STRATEGIC IMPLEMENTATION PLAN
KEY RESULTS AREAS (KRA)
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Overview

BWF has two Strategic Planning documents for the period 2020 – 2024:

1. Strategic Plan 2020 – 2024
2. Strategic Implementation Plan 2020 – 2024

The enclosed is the Strategic Implementation Plan 2020 – 2024. This is a detailed operational plan to deliver on the Strategic Priorities.

It consists of eight Key Results Areas (KRAs). These KRAs are divided into two types:

- **Core Activities** (major focus of our work)
- **Functional Areas** (transversal elements and areas)

### Core Activities

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### Functional Areas

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<td>KRA 4</td>
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</table>
The BWF Strategic Plan 2020 – 2024 details the following:

**Vision**

**Mission**

**Values**

**Purpose**

**Strategic Priorities**

**Outcomes**

**Key Results Areas (KRAs)**

KRAs 1 – 8:
- Pre-Plan Position
- Key Objectives
- Priorities
- Principle Responsibility
- Priority Area
- Goal
- Strategies
- Key Performance Indicators (KPIs)
Eight Key Results Areas
Core Activities

EVENTS
Pre-Plan Position

Since 2016, 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 by including a tournament management team and a technical events team to manage the increasing demands of the day to day operations connected to BWF tournaments. In addition, Para badminton tournament requirements have been integrated more fully into the Events Department especially in technical areas such as calendar, sanctioning, appointment of technical officials and development of in-house rankings.
- Continued to implement a commercial model connected to BWF Major Championships where BWF retains and manages more commercial rights and all broadcast rights. This has significantly increased Major Championships revenues.
- Innovative major event bidding process has secured hosts for nearly all BWF Major Championships through to 2025.
- Upgraded the BWF World Superseries into the new HSBC BWF World Tour with more coherent and understandable Tour levels and points from all levels of the Tour to reach the Tour Finals. This has created a strong unity and stake across all Tour tournaments.
- Evolved the Tour Finals into The HSBC BWF World Tour Finals in Guangzhou with a strikingly memorable ‘look and feel’ including red courts and a record USD 1.5 million prize money.
- Established strong day to day cooperation platform with our commercial agencies and commercial partners.
- Continued upgrading the quality and consistency of Major Championships and HSBC BWF World Tour – branding, sport presentation, television production and broadcast and media servicing.
- Secured stronger commercial and media partnerships which have enhanced the commercial return on tournaments 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 including a major revamp made available to Members in January 2018 to ensure a more accessible document which reflects current practice.
- Expanded Instant Review System (Hawkeye) to two courts for Major Championships and Tour Finals and enhanced the analysis & statistical broadcast information.
- Para badminton tournaments continue to proliferate and extensive work has been done on the regulations and qualification processes for the Paralympic Games and Para badminton competition structures. Specific strategies related to the Para badminton tournaments.
- Multi-sports events involvement. The events team have supported CGF, FISU, and Continental Multi-sport Games.

Looking towards Tokyo 2020 and Paris 2024 Olympic and Paralympic Games, the BWF intends to further develop and implement the tournaments concepts (resources / systems / structures) to ensure continued growth and to remain competitive in the sports entertainment business.
### Principal Responsibility

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<th>Events Committee</th>
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### Key Objective

- With athletes being the stars of the game, to deliver world class tournaments which showcase the sport to a worldwide audience and inspire people to join an increasing fan base for the sport.
- To lead and set the pace with BWF Major Championships and the BWF international tournament structure being the best place to watch badminton and the best badminton competitions to take part in for players.
- Through tournaments (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, including Para badminton, 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.

### Priorities

#### Strategic Priorities

1. Improve delivery and quality of badminton tournaments as sports entertainment, creating excitement and fan engagement. This objective is achieved through increased cooperation with our event organisers and in partnership with BWF agencies by enhancing BWF’s services to event hosts.
2. Create innovative sports presentation for TV viewers and spectators through development of Laws of Badminton (scoring system, service rules, among others), General Competition Regulations (competition systems, match planning, clothing regulations, among others) and technological innovation (line call technology, shuttle tracking technology, display of statistical information, among others).
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.
4. Deliver international competition structures at progressive levels to provide players international pathways to the Olympic and Paralympic Games.
5. Explore and potentially develop new event concepts which showcase badminton / Para badminton in coordination with the Marketing Committee.
6. Improve and grow the available technical officials workforce.

#### Other Priorities

1. Increase profile of star quality players (in support of the communication strategy).
2. Fulfil commercial and media partner obligations in delivering tournaments.
<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Goal</th>
<th>Strategies – How To</th>
<th>KPI 2020 – 2024</th>
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</thead>
<tbody>
<tr>
<td>1. Quality – Event delivery</td>
<td>To improve the quality of event delivery.</td>
<td>1. Develop and implement Major Championships organiser guidelines and core legal obligations for Major Championships (Grade 1) – to achieve higher level of delivery from hosts, more timely planning for sponsors/partners and to deliver value from Major Championships over a longer period of time for hosts, sponsors, broadcasters and other partners.</td>
<td>Work with Member Associations (MAs), Continental Confederations (CCs) and relevant agency partners to deliver a series of event administration workshops at appropriate levels. Event Management Level 2 courses to be rolled out with a course per year in Europe and Asia with access to participants from all CCs.</td>
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<td>2. Improve the administration and delivery of BWF sanctioned tournaments at Grade 2 – 3.</td>
<td>Work with agency partners to improve presentation of BWF Grade 1 to 3 tournaments both technical delivery and sports presentation. Create fit for purpose style guidelines and technical manuals to share with hosts.</td>
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<td>3. Improve ’look and feel’ presentation of venue, technical delivery (practice courts, warm up courts, backstage requirements) for Grade 1 and 2 tournaments.</td>
<td>Integrate BWF Tour tournaments fully into the BWF World Tour.</td>
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<td>4. Improve Sports Presentation of Grade 1 and 2 tournaments.</td>
<td>BWF Grade 3 Tournament Series Manager to work with CC and MA hosts to support Grade 3 tournaments.</td>
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<td>Achieve consistent level of event delivery for Para badminton tournaments. Build TSM support levels for Para badminton tournaments to improve quality.</td>
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<td>Create with relevant agency partners event management materials and guides to be provided to MAs and host organisers.</td>
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<td>Work with Grade 2 and 3 hosts to improve quality of tournament delivery especially in terms of sports presentation. Roll out Great Big Events projects across appropriate tour hosts.</td>
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<td>Increase prize money levels to total of USD 15 million, and continue growth of prize money of BWF World Tour Finals to reach minimum of USD 3 million in 2024 with other World Tour tournaments to follow in prize money growth.</td>
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<tr>
<td>Priority Area</td>
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| 2. Innovative sports presentation | **Create innovative sports presentation for TV viewers and spectators through development of Laws of badminton (scoring system, service rules, among others), General Competition Regulations (competition systems, match planning, clothing regulations, advertising regulations, among others) and technological innovation accessible (cost efficient) for a wide range of tournaments (line call technology, shuttle tracking technology, display of statistical information, among others).** | 1. Explore changes to Laws of Badminton to enhance sports presentation for TV viewers and spectators – focus on scoring system. 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 of the tournament structure.  
2. Explore changes to General Competition Regulations to ensure top level tournaments are optimised for TV viewers, broadcasters, spectators and players.  
3. Explore technological innovations to improve the excitement and understanding of badminton within a tournament context. | **Testing of different special court surfaces with potential for sports presentation**  
**Test technological solutions for judging of fixed service height.**  
**Develop competition systems to to enable the best presentation of top matches on TV and to spectators – but at the same time ensuring an efficient player pathways.**  
**Prioritise match planning to ensure full support of commercial delivery and development.**  
**Develop and positively influence player clothing.**  
**Ensure advertising regulations are set up to optimise commercial revenue generation for tournament.**  
**Develop a line call system to become more cost efficient and/or create possibility to monetise to further expand the system.**  
**Further develop shuttle tracking system to enhance TV viewer and spectator experience.**  
**Further develop statistical data generation and accessibility to enhance the TV viewer and spectator experience.**  
**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, among others.** |
### 3. Television Production

**Goal | Strategies – How To**

To increase and improve quantity and quality of television production.

1. Improve television production quality – special focus on Major Championships (quality target).
2. Increase television production of BWF sanctioned tournaments (increase target).
3. Improve number and range of cameras used in BWF World Tour TV production (quality target).
4. Improve graphics package, including tracking/speed data and statistical and speed measurement system (quality target).
5. Develop cost efficient television/streaming production setup to enable more tournaments to be televised.

**KPI 2020 – 2024**

- Ensure that production of HD is mandatory for BWF Grade 1 and 2 tournaments and explore viability of further upgrade to higher quality levels by 2022 – e.g. 4K and/or 8K.
- For Grade 1 increase number of cameras to 14 including pole cam, ultra-slow-mo camera and jimmy jib camera.
- Develop and improve the Instant Review System.
- Develop with partners on how to improve coverage using tracking cameras ‘court mapping’, analysis tools.
- Improve player profiles for television presentation (in support of the communication strategy).
- Improve graphics package and use of speed measurement system.
- Explore commercial viability of producing and delivering more matches to broadcasters from Grade 1 and 2 tournaments – to increase volume and quality of matches (own MA matches for broadcasters)
- Explore the feasibility of integrating BWF Tour (Super 100) tournaments into BWF television distribution thereby enabling increased television coverage for badminton through more effective sales network and greater revenues for hosts.
- BWF to invest in mandatory broadcast of World Junior Championships.
- BWF to invest in streaming broadcast of Para Badminton World Championships and World Senior Championships.
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| 4. Competition Structures & Player Pathways | To deliver international competition structures at progressive levels to provide players pathways to the Olympic and Paralympic Games. | 1. Ensure a strongly positioned tournament structure – Level 1-4 – which is easy to understand and promote, and will accommodate commercial structures.  
2. Ensure suitable international competition structures for players to progress from domestic badminton to Olympic Games.  
3. Govern the international badminton calendar and sanctioning process to enable players to have the greatest opportunity to compete, including clear competitive opportunities at each level.  
4. Further develop the world ranking system to support the international competition structure and player pathways to the Olympic and Paralympic Games. | - Continue to analyse and improve BWF tournament structure (Grades 1-2) to make the product easier to understand and more attractive for broadcasters and fans. Integrate BWF Tour into BWF World Tour (Super 100) to create a consistent Grade 2 structure more easily communicated to media and other stakeholders.  
- Ensure that the Sudirman Cup and Thomas & Uber Cup competition structures are competitive and commercially attractive for the global broadcast and commercial market.  
- Ensure effective sanctioning processes for 2020 and beyond, including domestic leagues with international player participation.  
- Increase sanctioned tournaments to 130 senior tournaments and 50 junior tournaments, and look to ensure a positive growth in all geographical areas.  
- Ensure effective operation of World Ranking Systems including Tour Ranking, World Junior Rankings and World Team Rankings.  
- Continually analyse Grades 1 to 3 to ensure the structure delivers a competitive pathway for players that is fully integrated and fit for purpose.  
- Increase Para badminton player numbers and enhance their standard of performance.  
- Develop the Para badminton tournament structure to increase the number and quality of tournaments with the aim of reaching a consistent and stable offering of 20 international tournaments by 2024. |
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| 5. New tournaments – showcase badminton / improve pathways | To develop new types of tournaments to showcase badminton and be part of the international pathway for players to Olympic Games. | - Roll out Team Event Relay System to BWF team events starting with WJC 2020.  
- Create sanctioning structure (dependent on calendar) for domestic leagues aimed at attracting international players.  
- Explore feasibility of creating International Team League and/or World Club Finals for teams winning ‘international’ domestic leagues – focus on the setup being a commercial and TV friendly product.  
- Explore and potentially deliver/support the creation of a suitable number of showcase tournaments presenting stars of badminton and integrated in a controlled way in the badminton calendar. |

1. Explore how BWF Major Championships can be improved through innovative approaches to structure, sports presentation and television production.  
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 – or similar alternative league structures.  
3. Distribute and promote standard educational materials developed for line judges, umpires and referees.  
4. Develop recruitment resources material covering among other things, governance, best practices, and development opportunities based on research and analysis of technical official landscape in MAs.  
5. Maintain the BWF workforce (including semi-professionals) of 50 BWF referees and 110 BWF umpires.  
6. Work with semi-professional umpires to provide leadership, training and motivation for technical official workforce. Ensure recruitment process into semi-professional technical officials is clearly communicated and seen to be fair.  
7. Integrate current Para badminton technical official workforce into BWF system for Para badminton tournaments. Train BWF workforce to support Para badminton tournaments.  
8. Continue to implement 360 degree appraisal process of BWF referees and umpires.  
9. Expand umpire and referee assessors teams to enable 360 degree assessment process and train them to act as mentors to BWF umpires and referees. |

6. Improve the technical officials workforce both in quantity and quality | To develop the technical officials training and education system and ensure there are quality technical officials from all continental regions officiating at world level tournaments. | - Improve recruitment of BWF umpire and referees by providing materials to support recruitment in and from MAs.  
- Improve the quality and enhance uniformity in performance of referees and umpires.  
- Improve and firmly establish structure of semi-professional technical officials.  
- Ensure the growing Para badminton tournament programme is adequately serviced well by BWF technical officials workforce.  
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</table>
| **Other Priorities**          |      | 1. Fulfil commercial and media partner obligations in the delivery of tournaments.  
2. Develop innovative technology solutions to aid showcasing of badminton, increase the badminton fan base and enable efficient delivery of tournaments.  
3. Badminton for all.       | - Develop and deliver World Seniors Festival concept alongside World Senior Championships.  
- Work with MAs and CCs to set up a domestic or regional level Seniors championships.  
   Develop a recognisable competition pathway for senior players.  
- Improve relationship and services provided to BWF Top Players Group while also co-ordinating a range of activities to promote badminton through the Group.  
- Create laws and competition regulations for AirBadminton as required to enable launch of first international competition by 2024.  
- Explore feasibility of including AirBadminton in multi-sport games such as Beach Games and Urban Games. |
|                               |      | 1. Ensure effective delivery of commercial sponsorship and television production requirements of BWF Major Championships and the BWF World Tour.  
2. Work with partners to extend tournament integration with innovative information and presentation solutions.  
3. Create BWF Top Players Group (top 100 ranked players in each even) with a view to promotion of these star players at tournaments through a range of activities, initiatives and service and in support of the communication strategy.  
4. Improve and enhance World Senior Championships.  
5. Assist MAs and CCs to develop a hierarchy of senior tournaments and to make them easily accessible.  
6. Create competitive outdoor badminton (Beach, Park, Street) World Cup Series. |
KRA 2  Core Activities

OLYMPICS / PARALYMPICS
Since 2016, BWF has continued to consolidate its position in the Olympic and Paralympic movements through active participation in the international sports arena, through strong representation at international forums and through BWF recognition of its good governance practices and innovative sport development initiatives.

- Badminton is confirmed on the programme of sports for Paris 2024 Olympic and Paralympic Games.
- The Team Relay at the YOG 2018 and the launch of AirBadminton positions BWF as a forward looking IF with youth orientated initiatives to evolve the game and increase the accessibility of badminton as a sport for all.
- BWF personnel continue to actively contribute in the international sports arena with two IOC members on the BWF Council – BWF President Poul-Erik Høyer (2014) and Deputy President Khunying Patama Leeswadtrakul (2017). Honorary Life Vice President Sir Craig Reedie (IOC member 1994) and former Council members Li Lingwei (IOC member 2012), Dagmawit Girmay Berhane (IOC member 2013) and Odette Assembe Engoulou, President of the Cameroon National Badminton Federation (IOC member 2019) actively contribute as part of BWF’s wider network for badminton. These people serve on a range of IOC Commissions. The BWF President is on the Board of IMGA (2014), Etienne Thobois is CEO of the Organising Committee for Paris 2024, Council member Robbert de Kock is on the IOC Sport & Active Society Commission and Battushig Batbold on the IOC Marketing Commission while Thomas Lund chairs the International Partnership Against Corruption in Sport (IPACS) initiative, is a member of the Sport Policy Advisory Board and is on the ASOIF Commercial Advisory Group. Our Athletes’ Commission Chairs (Badminton / Para) are active within the IOC / WADA Athletes’ Commissions.
- BWF signed a number of MOUs with international sports organisations to enhance collaborations and increase participation in badminton as a sport for all – notably Peace and Sport (2018), the International Schools Sports Federation (2014), the International Universality Sports Federation (2015), Special Olympics (2018), the Association for Sport for All (TAFISA (2015) and the Taekwondo Humanitarian Foundation (2019).

### Key Result Areas (KRAs) - KRA 2: Olympics / Paralympics

#### Pre-Plan Position

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## Priority Area

1. Strong IOC relations and position as a core Olympic Sport

### Goal | Strategies – How To

To continuously improve badminton’s position and value as a core sport on the Olympic programme.

1. Enhance effective relations with IOC, IOC members and IOC staff through strong BWF representation at IOC forums (sessions, congress, conferences) and representation on ASOIF working groups.

2. Ensure alignment with the Olympic Charter, IOC’s Agenda 20-20 and other IOC policy frameworks in collaboration with other BWF Committees, including such areas as Good Governance, Sport Integrity, Gender Equity, Sustainability, Athlete Welfare / Athletes’ Charter.

3. Monitor and optimise compliance with all IOC evaluation criteria leading up to and post Tokyo 2020 and Paris 2024 (in collaboration with each BWF Committee).

4. Through the Events Department, deliver a high quality, technical badminton competition for the Tokyo 2020 Olympic Games.

5. Deliver an effective Olympic Family hospitality programme which informs and engages VIP visitors to the badminton competition venue.

6. Strengthen badminton’s profile as a sport for youth in the Youth Olympic Games and promote BWFs innovative approach to attract youth.

7. Strengthen the connections between the BWF, the BWF Athletes’ Commission and the IOC Athletes’ Commission.

### KPI 2020 – 2024

- Raise badminton’s position in the IOC / ASOIF groupings from C to B.
- Audit on alignment of relevant IF elements of Agenda 20-20 completed in 2020 and recommendations on actions required are presented to Council.
- Compliance with all Olympic evaluation criteria of the Olympic Programme Commission.
- Improve position on all Olympic evaluation criteria pre and post Tokyo 2020 Olympic Games.
- Through the Events Department, deliver a high quality technical programme for badminton in Tokyo.
- Successful hospitality programme delivered with the number and status of guests exceeding Rio 2016.
- Audit Olympic medal spread and changing patterns of quarters, semis and finals and identify a strategy to increase medal spread over time.
- BWF Athletes’ Commission Chair attends IOC Athletes’ Commission Forums and forums related to WADA Athletes’ Committee.
2. Strong IPC position and to ensure badminton continues as a Paralympic Sport

**To continuously improve badminton’s position as a Core Sport on the Paralympic programme.**

1. Enhance effective relations with the IPC, IPC members and IPC staff through strong BWF representation at IPC forums, general assemblies and conferences and be an active member of APSO.

2. Further develop badminton’s position as a Paralympic sport in accordance with IPC evaluation criteria of sports and IFs responsible for the sport.

3. In consultation with the Para badminton Committee, monitor and optimise 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 Los Angeles 2028 Paralympic Games.

4. Through the Events Department, deliver a high quality, technical Para badminton competition for the Tokyo 2020 Paralympic Games.

5. Deliver an effective Paralympic Family hospitality programme which informs and engages VIP visitors to the Para badminton competition venue.

6. Strengthen connections between the BWF and IPC Athletes’ Commissions.

7. Strengthen Para badminton structures at a Continental level with Continental Championships and ensure more international tournaments on all Continents.

8. Secure badminton on all Continental multi-sport games and secure a position for badminton on the Commonwealth Games EAD (Elite Athletes with a Disability) programme.

**KPI 2020 – 2024**

- Ensure representation at IPC General Assemblies 2021 and 2023, and annual IF Open Days in Bonn, Vista Scientific Conferences, Head of Classification meetings / conferences and all other key opportunities for engagement with the IPC Governing Board and staff.

- Ensure that all evaluation criteria is met.

- BWF Commission Chair attending all relevant IPC Athletes’ Commission meetings / IF opportunities and WADA Athletes’ Committee meetings.

- Continental Para badminton Championships in all five Continents in 2020, 2022 and 2024.

- Badminton as part of Commonwealth Games EAD Programme by 2026.
### Priority Area

#### 3. Badminton as a core sport in multi sports events

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<tr>
<th>Goal</th>
<th>Strategies – How To</th>
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<tbody>
<tr>
<td>To strengthen the global position of badminton by being part of multi-sport games and competitions at the world and continental levels.</td>
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1. Through active promotion and networking, secure and keep badminton as core sport in the following multi-sport events:
   a. World Games, Summer Universiade, Commonwealth Games, Continental Games – All African Games, Asian Games, Pan American Games, Pacific Games, European Games, Mediterranean Games, SEA Games, ASEAN Games and the relevant Para equivalent – Asian Para Games, Para Pan American Games.

2. In conjunction with the Events Committee, offer support and guidance for the organisation of badminton competitions at multi-sport events / games – continental games primarily through the CCs.

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<th>KPI 2020 – 2024</th>
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<tr>
<td>By 2024 ensure badminton’s position as a core sport where badminton is already part of multi-sports programmes.</td>
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<tr>
<td>By 2024 ensure badminton’s position as a sport on the multi-sport programme where badminton is not yet part of the programme.</td>
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<tr>
<td>Priority Area</td>
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| 4. Partnership and leadership position in key sports institutional organisations | To strengthen BWF influence in key institutional sports organisations to support BWF and badminton’s Olympic and Paralympic Games status. | 1. Promote the work of IOC members and those on NOCs / NPCs from our badminton community as role models for others in our sport.  
2. Support work to get a badminton player representative on the IOC and IPC Athletes’ Commissions.  
3. Work to get representation on ASOIF council.  
4. Work to get BWF representation on IPC Governing Board or related IPC committees.  
5. Identify talented badminton administrators and provide support to help facilitate their greater involvement with international sports bodies in the Olympic / Paralympic movements.  
6. Actively seek speaking opportunities in key international conferences to strengthen BWF’s and badminton’s visibility and profile.  
7. Ensure strong BWF representation at key meetings / forums / conferences organised by IOC, ASOIF, GAISF and IPC.  
8. Seek and uphold formal partnerships with institutional sports partners such as:  
   a. Olympic Solidarity (day to day formal cooperation).  
   b. Association of Paralympic Sports Federations (APSD).  
   c. AGITOS Foundation.  
   e. World Anti-Doping Agency (WADA).  
   f. IOC / IPC Athletes’ Commission and WADA Athletes’ Committee.  
   g. United Nations High Commission for Refugees (UNHCR) and other UN agencies.  
   h. Commonwealth Games Federation (MOU in place).  
   i. Peace and Sport (MOU 2018).  
   l. International Masters Games Association.  
   m. International Committee of Mediterranean Games – ICMG.  
   o. The Association For International Sport for All – TAFISA (MOU 2015). |  - A badminton candidate for the 2020 IOC Athlete Commission identified and nominated by relevant NOC.  
 - BWF representation on ASOIF Council after elections 2021.  
 - BWF representation on IPC related committees or groups by 2024.  
 - Be represented at highest level at key events where IF’s and sports institutional organisations meet.  
 - Have an MOU in place with IMGA by 2024.  
 - Active partnerships and representation. |
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<th>Goal</th>
<th>Strategies – How To</th>
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<tr>
<td>5. Collaborations to promote badminton as a sport to support social, humanitarian and environmental initiatives in consultation with the Development &amp; Sport for All Committee.</td>
<td><strong>To strengthen BWF’s engagement with organisations to support humanitarian, environmental and social projects.</strong></td>
<td>Together with the Development and Sport for All Committee:</td>
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<td>1. Seek relationships with United Nations High Commissioner for Refugees (UNHCR) and other UN agencies, BWF Members and NGOs to identify projects to implement badminton activations in refugee camps.</td>
<td>• Key contacts established and developed with relevant organisations and individuals in those organisations.</td>
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<td>2. Strengthen relationships with relevant organisations to identify projects to support humanitarian objectives for vulnerable youth in collaboration with relevant CCs and BWF Members.</td>
<td>• Represented at conferences and activities that focus on sport, development and peace.</td>
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<td>3. Support the promotion of humanitarian projects delivered by the Development Department and relevant CCs and MAs.</td>
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DEVELOPMENT & SPORT FOR ALL
Pre-Plan Position

A number of key initiatives and achievements during the 2016-2020 cycle have placed BWF and the CCs in a better position to systematically develop the sport. These include:

- Further development of key education resources for Schools Badminton, Coach Education and Membership Development to support grass roots development.
- More resources allocated for CC Development Grants to support regional development activities, with particular focus and investment in CC HR and office structure within the CCs, designed to increase their capacity to service the developmental needs of MAs.
- Greater alignment of development plans between the BWF, CC and MA levels, with standardised and more simplified reporting processes.
- More personnel working in the area of development – at BWF and CC level.
- Strategic developmental partnerships established.
- Experience and information gained from implementation of key programmes.
- In the field of Para badminton, significantly increase athlete numbers overall and continue to improve the quality of athlete performance.
- Enhance Para badminton structures, systems and pathways at a national level and encourage the activation of funding nationally.
- Build knowledge and skill of the workforce through training, education and experience in their field of work in Para badminton.

Key partners in implementing development regionally are the CCs. The capacity of the CCs is to plan and implement effective development programmes which varies greatly across the five CCs. Further 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. This process will be facilitated and enhanced by the investment in new grants directly available to MAs to support identified developmental needs.
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<th>Principal Responsibility</th>
<th>Key Objective</th>
<th>Priorities</th>
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| Development Committee                           | ◂ To work in partnership with the 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 as well as 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, officials and administrators in the system ◂ Ensure Gender Equity is a key consideration when planning and implementing projects ◂ To build the capacity of the CCs and BWF Members to better manage, administer, regulate and develop badminton regionally / nationally. The department strategy is one of the key driving areas to realise the vision to “make badminton a leading global sport accessible to all – giving every child a chance to play for life”. ◂ Develop partnerships which support the delivery of this strategic objective. | Participation  
AirBadminton / Shuttle Time Schools Programme / national participation models / seniors badminton / inclusivity and humanitarian projects.  
Talented Player Development  
Elite and sub-elite talent identification, talent development, player performance pathways including training structures, athlete education programmes for both able bodied and Para athletes.  
Coach Education  
Coach Education framework (including Para badminton), Coach licensing programme.  
CC Development  
Capacity building and organisational development.  
Membership Development  
Capacity building and organisational development. Membership development grant project.  
Sports Science  
Sports science support grants, Sports Science Journal, sports science conferences, coach education framework.  
Priority Programmes / Projects  
<p>| Other Relevant BWF Commissions/Committees        |                                                                                                                                            |                                                                                                                                                                                                          |
| Events Committee                                |                                                                                                                                               |                                                                                                                                                                                                          |
| IOC &amp; International Relations                   |                                                                                                                                               |                                                                                                                                                                                                          |
| Finance Committee                               |                                                                                                                                               |                                                                                                                                                                                                          |
| Technical Officials Commission                  |                                                                                                                                               |                                                                                                                                                                                                          |
| Gender Equity Commission                        |                                                                                                                                               |                                                                                                                                                                                                          |
| Development Partnerships                        |                                                                                                                                               |                                                                                                                                                                                                          |
| IOC / Olympic Solidarity / IPC                  |                                                                                                                                               |                                                                                                                                                                                                          |
| ISF / TAFISA / FISU / WaOS / ICCE / AGITOS      |                                                                                                                                               |                                                                                                                                                                                                          |
| Inclusivity/Humanitarian Partnerships           |                                                                                                                                               |                                                                                                                                                                                                          |
| Special Olympics / Peace and Sport / UNHCR / THF / RMA Sports |                                                                                                                                               |                                                                                                                                                                                                          |</p>
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<tr>
<td><strong>Participation</strong></td>
<td>To increase the participation in the sport globally focusing on a range of target priority groups and pathways between these. Utilise researched health benefits of badminton to assist in promoting the sport as part of a healthy lifestyle.</td>
<td>AirBadminton being played on a regular basis in 40 countries. Minimum 400 permanent courts installed globally. Permanent courts being developed as legacy in conjunction with international events. AirShuttle available globally.</td>
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- **AirBadminton**
  1. Systematically implement AirBadminton globally, focusing on the development of courts in public outdoor spaces to facilitate participation.
  2. Develop national structures, including competition, to assist in promoting the game as a healthy outdoor activity.
  3. Build partnerships and networks to assist the growth and implementation of projects.
  4. Work with brands and retailers to ensure the AirShuttle and associated equipment is available globally at an affordable price.
  5. CCs to have AirBadminton as an integral part of their development strategy.

- **Schools Badminton**
  Support the continued 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:
  - CC plans continue to have schools badminton as a priority.
  - Teaching / learning materials freely available in a range of languages.
  - Support implementation through CC grants system and equipment for schools badminton projects.
  - Promotion through digital and social media tools.
  - Support the implementation of Kinder Shuttle Time globally.
  - Monitor and evaluate the long term impact of the programmes.
  - Provide equipment for the implementation of national Shuttle Time pilot projects.

- 140 members implementing the programme by 2024.
- To increase the Shuttle Time workforce by 12 per cent per year.
- 100,000 teachers accessing materials.
- Maintain 20 language versions.
- 3 million views of Shuttle Time video clips.
- A further 200,000 rackets distributed 2020-2024 to support the strategic growth of the programme.
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</table>
| Club Badminton     |      | 1. Develop models to provide guidance to members on linkages and pathways between schools programmes and club programmes and sustainable participation projects.  
2. Provide guidelines and best practice models on linking social and club level play into player pathway structures at a national level.  
3. Include club development as a module in the Membership Development / Capacity building programmes.  | **- Deliver Player Pathways Programmes (PPP) regionally to targeted MAs.**  
**- Develop guidelines, and share best practice models, for conversion of schools activity into sustained participation environments.** |
| University Badminton |      | 1. Provide guidance to members on engaging university badminton and making linkages to club development in a national system.  
2. Provide information to Members on the World University Championships (2020 and 2022) and FISU Summer Universiade 2021.  
3. Encourage the participation in badminton competitions at the FISU Summer Universiades – and World University Badminton Championships.  | **- A guideline is published and made available to Members on strategies to engage university badminton as a part of club development.**  
**- Shuttle Time being delivered as part of PE University curriculum – minimum 45 Members and at least one course in each CC.**  
**- Information available to all Members on the Summer Universiade Badminton Championships and World University Badminton Championships (2020) 12 months before each event.**  
**- At least 150 players from at least 30 countries and 4 continental regions compete in the Championships (2020) / Universiades.** |
| Seniors Badminton  |      | 1. Develop and pilot a resource which presents badminton as a fun, healthy activity for seniors.  
2. Promote badminton and AirBadminton as health activities for families and in particular seniors.  | **- Develop and publish guide for seniors badminton.** |
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<tbody>
<tr>
<td>Coach Education</td>
<td></td>
<td>To have well informed, educated and talented coaches throughout the badminton system.</td>
<td>- Each CC has coach education as a priority.</td>
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<td>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.</td>
<td>- 100 MAs delivering BWF coach education framework courses. All Members participating in sanctioned BWF events have applied the BWF coach licensing criteria.</td>
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<td>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.</td>
<td>- Increase the global coaching workforce by 15 per cent per year.</td>
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<td>3. Ensure entry level Olympic Solidarity funded National Coach Courses using BWF Coach Education resources (see below under Talented Player Development).</td>
<td>- Coach Level 1, Level 2 and Level 3 freely available on the BWF digital platform:</td>
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<td>4. Implement a coach licensing programme using the equivalent status matrix.</td>
<td>- in English and other languages as per needs.</td>
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<td>5. Develop CPD material for existing coaches and tutors.</td>
<td>- 4 million views of video material.</td>
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<td>6. Deliver “cutting edge” coaching conferences which include best practice presentations from other sports and sectors.</td>
<td>- 10,000 coaches accessing resources.</td>
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<td>7. 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. Partner with organisations to plan and deliver high level coach education forums and conferences.</td>
<td>- Post Graduate certified coaching science course available to badminton coaches by 2022.</td>
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<td>- At least 25 Olympic Solidarity National Technical courses using Coach Level 1 as the curriculum by the end of 2024.</td>
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<td>- Provide ongoing regional opportunities for tutors to upskill. Ensure at least 3 BWF funded applied badminton research projects.</td>
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<td>- Para badminton module being delivered in all regions as integral part of Level 1 coach education.</td>
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### Gender Equity

**Position statement:** BWF recognises that the best way to fully reflect the interests and needs of its stakeholders is through fair and representative participation across the organisation. This applies to players, coaches, technical officials, governance, staff and others. Therefore Gender Equity and diversity should be a key consideration when implementing BWF plans and projects.

- **Maximise gender balance across BWF programmes and funded activities throughout all Key Areas.**

1. Ensure that BWF actions and policies reflect the relevant recommendations in the IOC Gender Equality Review Project.

2. Monitor the inclusion of efforts towards gender balance in the planning stages of all projects and initiatives (across departments and at all levels of organisation).

3. Establish reasonable but progressive targets for gender balance on all BWF courses (including, but not limited to, Shuttle Time, Coach Education, National Administrators, Event Management, Player Pathway Programme).

4. Ensure that BWF communication and media representation of athletes and other stakeholders reflects balance in gender, as well as in other factors like region, race and ethnicity.

5. Review the electoral processes for BWF Council to establish mechanisms aimed at guaranteeing greater gender balance.

6. Promote needs-based funding opportunities that can be accessed by female candidates who have successfully participated in BWF courses or activities.

**KPI 2020 – 2024**

- BWF policies reflected in CC policies.
- By 2024, 100 per cent of BWF projects show consideration of how to achieve gender balance.
- By 2024, gender ratios are 60 per cent/40 per cent or better on all BWF courses.
- By 2024, written publications with photos should contain no more than 67 per cent of one gender, 60 per cent from one CC, or 67 per cent from one ethnicity, unless warranted by the nature of the publication.

**KPI: Percentages of women on Council**

- Minimum 30 per cent
<table>
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<tr>
<th>Priority Area</th>
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</table>
| Para badminton participation | As part of the Development Departments activities, ensure a broad player base globally for Para badminton. | 1. Increase the numbers of players in Para badminton globally.  
2. Have women and youth as target groups in development plans at a national, CC and world level.  
3. Provide greater opportunities and more support for women to increase the participation of female players at a local, regional and international level.  
4. Work with Members to explore ways to increase the number of players competing in national championships.  
5. Encourage the use of Shuttle Time as the core programme for children with a physical impairment. | • 1000 more competitive Para badminton players on the Master List by the end of 2024.  
• Increase number of females on Master list by 25 per cent annually.  
• 70 national federations host a national championship annually or every second year by 2024.  
• Increase the participation in international events annually.  
• Provide equipment support, through the provision of badminton wheelchairs.  
• Promote opportunities for members to access funding support for national projects though AGITOS Foundation annually.  
• Club development and best practice models shared with members and NPCs.  
• National Level 1 & 2 Classifier workshops delivered on an annual basis.  
• 70 countries with a trained National Level 1 Classifier by 2024.  
• International Classifier standardisation workshop held every two years. |
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<tr>
<td><strong>Para badminton performance</strong></td>
<td></td>
<td>To increase the quality of elite play to ensure world class performances across all Sport Classes.</td>
<td>1. Para badminton integrated into the delivery of all Player Pathway Programme courses.</td>
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<td></td>
<td>1. Provide information to members on strategies for developing a pathway for talented Para badminton athletes.</td>
<td>2. Para badminton administration &amp; capacity building workshops delivered in each region by 2024.</td>
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<td>2. Plan and deliver workshops for badminton coaches to enhance skills and knowledge for identifying talent and coaching / developing talented Para badminton players.</td>
<td>3. Player Development grants provided to CCs, specifically to focus on the development of talented athletes.</td>
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<td>3. Encourage Members to work with NPCs and national governing bodies for sport for people with an impairment to develop a plan to:</td>
<td>4. Disability Coaching Module delivered on an annual basis in partnership with CCs. Research projects conducted in key areas relating to performance, with results made available to coaches, members and NPCs.</td>
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<td>- Identify talented players.</td>
<td>5. 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.</td>
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<td>- Develop this talent.</td>
<td>6. Coaches Forums / Conferences delivered every second year.</td>
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<td>4. Provide scholarships through CCs for talented athletes to compete internationally.</td>
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<td>5. Run coach education training in each region to increase the quality of the coaching of para badminton players.</td>
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<tr>
<td><strong>Sports Science</strong></td>
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<td>1. Have annual research grants available through an open and transparent applications process.</td>
<td>**Annual research grants available through an open and transparent applications process.</td>
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<td>2. 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 to investigate coach driven questions.</td>
<td><strong>Shuttles available through retailers by 2021.</strong></td>
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<td>3. Partner with organisations to plan and deliver high level coach education and sports science forums and conferences.</td>
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<td>4. Injury prevention protocols and resources developed and made available digitally.</td>
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<td>5. Support research into the health, social and psychological benefits of badminton.</td>
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<td>6. Support the delivery of a scientific journal for badminton and other racket sports, in conjunction with racket sports international federations.</td>
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<td>7. In partnership with commercial brands support the development of a synthetic shuttlecock suitable for international competition.</td>
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### Talented Player Development

**Goal**

To increase the number of Members with players on the world rankings and create a more diverse representation at CC and world levels in draws and podium finishes.

**Strategies – How To**

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.
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.
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.
4. Investigate further how a World Training Centre / Centre of Excellence could be used as part of a pathway for talented performance athletes to enhance diversity and strength of the target group(s) of players, taking into account the learning from the European Centre of Excellence project. Ensure the integration of coach and entourage training together with other development programmes.
5. Provide information on career pathways and strategies to ensure players plan for options post their badminton playing career.
6. Encourage Members to apply for Olympic Solidarity Scholarships for talented players with the potential to qualify for Paris 2024.

**KPI 2020 – 2024**

- Further increase spread of medals at junior level for continental championships by 2024.
- Increased number of Level 4 competitions in less developed badminton regions – consistently hosted every year.
- Increase in the number of members represented on the top 200 of the World Ranking to 70 Members.
- Establish a World Training Centre / Centre of Excellence model and operation by 2022. Taking into account learning from the BWF supported Badminton Europe training centre.
- Increase in the number of Olympic Solidarity Scholarships for the Paris 2024 cycle.
- Identify, develop and publicise player career pathway links and programmes on BWF website.
- Publish and promote injury prevention programmes and protocols.
Priority Area | Goal | Strategies - How To | KPI 2020 – 2024
---|---|---|---
CC Development | Capacity Building and Organisational Development | 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.
1. Work closely with the CCs to further enhance organisational and development capacity of the CCs, with the objective of providing a better and more specific service to individual members.
2. Improve the effectiveness of the planning, implementation and administration of development programmes regionally.
3. Support the HR functions within CCs through a needs based approach to build the capacity of the workforce including Regional and/or National Development Officers.
4. Continue to support CCs through annual Development Grants for approved and planned development initiatives.
5. Plan and deliver annual CC development workshops / forums.

- Needs and issues identified and strategies determined to further increase the capacity of each CC to implement regional development programmes.
- Review model for the categorisation of MAs every two years, with the objective of tracking progress and ensuring return on investments.
- Establish and implement a systematic approach to highlight and provide Continual Professional Development opportunities for relevant CC staff.
- On-going and supported planning process for CC development managers.
- HR support as a function of the CC grants programme.
- Annual development grants provided to each CC upon approval of the development plan and accounting of the spending of the previous grant.
- Five CC plans signed off each December.
- Provide clear criteria and guidelines for the BWF CC development grants programme.
- Annual CC Development Workshops / forums delivered.
- Facilitate the development of four year strategic plans for each CC.
- Ensure goal alignment between BWF and CC plans.
### Membership Development

**Priority Area**
Capacity Building and Organisations Development

**Goal | Strategies – How To**

To increase the number of BWF Members and improve the effectiveness of Members to govern, regulate, promote and develop badminton nationally.

1. Develop strategies and best practice case studies to support increased MAs access to existing indoor facilities, and to also facilitate the development of new facilities for badminton.
2. Improve the effectiveness of the administration of existing Members through targeted grants and funding, aimed at supporting administration, training and education opportunities, including:
   - National Administrator Course;
   - Events Managers Course;
   - Player Performance Pathway course;
   - Tailored courses for identified regional and individual needs.
4. In partnership with CCs, identify a strategic approach to gaining new Members and re-activating inactive Members.

### KPI 2020 – 2024

- Develop facilities strategy and best practice models to increase access to indoor facilities suitable for badminton.
- Roll out membership grants programme.
- Monitor, evaluate and report results.
- Delivery of targeted capacity building courses for members on annual basis.
### Inclusion & Humanitarian

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| To develop and deliver programmes with key partners in areas of inclusion and humanitarian work. | **1.** Work in partnership with Special Olympics International to develop a global development strategy, which supports the inclusion of people with an intellectual disability in all aspects of badminton.  
**2.** Work with key partners to deliver projects which provide opportunities for refugees and asylum seekers to participate in badminton. | - Global Development Plan written in collaboration with Special Olympics International by 2020.  
- Education courses delivered on an annual basis in partnership with Special Olympics International.  
- 40 national partnerships established between BWF Members and Special Olympics National Programmes.  
- 1 project delivered annually to support the participation of badminton for refugees.  
- Equipment support provided for badminton programmes in refugee camps. |
KRA 4  Functional Areas

GOVERNANCE / ADMINISTRATION
Pre-Plan Position

The Council is more than half way through its four-year cycle to May 2021. The review of the current BWF Strategic Plan (2016-2020) is an opportunity to measure performance against the KPIs, to look beyond this cycle towards 2024 and to re-confirm strategic priorities for the next four years.

The Governance and Ethics Commission continues to play an important role in guiding the Council in strengthening good governance practices and to continually improve the rules framework around governance and ethics. In June 2017, the Council implemented a more comprehensive Code of Ethics / Codes of Conduct and enhanced the judicial system to include external and independent expertise. There now exist more robust processes for initiating investigations, referral, judgement and appeal. Other improvements include a Conflict of Interest Matrix and a Council Undertaking. In 2018, BWF was ranked 4th out of 33 Summer Olympic International Federations in terms of governance practices by ASOIF in an externally moderated process. This was a significant recognition of the progress BWF is making in this area, however continuous improvement of the regulatory framework and processes remains a priority.

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 a MA. The BWF’s role is to monitor this and support Members in resolving issues that threaten the autonomy of sport.

The BWF aims to lead in the area of good governance. A key focus currently is to work with the five CCs to ensure greater harmonisation of governance processes between the six organisations to achieve more consistent standards and greater efficiencies. A new focus for the next period is on building the capacity of BWF Members to better govern and administer the sport at a national level. Education and awareness plays a key role in this.

Key Result Areas (KRAs) Governance / Administration

Pre-Plan Position

The Council is more than half way through its four-year cycle to May 2021. The review of the current BWF Strategic Plan (2016-2020) is an opportunity to measure performance against the KPIs, to look beyond this cycle towards 2024 and to re-confirm strategic priorities for the next four years.

The Governance and Ethics Commission continues to play an important role in guiding the Council in strengthening good governance practices and to continually improve the rules framework around governance and ethics. In June 2017, the Council implemented a more comprehensive Code of Ethics / Codes of Conduct and enhanced the judicial system to include external and independent expertise. There now exist more robust processes for initiating investigations, referral, judgement and appeal. Other improvements include a Conflict of Interest Matrix and a Council Undertaking. In 2018, BWF was ranked 4th out of 33 Summer Olympic International Federations in terms of governance practices by ASOIF in an externally moderated process. This was a significant recognition of the progress BWF is making in this area, however continuous improvement of the regulatory framework and processes remains a priority.

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 a MA. The BWF’s role is to monitor this and support Members in resolving issues that threaten the autonomy of sport.

The BWF aims to lead in the area of good governance. A key focus currently is to work with the five CCs to ensure greater harmonisation of governance processes between the six organisations to achieve more consistent standards and greater efficiencies. A new focus for the next period is on building the capacity of BWF Members to better govern and administer the sport at a national level. Education and awareness plays a key role in this.

Principal Responsibility

AGM
Council
Executive Board
Administration Committee

Other Relevant BWF Commissions/Committees

Governance and Ethics Commission
Awards Commission

Key Objectives

- To ensure BWF Statutes are comprehensive and ‘fit for purpose’.
- To be leaders in ‘good governance’ practices ensuring BWF is in compliance with its own Statutes and with its external compliance obligations such as the Olympic Charter and World Anti-Doping Code and general good governance principles.
- To showcase excellence, best practice and recognise the service of individuals and organisations.
- To preserve BWF and badminton’s heritage through systematic recording and archiving of material over time.

Priorities

2. Leadership in good governance to the highest standards of international sports governance – principles and practices – transparency, accountability, responsibility.
3. Membership relations, engagement in the governance processes of the BWF and building Members’ capacity to better govern and administer the sport at a national level.
4. Legal services.
5. Recognising excellence through a system of awards.
6. Archive and preserve electronic material from badminton and BWF and make relevant material available through BWF’s digital platform.
<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Goal</th>
<th>Strategies – How To</th>
<th>KPI 2020 – 2024</th>
</tr>
</thead>
</table>
| 1. Constitution, Governance Regulations, Code of Ethics, Judicial Procedures and Compliance | To ensure comprehensive Statutes for governing the BWF and the sport and the on-going compliance with these. | 1. On-going review and monitoring of Statutes to ensure the rules framework, structures and processes for good governance are sound.  
2. Ensure all processes and procedures are in place to secure efficient compliance with the BWF Statutes.  
3. Ensure all processes and procedures are in place to secure external compliance as an International Federation of a sport in the Summer Olympic and Paralympic Programmes.  
4. Ensure programmes and procedures to protect the integrity of badminton are implemented.  
5. Ensure that BWF can continue to operate independently and efficiently as an International Federation in the country where the BWF HQ is located. | Amendments to the BWF Constitution are recommended to Council as required.  
Statutes are compliant with the principles of the Olympic Charter and the universal principles of good governance.  
Remain compliant with the World Anti-Doping Code.  
Integrity Unit investigates all allegations of doping or manipulation of the outcomes of matches [see KRA 5 – Operations].  
Continuation of the International Organisation (IO) status of the BWF to ensure autonomy and a tax exemption status. |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>2. Leadership in good governance practices for the sport – transparency, accountability, responsibility.</td>
<td></td>
<td><strong>To consistently practise good governance principles and processes and actively engage the membership around good governance practices.</strong></td>
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<td></td>
<td>1. Decision making bodies at all levels of the organisation consistently adhere to the Constitution and Regulations.</td>
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<td>2. Ensure transparent and efficient decision making processes with appropriate accountability mechanisms.</td>
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<td>3. Ensure and develop efficient BWF meeting structures (Council, EB, Committees, Commissions, Working Groups) with appropriate levels of delegation of powers of decision making.</td>
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<td>4. Effective communication of decisions of BWF bodies, and comprehensive information.</td>
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<td>5. Relevant judicial bodies with appropriate external and independent judges and independent appeals structures and processes.</td>
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<td>6. Communicate and highlight good governance principles through a variety of methods to internal stakeholders.</td>
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<td>7. Monitor and support the development of Members and CC constitutions and ensure good governance principles apply to key constitutional processes.</td>
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<td>8. Assist with the on-going review of constitutions as required to ensure continuous improvement over time.</td>
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<td></td>
<td>- Comprehensive information on the governance structure and processes of the BWF is available and up to date on the corporate website.</td>
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<td>- No complaints or appeals to Council claiming decision making processes have not been followed as per the Statutes.</td>
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<td>- Key decisions of Council are communicated internally to stakeholders and published on the BWF website.</td>
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<td></td>
<td>- Constitutions of new members are reviewed in the application process and minimum standards applicable to elections, decision making powers, disciplinary and appeals processes, autonomy and CAS apply.</td>
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<td>- Governance resources are available for the membership on the corporate website including model constitutions and check lists which detail examples of mandatory clauses.</td>
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<td></td>
<td>- Significant alignment and harmonisation of BWF and CC constitutions.</td>
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<td></td>
<td>- MOU in place in 2020 between BWF and each CC defining the governance relationship between the organisations and operational principles – rights and obligations of each organisation around this.</td>
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</tbody>
</table>
### Priority Area

**3. Membership relations, engagement, AGM and Forum**

#### Goal | Strategies – How To

**To build effective relations with the BWF Members, actively engage them in the BWF governance processes and encourage continuous improvement in their own governance practices.**

1. Ensure well organised BWF AGMs in compliance with the constitution.
2. Deliver opportunities for membership engagement such as the Members Forum to showcase best practice, enhance knowledge sharing and increase opportunities for networking of the membership.
3. Ensure efficient adoption of new Members in line with the constitution.
4. Support the development of training resources and courses for Members which aim to develop their capacity to better govern and administer badminton at the national level (together with the Development Committee).
5. Encourage Members to integrate regulations for the governance of Para badminton at a national level.

#### KPI 2020 – 2024

- Maintain at least 65 per cent attendance of the Membership (130) at BWF AGMs / Forums.
- Decrease in number of Members that are “not in good standing” (non-financial and Schedule A submission) at the relevant deadlines as per the constitution.
- Membership governance resources developed with 40 Members actively engaged in structured governance / administration programmes over the 4-year period.
- Increase in number of Members taking governance / management responsibility for Para badminton at a national level.
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>4. Legal Services</strong></td>
<td></td>
<td><strong>To ensure the BWF has appropriate legal services and professional advice.</strong></td>
<td>No legal cases brought against the BWF.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Ensure on-going professional advice on Laws of Malaysia as it affects BWF operations.</td>
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<td></td>
<td>2. Engage external legal advisers on a needs basis.</td>
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<tr>
<td><strong>5. Showcasing Excellence and Best Practice – through a system of Awards.</strong></td>
<td></td>
<td><strong>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.</strong></td>
<td>Awards presented each year. Archive system for ‘heritage’ material in place and maintained. Digital museum online and maintained.</td>
</tr>
<tr>
<td>Systematically archiving material and showcasing excellence and badminton heritage through a digital presence.</td>
<td></td>
<td>1. Maintain a comprehensive set of awards that recognises excellence, achievement and service to the sport.</td>
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<td>2. Engage stakeholders (fans, players, members) in the build up to determining awards and deliver appropriate occasions to present the recipients.</td>
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<td></td>
<td>3. Systematically archive material (results, performance, profiles, images, video, achievements, memorabilia) to protect historical records and achievements of the sport and BWF and ensure important elements of this are available online.</td>
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<tr>
<td><strong>6. Monitor and Review</strong></td>
<td></td>
<td><strong>To monitor and review the implementation of the Strategic Plan to ensure the BWF meets the KPIs it has agreed in each KRA.</strong></td>
<td>Review completed annually through the Committees to determine whether KPIs are met.</td>
</tr>
</tbody>
</table>
KRA 5  Functional Areas

OPERATIONS
Pre-Plan Position

The BWF office manages the day to day operations of the BWF core functions of managing programmes and projects, providing services (membership, Council, corporate, commercial and media partners), delivering on decisions of the Council / AGM and planning and implementing programmes to deliver on the priorities detailed in the four year Strategic Plan. Major areas of work include management of BWF major and other sanctioned events, delivering on commercial and media rights at events and creating and delivery products and services to support the development of badminton and Para badminton in partnerships with CCs.

Since 2016, the BWF has progressively recruited more staff to manage the increasing demands on the day to day operations. 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 including the expanding areas dealing with governance and integrity. These, and a significantly higher revenue generation increased the demands on commercial delivery and staff resources. There are now 44 staff compared to 28 at the end of 2016.

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 has been critical. The BWF moved office to a new location in Naza Tower in June 2017, which provides a much better quality facility, better technology infrastructure and with 56 workstations to meet future expansion.

The BWF continued to invest in the Integrity Unit and reconfirmed its commitment to the fight against illegal betting, match manipulation and corruption in sport. BWF is providing a leadership role here to ensure athletes right to clean and fair badminton. The unit continues the operational responsibility for all aspects of anti-doping and anti-match manipulation.

<table>
<thead>
<tr>
<th>Principal Responsibility</th>
<th>Key Objectives</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary General / COO in close consultation with Administration Committee, Finance Committee and HR Commission</td>
<td>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.</td>
<td>1. High quality services.</td>
</tr>
<tr>
<td>Other Relevant BWF Commissions/Committees</td>
<td></td>
<td>2. Effective internal communication.</td>
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<td>3. Investment in human resources.</td>
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<td>4. Investment in information technology systems.</td>
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<td>5. On-going risk management systems and practices – workflows.</td>
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<tr>
<td>Priority Area</td>
<td>Goal</td>
<td>Strategies – How To</td>
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</tr>
<tr>
<td>1. <em>High quality services</em></td>
<td></td>
<td>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 Communications, Finance and Administration.</td>
</tr>
<tr>
<td></td>
<td>1.</td>
<td>Effectively manage office operations and procedures, ensuring adherence to the constitution, regulations and BWF policies.</td>
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<tr>
<td></td>
<td>2.</td>
<td>Enhance the service orientation of systems and staff.</td>
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<td></td>
<td>3.</td>
<td>Ensure consistent service standards in all areas of operations.</td>
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<td>4.</td>
<td>Ensure effective preparation of meetings – Council, Executive Board, Committee, Commissions and Working Group meetings.</td>
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<td></td>
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<td>All polices and regulations adhered to in the day to day delivery of services.-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2. <em>Effective internal communication</em></td>
<td></td>
<td>To effectively communicate with internal and external stakeholders – Council, CCs, Members (in support of KRA 7 – Communication).</td>
</tr>
<tr>
<td></td>
<td>1.</td>
<td>Regular formal communication to the membership, Council and staff.</td>
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<tr>
<td></td>
<td>2.</td>
<td>Enhanced IT systems to support efficient and effective internal and external communication.</td>
</tr>
<tr>
<td>3. <em>Human Resources</em></td>
<td></td>
<td>To invest in staff development on a needs basis and ensure that recruitment keeps pace with the increasing areas of activities and the demands for products and services.</td>
</tr>
<tr>
<td></td>
<td>1.</td>
<td>Provide structured and needs based training and development opportunities for staff.</td>
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<td>2.</td>
<td>Monitor demands on services and recruit human resources with the appropriate knowledge, skills and experience for each area of the office functions as required.</td>
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<td></td>
<td>3.</td>
<td>Provide opportunities for interns to experience work in an international sports federation – local and overseas internships as appropriate to support specific needs and tasks in various departments.</td>
</tr>
</tbody>
</table>
4. Information Technology

To invest in IT systems to enhance the efficiency of data storage and retrieval, administrative workflows and to assist with more effective internal/external communication.

1. Implement administrative information database system to secure historical data of the BWF and increase efficiency in day to day operations.
2. Use technology and tools for internal communications through a corporate extranet/administrative platform.
3. Train users of the systems to ensure more efficient day to day workflows.
4. Ensure security systems for all IT platforms to secure access and control and to meet the requirements of the BWF General Data Privacy Policy.

Corporate file server maintained – archive and retrieval system in operation.
The BWF extranet as an internal communication platform and key operational workflows fully operational by mid 2020.
Secure systems to protect private and sensitive information that is in line with the BWF General Data Privacy Policy.

5. Anti-doping / Anti-match manipulation programme - operations – BWF Integrity Unit

To ensure a comprehensive anti-doping and anti-match manipulation programme.

1. Develop and implement integrity (anti-doping/anti-match manipulation) values based education and awareness training with a particular priority on youth and the entourage.
2. Encourage integrity training and education initiatives developed by CCs and Members and support these through resources and information.
3. Set up systems and partnerships to monitor and gather intelligence on attempts to fix/manipulate matches, illegal betting and doping in the sport targeting players and the entourage in both badminton and Para badminton.
5. Ensure effective, intelligent and proportional anti-doping testing programme and a robust results management system as per the WADA Code, WADA International Standards and Guidelines.

Comprehensive information available on the website.
In-venue activations delivered in 30 per cent of Para badminton sanctioned tournaments annually.
Values based awareness and education.
Monitoring system in place – anti-doping testing programme – (urine/blood with ABP/APMU retained and scaled as appropriate), betting monitoring programme, investigations of allegations.
“Integrity awareness” campaign continued in badminton/Para badminton with a strong focus for athletes who are likely to qualify for the Olympic/Paralympic Games.
Each CC implements awareness raising integrity of badminton education sessions at CC Junior Championships.
Each CC implements an in-competition testing programme at CC Open and Junior Championships.
WADA ADAMS system is used as the monitoring and reporting tool – Whereabouts, test results, reporting, results management.
KRA 6  Functional Areas

COMMUNICATIONS
Key Result Areas (KRAs)  KRA 6  Communications

Pre-Plan Position

- Ongoing engagement of 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 – 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).
- Launched a BWF World Tour web site to increase the Tour’s visibility and communicate strongly about the Tour and Tour partners to fans.
- Launched a “Star Creation” project as a BWF communication strategy to develop players into “global stars”.
- Communications department has been increasingly involved in the delivery of commercial communications deliverables and will increasingly continue to do so.
- Quarterly newsletter – Shuttle World – to Members and institutional stakeholders successful weekly magazine show – Badminton Unlimited.
- Short form content generation at every event for YouTube, Facebook and Twitter.
- China specific social media strategy.
- BWF Instagram launched.
- The Communications & Media staffing strategy has been bolstered by the addition of extra resource in the form of Social Media Producers and Communications Officer positions.

This communications strategy underlines the ‘outreach’ strategies to effectively engage key target groups using a range of communication tools in conveying the key BWF messages, information and content. The communications 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.
## Principal Responsibility

<table>
<thead>
<tr>
<th>Communications Committee</th>
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<tbody>
<tr>
<td>Communications Department</td>
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<tr>
<td>Events Department</td>
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<tr>
<td>Administration Department</td>
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</table>

## Key Objective

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.

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

## Priorities

### Strategic Priorities

To develop communication tools and projects to strategically outreach to five target groups for badminton and Para badminton:

1. Fans – with a special focus on reaching out to youth.
2. CCs and MAs.
3. The players.
4. The sports institutional world.
5. The media.

### Priority Area Goal

<table>
<thead>
<tr>
<th>Priority Area</th>
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<th>KPI 2020 – 2024</th>
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</thead>
<tbody>
<tr>
<td>1. Fans</td>
<td>To grow the fan base of both playing and non-playing fans with a special focus on reaching out to youth.</td>
<td>To build the badminton and Para badminton community through creating excitement around badminton and Para badminton events and the stars with a goal of harnessing fan loyalty. To maximise impact on grassroots participation of the sport.</td>
<td>Increase growth statistics across all BWF communication channels – websites, social media outlets and Online TV Channel (both in terms of geographical spread, total “members / followers / subscribers”, bounce rates, engagement, reach, page views/ visits). Increase in User Generated Content / fan-focussed content for the sport – fan pages, fan videos, forums, and apps, among others.</td>
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<tr>
<td>“Star Creation”</td>
<td></td>
<td>“Star Creation” Project</td>
<td>Higher frequency of content.</td>
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<td>A holistic strategy to create ‘global stars’ by leveraging on BWF communication channels to showcase players to the fans:</td>
<td>Increase in User Generated Content / fan participation in virtual activities – online polls, chats, contests, among others.</td>
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<td>i) Improvement of player profiles on websites including Para badminton</td>
<td>General increased frequency of Social Media content generation.</td>
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<td>ii) Magazine shows focusing on players on-court performance and off-court lifestyle</td>
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<td>iii) Live interviews and Live chats with fans at BWF World Tour and BWF Major events broadcast on BadmintonWorld.TV</td>
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<td>iv) Production of special videos promoting badminton (and tournaments) with players being key drivers.</td>
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<td>v) Enhance the “excitement experience”</td>
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<td>2. Communication</td>
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<td>2. Communication channels and tools development and management:</td>
<td>Keep content up to date and refresh content on an ongoing basis.</td>
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<td>Continue the 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.</td>
<td>Keep the sites interesting and topical to maintain and increase traffic as well as encourage two-way traffic.</td>
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<td>Manage BWF Fan website design and content.</td>
<td>Increase Unique Visitors &amp; measure fan numbers.</td>
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<td>Manage event dedicated websites</td>
<td>Grow the BWF Social Media audience / universe consistently and sustainably.</td>
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<td>World Tour website</td>
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<td>Major Events websites</td>
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<td>Badminton Olympic website</td>
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<td>Continue to manage and develop and drive social media platforms – Facebook, Twitter, YouTube, Instagram, among others – to support Players and Events profiling.</td>
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<td>Continue to manage and develop the China specific social media strategy for Weibo, WeChat, among others. to reach an audience of 213 million.</td>
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<td>Develop a BWF APP on the relevant technology platform integrated into existing web platform and data.</td>
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<td>Priority Area</td>
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</table>
|              | 3.   | Online TV Channel BadmintonWorld.TV development and management:  
|              |      | - Continue to develop BadmintonWorld.TV to become the official “one-stop-shop” for Live and VOD badminton videos.  
|              |      | - Jointly promote the Channel with all the Channel’s stakeholders in ensuring the production of quality and appealing badminton content on the Channel. |
|              | 4.   | Build awareness of Para badminton, its classification system, events in the sport and badminton as an accessible sport for all.  
|              |      | - Ensure athletes are at the centre of the promotional programme and showcase their inspirational stories.  
|              |      | - Ensure world class performances are available through television, webcasting and social media.  
|              |      | - Enhance the Para badminton image library for use in publications and promotions.  
|              |      | - Ensure appropriate Para badminton representation in BWF marketing and communications initiatives – supporting the Strategic Plan for these areas.  
|              |      | - Ensure the IPC communications and media staff are sufficiently engaged to ensure maximum visibility of Para badminton through IPC communications platforms. |
|              |      | Ensure consistency of quality output through BadmintonWorld.TV and increase frequency of short form content. |
|              |      | Create content to promote Para badminton and athletes as the centre of this:  
|              |      | - Source stories and images from all international events;  
|              |      | - Create highlights packages and social media postings;  
|              |      | - Record finals matches for archive purposes and for editing;  
<p>|              |      | - Profiles of Para badminton players on the BWF website once online entries start and the system of world ranking is online. |</p>
<table>
<thead>
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</thead>
<tbody>
<tr>
<td>2. Continental Confederations and Member Associations</td>
<td>To keep MAs updated on BWF regulations and developments important to MA governance in their countries.</td>
<td>To keep MAs updated on BWF activities – provide opportunity, guidance and assistance for knowledge transfer from BWF and between MAs.</td>
<td>Increase in MA-related content and pages on BWF website, and ensure good organisation, easy access and prompt maintenance of this content.</td>
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<td></td>
<td>To ensure clear, consistent and transparent communication with MAs to build awareness, image and profile of BWF as the Badminton IF.</td>
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<td>Increase in attendance at annual BWF Forum.</td>
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<tr>
<td></td>
<td>1. Content generation and channels in key areas:</td>
<td></td>
<td>Increase in development and Para badminton content on BWF communication channels.</td>
</tr>
<tr>
<td></td>
<td>◆ Regular newsletters (memoranda) regarding regulations, statutory and governance areas.</td>
<td></td>
<td>Closer working relationship with development to ensure consistent communication to MAs.</td>
</tr>
<tr>
<td></td>
<td>◆ 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).</td>
<td></td>
<td>As far as possible link all MAs and CCs to our websites.</td>
</tr>
<tr>
<td></td>
<td>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).</td>
<td></td>
<td>Encourage three-way communication / dialogue between MAs, CCs and BWF.</td>
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<tr>
<td></td>
<td>3. Assist in the promotion and support of the annual BWF Forum and AGM as key activity in facilitating interactive communication with MAs.</td>
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<tr>
<td>Priority Area</td>
<td>Goal</td>
<td>Strategies – How To</td>
<td>KPI 2020 – 2024</td>
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<tr>
<td>3. Player</td>
<td>1.</td>
<td>Grow implementation of Star Creation education programme to cover a spectrum of media and communication opportunities 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 programme).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>i.</td>
<td>Verbal – professional language and usage of social media tools</td>
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<tr>
<td></td>
<td>ii.</td>
<td>Visual – clothing and presentation both on-court and off-court image</td>
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<tr>
<td></td>
<td>2.</td>
<td>Create communication platforms to ensure players regularly participating in international tournaments have access to key information from BWF (regulations, integrity and general information).</td>
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<td></td>
<td>3.</td>
<td>Explore communication / entertainment concepts that allow the players to assist in promoting the sport to fans.</td>
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<td>4.</td>
<td>Apply the same principles to Para badminton.</td>
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<td></td>
<td>Ensure all MAs are aware of the Star Creation programme and its outcomes through case studies and success stories.</td>
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<td></td>
<td></td>
<td>Participation of majority of players in bi-annual educational activity.</td>
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<td></td>
<td></td>
<td>To be executed in consultation with the Athletes’ Commission.</td>
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<td></td>
<td></td>
<td>More players to be encouraged to go through language training.</td>
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<td></td>
<td></td>
<td>Deliver the payer information APP.</td>
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</table>
### Priority Area

**4. Sports Institutional World**

#### Goal | Strategies – How To

- **To build a strong institutional profile and a clear positioning of BWF amongst the Sports Institutional World stakeholders where badminton and Para badminton is recognised as “a leading core sport with a global profile and regional strength.”**

- **To build a strong corporate image reflecting BWF as a “leading and inspiring” organisation that delivers world-class badminton and Para badminton tournaments and innovative development initiatives, with a professional commercial profile.**

- **To ensure generating and disseminating relevant content to members of the Sports Institutional World.**

  1. Content generation on BWF corporate website in four key areas:

     - **BWF corporate profile** – focusing on the global position and image of BWF as an IF.
     - **BWF media and commercial profile** – focusing on hosting structures and economic impact.
     - **Badminton’s Olympic profile** – Paris 2024 and beyond – focusing on badminton as a sport that meets/exceeds IOC criteria.
     - **BWF development profile** – focusing on the vibrant, innovative and sustainable projects.
     - **Promote AirBadminton globally through the MAs.**
     - **Para badminton in institutional-related messaging to underline badminton status with the IPC on the Paralympic programme.**

#### KPI 2020 – 2024

- Increase in content on BWF Website for BWF’s corporate, media and commercial, Olympic and development profiles.
- Increase in content uptake and presence in key sports world institutional media.
- Increase in presentations and promotional materials for integration in external conferences and forums.
- Partner with the correct media (traditional and new) to reach these audiences regularly and consistently.
<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Goal</th>
<th>Strategies – How To</th>
<th>KPI 2020 – 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.</td>
<td>Channels for content dissemination</td>
<td>Evolve a library of human interest content for use tactically.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>i. Continue building clear communication channels to target:</td>
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<tr>
<td></td>
<td></td>
<td>☐ Sports institutional world stakeholders, such as IOC, IPC, other IFs, CGF/FISU/Peace &amp; Sport, UN and regional governmental institutions (EU, ASEAN, among others).</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ 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, among others).</td>
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<tr>
<td></td>
<td></td>
<td>☐ Assist in increasing the visibility of BWF (creation and preparation of presentations, folders, among others) at relevant forums and conferences with institutional relevance such as IOC congress, Sport for All, IOCASOIF/SportAccord conferences.</td>
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<td></td>
<td></td>
<td>3. Media profiling of key BWF personnel.</td>
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<tr>
<td></td>
<td></td>
<td>ii. Generate human interest content of BWF personnel (key spokespersons of the BWF) such as the BWF President, Deputy President, and Secretary General.</td>
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</tr>
<tr>
<td>Priority Area</td>
<td>Goal</td>
<td>Strategies – How To</td>
<td>KPI 2020 – 2024</td>
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</tr>
<tr>
<td>5. Sports Institutional World</td>
<td></td>
<td>To create a strong network with key media stakeholders in maximising the worldwide reach of badminton and Para badminton - both on institutional, events and business related communication.</td>
<td>Increase BWF communication channels and ease in consumption of information and content to facilitate the media’s coverage of the sport.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To service members of the media to facilitate their coverage of the sport (in general and events) and encourage regular uptake of BWF communication.</td>
<td>Increase in the uptake (both qualitatively and quantitatively) of BWF communication content in more media and across more territories.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To maintain positive relations with the media to minimise any potential negative appraisal and perception of the sport and the BWF.</td>
<td>Increase in media registration for BWF mailing list, and media accreditation at BWF events from both existing and new markets.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Build network and relationships with strategic media groups and people – regular two-way communication and feedback through a mailing list (press release/media memo, among others).</td>
<td>Work hand in hand with CCs to achieve this.</td>
</tr>
<tr>
<td>Other Priorities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. To educate two groups on</td>
<td></td>
<td>1. Maintain strong internal communication 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.</td>
<td>Ensure MAs globally support global communications strategy.</td>
</tr>
<tr>
<td>Communications:</td>
<td></td>
<td>2. Develop and assess 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.</td>
<td>Ensure BWF Council, CC and staff requiring media and communication advice receive the service.</td>
</tr>
<tr>
<td>a. BWF Council/Staff</td>
<td></td>
<td>3. Media training for athletes.</td>
<td>Ensure third-party partners and contractors comply with contractual agreements and services.</td>
</tr>
<tr>
<td>b. Continental Confederations &amp;</td>
<td></td>
<td>4. Develop a communications strategy to promote the health and well-being benefits of badminton.</td>
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<tr>
<td>Member Associations</td>
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<tr>
<td>c. Athletes</td>
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<td></td>
<td></td>
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<tr>
<td>2. Communication tools development</td>
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</tbody>
</table>
MARKETING
Pre-Plan Position

BWF has made significant progress in the last quadrennial. Since 2016 we have:

- Revamped the Major Events commercial structure and branding approach to create a strong and sustainable growth platform for events.
- Optimised the BWF World Tour tournament structure.
- Revamped the commercial structure and branding approach to create a strong and sustainable growth platform for the BWF World Tour.
- Set new quality standards for Major Events and the BWF World Tour Host concept to ensure that the events are compatible with market demands at the right level.
- Issued and implemented new brand guidelines for both Major Events and the new BWF World Tour and implemented a stronger corporate branding approach with both visual and sound branding.
- Higher degree of professional staff support at both Major Events and BWF World Tour tournaments.
- Revamped and improved new media platforms – website structure and content with complete set of new integrated sites launched in 2015.
- Engaged in the development of new media platforms – BadmintonWorld.TV and a BWF Fan APP.
- Entered into commercial agreements with agencies with higher degree of BWF involvement and securing BWF long term control and knowledge building.
- Implemented a new Commercial Team structure to manage agency relationships to maximise TV and sponsorship revenues as well as implementing all communications and marketing strategies.
- Significantly increased both media and sponsorship revenues and further developed the Tour and Major Events.
- Delivered significantly more complex and professional sponsorship products and deliverables through commercial and tournament management teams.
- Entered into an eight year (four plus four) commercial relationship with Infront Sports & Media.
- An exploration of the e-Sports environment commenced to establish its relevance to BWF and badminton.

Looking forward, the marketing strategy deals primarily with the commercial and revenue generation areas of BWF including media, sponsorship, brand development for BWF corporate and event profiling and related areas to enhance revenue generation.

Overall objective is to create greater awareness, popularity and financial value for badminton through greater engagement and control of BWF media, commercial and brand activities.
<table>
<thead>
<tr>
<th>Principal Responsibility</th>
<th>Key Objective</th>
<th>Priorities</th>
</tr>
</thead>
</table>
| Marketing Committee                           | To build ‘brand badminton & Para badminton’ and market the sport to maximise exposure and increase the fan base and participation. To develop strong commercial and media rights partnerships and maximise revenue potential. | Strategic Priorities  
1. Media and commercial structures related to Major Events.  
2. Media and commercial structures related to the BWF World Tour brand.  
3. BWF Commercial Organisation (both Agency and in-house setup) on the media and commercial area.  
4. Develop and optimise new media platforms.  
5. Further develop “Brand Badminton & Para badminton” (not just a focus on Events).  
6. Enhance the broadcast and spectator appeal of Para badminton.  
7. Consider, develop and implement country / territory specific marketing strategies on a needs basis working closely with relevant CCs and Members. |
| Events Committee                              |                                                                                | Other Priorities  
1. Optimise the bidding setup and commissioning process around commercial/media rights.  
2. Commercialisation and product development.  
3. Develop and implement CSR strategies related to commercial partnerships and sponsorship activations that drive significant value in VIK or profitability.  
4. Develop strategies to commercialise Para badminton.  
5. Explore and possibly implement a global badminton game (for gaming consoles as well as hand held devises) – with a possibility of entering the e-Sports arena.  
6. Develop commercial revenue models for BadmintonWorld.TV, new websites and social media channels. |
<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Goal</th>
<th>Strategies – How To</th>
<th>KPI 2020 – 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Media and commercial structures related to Major Events</td>
<td>To optimise revenue generation and long-term growing value of BWF Major Events properties.</td>
<td>More hosts from different countries/continents bidding for BWF Major Events taking in to consideration different requirements and abilities of hosts.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Strengthen host interest (including National Events Agencies and Governments) for BWF Major Events through attractive commercial models, benefit packages and promotion platforms.</td>
<td>Higher media and commercial value and revenue.</td>
<td></td>
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<tr>
<td></td>
<td>2. Strengthen communication and PR efforts around Major Events (see Communication Strategy).</td>
<td>Growing ratings and shares across all markets.</td>
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<tr>
<td></td>
<td>4. Optimise event concepts to increase economic impact and value for host countries – activating several venues, spectator attendance, tourism models, city/country branding and exposure.</td>
<td>Achieve higher economic impact value for host cities/countries (tourism and legacy).</td>
<td></td>
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<tr>
<td></td>
<td>5. Enhancing TV-production quality to optimise distribution and value.</td>
<td>Increase in ticket sales – both domestic sales and international sales.</td>
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<td></td>
<td>6. Develop hospitality concept around BWF Major Events.</td>
<td>Partner with a global ticket sales / sports tourism specialist.</td>
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<tr>
<td></td>
<td>7. Developing commercial partnerships to use BWF Major Events as a communication platform for key commercial (sponsor) partners.</td>
<td>Generate a higher degree of partner/client satisfaction.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. Monitoring and evaluating growth in exposure through structured data collection. This is to include data collection for Olympic Broadcast in key badminton territories which are not part of the Olympic data collection.</td>
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</tbody>
</table>
### Priority Area

**2. Media and commercial structures related to BWF World Tour**

**Goal | Strategies – How To**

To optimise revenue generation and long-term growth value of BWF and host BWF World Tour properties.

1. Optimise media distribution to increase revenue and to enhance commercial exposure value for BWF and Host sponsorship packages.
2. Strengthen media and commercial structures, including use of new technologies for sponsors and broadcasters.
3. Support knowledge transfer on commercial areas to BWF World Tour Hosts.
4. Monitor and evaluate exposure growth through structured data collection.
5. Maintain the BWF World Tour Finals as a BWF Major Event in terms of media, athlete’s exposure and entertainment value.
6. Further commercialise the integration of Super 300 and 100 levels.

**KPI 2020 – 2024**

Increase in prize money to a total above USD 20 million with:
- 4-6 tournaments above USD 1.5 million by 2024.
- BWF World Tour Finals the biggest prize money tournament above 3 million by 2024.

Increase in key commercial quality and value drivers:
- TV-production and distribution;
- Economic impact for host countries;
- Sports presentation;
- Sponsorship activations in relation to new technologies.

### Priority Area

**3. BWF Commercial Organisation (both Agency and in-house setup) on the media and commercial area**

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 just short-term profit maximisation for external partners.

1. Enter into new commercial partnerships with primary goal to enhance growth and long-term value with a Global Platform for BWF properties.
2. Maintain and grow existing partnerships.
3. Ensuring BWF involvement and control through optimising contracting with BWF commercial partners.
4. Building internal commercial organisation and day to day involvement in commercial affairs – in-house knowledge building.

**KPI 2020 – 2024**

- Increase global spread of BWF Media distribution agreements.
- Increase global profile of BWF sponsors.
- Maximise key revenue opportunities with highest level of profitability.
<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Goal</th>
<th>Strategies – How To</th>
<th>KPI 2020 – 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Develop and optimise New Media platforms</td>
<td>To develop a strong presence on New Media platforms to target youth audiences and create strong position by being a “First mover” within key New Media areas. Primarily focus on exposure/profiling and secondary focus on revenue generation.</td>
<td>To raise ratings and unique users of BWF Broadband platform – also in terms of geographical spread. Growing reach to new and especially younger target groups through New Media Platforms. Higher revenue generation through New Media Platforms.</td>
<td></td>
</tr>
<tr>
<td>1. Broadband: Global reach through development of BWF streaming platform – BWFbadminton.TV</td>
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<tr>
<td>2. Creating online/viral promotion programme for streaming platforms.</td>
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<tr>
<td>3. Creating further exposure and long-term revenue platforms for BWF by entering into projects related to:</td>
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<tr>
<td>The BWF APP</td>
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<tr>
<td>Betting</td>
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<tr>
<td>Gaming</td>
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<tr>
<td>Animation</td>
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<td>Contests</td>
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<tr>
<td>SMART-TV</td>
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<tr>
<td>5. Further develop “Brand Badminton &amp; Para badminton”</td>
<td>To increase long term commercial value of BWF brand properties – both corporate brand value and events related brand value.</td>
<td>More bidders and higher host fees for BWF Major Events. Higher awareness of brand “BWF” over and above our events. Continue to implement clear and defined BWF Host City strategy.</td>
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<tr>
<td>1. Evaluating and developing existing brand guidelines – both corporate and events related, including visual, verbal and sound branding.</td>
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<tr>
<td>2. Through communication activities, enhancing the profile of badminton, players and BWF (see Communication Strategy).</td>
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<tr>
<td>3. Monitoring implementation of brand guidelines.</td>
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<tr>
<td>4. Develop and strengthen event brands:</td>
<td></td>
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<tr>
<td>World Championships</td>
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<td>Thomas &amp; Uber Cup</td>
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<tr>
<td>Sudirman Cup – World Team Championships</td>
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<tr>
<td>5. Develop stronger profile of WJC and WSC brands.</td>
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</tbody>
</table>
6. Enhance the broadcast and spectator appeal of Para badminton

To increase long term audiences for the sport and its competitive categories.

7. Country / Territory specific Marketing strategies

To increase long term development of the sport – both in absolute participation and fan terms in specific countries and territories that require it.

1. Clearly define commercial strategies for strategically important and potentially financially profitable territories that require assistance to develop the sport.

KPI 2020 – 2024

- Capitalise on debut of Para badminton as a Paralympic sport post Tokyo 2020.
- Live Stream more Para badminton events via appropriate channels such as BadmintonWorld.TV and consider dedicated OTT Channel.

- Work closely with CCs and MAs 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.
- Implement on a realistic and manageable basis.
### Priority Area | Goal | Strategies – How To | KPI 2020 – 2024
--- | --- | --- | ---
**Other Priorities**


   - **To create stronger exposure and profiling of the sport and the stars through:**
     1. Exploring new events concepts suitable for the calendar structure and in between prioritised tournaments (shorter events – exhibition type).
     2. Exploring potential of International Team league structure taking into consideration other leagues that exist and thus perhaps creating a “World League Final.”
     3. Creating new revenue generation opportunities for existing or new commercial stakeholders.

2. Optimising bidding setup and commissioning process around commercial/media rights.

   - **To optimise revenue generation and for BWF to continue to be trustworthy in the commercial market place:**
     1. Ensuring transparent and clear process around bidding/commissioning of commercial/media rights.
     2. Securing coordination on distribution and optimising value between the two BWF Media packages related to 1) Major Events and 2) BWF World Tour and between the media and sponsorship areas.

3. Develop strategies to commercialise Para badminton.

   - **To explore with commercial agency partner the potential commercial value of Para badminton:**


   - **To explore profitability and potential revenue generation through commercialisation and “product development” of existing and new BWF activity areas, i.e.:**
     1. Development programmes
     2. Partnerships with more institutional partners, such as Peace & Sport
     3. Loyalty cards
     4. A BWF merchandise product programme
     5. Optimise the Major Event host marketing plans for greater global impact

5. Explore and possibly implement a global Badminton Game (for gaming consoles as well as hand held devises).

6. Develop commercial revenue models for BadmintonWorld.TV, new websites and Social Media Channels.

- **Widen the reach of the BWF brand.**
Key Result Areas (KRAs)  

KRA 8  

Finance

### Pre-Plan Position

The BWF’s financial position in the last four years has significantly improved. The new commercial partnerships starting in 2017, the extension of existing ones to 2021 and the allocation of BWF’s major event hosts up to 2025 provides a positive medium term outlook for BWF.

The increased revenues through more robust commercial models and better broadcast rights agreements has meant a reserve which could now fund a number of years operating expenses. These new and extended commercial and media rights agreements have however meant a greater demand on servicing, and this, and increases in staffing numbers from 28 to 44 since 2016 has meant increased operational costs annually.

Currency fluctuations is a continuing factor in the business and taking steps to minimise currency risk requires on-going monitoring. The rising USD against all other currencies and the weakening Malaysian Ringgit over the last few years are two factors the BWF has had to continue to deal with. Currency fluctuations will remain a factor given the number of transactions BWF undertakes annually in multiple currencies.

BWFs detailed budgeting and monitoring system for all BWF activities and functional areas remains central to good financial management. Higher revenues and more complex business structures has put a greater demand on our Finance Department staff and financial systems and monitoring.

On 28 December 2018, the BWF was awarded its International Organisation (IO) status by the Malaysian Government. This IO status gives BWF certain privileges as an international organisation based in Malaysia including tax exemption. This is an important status to independently run our business as an IO and international sports federation.

BWF has experienced low returns on investments due to general financial climate in the world and the BWF low risk investment strategy.

<table>
<thead>
<tr>
<th>Principal Responsibility</th>
<th>Key Objectives</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finance Committee</strong></td>
<td>To maintain the highest standards of transparency and accountability in managing the financial resources of the BWF.</td>
<td><strong>Strategic Priorities</strong></td>
</tr>
<tr>
<td></td>
<td>To manage BWF funds to ensure a long term and sustainable financial base for BWF and the sports development.</td>
<td>1. BWF financial policies, procedures and financial risk management.</td>
</tr>
<tr>
<td><strong>BWF Operations and All Other Committees</strong></td>
<td></td>
<td>2. Robust auditing system and reputable auditors for BWF and CCs.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Investment strategy and policy which minimises risk and delivers appropriate returns on investments.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Robust budgeting and monitoring on spending.</td>
</tr>
</tbody>
</table>
### Priority Area

#### 1. BWF financial policies and procedure

**Goal | Strategies – How To**

1. **To ensure good governance standards and clear financial guidelines for all internal stakeholders.**
   - Ensure all statutory and legal obligations related to finance are fulfilled within the time frame stipulated by the authorities.
   - Keep BWF internal guidelines for Council and staff relevant to the changing needs of the BWF.
   - Ensure transparency and compliance with the financial policies and procedures including the internal system of financial controls outlined in the relevant BWF regulations related to governance and management.
   - Explore the possibility of cost saving in further centralising all flight bookings with one BWF travel partner – staff, Council and TO’s.
   - Ensure BWF reserves are sufficient to continue investing in the four key areas that are fundamental for the continued operations and development of badminton for a period of four years – in the event of a global disaster impacting on our business – currently a reserve required of USD $30 million for four years of operations:
     - Sufficient reserves to support a scaled back operations / administration of the BWF;
     - Continued investment in governance and integrity of badminton – anti-doping and anti-match manipulation programmes;
     - Priority areas for continuing investment – events and development – a scaled and sustainable approach;
     - Investment in the CCs operations and in development programmes – sustainable and proportional investment.

**KPI 2020 – 2024**

- All statutory and legal obligations met.
- Current version of the BWF Guidelines for Council, Executive Board and Committees and Federation Rules and Procedures reviewed and kept relevant to business requirements.
- Policies / regulations published on the website.
- Compliance with the financial provisions of the Guidelines for Council, Executive Board and Committees and Federation Rules and Procedures.
- Review existing arrangement with BWF’s travel provider and implement the most cost effective way of dealing with this significant cost outlay for the BWF.
### 2. Auditing system for BWF and CCs

**Goal | Strategies – How To**

1. Source and finance a Global Auditing Company to do the auditing for both BWF and CCs – or ensure common audit standards for BWF and CCs.
2. Ensure that CC regulations allow implementation of common auditing standards or use of a common auditing firm.
3. Develop a standardised accounting protocol to be used by both BWF and CCs.

**KPI 2020 – 2024**

- Review auditing standards for CCs and revisit global auditors for BWF / CCs to ensure common auditing standards across the six organisations.
- A standardised accounting protocol continued to be implemented by each CCs annually when reporting on grant funding utilisation.

### 3. Investment policy and strategy

**Goal | Strategies – How To**

1. Develop a comprehensive investment policy for placement of BWF reserves to be decided by Council.
2. Place cash funds with the best possible interest rates and with a focus on managing currency exchange risks with different costs being primarily in USD and MYR.

### 4. Budgeting and monitoring

**Goal | Strategies – How To**

1. Enhance the accounting system to ensure efficient reporting of budget to actual figures monthly.
2. Ensure clear procedures and structures in the accounting system for invoicing and monitoring of more complex commercial activities.
3. Develop day to day financial approval procedures which are clear and safe, but at the same time efficient and with responsibility given to staff management.

**KPI 2020 – 2024**

- Review account software and reporting systems (budget to actual) to enhance the budget development process annually and provide more efficient reporting direct from the accounting software package.
- Cash policy in place.
- Bank account policy for members for payments to / from BWF / members which takes into account the exclusions of some members who are sanctioned countries for international banking or whose banking systems make it difficult for international transactions.