a well-equipped players lounge



### Strategies to achieve the KPI's

- Continue to improve and introduce entertainment elements and look for ways to introduce technological innovations at BEC events
- Centre court format fully implemented across all televised European Championships
- Ensure increasing quality of BEC events through closer cooperation and communication with organisers, focusing on venue presentation, TV production quality, court setup standards and commercial brand exposure
- Develop Major Events to offer for commercial partners increased visibility, collaboration leveraging opportunities and improved corporate hospitality experience
- Together with major event hosts carry out marketing activities to get more onsite and online spectators



## 7.3 Tournament Management System

BEC is developing a tournament management system consisting of tournament administration and planning. Tournament administration functionalities will ease and standardize organizing and administration of BEC international tournaments while tournament planning component will be utilized for non BWF Sanctioned Tournaments to support Members in their tournament management processes.

The long-term objective in events is;

To provide relevant technology to tournament organisers to ensure standardization and efficiencies.

### Primary focus 2025-2028

Develop, promote and implement a BEC tournament management system to improve tournament organisation and player experience.

### KPI's for primary focus by 2028

- Tournament management system ready to launch by 2025
- Minimum 10 members using the system by 2028
- Minimum 200 tournaments using the system by 2028
- Minimum 10.000 player in the BEC Ranking by 2028



### Strategies to achieve the KPI's

- Digitalize and standardize the processes, improve communication and make administration involved in organizing BEC tournaments more efficient by creating a tournament administration software connecting tournament organizers, players and Member federations and technical officials
- Develop an online tournament planning and ranking system that Members can use for running their tournaments and that supports the growth and connectedness of badminton community
- Pilot the tournament management system
- Using technology to create value propositions for players, including hobby players, to register, hereunder explore a player registration model that would be beneficial for both federations and BEC



# 7.4 Tournament structures and pathway

The tournament structure in Europe is well-developed and provides opportunities to compete at the relevant level and a clear pathway for players towards world class.

The long-term objective in tournament structures and pathway is:

To provide high quality tournaments in Europe and pathways for players to compete at the relevant level.

## Primary focus 2025-2028

Consolidate the current Circuits while adding a European Senior Circuit.

## KPI's for primary focus by 2028

- Minimum 35 Circuit Tournaments
- Minimum 30 Junior Circuit Tournaments
- Minimum 25 U17 Circuit Tournaments
- Minimum 10 Senior Circuit Tournaments



## Strategies to achieve the KPI's

- Keep relevant Circuit Regulations up-to-date and relevant
- Establish European Senior Circuit by creating a European Senior Circuit calendar, an official ranking and general guidelines
- Provide administrative support to organisers
- Invest in training and education of technical officials to ensure a sufficient pool of high-level technical officials in Europe and create pathways for progression to BWF level



# 8.1 Communication

It is a core objective of BEC to promote the sport of badminton in Europe. Our website is an important communication platform which needs to become more news and fan oriented. Next to the website our OTT streaming platform and live app are important digital assets to develop further.

We must strive to continuously improve the image of BEC and of Badminton in which various social media platform plays a pivotal role by increasing the visibility and popularity of European badminton players.

The long-term objective in communication is;

To increase the number of sports fans that follow and engage with BEC's digital assets and social media.

## Primary focus 2025-2028

Develop a data-driven, fan focused digital assets framework to attract and engage a wider fanbase.

## KPI's for primary focus by 2028

- New website launched by 2025
- 1 million unique website visitors by 2028
- 500.000 users in central database by 2028
- 500.000 followers on facebook with a reach of 15 million by 2028
- 200.000 followers on Instagram with a reach of 10 million by 2028



## Strategies to achieve the KPI's

- Ensure that the first page of the website is fan focused and data driven
- On-site coverage of all major events played in Europe
- Create and provide engaging video content
- Ensure consistency in the news flow on social media channels
- Provide live content, in particular from tournaments, on social media channels
- Have minimum 100 live streaming days on www.badmintoneurope.tv
- Improve features on www.badmintoneurope.tv like commentary and use of stats
- Promote key European players to positively influence the image of badminton (Star Creation)
- Ensure that we are present and relevant on trending communication platforms
- Cooperate with Member Associations to facilitate organic fan base growth on social media platforms.

# 8

# BUSINESS



# 8.2 Commercial

Commercial in this context is understood as income generating activities. The main commercial activities of BEC are around data partnership, media rights and sponsorships which includes rights fees for European Championships. In addition to this an increased focus is on increasing the number of individuals we can communicate with and find ways to monetize on our digital assets.

The long-term objective in commercial is

To add additional income streams as well as generating additional income from existing income streams.

## Primary focus 2025-2028

Increase the value of current partnerships as well as attracting new partners.

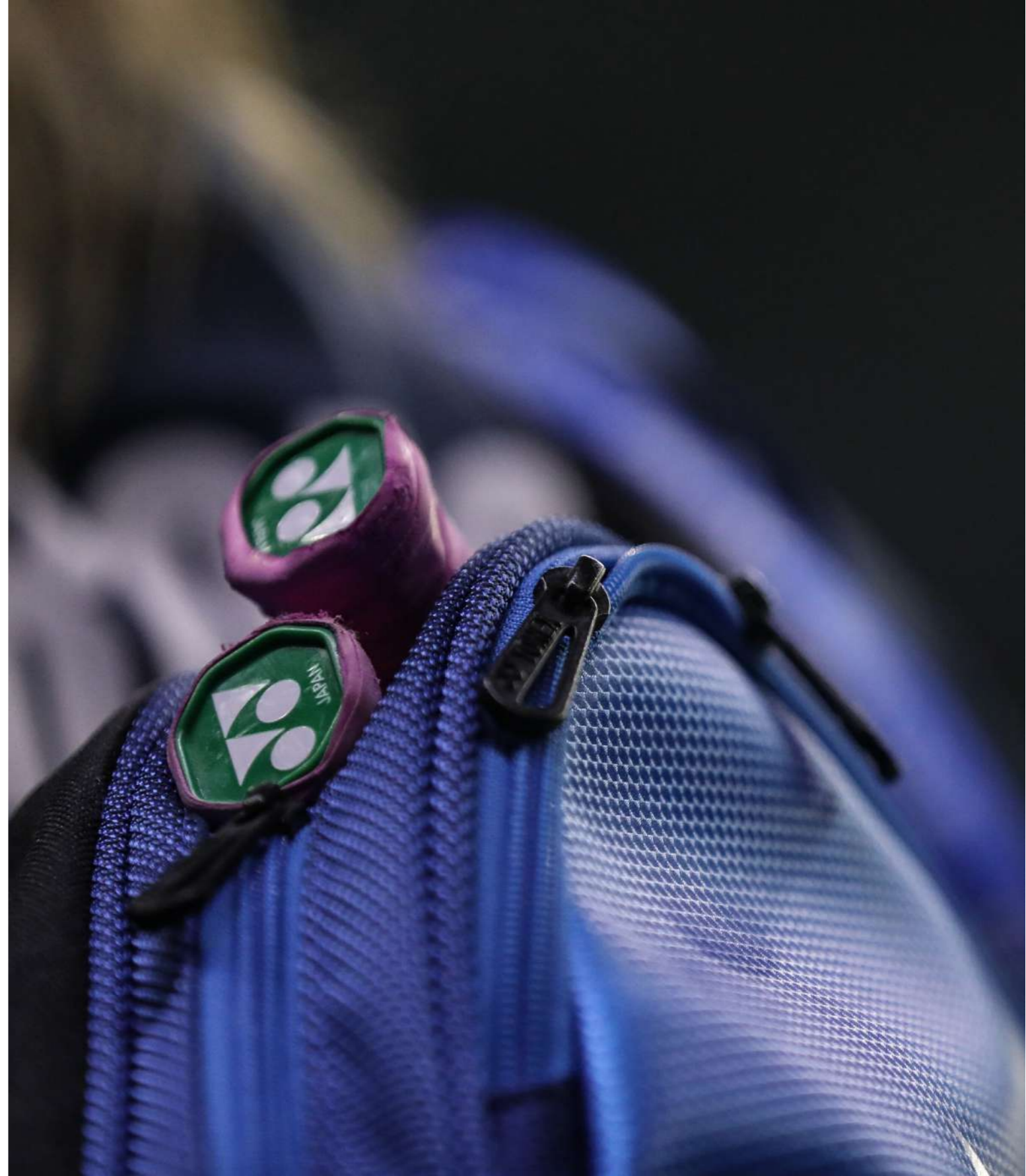
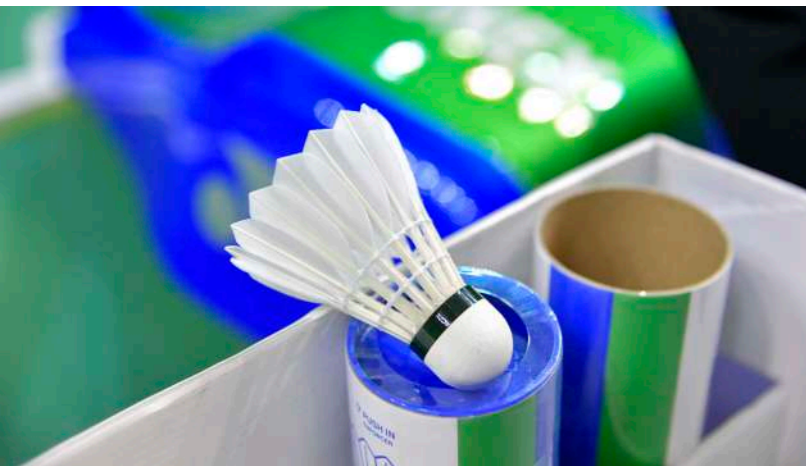
## KPI's for primary focus by 2028

- Increase income from rights and sponsorships to 1.5 million euro by 2028



## Strategies to achieve the KPI's

- Deliver on all aspects of the contract with the BEC Data partner
- Deliver on, and where possible improve on, current Equipment partnerships
- Enter into new relationships/sponsorships, in particular with partners, who will help popularize badminton
- Digital monetization, including adding a premium element to the OTT Streaming Platform
- In cooperation with Badminton Asia explore the possibilities to reintroduce Europe vs Asia as a commercial event



# 9. Governance

In order to deliver in the other strategic areas and run the organisation in compliance with applicable laws, rules and regulations, it is essential that our governance is fit for purpose.

The long-term objective in governance is;

To ensure that BEC is autonomous and governed appropriately, and that rules, policies and appropriate planning are in place and well communicated to stakeholders.

## Primary focus 2025-2028

Ensure that BEC has a solid governance framework hereunder that relevant policies are in place and adhered to.

## KPI's for primary focus by 2028

- The BEC Governance Framework must at all times be fit for purpose



## Strategies to achieve the KPI's

- Ensure that the BEC Rules, and other governance documents, are reviewed on a continuous basis and provide an appropriate framework to govern the sport of badminton in Europe
- Ensure good governance practices, especially in the areas of transparency, accountability and integrity, while providing leadership for Members
- Ensure best practice democratic processes and transparent election procedures that promotes and leads to gender balance, appropriate skills and diversity within BEC and across the badminton community
- Build strong relations with BWF and Members as part of a holistic governance approach, providing input and feedback on governance issues.
- Have solid BEC Judicial Procedures in place which are aligned with the BWF Judicial Procedures
- Ensure that BEC has access to relevant expertise and engage external consultants for support when required
- Develop BEC Policies relating to sustainability and social responsibility and promote these ideals to Members

# GOVERNANCE



# 10. International

The international area centres on cooperation with a variety of institutional stakeholders. It is imperative to have strong relationships with them to promote the sport of badminton. This requires sophisticated networks with BWF and European sports and political organisations.

BEC has key relationships with several stakeholders including BWF, EOC, EPC, EU, EUSA and Special Olympics in terms of funding, governance, activities and cross promotion.

The long-term objective of international relations is;

To strengthen relationships and collaboration with key stakeholders for the benefit of badminton.

## Primary focus 2025-2028

Ensure that BEC is a position to influence badminton policies globally as well as protecting and enhancing badminton's position with institutional stakeholders.

## KPI's for primary focus by 2028

- Ensure that BEC Board of Directors have the right skill set, diversity and understand their legal responsibilities as directors
- European BWF Council members should have the right skill set, diversity and understanding of their legal duties as BWF Council members
- Ensure badminton remains as a core sport in European Games and work towards badminton becoming a core sport in European Youth Olympic Festival, multi-sport European Championships and European Para Games
- Ensure there are regular opportunities to meet with international stakeholders, to improve collaboration



## Strategies to achieve the KPI's

- Enhance strong global relationships with BWF and Continental Confederations
- Strengthen collaboration with Members and Regional Federations with European representation, including through MoU's where appropriate
- Scan the international environment and document the stakeholders of influence in the international space e.g. EOC, EPC etc.
- Develop collaboration with international stakeholders e.g. participation at multi-sport events with EOC, EPC, etc. to the benefit of badminton by developing individual interaction plans
- Increase the awareness of Members to strengthen their international position
- Enhance representation on relevant bodies including athletes' committees

# 10

# INTERNATIONAL





**BADMINTON**  
EUROPE