



**BWF**

# STRATEGIC PLAN 2016-2020

STRATEGIC OUTLOOK FOR THE  
BADMINTON WORLD FEDERATION

EXCELLENCE | INNOVATION | ENTERTAINMENT | LEADERSHIP | INTEGRITY | UNIVERSALITY

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## PRESIDENT'S MESSAGE

In July 2014, the BWF celebrated 80 years since it was established. This was an opportunity to reflect on the global spread of badminton, the development of BWF's membership and how BWF itself has evolved over the last 80 years. 2014 was also an opportunity for the BWF Council to reflect on our four year cycle as we looked beyond 2016 towards 2020.

In late 2014 the Council set up a formal process to review performance against the KPIs we set ourselves for 2012 – 2016. Our task was to establish a plan that strategically positions our sport to maximise opportunities in an increasingly competitive global sports market.

The last five years has been truly remarkable for badminton and the BWF. We have seen the rise of badminton with a stronger and more consistent brand, worldwide television coverage and an increasing global fan base that is well connected through BWF's digital platforms. Importantly, we have seen enhanced income streams through event-based commercial and media partnerships.

In the last five years, the BWF has also better engaged with its membership, focused on good governance, strengthened the integrity of the sport and ensured more effective decision making at both the governance and management levels.

The enclosed outlines our vision, mission and strategic priorities 2016 – 2020. Athletes play a central role in our plan – whether that be participation in the sport at a recreational level or inspirational performances for hundreds of millions of fans globally.

Our main goal is to lead badminton to a new level in world sport by 2020.

I trust this plan is a useful reference document for all our stakeholders, particularly our five Continental Confederations and our global membership.



Poul-Erik Høyer  
President | IOC Member  
Badminton World Federation



500+ million fans globally

600 million households – TV broadcast  
- BWF World Superseries 2015

100 + million views  
- BadmintonWorld.TV

300,000 subscribers  
- BadmintonWorld.TV

200,000 Facebook followers

# OVERVIEW

Established on 5 July 1934 with nine founding members, the BWF is recognised by the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) as the international governing body for badminton.

The BWF is empowered by its 183 members to lead the global development of the sport and to regulate the sport at an international level. BWF works in close partnership with the five Continental Confederations who plan and implement a wide range of badminton development initiatives in their continental region. Members, Continental Confederations and the BWF promote, develop, regulate and govern the sport at their respective levels – national, regional, world level.

## VISION

Making badminton a leading global sport accessible to all - giving every child a chance to play for life.

## MISSION

To lead and inspire all stakeholders, deliver entertainment through exciting events to drive fan experience, and create innovative, impactful and sustainable development initiatives.

## VALUES

Excellence | Innovation | Entertainment | Leadership | Integrity | Universality

### EXCELLENCE

Striving for excellence ensures a focus on quality outcomes in all areas of BWF's work – governance and operations as well as its products and services.

### INNOVATION

Embracing innovation and change. This will ensure badminton remains relevant for youth. Innovation includes new formats of the game and new technology to enhance the entertainment value.

### ENTERTAINMENT

Increasing the entertainment value of the sport. Creating excitement across our diverse badminton community and global fan base.

### LEADERSHIP

Demonstrating leadership and good governance through actions at every level – council, committees, commissions and day to day operations.

### INTEGRITY

Ensuring sports integrity and ethical behaviour. Athletes have the right to participate in clean and fair sport. Athletes also have the right to expect the highest levels of integrity and ethics for those working in the sport.

### UNIVERSALITY

Ensuring badminton continues to be an accessible sport for people of all ages, abilities and backgrounds.

# STRATEGIC FOCUSES

There are four key Strategic Focuses that are at the heart of BWF's work.

The first two - *Entertainment* and *Participation* - are core business for BWF. The other two - *Capacity* and *Partnerships* are 'enablers' that support the achievement of all strategic goals.

**1. ENTERTAINMENT**

To excite, engage and enhance our global badminton fan base.

**2. PARTICIPATION**

To give every child a chance to play for life.

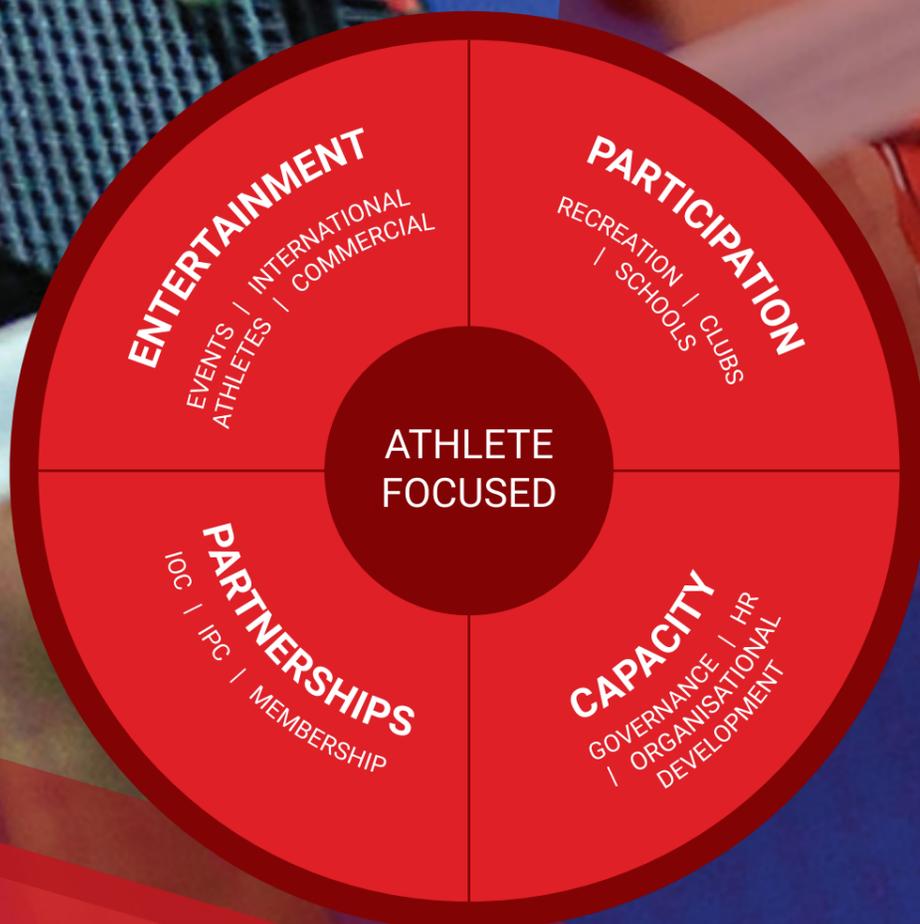
**3. PARTNERSHIPS**

To engage with key partners to achieve shared goals and to strengthen BWF's status as a responsible and proactive institution.

**4. CAPACITY**

To strengthen and enable organisational capacity of the BWF, Continental Confederations and members to support strategic implementation.

These four key Strategic Focuses are described in more detail over. The description of each one draws on the nine Key Results Areas [KRAs] of Part II of the Strategic Plan 2016 - 2020.



# ENTERTAINMENT

EVENTS | INTERNATIONAL ATHLETES | COMMERCIAL

This strategic focus is on badminton as entertainment - capturing inspirational performances through events, showcasing athletes as stars and engaging a global fan base through television broadcast and a range of digital platforms.

## STRATEGIC GOAL

To excite, engage and enhance our global badminton fan base.

## STRATEGIC PRIORITIES

With athletes as stars of the game, delivering world class events which showcase the sport to a worldwide audience and inspire people to join an increasing fan base for the sport. [KRA 1].

Strategies include continuing the close working relationship with BWF's broadcast partner, creating innovative sports presentation, using new technology and animations to replay sequences for television audiences, providing statistics packages for broadcast, enhancing the 'look and feel' of the competition venue, systematically implementing brand guidelines and providing in-venue activations for fans at events.

Build 'brand badminton' and market the sport to maximize exposure and increase the fan base. [KRA 8]

Grow the fan base of both playing and non-playing individuals with a special focus on youth and building the badminton community through events and stars with a goal to harness loyalty of fans. [KRA 7]

Strategies include effectively communicating with fans through a variety of digital platforms including BWF's fan site, BWF's social media platforms, BWF's weekly magazine show Badminton Unlimited, and through positive and effective relations with media organisations.

Media training of players – BWF's Star Creation Programme.

## TARGET OUTCOMES

- A strong and recognizable brand in the global sports entertainment market.
- Significantly enhanced broadcast figures in existing territories and increased global reach through new territories by 2020.
- Quadrupling the social media fan base to 1,000,000+ by 2020.
- Badminton stars as global household names.

# PARTICIPATION

RECREATION | CLUBS | SCHOOLS

This strategic focus is about increasing participation in badminton as an accessible sport for all. This includes recreational badminton - both indoor and outdoor, schools based programmes, participation programmes for seniors and the elderly, programmes for players with an intellectual disability and players with a physical impairment.

The strategic focus is also about the development of competitions and pathways from schools through to club structures and talent identification for talent development programmes.

## STRATEGIC GOAL

To give every child a chance to play for life.

## STRATEGIC PRIORITIES

Increase participation in the sport globally focusing on a range of target priority groups and pathways between these. [KRA 3] [KRA 4]

Continue the global implementation of Shuttle Time as a core strategy to introduce school children to badminton and make linkages to club systems for school children. Complete research on outdoor shuttlecock development and defining rules to introduce an outdoor form of the game which targets new markets for participation by 2020. Build global participation in para-badminton. Provide guidance to members on engaging university badminton and making linkages from universities to clubs.

Provide products and services to enhance needs based, structured and sustainable training, education and development programmes which support talent identification, sub-elite and elite player development. [KRA 4]

From participation programmes that integrate competitions, talent will be identified and encouraged to undertake coaching and talent development programmes to take them on a player development pathway. Strategies here focus on coach education to support talent identification and development and enhancing linkages from participation programmes to club systems that have coaching and competitions to enhance player development.

## TARGET OUTCOMES

- 80% of the BWF membership are implementing Shuttle Time Schools Badminton programmes.
- Participation and talent development para-badminton programmes are implemented in all five continental regions with enhanced talent pathways and opportunities to compete at national and international events.
- Structured coach education programmes regularly delivered in each member territory.

# PARTNERSHIPS

IOC | IPC | MEMBERSHIP

BWF aims to develop and enhance strategic partnerships to support the achievement of strategic goals. As the IF for an Olympic and Paralympic sport, BWF has a responsibility, together with its membership, to ensure competition structures and pathways are in place which lead to the pinnacle events for badminton – the Olympic Games and Paralympic Games. The partnerships BWF has with the IOC and IPC are central to the quality outcomes for badminton at each Olympic and Paralympic Games.

Other strategic partnerships in the institutional sports world are key in achieving shared goals and these include multi-sport owners.

## STRATEGIC GOAL

To engage with key partners to achieve shared goals and to strengthen BWF's status as a responsible and proactive institution.

## STRATEGIC PRIORITIES

Continue to improve BWF's position and value as a core sport within the Olympic programme and a sport in the Paralympic Programme. [KRA 2]

Strategies include goal alignment with the IOC and IPC and the continuing compliance with the principles of the Olympic Charter and the codes guiding Olympic and Paralympic sports and IFs.

Build effective relations with the IOC, IPC and the institutional sports world and enhance BWF's representation and image as a Summer Olympic Games and Paralympic Games IF. Promote badminton's and BWF's position within the Olympic family, in particular the IOC, ASOIF, NOCs - and Paralympic family - the IPC and NPCs and international disability sports organisations. [KRA 2]

Active participation in all meetings and programmes of ASOIF, IOC and IPC together with its representative bodies – NOCs, NPCs and sports organisations for people with an impairment or disability. BWF's active representation and membership on working groups and commissions is a central strategy to enhance knowledge sharing and knowledge transfer and the enhancement of effective working relationships.

## TARGET OUTCOMES

- Continuing strong relationships with the IOC and the IPC and the successful preparation and delivery of the badminton event at the Rio 2016 and Tokyo 2020 Olympic Games and the Tokyo 2020 Paralympic Games.
- Formal partnerships through agreements and effective working relationships with institutional partners including Olympic Solidarity, Special Olympics, FISU, CGF, ISF, TAFISA, IMGA and UNOSDP.
- Enhanced development programmes for BWF members delivered through partnerships with Continental Confederations.

# CAPACITY

GOVERNANCE | HR | ORGANISATIONAL DEVELOPMENT

Capacity building involves organisational development over time so that the organisation is better able to govern, manage, administer, regulate and develop badminton.

Organisational capacity is central to achieving strategic goals towards 2020. It is an enabler for sustainable growth and development. Capacity building is important for both the BWF and the five Continental Confederations who are engaged regionally in the development of the sport. At a national level, organisational development and capacity building is fundamental to strengthening the growth of badminton nationally.

## STRATEGIC GOAL

To strengthen and enable organisational capacity of the BWF and Continental Confederations to support strategic implementation.

## STRATEGIC PRIORITIES

Support the delivery of structured development programmes, projects and activities that develop individual potential in our sport and build systems, structures and pathways from beginner to world class. [KRA 3]

Strategic implementation focuses on education, training and development – administrators, elected officials. Upskilling the workforce that runs the day to day sport and educating the governance level on principles and practice of good governance in sport are key strategies in building more capable organisations.

Build the capacity of the Continental Confederations and BWF members to better manage, administer, regulate and develop badminton regionally / nationally. [KRA 3]

Strategic implementation focuses on a systematic needs analysis of human resources against a long term development plan for the Continental Confederations and for badminton development in each continental region. Professional development opportunities are made available to Continental Confederation staff to meet personal and organisational goals. Both governance and senior management levels are involved in both the needs analysis and long term planning as well as awareness programmes around good governance.

## TARGET OUTCOMES

- Training and development programmes available and implemented for administrators, event organisers, board members.
- All Continental Confederations have strategic plans in line with the BWF's long term plans.
- Increase in the number of members who have paid staff and professional offices.
- Increase in good governance practices as measured by the survey on indicators of good governance.

## ATHLETE FOCUSED

Athletes are at the centre of our work. The activities within the two pillars of *“Entertainment”* and *“Participation”* have the biggest engagement with athletes.

Four key focuses for athletes are:

- 1. CLEAN SPORT**  
To protect the rights of clean athletes.
- 2. FAIR PLAY**  
To ensure competitions are free from manipulation and corruption.
- 3. AWARENESS AND EDUCATION**  
To ensure athletes are educated so they make informed choices.
- 4. HEALTH AND WELL-BEING**  
To protect and promote athletes health and safety during training and competition.

## STRATEGIES

BWF and its members have a key role to play in providing the best possible environments for athletes to realise their potential.

### CLEAN SPORT

Strategies include having a strong anti-doping programme, a robust rules system, values based education targeting youth and intelligent testing.

### FAIR PLAY

This includes athletes playing-to-win - always, having technical officials that are fair and impartial and having a rules system to deal with allegations of the manipulation of competitions. Values based education is essential here.

### AWARENESS & EDUCATION

Strategies include programmes to assist athletes promote and present themselves to media, fans and potential sponsors and programmes for athletes to prepare themselves for life beyond their playing career.

### HEALTH & WELL-BEING

Ensuring the conditions and environments of training and competition are conducive to the physical and psychological well-being of athletes.

Athletes share the responsibility for “clean” and “honest” badminton. They also have an important role in ensuring they get the most out of their playing careers and to prepare themselves for life beyond competition. Top tier athletes especially have a responsibility to be good role models and demonstrate sports values which inspire youth.

# STRATEGIC PLAN STRUCTURE

The Strategic Plan 2016 - 2020 presents nine Key Results Areas (KRAs) which describe in detail the long term objectives, strategies and outcomes or key performance indicators.

The nine KRAs are divided into two types – core activities and functional areas.

Core activities are the major focuses or main content areas for BWF activities in the sport. The functional areas are transversal and overlay and influence every aspect of the work undertaken by the organisation.

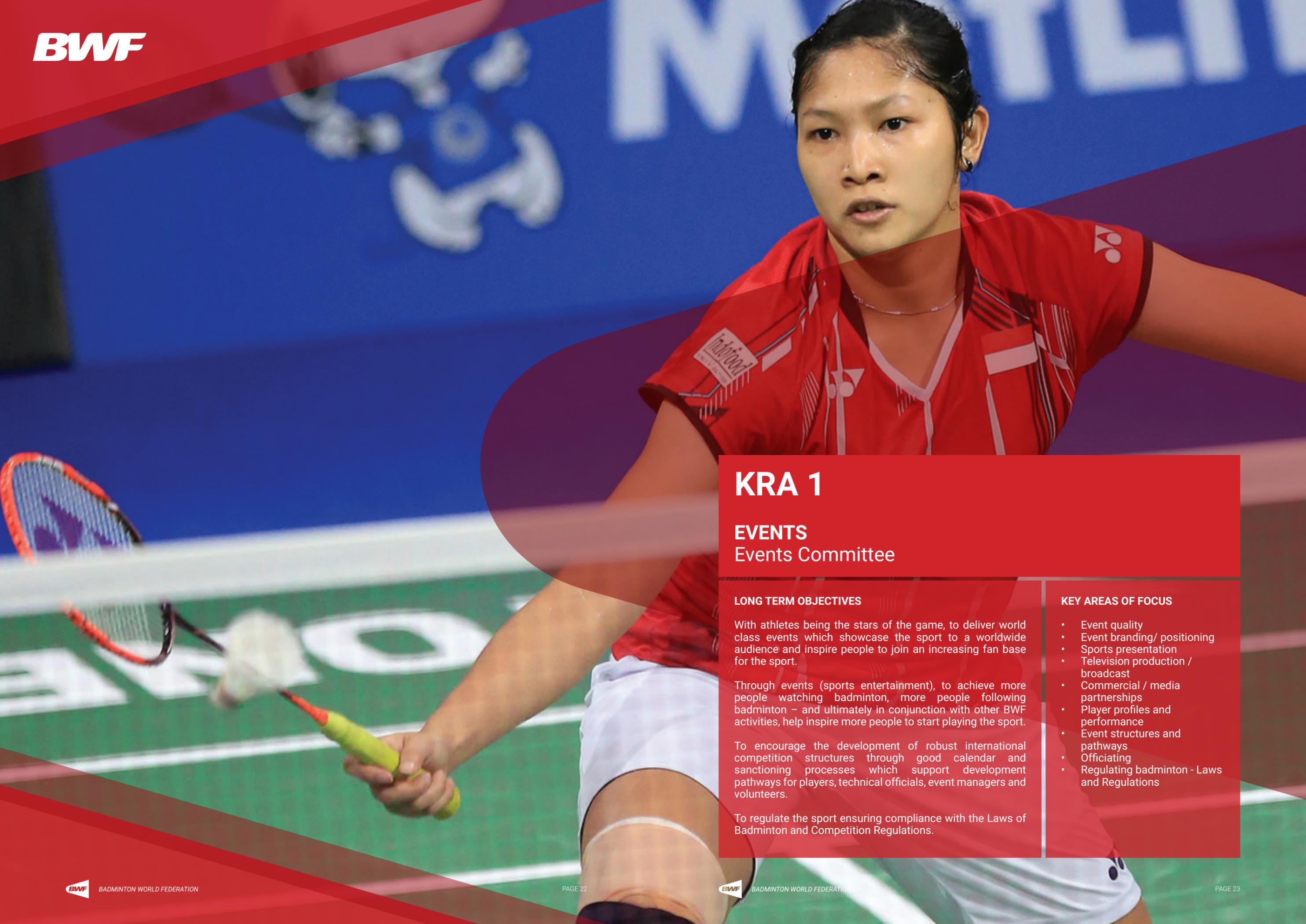
The plan details the Council Committee(s) responsible for each KRA. Responsibility to deliver on any given KRA is not exclusive to any one Committee but often transverse a number of functional areas and departments across the BWF.

## CORE ACTIVITIES



## FUNCTIONAL AREAS





# KRA 1

## EVENTS Events Committee

### LONG TERM OBJECTIVES

With athletes being the stars of the game, to deliver world class events which showcase the sport to a worldwide audience and inspire people to join an increasing fan base for the sport.

Through events (sports entertainment), to achieve more people watching badminton, more people following badminton – and ultimately in conjunction with other BWF activities, help inspire more people to start playing the sport.

To encourage the development of robust international competition structures through good calendar and sanctioning processes which support development pathways for players, technical officials, event managers and volunteers.

To regulate the sport ensuring compliance with the Laws of Badminton and Competition Regulations.

### KEY AREAS OF FOCUS

- Event quality
- Event branding/ positioning
- Sports presentation
- Television production / broadcast
- Commercial / media partnerships
- Player profiles and performance
- Event structures and pathways
- Officiating
- Regulating badminton - Laws and Regulations



## KRA 2

### OLYMPICS / PARALYMPICS

#### IOC & International Relations Committee

##### LONG TERM OBJECTIVES

To continue to improve BWF's position and value as a core sport within the Olympic programme and a sport in the Paralympic programme.

To build effective relations with the IOC, IPC and the institutional sports world and enhance BWF's representation and image as a Summer Olympic Games and Paralympic Games IF.

To promote badminton's and BWF's position within the Olympic family, in particular the IOC, ASOIF, NOCs – and the Paralympic family - the IPC and NPCs and international disability sports organisations.

To establish and maintain productive relationships and partnerships within the Olympic and Paralympic movement to enhance the recognition of our sport and the promotion of excellence in BWF events and development initiatives.

##### KEY AREAS OF FOCUS

- IOC
- Olympic Games
- IPC
- Paralympic Games
- Representation
- Partnerships
- Relationships
- Institutional sports organisations
- Multi-sport event owners
- Conferences



## KRA 3

### DEVELOPMENT & SPORT FOR ALL Development & Sport for All Committee

#### LONG TERM OBJECTIVES

To work in partnership with the Continental Confederations (CCs) and BWF members to support the delivery of structured development programmes, projects and activities that develop individual potential in our sport and build systems, structures and pathways from beginner to world class.

To provide leadership, products and services to support needs based, structured and sustainable training and development programmes which:

- Increase participation in badminton
- Support the systems and structures for sub-elite and elite player development
- Develop more and better coaches in the system

*To build the capacity of the CCs and BWF members to better manage, administer, regulate and develop badminton regionally / nationally.*

*Eventually the department strategy is one of the key driving areas to realize the vision to “make badminton a leading global sport accessible to all – giving every child a chance to play for life”.*

#### KEY AREAS OF FOCUS

- Development grants programme - Continental Confederations
- Evaluation and accountability of funded development projects and activities
- Educational and training materials to support development
- Training and education courses
- Services to support development projects and activities
- Research to develop knowledge to underpin practice
- Olympic Solidarity
- Tracking progress in development of badminton



## KRA 4

### PARA-BADMINTON Para-Badminton Committee

#### LONG TERM OBJECTIVES

To enhance the systems and structures in para-badminton and train / educate individuals in the para-badminton workforce.

To increase the para-badminton player base globally and identify and develop talented performance players who bring high entertainment value at the world level.

To provide a well-structured framework and athlete pathways for top quality competition for Paralympic athletes.

To promote para-badminton and reinforce the value of badminton as a sport for all – a sport for everyone.

#### KEY AREAS OF FOCUS

- Integration – para-badminton into the governance and management structure – world / regional / national
- Classification system - IPC Code compliant
- Development of players, coaches, technical officials, event organisers
- Tournament structure and athlete pathways
- Promotion and visibility
- Anti-doping



**BWF** 76<sup>TH</sup> ANNUAL GENERAL MEETING  
 KANDE INTERNATIONAL HOTEL  
 DONGGUAN, 16 MAY 2015

BADMINTON WORLD FEDERATION  
**Chairs Rep**  
**BWF Annual Gene**  
 Kande Internation  
 Dongguan  
 16 May 201

## KRA 5

**GOVERNANCE / ADMINISTRATION**  
 AGM / Council / Executive Board  
 Administration Committee

### LONG TERM OBJECTIVES

To ensure BWF has Statutes that are in line with the principles of the Olympic Charter and anti-doping regulations are WADA Code compliant.

To provide leadership in 'good governance' practices and processes.

To showcase excellence, best practice and recognise the service of individuals and organisations.

To preserve badminton / BWF's heritage through a systematic archiving of material over time.

### KEY AREAS OF FOCUS

- Constitution / regulations / guidelines / policies
- External compliance – WADA / Olympic Charter / CAS
- Good governance
- Integrity and ethics
- Disciplinary processes
- Appeals processes
- Legal services
- Awards / Archives

## KRA 6

**OPERATIONS**  
 Council / Executive Board

### LONG TERM OBJECTIVES

To effectively manage the day to day operations of the BWF and provide quality services to the Council, the BWF membership and commercial and media partners.

### KEY AREAS OF FOCUS

- Office operations
- Membership services
- Continental Confederations
- Services to Council
- Internal communication
- Human resources
- Technology
- Risk management
- Integrity Unit – anti-doping and anti-match fixing education and operations



## KRA 7

### COMMUNICATIONS

Communications and Media Committee

#### LONG TERM OBJECTIVES

To effectively communicate to internal and external stakeholders of the sport, with the focus on reaching out to five key target groups, to synergistically enhance the BWF's corporate profile and image, as well as its value as a commercial brand.

#### KEY AREAS OF FOCUS

- External and internal communications
- Website and other digital platforms
- Social media
- Message consistency
- Media management

## KRA 8

### MARKETING

Marketing Committee

#### LONG TERM OBJECTIVES

To build 'brand badminton' and market the sport to maximize exposure and increase the fan base.

To develop strong commercial and media rights partnerships and maximise revenue potential.

#### KEY AREAS OF FOCUS

- Branding
- Commercial and media partnerships
- Income generation
- Badminton and event promotion
- Star creation programme



## KRA 9

### FINANCE Finance Committee

#### LONG TERM OBJECTIVES

To maintain the highest standards of transparency and accountability in managing the financial resources of the BWF.

To manage BWF funds to ensure a long term and sustainable financial base for BWF's and the sports development.

#### KEY AREAS OF FOCUS

- Accountability / auditing
- Reporting
- Risk management
- BWF's sustainable growth and development
- Investment strategy

# STRATEGIC PLAN 2016 - 2020

## PART II – KEY RESULTS AREAS

The Strategic Plan 2016 - 2020 presents nine Key Results Areas (KRAs) which describe in detail the long term objectives, strategies and outcomes or key performance indicators.

The nine KRAs are divided into two types – **core activities** and **functional areas**.

Core activities are the major focuses or main content areas for BWF activities in the sport. The functional areas are transversal and overlay and influence every aspect of the work undertaken by the organisation.

### CORE ACTIVITIES

### FUNCTIONAL AREAS

KRA 1	KRA 2	KRA 3	KRA 4	KRA 5	KRA 6	KRA 7	KRA 8	KRA 9
Events	Olympics / Paralympics	Development & Sport for All	Para-Badminton	Governance/ Administration	Operations	Communications	Marketing	Finance

The plan details the Council Committee(s) responsible for each KRA. Responsibility to deliver on any given KRA is not exclusive to any one Committee but often transverse a number of functional areas and departments across the BWF.

## KEY RESULT AREAS - KRA 1 - EVENTS

### PRE-PLAN POSITION

Since 2012, the BWF has undertaken a number of major initiatives within the Events area, which have positioned the organisation and the sport well for future growth. These initiatives have included:

- Developed the Events Department staff organisation with additional professional staff to include a tournament management team and a technical events team to manage the increasing demands of the day to day operations connected to BWF Events.
- Implemented a new commercial model connected to BWF Major Events where BWF retain and manage more commercial rights and all broadcast rights. This has significantly increased Major Events revenues.
- Significantly upgraded World Superseries Finals in close cooperation with Dubai – Dubai BWF World Superseries Finals with USD 1 million prize money.
- Established strong day to day corporation platform with Commercial agencies and partners.
- Continued upgrading the quality and consistency of Major Events and Superseries - branding, sport presentation, television production and broadcast and media servicing.
- Securing stronger commercial and media partnerships which have enhanced the commercial return on events and positioned the BWF and the sport better for sustainable development. This has however also significantly increased the delivery expectations from the Tournament Management team regarding the commercial deliverables and overall Event outcome.
- Increasing prize money, player appearance and media obligations, together with increasing the profiling of players and making information more accessible to the sports fan base.
- Reviewing and developing the BWF Competition Regulations to ensure a more accessible document which reflects current practice.
- Implemented IRS (Hawkeye) system and enhanced analysis & statistical broadcast information.
- Para-badminton events has been effectively upgrade and extensive work has been done on the regulations around Para-badminton competition structures. The Para-badminton events area is now driven by dedicated human resources working in close collaboration with the technical events team. Specific strategies related to the Para-badminton events area are described under the Para-badminton section (KRA 4).
- Multi-sports events involvement. The events team have supported CGF, FISU, and Continental Multi-sports Games.

Looking towards Tokyo 2020 Olympic Games, the BWF now need to further develop the events concepts (resources / systems / structures) and implementation to ensure a continued growth and to remain competitive in the sports entertainment business.

PRINCIPAL RESPONSIBILITY	KEY OBJECTIVE	PRIORITIES
<p><b>EVENTS COMMITTEE</b></p> <p>OTHER RELEVANT COMMISSIONS/COMMITTEES</p> <ul style="list-style-type: none"> <li>• Marketing Committee</li> <li>• Athletes Commission</li> <li>• Technical Officials Commission</li> <li>• Medical Commission</li> <li>• Para-Badminton Committee and Commission</li> </ul>	<p>With athletes being the stars of the game, to deliver world class events which showcase the sport to a worldwide audience and inspire people to join an increasing fan base for the sport.</p> <p>Through events (sports entertainment), to achieve more people watching badminton, more people following badminton – and ultimately in conjunction with other BWF activities, help inspire more people to start playing the sport.</p> <p>To encourage the development of robust international competition structures through good calendar and sanctioning processes which support development pathways for players, technical officials, event managers and volunteers.</p> <p>To regulate the sport ensuring compliance with the Laws of Badminton and Competition Regulations.</p>	<p><b>STRATEGIC PRIORITIES</b></p> <ol style="list-style-type: none"> <li>1. Improve delivery and quality of badminton events as sports entertainment creating excitement and fans engagement. This objective is achieved through increased cooperation with our event organizers and in partnership with BWF agencies to enhance BWF's services to event hosts.</li> <li>2. Create innovative sports presentation for TV viewers and spectators through development of Laws of badminton (scoring system, service rules etc.), General Competition Regulations (competition systems, match planning, clothing regulations, etc.) and Technological innovation (Line call technology, shuttle tracking technology, display of statistical information, etc.).</li> <li>3. Increase and improve quantity and quality of television production with focus on developing key players as world stars that transcend and promote the sport and a broader TV distribution footprint.</li> <li>4. Deliver international competition structures at progressive levels to provide players international pathways to the Olympic Games.</li> <li>5. Explore and potentially develop new event concepts which showcase badminton in coordination with the Marketing Committee.</li> <li>6. Improve and grow the available technical officials workforce.</li> </ol> <p><b>OTHER PRIORITIES</b></p> <ol style="list-style-type: none"> <li>1. Increase profile of star quality players (in support of the communication strategy).</li> <li>2. Fulfil commercial and media partner obligations in delivering events.</li> </ol>

PRIORITY AREA	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<b>1. Quality – Event delivery</b>	<p><i>To improve the quality of event delivery.</i></p> <ol style="list-style-type: none"> <li>1. Develop and implement one and a half to two year preparation timeline for Major Events (Level 1) – to achieve higher level of delivery from Host, more timely planning for sponsors/ partners and to delivery value from Major Events over a longer period of time for Hosts, sponsors, broadcasters and other partners.</li> <li>2. Improve the administration and delivery of BWF sanctioned events at Levels 2 - 4.</li> <li>3. Improve 'look and feel' presentation of venue, technical delivery (practice courts, warm up courts, backstage requirements) for Level 1 and 2 events.</li> <li>4. Improve Sports Presentation of Level 1 and 2 events.</li> </ol>	<ul style="list-style-type: none"> <li>• Work with MA's, CC's and relevant agency partners to deliver series of event administration workshops at appropriate levels.</li> <li>• Work with agency partners to improve presentation of BWF level 1 to 3 events both technical delivery and Sports Presentation. Create fit for purpose style guidelines and technical manuals to share with hosts.</li> <li>• Create with relevant agency partners event management materials and guides to provide to MA's and host organisers. .</li> <li>• Work with level 2 and level 3 hosts to improve quality of tournament delivery especially in terms of Sports Presentation.</li> <li>• Increase prize money levels to total of USD 14 million, and continue growth of prize money of WSS Finals to reach minimum of USD 3 million in 2020 with other World Superseries to follow in prize money growth.</li> </ul>
<b>2. Innovative sports presentation</b>	<p><i>To create innovative sports presentation for TV viewers and spectators through development of Laws of badminton (scoring system, service rules etc.), General Competition Regulations (competition systems, match planning, clothing regulations, advertising regulations etc.) and Technological innovation accessible (cost efficient) for a wide range of tournaments (Line call technology, shuttle tracking technology, display of statistical information, etc.).</i></p> <ol style="list-style-type: none"> <li>1. Explore changes to Laws of Badminton to enhance sports presentation for TV viewers and spectators – focus on scoring system and service rules. Changes to be made with consideration around how rules can be applied also to recreational play to ensure coherence between the rules at all levels.</li> </ol>	<ul style="list-style-type: none"> <li>• Continued testing of different scoring systems from Q4 2016.</li> <li>• Continued investigations on changes to service rules and how to judge service faults (potentially using new technology).</li> <li>• Develop competition systems to optimize the possibility to present top matches best way possible for TV and spectators – but at the same time ensuring an efficient player pathway.</li> <li>• Prioritize match planning to ensure full support of commercial delivery and development.</li> <li>• Develop and positively influence player clothing.</li> <li>• Ensure advertising regulations are set up to optimize commercial revenue generation for Tournament Organizers/Hosts.</li> <li>• Develop line call system to become more cost efficient and/or create possibility to monetisation to further expand the system.</li> <li>• Further develop shuttle tracking system to enhance TV viewer and spectator experience.</li> </ul>

PRIORITY AREA	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<ol style="list-style-type: none"> <li>2. Explore changes to General Competition Regulations to ensure top level events are optimized for TV viewers, broadcasters, spectators and players.</li> <li>3. Explore technological innovations to improve the excitement and understanding of badminton.</li> </ol>	<ul style="list-style-type: none"> <li>• Further develop statistical data generation and accessibility to enhance the TV viewer and spectator experience.</li> <li>• Further explore how new technologies and sports presentation ideas can be implemented into badminton and enhance the understanding and experience – such as spectator commentary radios, light concepts, laser animations, big screen content concepts, LED A-boards etc.</li> </ul>
<p><b>3. Television Production</b></p>	<p><i>To increase and improve quantity and quality of television production.</i></p> <ol style="list-style-type: none"> <li>1. Improve television production quality – special focus on Major Events – (quality target).</li> <li>2. Increase television production of BWF sanctioned events – (increase target).</li> <li>3. Improve number and range of cameras used in BWF World Superseries TV production – (quality target).</li> <li>4. Improve graphics package, including tracking/speed data and statistical and speed measurement system (quality target).</li> <li>5. Develop cost efficient television/streaming production setup to enable more events to be televised.</li> </ol>	<ul style="list-style-type: none"> <li>• Ensure that production of HD is mandatory for BWF Level 1 and 2 events, including Grand Prix Gold Series from 2018.</li> <li>• Explore feasibility of BWF ‘in house’ television production crew.</li> <li>• Increase number of cameras to 10 with mandatory introduction of either ultra slow-mo Camera or jimmy jib camera from 2018.</li> <li>• Develop and improve Instant Review System.</li> <li>• Develop with partners how to improve coverage using tracking cameras ‘court mapping’, analysis tools. .</li> <li>• Improve player profiles for television presentation (in support of the communication strategy).</li> <li>• Improve graphics package and use of speed measurement system.</li> <li>• In close cooperation and support of Continental Confederations, enable television coverage of Continental Championship.</li> </ul>

PRIORITY AREA	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>4. Competition Structures &amp; Player Pathways</b></p>	<p><i>To deliver international competition structures at progressive levels to provide players international pathway to Olympic Games.</i></p> <ol style="list-style-type: none"> <li>1. Ensure a strongly positioned events structure – Level 1-4 – which is easy to understand and promote, and will accommodate commercial structures.</li> <li>2. Ensure suitable international competition structures for players to progress from domestic badminton to Olympic Games.</li> <li>3. Govern the international badminton calendar &amp; sanctioning process to enable players to have the greatest opportunity to compete, including clear competitive opportunities at each level.</li> <li>4. Further develop the world ranking system to support the international competition structure and player pathways to Olympic Games.</li> </ol>	<ul style="list-style-type: none"> <li>• Restructure and rebrand BWF events structure (level 1-4) to make product easier to understand and more attractive for broadcasters and fans. Tournament levels 2 and 3 (and potentially level 4) to be a more integrated and more easily communicated system to media and other stakeholders.</li> <li>• Ensure that the Sudirman Cup and Thomas/Uber Cup competition structures are competitive and commercially attractive for the global broadcast and commercial market.</li> <li>• Ensure effective sanctioning processes for 20 2017 and beyond, including Domestic Leagues with International player participation.</li> <li>• Increase sanctioned events to 120, and look to ensure a positive growth in all geographical areas.</li> <li>• Ensure effective operation of World Ranking Systems including WSS Ranking, World Junior Rankings and World Team Rankings.</li> <li>• Ensure restructure of levels 2 to 4 delivers a competitive pathway for players that is fully integrated and fit for purpose.</li> </ul>
<p><b>5. New events - showcase badminton / improve pathways.</b></p>	<p><i>To develop new events to showcase badminton and be part of the international pathway for players to Olympic Games.</i></p> <ol style="list-style-type: none"> <li>1. Explore how BWF Major Events can be improved through innovative approaches to structure, sports presentation and television production.</li> <li>2. Explore feasibility of building various domestic league competitions which attract international players into a BWF sanctioned structure leading to BWF World Club Finals for teams winning each league.</li> </ol>	<ul style="list-style-type: none"> <li>• Test 'Event Relay' System to see if it provides exciting and compelling new system for Youth Olympic Games and BWF team events.</li> <li>• Create sanctioning structure (dependent on Calendar) for domestic leagues aimed at attracting international players.</li> <li>• Explore feasibility of creating International Team league and/ or World Club Finals for teams winning 'international' domestic leagues – focus on setup being a commercial and TV friendly product.</li> <li>• Explore and potentially deliver/support creation of a suitable number of showcase events presenting stars of badminton and integrated in controlled way in badminton calendar.</li> </ul>

PRIORITY AREA	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>6. Improve available technical officials workforce both in quantity and quality.</b></p>	<p><i>To develop the technical officials training and education system and ensure there are quality technical officials from all continental regions officiating at world level events.</i></p> <ol style="list-style-type: none"> <li>1. Improve recruitment of BWF Umpire and Referees by providing materials to support recruitment in and from Member Associations.</li> <li>2. Improve the quality and enhance uniformity in performance of referees and umpires.</li> <li>3. Examine the feasibility of introducing a semi-professional technical official.</li> <li>4. workforce for implementation in 2020.</li> </ol>	<ul style="list-style-type: none"> <li>• Develop recruitment resources material covering among other things, governance, best practices, and development opportunities ready for the 2016 Members Forum.</li> <li>• Increase the workforce to 50 BWF Referees and 110 BWF Umpires by 2020.</li> <li>• Develop standard education material for referees and umpires through the World Academy of Sport. Development and implementation of each level would be ongoing.</li> <li>• Implement regular, biennial appraisals of BWF Umpires from 2016, and regular appraisals of newly accredited BWF Referees from 2016.</li> <li>• Umpire and Referee assessors teams act as mentors to BWF umpires and referees.</li> <li>• Set up feasibility study into setting up semi-professional 'elite panel' of BWF Umpires and Referees for use at BWF level 1 and 2 events.</li> </ul>
<p><b>Other Priorities</b></p> <ol style="list-style-type: none"> <li>1. Fulfil commercial and media partner obligations in delivery of Events.</li> <li>2. Develop innovative IT solutions to aid showcasing of badminton, increase the badminton fan base and enable efficient delivery of events.</li> <li>3. Badminton for all.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure effective delivery of commercial sponsorship and television production requirements of BWF Major Events, BWF World Superseries and BWF Grand Prix Gold Series.</li> <li>2. Work with partners to extend events integration with innovative information and presentation solutions.</li> <li>3. Promote star players at events through interviews, player bios information on Arena screen, souvenir programme and other activities (in support of communication strategy).</li> <li>4. Improve and enhance World Senior Championships.</li> <li>5. Assist MA's and CC's to develop a hierarchy of senior events and to make them easily accessible.</li> <li>6. Create competitive outdoor badminton (Beach, Park, Street) World Cup Series.</li> </ol>	<ul style="list-style-type: none"> <li>• Develop a revised Superseries concept within restructuring of tournament levels 2-4. Update brand guidelines and Technical Organisers manual in cycle from 2018.</li> <li>• Senior Working Group to review and make recommendations.</li> <li>• Work with MA's and CC's to set up a domestic or regional level Seniors championships. Develop a recognisable competition pathway for seniors players.</li> </ul>

## KEY RESULT AREAS - KRA 2 - OLYMPICS / PARALYMPICS

### PRE-PLAN POSITION

Since 2012, BWF has strengthened its position in the Olympic movement, both as an Olympic and Paralympic sport:

- Badminton is a core Olympic sport for Tokyo 2020.
- Following the London 2012 evaluation of Olympic Games sports, badminton was elevated to a Group C sport, ranked 9 – 16 place amongst the 28 Olympic sports. This is a much improved position compared with the Beijing 2008 Olympic Games evaluation.
- BWF personnel are more actively engaged in the international sports arena with three IOC members on the BWF Council – Li Lingwei (2012), Dagmawit Girmay Berhane (2013) and BWF President Poul-Erik Høyer (2014). They serve on a range of IOC Commissions – the Entourage Commission, Programme Commission, Olympic Solidarity Commission, Coordination Commission (2018 YOG) and IOC Women in Sport Commission. The BWF President was elected to the Board of the IMGA in 2014. The BWF Secretary General is also represented in a number of ASOIF working groups / forums.
- The IPC announced in October 2014 that badminton was included as a sport on the Tokyo 2020 Paralympic Games.
- BWF signed a number of MOUs with international sports organisations to enhance collaboration – notably Peace and Sport (2012), the International Schools Sports Federation (2014), the International Universality Sports Federation (2015), Special Olympics (2015), the Association for Sport for All (TAFISA (2015).

PRINCIPAL RESPONSIBILITY	KEY OBJECTIVE	PRIORITIES
<p><b>IOC/IR COMMITTEE</b></p> <p>OTHER RELEVANT BWF COMMISSIONS/COMMITTEES</p> <ul style="list-style-type: none"> <li>• All committees.</li> </ul>	<p>To continue to improve BWF's position and value as a core sport within the Olympic programme and a sport in the Paralympic Programme.</p> <p>To build effective relations with the IOC, IPC and the institutional sports world and enhance BWF's representation and image as a Summer Olympic Games and Paralympic Games IF.</p> <p>To promote badminton's and BWF's position within the Olympic family, in particular the IOC, ASOIF, NOCs – the IPC and NPCs and int. disability sports organisations.</p> <p>To establish and maintain productive relationships and partnerships within the Olympic and Paralympic movement to enhance the recognition of our sport and the promotion of excellence in BWF events and development initiatives.</p>	<p>STRATEGIC PRIORITIES (TARGET GROUPS)</p> <ol style="list-style-type: none"> <li>1. Strong IOC position and relations as a core Olympic Sport.</li> <li>2. Strong IPC position and relations as a Paralympic Sport.</li> <li>3. Badminton as a core sport in Major multi-sports events.</li> <li>4. Collaborations, partnerships and a leadership position in key sports institutional organisations</li> </ol> <p>OTHER PRIORITIES</p> <ol style="list-style-type: none"> <li>1. Actively promote badminton as a sport to support social, humanitarian and environmental activities / initiatives.</li> </ol>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>1. Strong IOC position and relations as a core Olympic Sport</b></p>	<p><i>To improve badmintons position and value as a Core Sport on the Olympic programme.</i></p> <ol style="list-style-type: none"> <li>1. Enhance effective relations with IOC, IOC members and IOC staff through strong BWF representation on ASOIF working groups and representation at IOC forums (sessions, congress, conferences etc).</li> <li>2. Ensure alignment with the IOC's Agenda 20-20 – programmes, strategies,</li> <li>3. Monitor and optimize compliance with all IOC evaluation criteria leading up to Rio 2016 and Tokyo 2020. (see strategic approach on each evaluation criteria for each Committee).</li> <li>4. Strengthen badmintons profile as a Youth Olympic Sport in the YOG and promote BWFs innovative approach through the inclusion of Mix-Mix competition.</li> <li>5. Strengthen the connections between the BWF and IOC Athletes Commissions.</li> <li>6. Achieve a more even gender representation in BWF Council and identify active measures to ensure this together with the Women in Badminton Commission.</li> <li>7. Strengthen gender representation amongst Technical Officials.</li> <li>8. Develop policies and strategies (with the Development Committee) for increased participation of youth in badminton.</li> <li>9. Implement BWF Environmental policy – both for events/ host area, equipment area, facility area and internal environmental activities in BWF operations.</li> <li>10. Actively seek speaking opportunities in key relevant international conferences to strengthen BWF and Badminton's visibility and profile.</li> </ol>	<ul style="list-style-type: none"> <li>• Raise Badminton position in the IOC / ASOIF groupings from C to B.</li> <li>• Audit on alignment on all elements of Agenda 20-20 completed in 2016 and recommendations on actions required presented to Council.</li> <li>• Compliance with all Olympic evaluation criteria of the Olympic Programme Commission before the Rio 2016 Olympic Games.</li> <li>• Improve position on all Olympic evaluation criteria leading up to the Olympic Games 2020.</li> <li>• Further innovations / refinements identified for the 2022 YOG cycle.</li> <li>• Audit Olympic medal spread and changing patterns of quarters, semis and finals and identify a strategy to increase medal spread over time.</li> <li>• BWF Athletes' Commission Chair attends IOC Athlete Commission Forums.</li> <li>• More even gender representation in BWF council in 2017.</li> <li>• Ensure growth in female representation on BWF Executive Board after elections 2017.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>2. Strong IPC position and Badminton to ensure badminton continues as a Paralympic Sport for 2024</b></p>	<p><i>To improve badmintons position as a Core Sport on the Paralympic programme.</i></p> <ol style="list-style-type: none"> <li>1. Through strong BWF representation at IPC forums ensuring strong position and relations with IPC, IPC members and IPC staff.</li> <li>2. Further develop badmintons position as a Paralympic sport in accordance with IPC evaluation criteria.</li> <li>3. In consultation with the Para-Badminton Committee, monitor and optimize compliance with all IPC evaluation criteria in the lead up to and following the Tokyo 2020 in readiness for the selection process for sports for the 2024 Paralympic Games.</li> <li>4. Strengthen connections between the BWF and IPC Athletes Commissions.</li> <li>5. Strengthen Para-Badminton structures on Continental level with Continental Championships and more International tournaments on all Continents.</li> <li>6. Ensure position of Badminton on Commonwealth Games EAD (Elite Athletes with a Disability) programme.</li> </ol>	<ul style="list-style-type: none"> <li>• Ensure representation at IPC General Assemblies 2017 and 2019, annual IF Open Days in Bonn, Vista Scientific Conferences, Head of Classification meetings and all other key opportunities for engagement with the IPC Governing Board and staff.</li> <li>• All evaluation criteria met.</li> <li>• BWF Commission Chair attending all relevant IPC Athlete Commission / IF opportunities.</li> <li>• Continental Para-Badminton Championships on minimum 4 Continents by 2019.</li> <li>• Increase in International Para-Badminton tournaments on all continents with a minimum of 10 international competitions annually by 2019.</li> <li>• Badminton as part of Commonwealth Games EAD Programme by 2018.</li> </ul>
<p><b>3. Badminton as a core sport in Multi sports events</b></p>	<p><i>To strengthen the global position of badminton and to enhance the position of badminton in the sports institutional world</i></p> <ol style="list-style-type: none"> <li>1. Through active promotion and networking, secure and keep badminton as core sport in the following multi-sport events: <ol style="list-style-type: none"> <li>a. World Games, Summer Universiade, Commonwealth Games, Continental Games - African Games, Asian Games, Pan American Games and European Games, Mediterranean Games, SEA Games.</li> <li>b. Offer support and guidance for the organizers of multi-sport events – continental games primarily through the CC's.</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>• By 2019 ensure badmintons position as a core sport where badminton is already part of multi-sports programmes.</li> <li>• By 2019 ensure badminton position as sport on the multi-sport programme where badminton is not yet part of the programme.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>4. Partnership and leadership position in key sports institutional organisations</b></p>	<p><i>To strengthen BWF influence in key institutional sports organisations to support BWF and badminton's Olympic and Paralympic Games status.</i></p> <ol style="list-style-type: none"> <li>1. Promote and work to remain having the BWF President and other suitable representative(s) elected as an IOC member and/or member of the ASOIF Council.</li> <li>2. Support work to get a badminton players represented in IOC and in time the IPC Athletes' Commission.</li> <li>3. Work to get BWF representation on ASOIF council.</li> <li>4. Work to get BWF representation on IPC Governing Board or related IPC committees.</li> <li>5. Strong BWF representation at key meetings/forums/conferences organised by IO (IOC Sessions), ASOIF, SportAccord, IPC (SportAccord conference, IF Forum), IPC.</li> <li>6. Seek and uphold formal partnerships with institutional sports partners such as:             <ol style="list-style-type: none"> <li>a. Olympic Solidarity (day to day formal cooperation)</li> <li>b. CGF (MOU in place)</li> <li>c. Peace and Sport (MOU in place)</li> <li>d. FISU (MOU in place)</li> <li>e. ISF (MOU in place)</li> <li>f. IMGA</li> <li>g. ICMG</li> <li>h. Special Olympics (MOU in place)</li> <li>i. TAFISA – (The Association For International Sport for All) (MOU in place)</li> </ol> </li> <li>7. Seek cooperation with UN and UN agencies, such as UNOSDP and UNICEF to ensure support and funding for badminton as a sport for peace and development.</li> </ol>	<ul style="list-style-type: none"> <li>• A badminton candidate for the 2016 IOC Athlete Commission identified and nominated by relevant NOC.</li> <li>• BWF representation on ASOIF Council after elections 2017.</li> <li>• BWF representation on IPC related committees or groups by 2019.</li> <li>• Be represented at highest level at key events where IF's and sports institutional organisations meet.</li> <li>• Have an MOU in place with IMGA by the end of 2016.</li> </ul>

## KEY RESULT AREAS - KRA 3 - DEVELOPMENT

### PRE-PLAN POSITION

A number of key initiatives and achievements during the 2012-2016 cycle has placed BWF and the Continental Confederations (CCs) in a better position to systematically develop the sport. These include:

- Development of key education resources for Schools Badminton, Coach Education Level and Membership Development to support grass roots development.
- More resources allocated for CC Development Grants to support regional development activities and HR / office structure within the CCs.
- Greater alignment of development plans between the BWF, CC and MA levels.
- More personnel working in the area of development - at BWF and CC level.
- Strategic partnerships established.
- Experience and information gained from implementation of key programmes .

Key partners in implementing development regionally are the CCs and the capacity of the CCs to plan and implement effective development programmes varies greatly across the five CCs. Enhancing the administrative and organisational capacity of the CCs around development in the next five years will deliver improved outcomes for development regionally and globally. This focus on administrative capacity and the development of the workforce extends to the national level with the goal of improving our Members ability to govern, administer, regulate and develop the sport more effectively.

PRINCIPAL RESPONSIBILITY	KEY OBJECTIVE	PRIORITIES
<p><b>DEVELOPMENT COMMITTEE</b></p> <p>REFERENCE GROUPS SPORTS SCIENCE WORKING GROUP</p> <ul style="list-style-type: none"> <li>• Events Committee</li> <li>• Para-Badminton Committee</li> <li>• IOC &amp; International Relations</li> <li>• Finance Committee</li> <li>• Technical Officials Commission</li> <li>• WIB Commission</li> </ul> <p><b>PRIORITY PARTNERSHIP</b></p> <ul style="list-style-type: none"> <li>• IOC and Olympic Solidarity</li> </ul> <p><b>OTHER PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• ISF / TAFISA / Special Olympics / FISU / UNOSDP Peace and Sport / WAoS / ICCE</li> </ul>	<p>To work in partnership with the Continental Confederations (CCs) and BWF members to support the delivery of structured development programmes, projects and activities that develop individual potential in our sport and build systems, structures and pathways from beginner to world class.</p> <p>To provide leadership, products and services to support needs based, structured and sustainable training and development programmes which:</p> <ul style="list-style-type: none"> <li>• Increase participation in badminton</li> <li>• Supports the systems and structures for sub-elite and elite player development.</li> <li>• Develop more and better coaches in the system</li> </ul> <p>To build the capacity of the CCs and BWF Members to better manage, administer, regulate and develop badminton regionally / nationally.</p> <p>Eventually the department strategy is one of the key driving areas to realize the vision to “make badminton a leading global sport accessible to all – giving every child a chance to play for life”.</p>	<p><b>Participation</b></p> <p>Outdoor badminton / Shuttle Time Schools Programme / National participation models / Seniors badminton</p> <p><b>Talented Player Development</b></p> <p>Elite and sub-elite, talent identification, talent development, player performance pathways.</p> <p><b>Coach Education</b></p> <p><b>CC Development</b></p> <p>Capacity building and organisational development.</p> <p><b>Membership Development</b></p> <p>Capacity building and organisational development.</p> <p><b>Priority Programmes / Projects</b></p> <p>Outdoor Badminton Project / Shuttle Time Schools Badminton Seniors Programme / Coach Education / Athlete Career Programme / Entourage Programme / Membership Development Programmes / Sports Science Research Programme / Regional Development Programmes / World Training Centre / equipment programme.</p>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<b>Participation</b>	<i>To increase the participation in the sport globally focusing on a range of target priority groups and pathways between these.</i>	
<ul style="list-style-type: none"> <li>• Outdoor Badminton</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete the research and development phases for outdoor equipment for badminton ensuring the appropriate registrations and trademarking and ownership by the BWF.</li> <li>2. Develop the rules system for the outdoor game and start the global implement this.</li> </ol>	<ul style="list-style-type: none"> <li>• Research, development and registration of the product completed by 2017.</li> <li>• Rules of the outdoor game drafted, approved and piloted in 2018,</li> <li>• Competitions piloted by 2020.</li> </ul>
<ul style="list-style-type: none"> <li>• Schools Badminton</li> </ul>	<ol style="list-style-type: none"> <li>1. Support the global implementation of Shuttle Time Schools Badminton and the development of the Shuttle Time workforce to ensure an increasing player base of badminton in schools through the following strategies: <ul style="list-style-type: none"> <li>• CC plans have schools badminton as a priority.</li> <li>• Teaching / learning materials freely available in a range of languages.</li> <li>• Support implementation through CC grants system and equipment for schools badminton projects.</li> <li>• Promotion through digital and social media tools.</li> <li>• Enhancing the programme to include university courses and youth leadership courses.</li> <li>• Assist with securing sponsors.</li> <li>• Monitor and evaluate the long term impact of the programme.</li> <li>• Provide equipment for the implementation of national Shuttle Time pilot projects.</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• 120 members implementing the programme</li> <li>• To increase the Shuttle Time workforce by 5% per year</li> <li>• 70,000 teachers accessing materials</li> <li>• Maintain 17 language versions</li> <li>• 2 million view of ST video clips</li> <li>• 200,000 rackets distributed 2016-2020</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<ul style="list-style-type: none"> <li>Club Badminton</li> </ul>	<ol style="list-style-type: none"> <li>1. Research and develop guidelines to provide guidance to members on linkages and pathways between schools programmes and club programmes and sustainable participation projects.</li> <li>2. Include club development as a module in the Membership Development / Capacity building programmes</li> </ol>	<ul style="list-style-type: none"> <li>• Develop guidelines, and share best practice models, for conversion of schools activity into sustained participation environments.</li> </ul>
<ul style="list-style-type: none"> <li>University Badminton</li> <li>Seniors Badminton</li> </ul>	<ol style="list-style-type: none"> <li>1. Provide guidance to members on engaging university badminton and making linkages to club development in a national system.</li> <li>2. Provide information to Members on the World University Championships (2016 and 2018) and FISU Summer Universiade 2017.</li> <li>3. Encourage the participation in badminton competitions at the FISU Summer Universiades – and World University Badminton Championships.</li> <li>4. Develop and pilot a resource which presents badminton as a fun, healthy activity for seniors. Make this available to Members</li> </ol>	<ul style="list-style-type: none"> <li>• A guideline is published and made available to all Members on strategies to engage university badminton as a part of club development.</li> <li>• Develop and distribute best practice case studies and models for university badminton'</li> <li>• Shuttle Time being delivered as part of PE University curriculum – minimum 45 Members and at least</li> <li>• Information available to all Members on the Summer Universiade badminton programme and World University Badminton Championships 12 months before each event.</li> <li>• At least 150 players from at least 30 countries and 4 continental regions compete in the Championships / Universiades.</li> <li>• Material developed, with case studies and material available for the membership by 2017</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>Coach Education</b></p>	<p><i>To have well informed, educated and talented coaches throughout the badminton system.</i></p> <ol style="list-style-type: none"> <li>1. Ensure coach education remains a priority focus in CC development plans and monitor the implementation of courses regionally tracking the numbers of courses using the BWF resources – report annually on accredited coach education courses completed and certificated coaches.</li> <li>2. Ensure high quality coach education resources in a number of languages are available and accessible. Develop supplementary resources and additional guidelines to support existing material</li> <li>3. Ensure entry level Olympic Solidarity funded National Coach Courses use BWF Coach Education resources (see below under Talented Player Development).</li> <li>4. Finalise the coach education framework – a system of standardized coaching awards and complete a moderation exercise to develop a chart of equivalent badminton coaching awards.</li> <li>5. Ensure high quality coach education resources in a number of languages are available and accessible. Develop supplementary resources and additional guidelines to support existing material.</li> <li>6. Have annual research grants available through an open and transparent applications process.</li> <li>7. Make applied sports science / sports medicine research readily available digitally for coaches through a systematic archiving of academic and applied literature in badminton and through a system of research grants for to investigate coach driven questions.</li> <li>8. Partner with organisations to plan and deliver high level coach education forums and conferences.</li> </ol>	<ul style="list-style-type: none"> <li>• Each CC has coach education as a priority.</li> <li>• BWF Coach Education Framework finalised and endorsed by relevant peak body.</li> <li>• 90 Member associations delivering Level 1 courses / 40 Member associations delivering Level 2 courses / 4 Continental Confederations delivering Level 3 courses.</li> <li>• Increase the global coaching workforce by 5% per year.</li> <li>• Coach Level 1, Level 2 and Level 3 freely available on the BWF digital platform: <ul style="list-style-type: none"> <li>✓ In English and other languages as per needs</li> <li>✓ 4 Million views of video material</li> <li>✓ 10,000 coaches accessing resources</li> </ul> </li> <li>• Level 4 resources developed by 2020</li> <li>• At least 25 Olympic Solidarity National Technical courses using Coach Level 1 as the curriculum by the end of 2020.</li> <li>• Update on a half yearly basis to ensure a comprehensive list of scientific research conducted in badminton and make this available through the BWF digital platform.</li> <li>• Coaches Forums / Conferences delivered every second year.</li> <li>• Comparative reference chart developed that tracks equivalent courses and coaching awards by 2019.</li> <li>• Annual research grants available through an open and transparent applications process.</li> <li>• Ensure at least 3 BWF funded applied badminton research projects.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>Talented Player Development</b></p>	<p><i>To increase the number of Members with players on the world rankings and create a more diverse representation at CC and world in draws and podium finishes.</i></p> <ol style="list-style-type: none"> <li>1. In partnership with CCs, ensure identified talented players from developing badminton nations have access to training and competition experiences relevant to their stage of development.</li> <li>2. In partnership with CCs, monitor the development of continental tournaments within developing regions to ensure a systematic increase of international tournaments, particularly at Level 4 events.</li> <li>3. Support development opportunities for talented junior sub-elite players regionally from under-developed badminton nations and ensure talent development plans include long term outcomes.</li> <li>4. Investigate how a World Training Centre / Centre of Excellence can be used as part of a pathway for talented performance athletes to enhance diversity and strength of the target group(s) of players. Ensure the integration of coach and entourage training and development programmes.</li> <li>5. Provide information on career pathways and strategies to ensure players plan for options post their badminton playing career.</li> <li>6. Encourage Members to apply for Olympic Solidarity Scholarships for talented players with the potential to qualify for Tokyo 2020.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased spread of medals at junior level for continental championships by 2020.</li> <li>• Increased number of Level 4 competitions in less developed badminton regions – consistently hosted every year.</li> <li>• Increase in the number of members represented on the top 200 of the World Ranking to 65 Members.</li> <li>• Establish a World Training Centre / Centre of Excellence by 2020.</li> <li>• Increase in the number of Olympic Solidarity Scholarships for the Tokyo 2020 cycle.</li> <li>• Make player career pathway links and programmes available on BWF website by the end of 2016.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>CC Development</b></p> <p>Capacity Building and Organisational Development</p>	<p><i>To develop the capacity of each CC to better plan and implement BWF needs based development programmes and projects and to govern, administer, regulate and promote the sport regionally.</i></p> <ol style="list-style-type: none"> <li>1. Work closely with the CC to identify organisational and development needs and to develop a customised plan to enhance the capacity of the CC.</li> <li>2. Improve the effectiveness of the planning, implementation and administration of development programmes regionally.</li> <li>3. Support the HR functions within Continental Confederations through a needs based approach to building the capacity of the workforce including Regional and/or National Development Officers.</li> <li>4. Continue to support CCs through annual Development Grants for approved and planned development initiatives.</li> <li>5. Plan and deliver annual CC development workshops / forums.</li> </ol>	<ul style="list-style-type: none"> <li>• Needs and issues identified and strategies determined to increase the capacity of each CC to implement regional development programmes.</li> <li>• Review model for the categorization of MAs every 2 years.</li> <li>• Establish and implement a systematic approach to Continual Professional Development for CC staff by 2017.</li> <li>• On-going and supported planning process for CC development managers.</li> <li>• HR support as a function of the CC grants programme. Training opportunities for Development Officers.</li> <li>• 5 CC plans signed off each December.</li> <li>• Provide clear criteria and guidelines for the BWF CC development grants programme.</li> <li>• Annual CC Development Workshops / forums delivered.</li> <li>• Facilitate the development of 4 year strategic plans for each CC.</li> <li>• Ensure goal alignment between BWF and CC plans.</li> </ul>
<p><b>Membership Development</b></p> <p>Capacity Building and Organisations Development</p>	<p><i>To increase the number of BWF Members and improve the effectiveness of Members to govern, regulate, promote and develop badminton nationally.</i></p> <ol style="list-style-type: none"> <li>1. In partnership with CCs, identify a strategic approach to gaining new Members and re-activating inactive Members.</li> <li>2. Improve the effectiveness of the administration of existing Members through training and education opportunities: <ul style="list-style-type: none"> <li>✓ National Administrator Course</li> <li>✓ Events Managers Course</li> <li>✓ Player Performance Pathway course</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• By 2020 BWF has 90 members.</li> <li>• On-going and supported planning process for CC development managers.</li> <li>• In partnership with WAoS, complete the three training programmes for Member Association administrators – pilot each – and implement regionally.</li> </ul>

## KEY RESULT AREAS - KRA 4 - PARA-BADMINTON

### PRE-PLAN POSITION

In October 2014, the IPC announced that badminton was included as one of the sports for the Tokyo 2020 Paralympic Games. The inclusion of badminton in the Paralympic Sports Programme should see greater recognition of, and participation in badminton for athletes with a physical impairment. It should also see greater investment from national bodies to identify and develop talent towards the Tokyo 2020 Paralympic Games. BWF currently has 32 of its Members who take responsibility for para-badminton nationally and BWF works with 12 National Paralympic Committees and 14 organisations that coordinate para-badminton in their national territories.

The period 2016–2020 is critical for the sport and the inclusion of the Tokyo Paralympic Games should be a catalyst to enhance the participation and development of para-badminton. The numbers of athletes the sport is allocated for Tokyo 2020 will only be known in 2017, following the evaluation for the Rio 2016 Paralympic Games Sports Programme. However key actions for stakeholders in badminton must be to:

- Maximise participation - significantly increase athlete numbers overall and substantially improve the quality of athlete performance.
- Enhance the structures, systems and pathways at a national level and activate funding nationally.
- Build knowledge and skill of the workforce through training, education and experience in their field of work in para-badminton.

PRINCIPAL RESPONSIBILITY	KEY OBJECTIVE	PRIORITIES
<p><b>PARA-BADMINTON COMMITTEE</b></p> <p>REFERENCE GROUPS SPORTS SCIENCE WORKING GROUP</p> <p>OTHER RELEVANT BWF COMMISSIONS/COMMITTEES</p> <ul style="list-style-type: none"> <li>• Events, Development Committee, IOC &amp; International Relations and Technical Officials Commissions.</li> </ul>	<ol style="list-style-type: none"> <li>1. To enhance the systems and structures in para-badminton and train / educate individuals in the para-badminton workforce.</li> <li>2. To increase the para-badminton player base globally and identify and develop talented performance players who bring high entertainment value at the world level.</li> <li>3. To provide a well-structured framework and athlete pathways for top quality competition for Paralympic athletes.</li> <li>4. To promote para-badminton and reinforce the value of badminton as a sport for all – a sport for everyone.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>INTEGRATION</b> – Para-Badminton into the badminton governance and management structures – world, regional, and national levels.</li> <li>2. <b>PARTICIPATION</b> – Increase player numbers globally – with a priority on youth and women.               <ol style="list-style-type: none"> <li>a. <b>Competitions</b> – more and better quality tournaments</li> <li>b. <b>Performance</b> – enhance quality athlete performances</li> </ol> </li> <li>3. <b>TECHNICAL</b> – enhance the rules systems and implement training of technical people (referees, umpires, technical delegates, classifiers).</li> <li>4. <b>ETHICS and FAIR PLAY</b> – sport values, education and anti-doping testing.</li> <li>5. <b>PROMOTION and VISIBILITY</b> - para-badminton / athletes.</li> </ol>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>1. Integration - and governance administration of para-badminton</b></p>	<p><i>To continue to integrate para-badminton into the badminton structures and systems at the world, continental and national levels.</i></p> <ol style="list-style-type: none"> <li>1. Ensure BWF continues to integrate para-badminton into its structures, management processes and its rules.</li> <li>2. Encourage members to integrate para-badminton into their governance and management structures – and to seek expertise and planning advice from National Paralympic Committees and funding bodies for sport for people with a physical impairment.</li> <li>3. Ensure all Continental Confederations have para-badminton as part of their planning and management structure.</li> <li>4. Build the capacity of BWF members so they can administer para-badminton better, secure national funding, develop para-badminton nationally and participate in para-badminton activities regionally and internationally.</li> <li>5. Explore new funding options for para-badminton and share knowledge with all stakeholders on how to access such funding.</li> </ol>	<ul style="list-style-type: none"> <li>• Develop a clearer setup to affiliate non-BWF members under the BWF governance structure.</li> <li>• Increase to 50 - the number of BWF members taking responsibility for para-badminton in their territories.</li> <li>• BWF members are providing administrative support for para-badminton nationally and entering players into international competitions.</li> <li>• 25 Members have links to NPCs and national sports organisations for people with an impairment with support for development activities.</li> <li>• A Continental Confederation (CC) level Para-Badminton Committee / Commission / Working Group established in each CC by the end of 2016.</li> <li>• Each CC has para-badminton as part of their planning and is supporting the administrative servicing of para-badminton in their region by 2017.</li> <li>• Each CC is taking responsibility for CC Para-Badminton Championships by 2020.</li> </ul>



PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>b. Performance</b></p>	<ol style="list-style-type: none"> <li>5. Increase the number of players competing in international events.</li> <li>6. Support the technical delivery of international events -classifiers and technical officials.</li> <li>7. Plan and deliver training courses for technical officials are available for referees and umpires servicing international para-badminton events.</li> <li>8. Ensure a spread of International Events annually in CC regions.</li> <li>9. Encourage CCs to have biennial para-badminton continental championships in their region once there is a critical mass to warrant such.</li> <li>10. Monitor the development of international tournaments – number and quality - and encourage the establishment of new regional and international events.</li> </ol> <p><i>To increase the quality of elite play to ensure world class performances across all Sport Classes.</i></p> <ol style="list-style-type: none"> <li>1. <i>Provide information to members on strategies for developing a pathway for talented para-badminton athletes.</i></li> <li>2. <i>Plan and deliver workshops for badminton coaches to enhance skills and knowledge for identifying talent and coaching /developing talented para-badminton players.</i></li> <li>3. <i>Encourage Members to work with NPCs and national governing bodies for sport for people with an impairment to develop a plan to:</i> <ol style="list-style-type: none"> <li>a. identify talented players</li> <li>b. develop this talent.</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>• Guidelines developed and sent to all Members by the end of 2016 - and followed up as required on a needs basis. Workshops delivered on a needs basis.</li> <li>• Participation grants programme established for talented female athlete to attend international events.</li> <li>• Coach education sessions planned and delivered in Asia, Europe and Pan America in 2016 – and annually on a needs basis.</li> <li>• Travel subsidies provided for new female players in all classes for World Championships and Continental Championships.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<ol style="list-style-type: none"> <li>4. Provide travel subsidies and support for talented female athletes to compete internationally.</li> <li>5. Run coach education training in each region to increase the quality of the coaching of para-badminton players.</li> </ol>	
<p><b>3. Technical</b></p>	<p>To have a comprehensive rules system and well qualified technical officials to implement the rules governing classification and competitions.</p> <ol style="list-style-type: none"> <li>1. Enhance the training and education programmes for technical people in the sport – Technical Delegates, Classifiers, Technical Officials (Referees, Umpires, Line Judges).</li> <li>2. Conduct an audit of the Classification Regulations and complete an assessment against the IPC Classification Code 2015 to ensure Code compliance.</li> <li>3. Ensure the classification and appeals processes and procedures are clearly defined and communicated to players / coaches / support personnel.</li> <li>4. Develop resources that describe the process and principles of classification – for an internal audience – players / coaches and the general public.</li> <li>5. Review on an on-going basis, the General Competition Regulations</li> <li>6. Review and enhance the para-badminton world ranking system.</li> <li>7. Ensure the qualification system for the Paralympic Games is principled and takes into account performance and universality.</li> </ol>	<ul style="list-style-type: none"> <li>• Classifier courses run at the BWF Para-Badminton World Championships and large International Events to ensure the number and quality of Classifiers is improving.</li> <li>• A national classifier course programme implemented from 2016 – BWF national classifiers in 14 countries by the end of 2016.</li> <li>• Classification Code compliance assessment completed by June 2016 – ensure compliance.</li> <li>• Classification information packages developed and available for players / coaches by the end of 2016.</li> <li>• Classification information packages developed and available for the public by the end of 2016.</li> <li>• Proposal for the Paralympic Games sent to the IPC by the end of 2017.</li> <li>• Qualification Regulations drafted and approved by IPC in 2018.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>4. Values of Sport, Ethics and Fair Play.</b></p>	<p><i>To ensure values-based education programmes and an ‘intelligent’ anti-doping testing programme – both “in” and “out-of-competition”.</i></p> <ol style="list-style-type: none"> <li>1. Develop training packages that cover the values of sport, ethics, fair play, anti-doping and includes and match fixing.</li> <li>2. Plan and deliver workshops and training sessions on preparing for international competitions / the entourage – that targets players and support personnel.</li> <li>3. Deliver values based anti-doping education and awareness sessions for all athletes in para-badminton and entourage members.</li> <li>4. Utilise the Para-Badminton Athletes Commission in the planning and development of training programmes.</li> <li>5. Plan and conduct a testing programme - in and out of competition.</li> </ol>	<ul style="list-style-type: none"> <li>• Awareness campaigns to include para-badminton players.</li> <li>• Training and awareness sessions conducted at World and Continental Championships with an emphasis on youth.</li> <li>• Anti-doping testing conducted at all world and CC championships and selected international events from 2016.</li> <li>• Top players continue to be included in the Registered Testing Pool</li> <li>• Out of Competition Testing to be conducted from the first quarter of 2016</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>5. Promotion and Visibility</b></p>	<p><i>To raise the visibility of para-badminton internally and externally and to promote badminton as part of a sport for all – a sport for everyone.</i></p> <ol style="list-style-type: none"> <li>1. <i>Build awareness of para-badminton, its classification system, events in the sport and badminton as an accessible sport for all.</i></li> <li>2. <i>Ensure athletes are at the centre of the promotional programme and showcase their inspirational stories.</i></li> <li>3. <i>Ensure world class performances are available through television, webcasting and social media.</i></li> <li>4. <i>Enhance the para-badminton image library for use in publications and promotions.</i></li> <li>5. <i>Enhance the broadcast and spectator appeal of para-badminton – sports presentation at events.</i></li> <li>6. <i>Ensure appropriate para-badminton representation in BWF marketing and communications initiatives – supporting the Strategic Plan for these areas.</i></li> <li>7. <i>Ensure the IPC communications and media staff are sufficiently engaged to ensure maximum visibility of para-badminton through IPC communications platforms.</i></li> </ol>	<ul style="list-style-type: none"> <li>• Para-badminton stories in each edition of Shuttle World – and stories appearing in Badminton Unlimited on a regular basis.</li> <li>• Stories and events promoted through social media on a regular basis.</li> <li>• Create content to promote para-badminton and athletes as the centre of this: <ul style="list-style-type: none"> <li>✓ Source stories and images from all international events;</li> <li>✓ Create highlights packages</li> <li>✓ Record finals matches for archive purposes and for editing.</li> </ul> </li> <li>• Profiles of para-badminton players on the BWF website once online entries start and the system of world ranking is online.</li> <li>• Integrate demonstrations and exhibitions of para-badminton in badminton events.</li> </ul>

## KEY RESULT AREAS - KRA 5 - GOVERNANCE / ADMINISTRATION

### PRE-PLAN POSITION

The Council is more than half way through its four year cycle to May 2017 and the review of the BWF Strategic Plan (2012-2016) is an opportunity to look beyond this cycle towards 2020 and to re-confirm strategic priorities for the next four years. The BWF has continued to review its Statutes through the work of the Constitution and Ethics Working Group with the aim of strengthening good governance processes and developing a clearer and more robust framework for ethics across the BWF and the sport.

The Working Group is focusing on a restructure of the handbook that would see the development of a sports wide Code of Ethics and would see one consolidated rules book – the Statutes consisting of 1) Constitution, Council and Federation Guidelines / Procedures and Judicial Procedures, 2) Code of Ethics, 3) Laws of Badminton and General and specific Competition Regulations.

BWF continues to have Members who are experiencing governance issues and interference in the autonomy of sport – often through government or NOC interference in the affairs of some associations.

The BWF aims to lead in the area of good governance and to provide example constitutions for new members and check lists for existing Members on what would be considered mandatory / non-mandatory clauses so that Members can audit their own constitutions to meet the conditions for on-going membership of the BWF and to protect the autonomy of the sport at a national level in line with the Olympic Charter. Education and awareness raising around good governance shall be an integral part of this focus on good governance in the sport.

PRINCIPAL RESPONSIBILITY	KEY OBJECTIVE	PRIORITIES
<b>AGM</b> <b>COUNCIL</b> <b>EXECUTIVE BOARD</b> <b>A D M I N I S T R A T I O N</b> <b>COMMITTEE</b> OTHER RELEVANT BWF COMMISSIONS/COMMITTEES <ul style="list-style-type: none"> <li>Awards Commission</li> </ul>	<p>To ensure BWF has Statutes that are in line with the principles of the Olympic Charter and anti-doping regulations are WADA Code compliant.</p> <p>To provide leadership in 'good governance' practices and processes.</p> <p>To showcase excellence, best practice and recognise the service of individuals and organisations.</p> <p>To preserve badminton / BWF's heritage through a systematic archiving of material over time</p>	<b>STRATEGIC PRIORITIES</b> <ol style="list-style-type: none"> <li>1. Constitution, Code of Ethics, Regulations and compliance – IOC Charter, WADA Code.</li> <li>2. Leadership in good governance principles and practices – ensuring transparency, accountability, responsibility.</li> <li>3. Membership relations and the active engagement of Members in the governance processes of the BWF through the AGM/Members Forum.</li> <li>4. Legal services.</li> <li>5. Recognising excellence through a system of awards.</li> <li>6. Archive and preserve electronic material from badminton and BWF and to make the most relevant material available through a digital museum.</li> </ol>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<b>1. Constitution, Code of Ethics, Regulations and Compliance</b>	<p><i>To ensure robust Constitution, Code of Ethics and Regulations for governing the sport.</i></p> <ol style="list-style-type: none"> <li>1. On-going review and monitoring of Statutes to ensure the framework, structures and processes for good governance.</li> <li>2. Ensure all processes and procedures are in place to secure efficient compliance with the constitution.</li> <li>3. Ensure external compliance as an International Federation of a sport in the Summer Olympic and Paralympic Programmes.</li> <li>4. Ensure that BWF can operate independently and efficiently as an International Federation in the country where the BWF HQ is located.</li> </ol>	<ul style="list-style-type: none"> <li>• Constitutional amendments recommended as required. Re-structured Handbook in place by June 2017.</li> <li>• Statutes are compliant with the principles of the Olympic Charter and the universal principles of good governance.</li> <li>• Integrity of Badminton - Remain WADA Code compliant. Integrity Unit monitoring compliance with WADA Code and investigating and dealing with any evidence of manipulation of the outcomes of matches.</li> <li>• Get registration with Foreign Affairs Ministry of Malaysia to ensure a permanent, autonomous and tax exemption status</li> </ul>
<b>2. Membership relations, AGM and Forum</b>	<p><i>To ensure correct and transparent procedures and meeting preparations in line with the BWF Statutes.</i></p> <ol style="list-style-type: none"> <li>1. Ensure well organised Annual General Meetings in compliance with the Constitution.</li> <li>2. Support Members in the drafting of proposals to amend the constitution to ensure a high quality technical presentation of proposals to the AGM.</li> <li>3. Ensure organization of a Members Forum in connection with the AGM to inform members about BWF activities and enhance knowledge sharing on key areas for National Federations.</li> <li>4. Ensure correct and efficient adoption of new Members.</li> </ol>	<ul style="list-style-type: none"> <li>• Increasing attendance of Members in AGM.</li> <li>• Increasing attendance of Members in BWF Forum.</li> <li>• Decrease in number of members that are not in good standing (non-financial and Schedule A submission) at the time of deadlines as per the constitution.</li> <li>• Growing representation of para-badminton organisations and growing numbers of existing Members integrating para-badminton into National Association</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<ol style="list-style-type: none"> <li>5. Actively approach “inactive members” to reactivate these members in BWF activities (together with Development Committee).</li> <li>6. Monitor membership regulations in relation to national para-badminton organisations to ensure flexibility to integrate national para-badminton organisations into BWF and grow the para-badminton area.</li> <li>7. Liaise with existing Members to integrate para-badminton in national governance structures – as full or associated members.</li> </ol>	
<p><b>3. Leadership in good governance -practices across the sport – transparency, accountability, responsibility.</b></p>	<p><i>To consistently follow good governance principles and processes.</i></p> <ol style="list-style-type: none"> <li>1. <i>Decision making bodies at all levels of the organisation consistently adhere to the Constitution and Regulations.</i></li> <li>2. <i>Ensure transparent and efficient decision making processes with appropriate accountability mechanisms.</i></li> <li>3. <i>Ensure and develop efficient BWF meeting structures (Council, EB, Committees, Commissions, WG's etc.)</i></li> <li>4. <i>Relevant disciplinary structures, independent appeals structures and processes.</i></li> <li>5. <i>Communicate and highlight good governance principles through a variety of methods including the Members Forums.</i></li> <li>6. <i>Monitor and support development of Members and Continental Confederation constitutions and ensure good governance principles apply to key constitutional processes – elections, decision making, disciplinary and appeals processes.</i></li> <li>7. <i>Assist with review of Constitutions as required.</i></li> </ol>	<ul style="list-style-type: none"> <li>• Standing Disciplinary Committee in place.</li> <li>• Independent Appeals Panel re/appointed by the AGM from 2017.</li> <li>• No appeals overturned due to inappropriate decision making processes.</li> <li>• Constitutions of new members are reviewed in the application process and minimum standards applicable to elections, decision making, disciplinary and appeals processes apply.</li> <li>• Model constitutions and check lists available for Member by January 2017 which details examples of mandatory / non-mandatory clauses.</li> <li>• Continental Confederations constitutions are in-line with the BWF constitution.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>4. Legal Services</b></p>	<p><i>To ensure the BWF has access to appropriate legal services and professional advice.</i></p> <ol style="list-style-type: none"> <li>1. Ensure on-going professional advice on Laws of Malaysia as it affects BWF operations.</li> <li>2. Engage legal advisers and professional legal services for international contract law or sports law on an as needs basis.</li> </ol>	<ul style="list-style-type: none"> <li>• A minimum of cases brought against the BWF and none successful.</li> </ul>
<p><b>5. Showcasing Excellence and Best Practice – through a system of Awards.</b></p> <p><b>Systematically archiving material and showcasing excellence and badminton heritage through the digital museum.</b></p>	<p><i>To maintain a system of awards to recognise and showcase excellence and to keep relevant historical records of the achievements of individuals and badminton organisations and memorabilia over time.</i></p> <ol style="list-style-type: none"> <li>1. Ensure where appropriate a comprehensive set of awards that recognises excellence, achievement and service to the sport.</li> <li>2. Have appropriate events / occasions to present the recipients and to recognise and showcase excellence / achievement.</li> <li>3. Systematically archive key events, achievements and memorabilia that communicate the essence of badminton at any given time over successive years.</li> <li>4. Set up an archive system to ensure historical records of BWF and ensure important elements of the archive are available for an online audience (In cooperation with Marketing Strategy on the Media area).</li> <li>5. Explore where additional awards could contribute to the branding of our game / reward best practices with the ultimate aim to showcase and encourage these practices).</li> </ol>	<ul style="list-style-type: none"> <li>• Awards presented each year.</li> <li>• Archive system in place and electronic library accessible by 2017.</li> <li>• Digital museum online and maintained by 2016</li> </ul>
<p><b>6. Monitor and Review</b></p>	<p>To monitor and review the implementation of the Strategic Plan to ensure the BWF meets the KPIs it has agreed in each KRA.</p>	<ul style="list-style-type: none"> <li>• Plan reviewed annually through the Committees to determine whether KPIs are met.</li> </ul>

## KEY RESULT AREAS - KRA 6 - OPERATIONS

### PRE-PLAN POSITION

The BWF office manages the day to day operations of the BWF with its core functions of servicing its membership, the Council and its corporate, commercial and media partners. Major areas of work include management of international and BWF major events, servicing commercial and media partners at events and creating and delivery products and services to support the development of badminton worldwide in partnerships with the Continental Confederations regionally.

Since 2013, the BWF has progressively recruited more staff to manage the increasing demands on the day to day operations of the BWF especially around the events servicing and development areas. Whilst continuing to enhance the effectiveness and efficiency of the current office operations and its servicing functions, the BWF has continued to expand the staffing levels to meet increasing demands on its products and services in core areas of events and events servicing, development, para-badminton, marketing and communications. This including a significant higher revenue generation providing demands on commercial delivery and staff resources.

Servicing the needs of internal and external clients is core business for the BWF office and a needs based and sustainable approach to enhancing the capabilities of the head office will be critical towards 2020.

In November 2014, the BWF reaffirmed its commitment to fighting illegal betting, match fixing and corruption in sport by signing up to the International Olympic Committee's Integrity Betting Intelligence System (IBIS). BWF also established an Integrity Unit within the BWF office and this focuses on the integrity of the sport and continues the operational responsibility for all aspects of anti-doping and takes on the operational responsibility for anti-match fixing education and compliance.

PRINCIPAL RESPONSIBILITY	KEY OBJECTIVE	PRIORITIES
<p><b>SECRETARY GENERAL / COO IN CLOSE CONSULTATION WITH ADMINISTRATION COMMITTEE, FINANCE COMMITTEE AND HR COMMISSION</b></p> <p>OTHER RELEVANT BWF COMMISSIONS/COMMITTEES</p> <ul style="list-style-type: none"> <li>BWF Council and Executive Board.</li> </ul>	<p><i>To effectively manage the day to day operations of the BWF and provide quality services to the Council, the BWF membership and commercial and media partners.</i></p>	<p>STRATEGIC PRIORITIES</p> <ol style="list-style-type: none"> <li>High quality services.</li> <li>Effective internal communication.</li> <li>Investment in and recruitment of human resources.</li> <li>Investment in information technology systems.</li> <li>On-going risk management systems and practices – workflows.</li> <li>Managing the operations of a comprehensive anti-doping &amp; anti-match fixing programme.</li> </ol>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>1. High quality services</b></p>	<p><i>To provide high quality services to the Council, membership, commercial and partners and other stakeholders – within all areas of the BWF operations: Development, Events, Commercial, Marketing and Communication, Finance and Administration.</i></p> <ol style="list-style-type: none"> <li>1. Effectively manage office operations and procedures, ensuring adherence to the constitution, regulations and BWF policies.</li> <li>2. Enhance the service orientation of systems and staff.</li> <li>3. Ensure consistent service standards in all areas of operations.</li> <li>4. Ensure effective and well prepared Council, Executive Board, Committee, Commissions and Working Group meetings.</li> </ol>	<ul style="list-style-type: none"> <li>• All polices and regulations adhered to in the day to day delivery of services.</li> <li>• Where relevant in operational areas, define the conditions and timeframes under which deliverables are met and make this available to relevant stakeholders.</li> <li>• Council and Members are aware of the services provided by the BWF office and are 'satisfied' or 'very satisfied' with membership servicing as expressed through surveys or other tools to secure feedback.</li> </ul>
<p><b>2. Effective internal communication.</b></p>	<p><i>To effectively communicate with internal and external stakeholders – Council, Continental Confederations, Members (in support of KRA 7 - Communication).</i></p> <ol style="list-style-type: none"> <li>1. Regular formal communication with membership.</li> <li>2. Enhanced IT systems to support communications strategy for internal and external communication.</li> </ol>	<ul style="list-style-type: none"> <li>• List of constitutional requirements kept up to date and communication to Members through formal notices/ memos as required.</li> <li>• A variety of mechanisms used to communicate with Members – formal memos, notices on website, members forums, meeting with staff at events, CC websites and AGMs and other BWF activities.</li> </ul>

<p><b>3. Human Resources</b></p>	<p><i>To invest in staff development and ensure that recruitment keeps pace with the increasing areas of activities and the demands for products and services</i></p> <ol style="list-style-type: none"> <li>1. Provide structured and needs based training and development opportunities for staff.</li> <li>2. Monitor demands on services and recruit human resources with the appropriate knowledge, skills and experience for each area of the office functions as required.</li> <li>3. Provide opportunities for interns to meet our corporate responsibility goals and to support specific needs and tasks in various departments.</li> </ol>	<ul style="list-style-type: none"> <li>• High service delivery satisfaction by having sufficient and knowledgeable staff appropriate for the approved activity level.</li> <li>• Clear position descriptions for each role in place – reviewed annually. Employment agreements or contracts in place for each staff.</li> <li>• Annual performance review of staff conducted.</li> <li>• Staff handbook reviewed regularly and is kept up to date and available for staff.</li> </ul>
<p><b>4. Information Technology</b></p>	<p><i>To invest in IT systems to enhance the efficiency of data storage and retrieval, enhance administrative workflows and to assist with more effective internal / external communication.</i></p> <ol style="list-style-type: none"> <li>1. Implement administrative information database system to secure historical data of the BWF and increase efficiency in day to day operations.</li> <li>2. Use technology and tools for internal communications through a corporate extranet / administrative platform.</li> <li>3. Train users of the systems to ensure more efficient day to day workflows.</li> <li>4. Ensure security systems for all IT platforms to secure access and control and to meet the requirements of the BWF Privacy Policy.</li> </ol>	<ul style="list-style-type: none"> <li>• Corporate-wide databases, archive and retrieval system in operation by 2017.</li> <li>• More effective internal communication platform (extranet) in place and used effectively by 2017.</li> <li>• Secure systems to protect private information that is in line with the BWF Privacy Policy.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>5. Anti-doping / Anti match fixing programme- operations – BWF Integrity Unit.</b></p>	<p><i>To ensure a comprehensive anti-doping and anti-match fixing programme – awareness, values based education and anti-doping testing programme (in and out of competition) are in place.</i></p> <ol style="list-style-type: none"> <li>1. Develop and implement integrity (anti-doping / anti-match fixing) values based education and awareness training with a particular priority on youth current top 100 players and the entourage.</li> <li>2. Encourage integrity training and education initiatives developed by Continental Confederations and Members and support these through resources and information.</li> <li>3. Set up systems and partnerships to monitor and gather intelligence on attempts to fix matches, illegal betting and doping in the sport targeting players and the entourage.</li> <li>4. Ensure a WADA Code compliance.</li> <li>5. Ensure effective, intelligent and proportional doping testing programme and a robust results management system as per the WADA Code 2015 and WADA International Standards and Guidelines</li> </ol>	<ul style="list-style-type: none"> <li>• “Integrity” campaign launched and rolled out in 2015 and continued annually to 2020.</li> <li>• Each CC implements awareness raising integrity of badminton education sessions at CC Junior Championships from 2016.</li> <li>• Each CC implements an in-competition testing programme at CC Open and Junior Championships from 2016.</li> <li>• WADA ADAMS system is used as the monitoring and reporting tool – Whereabouts, test results, reporting, results management.</li> <li>• A minimum pool of five experts in place for the formation of Doping Hearing Panels as required</li> </ul>

## KEY RESULT AREAS - KRA 7 - COMMUNICATIONS

*This communications strategy underlines the “outreach” strategies to effectively engage key target groups using a range of communication tools in conveying the key messages, information and content. The communication strategy supports the BWF Vision, Mission, Values and Proposition: Badminton is a sport that can be played by anyone, anytime, anywhere on the planet. At its best, it is one of the fastest, most physically skillful and most entertaining sports.*

### **PRE-PLAN POSITION**

- Ongoing targeting at engagement FANS and especially YOUTH - the future of badminton.
- Continued management of BWF corporate website to enhance BWF corporate profile and image to all fans, MAs, institutional and commercial stakeholders
- BadmintonWorld.TV – now maximises the worldwide distribution and reach of badminton media content and enlarges badminton’s Fan base (and increases the appeal of the sport to Youth). We now successfully hit 1,000,000 views with certain short form content
- Launched a World Superseries sub-site to increase the Series’ visibility and communicate strongly about the Series and Series partners to fans.
- Launched a “Shuttlers to Stars” project as a BWF communication strategy in the creation and development of players into “global stars”.
- Communications department has been increasingly involved in the delivery of commercial communications deliverables and will increasingly continue to do so.
- The new website project is launched and implemented – new platforms and a more diverse communication portal.
- Quarterly newsletter- Shuttle World – to Members and Institutional stakeholders
- Successful weekly Magazine Show – Badminton Unlimited
- Short Form content generation at every event for YouTube
- China specific social media strategy implemented

PRINCIPAL RESPONSIBILITY	KEY OBJECTIVE	PRIORITIES
<p><b>COMMUNICATIONS COMMITTEE</b></p> <p>Communications Department Events Department Administration Department</p> <p>(however communication is the responsibility of all)</p> <p>OTHER RELEVANT BWF COMMISSIONS/COMMITTEES EVENTS COM.</p>	<p><i>To effectively communicate to internal and external stakeholders of the sport, with the focus on reaching out to five key target groups, to synergistically enhance the BWF's corporate profile and image, as well as its value as a commercial brand</i></p>	<p>STRATEGIC PRIORITIES</p> <p>To develop communication tools and projects to strategically outreach to four target groups:</p> <ol style="list-style-type: none"> <li>1. Badminton Fans - with a special focus on reaching out to Youth.</li> <li>2. Member Associations (MAs)</li> <li>3. The Players</li> <li>4. The Sports Institutional World</li> <li>5. The Media</li> </ol> <p>OTHER PRIORITIES</p> <ol style="list-style-type: none"> <li>1. To educate two groups on communications:             <ol style="list-style-type: none"> <li>a. BWF Council and Staff</li> <li>b. Members Associations</li> </ol> </li> <li>2. Ongoing development of communication tools</li> </ol>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>1. Fans</b></p>	<p><i>To grow the fan base of both playing and non-playing fans with a special focus on reaching out to the youth.</i></p> <p><i>To build badminton community through creating excitement around badminton events and the stars with goal to harness loyalty in fans.</i></p> <p><i>To maximise impact on grassroots participation of the sport.</i></p> <p>1. Content generation in key strategic areas:</p> <ul style="list-style-type: none"> <li>• Major Events and World Superseries <ul style="list-style-type: none"> <li>a. Tournament, results and behind the scenes.</li> <li>b. Public relations events – Awards Gala night, Events promotional activities.</li> </ul> </li> <li>• “STAR CREATION” Project</li> </ul> <p>A holistic strategy to create ‘global stars’ by leveraging on BWF communication channels to showcase players to the fans:</p> <ul style="list-style-type: none"> <li>✓ i) Player profiles on websites</li> <li>✓ ii) Magazine Shows focusing on players on-court performance and off-court lifestyle</li> <li>✓ iii) Live interviews and Live chats with fans at Superseries Premier and BWF major events broadcast on BadmintonWorld.tv</li> <li>✓ iv) Production of special videos promoting badminton (and tournaments) with players being key drivers.</li> <li>✓ V) Enhance the “excitement experience”</li> </ul>	<ul style="list-style-type: none"> <li>• Increase growth statistics across all BWF communication channels – websites, social media outlet and Online TV Channel (both in terms of geographical spread, total “members / followers / subscribers”, bounce rates, page views/visits).</li> <li>• Increase in fan-focussed content for the sport – fan pages, fan videos, forums, and apps etcetera.</li> <li>• Increase in fan participation in virtual activities – online polls, chats, contests, etcetera.</li> <li>• General increased frequency of Social Media content generation</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<p>2. Communication channels and tools development and management:</p> <ul style="list-style-type: none"> <li>• Continue development and grow distribution of BWF Magazine Show – Badminton Unlimited – tell the story around the players on and off court, tournaments, behind the scenes, about badminton development in general and support commercial structures.</li> <li>• Manage BWF Fans website design and content <ul style="list-style-type: none"> <li>✓ For Fans website develop multi-lingual content besides main language English. Short-term: Chinese. Agree and implement which to implement Long-term: French, Spanish, Russian, Thai, Japanese, Korean</li> </ul> </li> <li>• Manage event dedicated websites <ul style="list-style-type: none"> <li>✓ WSS website (completed in 2015)</li> <li>✓ Major Events website (completed 2015)</li> <li>✓ Badminton “Road to Tokyo 2020” sub-page or section on BWF website</li> </ul> </li> <li>• Continue to manage and develop and drive social media platforms - Facebook, Twitter, YouTube, etc. - to support Players and Events profiling.</li> <li>• Agree and implement a manageable Instagram strategy</li> <li>• Continue to manage and develop the China specific social media strategy for Weibo, WeChat etc. to support Player and Event profiling</li> </ul>	<ul style="list-style-type: none"> <li>• Keep content up to date and refresh content on an ongoing basis</li> <li>• Keep the sites interesting and topical to maintain and increase traffic as well as encourage two way traffic</li> <li>• Increase Unique Visitors &amp; measure Fan numbers</li> <li>• Grow the BWF Social Media audience / universe consistently and sustainably</li> <li>• General increased frequency of Social Media content generation</li> <li>• Ensure integration with all platforms to avoid duplication of effort in updating platforms</li> <li>• Ensure consistency of quality output through BadmintonWorld.TV and increase frequency of short form content</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<ul style="list-style-type: none"> <li>• Develop a BWF APP on the relevant technology platform integrated in to existing web platform and data</li> </ul> <p>3. Online TV Channel BadmintonWorld.TV development and management:</p> <ul style="list-style-type: none"> <li>• Continue to Develop BadmintonWorld.TV to become the official “one-stop-shop” for Live and VOD Badminton videos</li> <li>• Jointly-promote the Channel with all the Channel’s stakeholders in ensuring the production of quality and appealing Badminton content on the Channel</li> </ul>	
<p><b>2. Member Associations</b></p>	<p><i>To keep MAs updated on BWF regulations and developments important to MA governance in their countries.</i></p> <p><i>To keep MAs updated on BWF activities – provide opportunity, guidance and assistance for knowledge transfer from BWF and between MAs.</i></p> <p><i>To ensure clear, consistent and transparent communication with MAs to build awareness, image and profile of BWF as the Badminton IF.</i></p> <p>1. Content generation and channels in key areas:</p> <ol style="list-style-type: none"> <li>a. Regular Newsletters (Memoranda) regarding regulations, statutory and governance areas.</li> <li>b. Quarterly Newsletter in the form of Shuttle World regarding key BWF activities, with a focus on developing the media profile of BWF Development, but also Events, Marketing, Olympic and Para-Badminton activities (including “Presidents Message” in Newsletter).</li> </ol>	<ul style="list-style-type: none"> <li>• Increase in MA-related content and pages on BWF website, and ensure good organisation, easy access and prompt maintenance of this content.</li> <li>• Increase in attendance at annual BWF Forum.</li> <li>• Increase in Development and Para-Badminton content on BWF communication channels.</li> <li>• Closer working relationship with Development to ensure consistent communication to MAs</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<ol style="list-style-type: none"> <li>2. Further develop BWF corporate website to enhance information value to MAs and enabling easy transference of knowledge using web tools (content mainly facilitated by Administration function).</li> <li>3. Assist in the promotion and support of BWF Forum and AGM as key activity in facilitating interactive communication with MAs.</li> <li>4. Increase the frequency of corporate communication with MAs via CCs To take advantage of and activate our huge community</li> </ol>	<ul style="list-style-type: none"> <li>• As far as possible link all MAs and CCs to our websites</li> <li>• Encourage three way communication / dialogue between MAs, CCs and BWF</li> </ul>
<p><b>3. Players</b></p>	<ol style="list-style-type: none"> <li>1. Grow implementation of media education program to cover a spectrum of media and communication issues and to the extent practical to do this with language-specific player groups (could include athlete branding, ambassadorship post-career transition advisory to maximise uptake of the program)               <ol style="list-style-type: none"> <li>a. Verbal – professional language and usage of social media tools</li> <li>b. Visual – clothing and presentation both on-court and off-court image</li> </ol> </li> <li>2. Create communication platforms to ensure players regularly participating in international tournaments have access to key information from BWF (regulations, integrity and general information).</li> <li>3. Explore communication / entertainment concepts that allow the players to assist in promoting the sport to fans</li> </ol>	<ul style="list-style-type: none"> <li>• Ensure all MAs consider taking up the media education program</li> <li>• Participation of majority of players in bi-annual educational activity.</li> <li>• To be executed in consultation with the Athletes Commission</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p><b>4. Sports Institutional World</b></p>	<p><i>To build a strong institutional profile and a clear positioning of BWF amongst the Sports Institutional World stakeholders where badminton is recognised as “a leading core sport with a global profile and regional strength”.</i></p> <p><i>To build a strong corporate image reflecting BWF as a “leading and inspiring” organisation that delivers World Class badminton events and innovative development initiatives, with a professional commercial profile.</i></p> <p><i>To ensure generating and disseminating relevant content to members of the Sports Institutional World</i></p> <p>1. Content generation on BWF corporate website in four key areas:</p> <ul style="list-style-type: none"> <li>• BWF corporate profile – focusing on the global position and image of BWF as an IF.</li> <li>• BWF media and commercial profile - focusing on hosting structures and economic impact.</li> <li>• Badminton’s Olympic profile - “Rio 2016”, Tokyo 2020 and beyond - focusing on badminton as a sport that meets/ exceeds IOC criteria.</li> <li>• BWF Development profile – focusing on the vibrant, innovative and sustainable projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in content on BWF Website for BWF’s Corporate, Media and Commercial, Olympic and Development profiles</li> <li>• Increase in content uptake and presence in key Sports World Institutional media</li> <li>• Increase in presentations and promotional materials for integration in external conferences and forums</li> <li>• Partner with the correct media (traditional and new) to reach these audiences regularly and consistently</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<ul style="list-style-type: none"> <li>• Include Para-Badminton in institutional-related messaging to underline badminton new status with the IPC on the Paralympic programme.</li> <li>2. Channels for content dissemination               <ul style="list-style-type: none"> <li>a. Building clear communication channels to target:                   <ul style="list-style-type: none"> <li>✓ Sports institutional world stakeholders, such as IOC, IPC, other IFs, CGF/FISU/Peace &amp; Sport, UN and regional governmental institutions (EU, ASEAN, etc.).</li> <li>✓ Sports commercial world stakeholders, such as Media/PR Agencies, broadcasters, sponsors, and key media with strong relations/relevance to the sports institutional world (e.g. Around the Rings, Sportcal, Inside the Games, Sportintern, etc.).</li> <li>✓ Assist in increasing the visibility of BWF (creation and preparation of presentations, folders, etc.) at relevant forums and conferences with institutional relevance such as IOC congress, Sport for All, IOC/ASOIF/ SportAccord conferences.</li> </ul> </li> </ul> </li> <li>3. Media profiling of key BWF personnel               <ul style="list-style-type: none"> <li>a. Generate human interest content of BWF personnel (key spokespersons of the BWF) such as the BWF President, Deputy President, and Secretary General.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Evolve a library of human interest content for use tactically</li> </ul>
<p><b>5. Media Relations</b></p>	<p><i>To create a strong network with key media stakeholders in maximising the worldwide reach of badminton - both on institutional, events and business related communication.</i></p> <p><i>To service members of the media to facilitate their coverage of the sport (in general and events) and encourage regular uptake of BWF communication</i></p> <p><i>To maintain positive relations with the media to minimise any potential negative appraisal and perception of the sport and the BWF</i></p>	

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<ol style="list-style-type: none"> <li>1. Build network and relationships with strategic media groups and people – regular two-way communication and feedback through a mailing list (press release/media memo), BWF media Facebook page, etcetera.</li> <li>2. Introduction of annual BWF Media Recognition Programme – quantitative and qualitative criteria –for possible inclusion at an annual Major Event.</li> <li>3. Optimizing and documenting the media attendance from strategic geographical areas (in terms of development interest or commercial interest) at key Events to ensure the broadest coverage possible.</li> </ol>	<ul style="list-style-type: none"> <li>• Increase BWF communication channels and ease in consumption of information and content to facilitate the media’s coverage of the sport</li> <li>• Increase in the uptake (both qualitatively and quantitatively) of BWF communication content in more media and across more territories</li> <li>• Increase in media registration for BWF mailing list, and media accreditation at BWF events from both existing and new markets</li> <li>• Work hand in hand with CCs to achieve this</li> </ul>
<p><b>OTHER PRIORITIES</b></p> <ol style="list-style-type: none"> <li>1. To educate two groups on Communications: <ol style="list-style-type: none"> <li>a. BWF Council/Staff</li> <li>b. Member Associations</li> </ol> </li> <li>2. Communication tools development</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain a strong internal communication setup to ensure all internal stakeholders (Council, CCs, MAs and Staff) support the BWF corporate communication strategy, and are given prompt and adequate advisory to issues pertaining to media and communications within the sport.</li> <li>2. Developing and assessing BWF media and communication technological tools and services to ensure strong, effective and flexible communication (CMS, data-integration tools, other third-party partnerships/contractors). This must include ensuring BWF control and ownership of data.</li> </ol>	<ul style="list-style-type: none"> <li>• Ensure MAs globally support global communications strategy</li> <li>• Ensure BWF Council, CC and staff requiring media and communication advice receive the service</li> <li>• Ensure third-party partners and contractors comply with contractual agreements and services</li> </ul>

## KEY RESULT AREAS - KRA 8 - MARKETING

*This Marketing strategy is dealing primarily with the commercial and revenue generation areas of BWF, including media, sponsorship, brand development for BWF corporate and Events profiles and related areas to revenue generation.*

*Overall Objective is to: Create greater awareness, popularity and financial value for badminton through higher engagement and control of BWF media, commercial and brand activities.*

### **PRE-PLAN POSITION**

BWF has since 2009:

- Revamped the Major Events commercial structure and branding approach to create a strong and sustainable growth platform for the events.
- Adjusted and optimized the World Superseries tournament structure.
- Revamped the commercial structure and branding approach to create a strong and sustainable growth platform for the BWF World Superseries.
- Set new quality standards for Major Events to ensure that the events are compatible with market demands at the right level.
- Set new quality standards for the Superseries Host concept to ensure that the events are compatible with market demands at the right level.
- Issued and implementing new brand guidelines for both Major Events and Superseries, and implementing a stronger corporate branding approach with both visual and sound branding.
- Higher degree of professional staff support to both Major Events and World Superseries tournaments.
- Revamped and improved new media platforms – website structure and content with complete set of new sites launched in 2015. And engaged in development of New Media Platforms, such as BWFbadminton.tv and badminton Apps.
- Entered into commercial agreements with agencies with higher degree of BWF involvements and securing BWF long term control and knowledge building.
- Implemented a new Commercial Team structure at HQ to manage Agency relationships to maximise TV and Sponsorship Revenues as well as implement all Communications and Marketing strategies.
- Significantly increased both media and sponsorship revenues.
- The BWF Commercial team and Tournament Management team is now delivering significantly more complex and professional sponsorship products and deliverables.
- Entered into ground-breaking and innovative commercial contract with Dubai (Falcon & Associates) related to BWF World Superseries Finals.

PRINCIPAL RESPONSIBILITY	KEY OBJECTIVE	PRIORITIES
<p><b>MARKETING COMMITTEE</b></p> <p>Events Department (implementation), Development Department, COO</p> <p>OTHER RELEVANT BWF COMMISSIONS/COMMITTEES EVENTS COM.</p>	<p><i>To build 'brand badminton' and market the sport to maximize exposure and increase the fan base.</i></p> <p><i>To develop strong commercial and media rights partnerships and maximise revenue potential.</i></p>	<p><b>STRATEGIC PRIORITIES</b></p> <ol style="list-style-type: none"> <li>1. Media and commercial structures related to Major Events.</li> <li>2. Media and commercial structures related to World Superseries brand,</li> <li>3. Media and commercial structures related to the Grand Prix series.</li> <li>4. BWF Commercial Organisation (both Agency and in-house setup) on the media and commercial area.</li> <li>5. Develop and optimize New Media platforms.</li> <li>6. Further develop "Brand Badminton", not just a focus on Events</li> <li>7. Consider, develop and implement country / territory specific marketing strategies on a need basis working closely with relevant CC's and MA's</li> </ol> <p><b>OTHER PRIORITIES</b></p> <ol style="list-style-type: none"> <li>1. Creating of New Event concepts and exposure windows.</li> <li>2. Optimizing bidding setup and commissioning process around commercial/media rights.</li> <li>3. Commercialization and Product development.</li> <li>4. Explore and possibly implement a global Badminton Game (for gaming consoles as well as hand held devises)</li> <li>5. Develop commercial revenue models for BadmintonWorld.TV, new websites and Social Media Channels</li> </ol>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p>1. Media and commercial structures related to <b>Major Events</b></p>	<p><i>To optimize revenue generation and long term growing value of BWF Major Events properties.</i></p> <ol style="list-style-type: none"> <li>1. Strengthen host interest (including National Events Agencies and Governments) for BWF Major Events through attractive commercial models, benefit packages and promotion platforms.</li> <li>2. Strengthen communication and PR efforts around Major Events (see Communication Strategy).</li> <li>3. Strengthen BWF involvement and control on BWF media and commercial properties.</li> <li>4. Optimize events concepts to increase economic impact and value for Host countries – activating several venues, spectator attendance, tourism models, City/country branding and exposure.</li> <li>5. Enhancing TV-production quality to optimize distribution and value.</li> <li>6. Develop Hospitality concept around BWF Major Events.</li> <li>7. Developing commercial partnerships to use BWF Major Events as a communication platform for key commercial (sponsor) partners</li> <li>8. Monitoring and evaluating growth in exposure through structures data collection. This to include data collection for Olympic Broadcast in key Badminton territories not part of the Olympic data collection.</li> </ol>	<ul style="list-style-type: none"> <li>• More hosts from different countries/continents bidding for BWF Major Events taking in to consideration different requirements and abilities of hosts.</li> <li>• Higher Media and commercial value and revenue.</li> <li>• Growing ratings and shares across all markets.</li> <li>• Broader and deeper geographical distribution.</li> <li>• Higher economic impact value for host cities/countries (tourism and legacy).</li> <li>• Increase in ticket sales – both domestic sales and international sales.</li> <li>• Partner with a global ticket sales / sports tourism specialist</li> <li>• Generate a higher degree of partner/client satisfaction.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p>2. Media and commercial structures related to <b>World Superseries</b>.</p>	<p><i>To optimize revenue generation and long term growing value of BWF and Host World Superseries properties.</i></p> <ol style="list-style-type: none"> <li>1. Optimizing media distribution to increase revenue and to enhance commercial exposure value for BWF and Host sponsorship packages.</li> <li>2. Strengthen media and commercial structures.</li> <li>3. Support and knowledge transfer on commercial areas to Superseries Hosts.</li> <li>4. Monitoring and evaluating growth in exposure through structured data collection.</li> <li>5. Superseries concept development to create growth and sustainable commercial structures for World Superseries (with Events Committee) – Prize money and key quality parameters.</li> <li>6. Upgrading World Superseries Finals as a BWF Major Event in terms of media and athletes exposure and entertainment value</li> </ol>	<ul style="list-style-type: none"> <li>• Increase in prize money to a total above USD 14 million.</li> <li>• 4-6 tournaments above USD 1 million by 2020</li> <li>• World Superseries Finals the biggest prize money tournament above 3 million by 2020..</li> <li>• Increase in key commercial quality and value drivers:</li> <li>• TV-production and distribution</li> <li>• Economic impact for host countries</li> <li>• Sports Presentation</li> </ul>
<p>3. Brand, media and commercial structures related to <b>Grand Prix series</b></p>	<p><i>To develop a deeper Events structure with higher exposure/revenue potential and assist in increasing commercial value for potential Superseries hosts</i></p> <ol style="list-style-type: none"> <li>1. Evaluate and develop stronger brand structure for Grand Prix Series, which is more integrated with Level 2 structure, but takes into account the different commercial needs.</li> <li>2. Continue developing centralised media rights structure with revenue share model.</li> <li>3. Evaluate feasibility and profitability on a centralised sponsorship structure similar to the World Superseries model.</li> </ol>	<ul style="list-style-type: none"> <li>• Ongoing development of conceptual, brand and commercial structures with higher degree of BWF involvement through the new Commercial team structure</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<p>4. Continue support and knowledge transfer on commercial areas to Grand Prix Hosts to upgrade tournament host potential.</p>	
<p>4. <b>BWF Commercial Organisation</b> (both Agency and in-house setup) on the <b>media and commercial area.</b></p>	<p><i>To secure long term value growth and internal BWF knowledge building on commercial areas – to be based on long term growth for BWF and not short term profit maximisation for external partners.</i></p> <ol style="list-style-type: none"> <li>1. Enter new commercial partnerships with primary goal to enhance growth and long term value with a Global Platform for BWF properties.</li> <li>2. Maintain and grow existing partnerships</li> <li>3. Ensuring BWF involvement and control through optimizing contracting with BWF commercial partners.</li> <li>4. Building internal commercial organization and day to day involvement in commercial affairs - in-house knowledge building.</li> </ol>	<ul style="list-style-type: none"> <li>• Increase global spread of BWF Media distribution agreements.</li> <li>• Increase global profile of BWF sponsors.</li> <li>• Maximise key revenue opportunities with highest level of profitability.</li> </ul>
<p>5. Develop and optimize <b>New Media platforms.</b></p>	<p><i>To develop strong presence on New Media platform to target youth audience and create strong position by being “First mover” within key New Media areas. Primarily focus on exposure/profiling and secondary focus on revenue generation.</i></p> <ol style="list-style-type: none"> <li>1. Broadband: Global reach through development of BWF streaming platform – BWFbadminton.tv</li> <li>2. Creating online/viral promotion programme for Streaming platform.</li> </ol>	<ul style="list-style-type: none"> <li>• Higher ratings and unique users of BWF Broadband platform – also in terms of geographical spread.</li> <li>• Growing reach to new and especially younger target groups through New Media Platforms.</li> <li>• Higher revenue generation through New Media Platforms.</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<p>3. Creating further exposure and long term revenue platforms for BWF by entering into projects related to:</p> <ol style="list-style-type: none"> <li>a. Betting</li> <li>b. Gaming</li> <li>c. Animation</li> <li>d. Contests</li> <li>e. SMART-TV</li> </ol>	
<p>6. <b>Further develop “Brand Badminton”.</b></p>	<p><i>To: increase long term commercial value of BWF brand properties – both corporate brand value and Events related brand value.</i></p> <ol style="list-style-type: none"> <li>1. Evaluating and developing existing brand guidelines – both corporate and events related, including visual, verbal and sound branding.</li> <li>2. Through communication activities enhancing the profile of Badminton, players and BWF (see Communication Strategy).</li> <li>3. Monitoring implementation of brand guidelines.</li> <li>4. Develop and strengthen Event brands: <ol style="list-style-type: none"> <li>a. World Championships</li> <li>b. Thomas &amp; Uber Cup</li> <li>c. World Team Championships (Event name change from Sudirman Cup – playing for the Sudirman Cup)</li> </ol> </li> <li>5. Develop stronger profile of WJC and WSC brands</li> </ol>	<ul style="list-style-type: none"> <li>• More bidders and higher Host Fees for BWF Major Events.</li> <li>• Higher awareness of brand “BWF” over and above our events</li> <li>• Implement clear and defined BWF Host City strategy</li> </ul>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p>7. <b>Country / Territory specific Marketing strategies</b></p>	<p><i>To: increase long term development of the sport – both in absolute participation and fan terms in specific countries and territories that require it.</i></p> <p>Clearly define Commercial strategies for strategically important and potentially financial profitable territories that require assistance to develop the sport</p>	<p>Work closely with CC's and MA's to identify mission critical countries that need BWF assistance to develop the sport to create new profitable commercial markets for BWF and badminton in general.</p> <p>Implement on a realistic and managed basis</p>
<p><b>OTHER PRIORITIES</b></p> <p>1. Creating of New Event concepts and exposure windows.</p> <p>2. Optimizing bidding setup and commissioning process around commercial/media rights.</p>	<p>To create stronger exposure and profiling of the sport and the stars through:</p> <ul style="list-style-type: none"> <li>a. Exploring new events concepts – Suitable for the calendar structure and in between prioritised tournaments (shorter events – exhibition type)</li> <li>b. Explore potential of International Team league structure taking in to consideration other Leagues that exist and thus perhaps create a “World League Final.”.</li> <li>c. Create new revenue generation opportunities for existing or new commercial stakeholders</li> </ul> <p>To optimize revenue generation and for BWF to continue to be trustworthy in the commercial market place:</p> <ul style="list-style-type: none"> <li>a. Ensuring transparent and clear process around bidding/commissioning of commercial/media rights.</li> </ul>	<p>Create a case study out of Destination Dubai as the model working closely with COUNTRY SPECIFIC MARKETING STRATEGIES</p>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p>3. Commercialization and Product development</p> <p>4. Explore and possibly implement a global Badminton Game (for gaming consoles as well as hand held devises)</p> <p>5. Develop commercial revenue models for BadmintonWorld.TV, new websites and Social Media Channels</p>	<p>b. Securing coordination on distribution and optimizing value between the two BWF Media packages related to 1) Major Events and 2) World Superseries and between the media and sponsorship areas.</p> <p>To explore profitability and potential revenue generation through commercialization and “product development” of existing and new BWF activity areas, i.e.:</p> <ul style="list-style-type: none"> <li>a. Development programmes</li> <li>b. Partnerships with more institutional partners, such as Peace &amp; Sport</li> <li>c. Loyalty cards</li> </ul> <p>Develop relationships with global game developers. A clear need to accurately value the Badminton property in this arena</p> <p>Optimize revenue generation opportunities for key communication platforms working with our agency partners.</p>	<p>Widen the reach of the BWF brand</p>

## KEY RESULT AREAS - KRA 9 - FINANCE

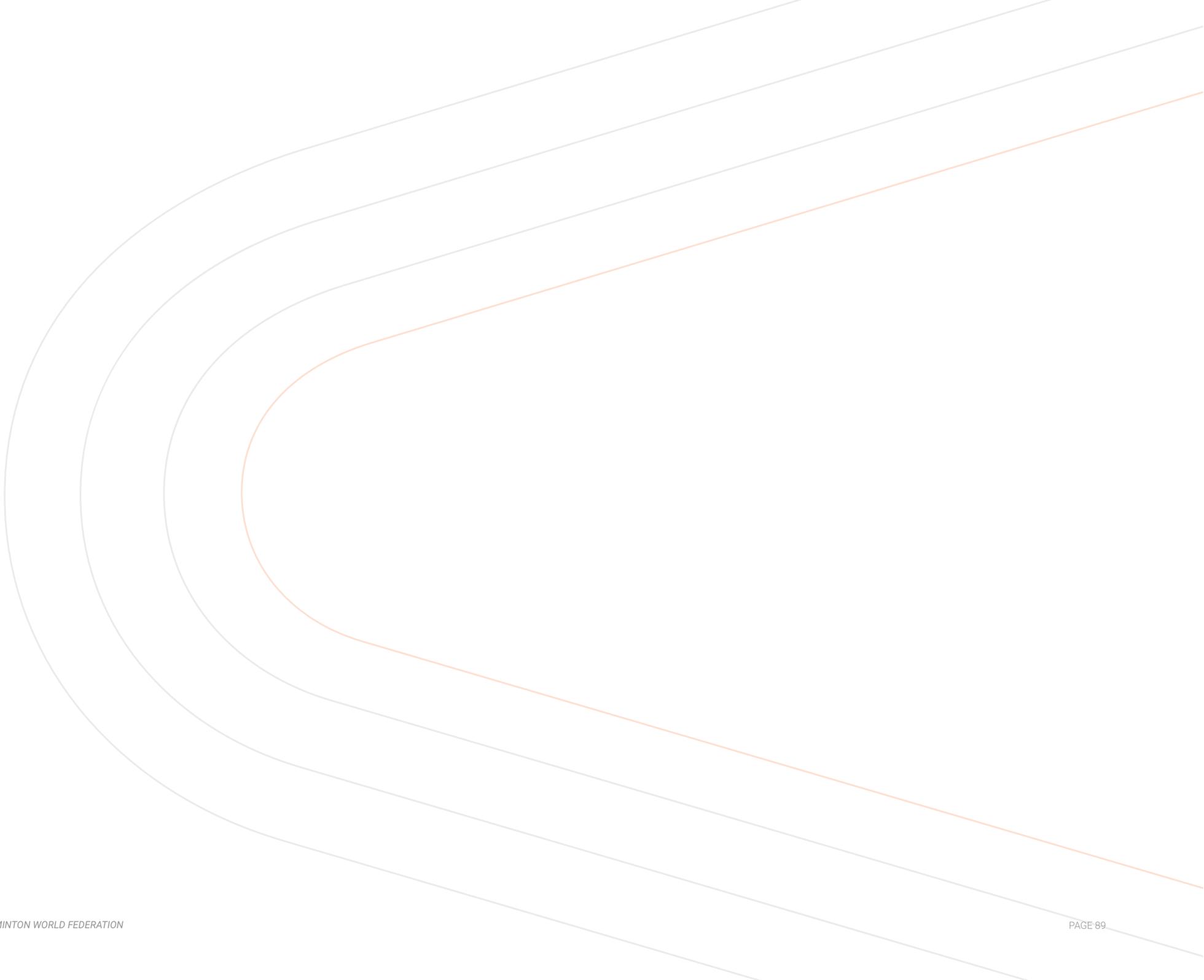
### PRE-PLAN POSITION

- Significantly increased BWF revenues with its own commercial revenues now significantly above Olympic income.
- Implemented a detailed budget and monitoring system for all BWF activity and functional areas.
- Higher revenues and more complex business structures has put a greater demand on BWF accounting and invoicing system.
- Low return on BWF investments due to general financial climate in the world and the BWF low risk investment strategy.
- Fluctuating exchange rates and the increasing value of the dollar has had an impact on the business.
- Investment in BWF own office in KL has been approved in principle conditional on the registration of BWF as an International Organisation in Malaysia. This will mean cost efficiencies on rental over time and an asset for the Federation longer term

PRINCIPAL RESPONSIBILITY	KEY OBJECTIVE	PRIORITIES
<p><b>FINANCE COMMITTEE</b></p> <p>OTHER RELEVANT BWF COMMISSIONS/COMMITTEES</p>	<p><i>To maintain the highest standards of transparency and accountability in managing the financial resources of the BWF.</i></p> <p><i>To managing BWF funds to ensure a long term and sustainable financial base for BWF's and the sports development.</i></p>	<p>STRATEGIC PRIORITIES</p> <ol style="list-style-type: none"> <li>1. BWF financial policies, procedures and financial risk management</li> <li>2. Robust auditing system and reputable auditors for BWF and CC's.</li> <li>3. Investment strategy and policy which minimises risk and delivers appropriate returns on investment.</li> <li>4. Robust budgeting and monitoring of spending.</li> </ol>

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
<p>1. <b>BWF financial policies and procedure.</b></p>	<p><i>To ensure good governance standards and clear guidelines for all internal stakeholders.</i></p> <ol style="list-style-type: none"> <li>1. Keep BWF internal guidelines for Council and staff relevant to the changing needs of the BWF.</li> <li>2. Ensure transparency and compliance with the financial policies and procedures including the internal system of financial controls outlined in the Federation Guidelines for Council, Executive Board and Committees and Federation Rules and Procedures.</li> <li>3. Explore possibility and cost saving of further centralising all flight bookings with one BWF travel partner – staff and TO's</li> </ol>	<ul style="list-style-type: none"> <li>• Current version of the Federation Guidelines for Council, Executive Board and Committees and Federation Rules and Procedures published on the BWF website.</li> <li>• Compliance with the financial provisions of the Federation Guidelines for Council, Executive Board and Committees and Federation Rules and Procedures.</li> <li>• Explore travel partner option for all Council, staff and technical officials travel by mid 2016 with the intention of implementing (if cost efficient) by end of 2017.</li> </ul>
<p>2. <b>Auditing system for BWF and CC's.</b></p>	<p><i>To ensure transparent and effective monitoring of BWF, CC and total Badminton institutional financial situation.</i></p> <ol style="list-style-type: none"> <li>1. Source and finance a Global Auditing Company to do the auditing for both BWF and CC's.</li> <li>2. Ensure that CC constitutions allow implementation of common Auditing Company.</li> <li>3. Develop a standardised accounting protocol to be used by both BWF and CC's.</li> </ol>	<ul style="list-style-type: none"> <li>• Auditors for BWF and CC's to be reviewed and decided by the end of 2016.</li> <li>• Standardised accounting protocol to be developed with new auditors by end of 2016 and to be implemented in BWF and CC's structures from 2017.</li> </ul>
<p>3. <b>Investment policy and strategy.</b></p>	<p><i>To place BWF funds in investments that will secure good return but with focus on:</i></p> <ol style="list-style-type: none"> <li>1. Developing a low risk investment policy for placement of BWF reserves to be decided by Council.</li> </ol>	

PRIORITY AREA   RATIONALE	GOAL   STRATEGIES – HOW TO	KPI 2016 – 2020
	<ol style="list-style-type: none"> <li>2. Placing cash funds with the best possible interest rates and with focus on managing currency exchange risks with different costs being primarily in USD and MYR.</li> <li>3. Placing reserve funds in risk adverse investments with best possible return.</li> </ol>	
<p><b>4. Budgeting and monitoring.</b></p>	<p><i>To ensure efficient and close monitoring of generation of BWF revenue and expenditure to manage BWF funds in a transparent and responsible way.</i></p> <ol style="list-style-type: none"> <li>1. Enhance the accounting system to ensure efficient reporting of budget to actual figures.</li> <li>2. Ensure clear procedures/structures in accounting system for invoicing and monitoring of more complex commercial activities.</li> <li>3. Develop day to day financial approval procedures to be clear and safe, but at the same time efficient and with responsibility given to staff management.</li> </ol>	<ul style="list-style-type: none"> <li>• Review account reporting structure (budget to actual) and enhance for the beginning of 2017.</li> </ul>





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