STRATEGIC PLAN

2020-2024

Strategic outlook for the Badminton World Federation
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BWF Strategic Plan 2020-2024
President’s Message

The last four-year cycle 2016 – 2020 was truly remarkable for badminton, Para badminton and the BWF. We continued to consolidate our position as an Olympic and Paralympic sport and at the same time, we made tremendous progress in the areas of event delivery, grassroots development, commercial and brand development and continued to enhance good governance practices.

The last two years saw the launch of a range of initiatives including the HSBC BWF World Tour and AirBadminton – our new outdoor game. We also strengthened our commercial partnerships with global brands HSBC and TOTAL, and worked closely with Infront Sports and Media to deliver value to all our commercial partners. BWF also increased its global digital footprint and its diverse fan base. Importantly, we saw greater engagement with our membership and we strengthened the systems and structures to protect the integrity of our sport.

In May 2019, the BWF completed its 80th Annual General Meeting in Nanning, China. In July we notched 1 million subscribers on BadmintonWorld.TV, and in August, we celebrated the 25th edition of the BWF World Championships in Basel, Switzerland. Significantly, it was the first time the World Championships and Para Badminton World Championships were held concurrently.

All these are significant milestones to celebrate as we looked towards Tokyo 2020 and beyond to Paris 2024.

In March 2019, the Council initiated a formal process to review our performance against the KPIs we set for the 2016 – 2020 plan and then we looked ahead to 2024. We engaged our membership in Nanning in May 2019 at the Member’s Forum and workshoped four important themes: Competitions, Participation, Capacity, and Integrity. The 210 participants from 143 Member Associations generated 572 ideas for BWF to consider as part of the process of determining its strategic priorities for the 2020 – 2024 period. The Council approved the plan at its meeting in Kuala Lumpur on 11 November 2019.

The enclosed plan is the result of this work. It outlines our Vision, Mission and Strategic Priorities. This plan provides continuity with the five pillars from the 2016 – 2020 plan: Entertainment, Participation, Athletes, Partnerships, and Capacity Building. However, within these five priority areas, we have included additional elements to bring a greater emphasis in some areas and included some new priorities.

Athletes continue to be at the centre of our work, whether these athletes are at the recreational end of the spectrum or those talented individuals who deliver inspirational performances on court for the hundreds of millions of fans globally.

This plan provides focus and detail for our Strategic Priorities for the next five years. Our role is to provide leadership in these areas, deliver programmes and initiatives and to support and energise our stakeholders to deliver quality outcomes for the sport.

We trust the plan is a useful tool for all our stakeholders, particularly our global membership and our five Continental Confederations.

We very much look forward to working with you in delivering on this plan to 2024.

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

The BWF is empowered by its Member Associations to lead the global development of the sport and to regulate badminton at an international level. BWF works in close partnership with the five Continental Confederations who plan and implement a wide range of badminton development initiatives in their continental region.

Badminton has been on the Summer Olympic Games Programme since its debut at the Barcelona 1992 Olympic Games and badminton will make its debut at the Tokyo 2020 Paralympic Games. Badminton is a core sport in a wide range of multi-sport events at a world and continental level.

BWF has two strategic planning documents for the period 2020 – 2024:

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

This is a detailed operational plan to deliver on the Strategic Priorities. This consists of eight Key Results Areas (KRAs) grouped into two types:

- **Core Activities** - major focuses of our work.
- **Functional Areas** - transversal elements that sit across all areas of our work.

### Core Activities

**KRA 1**
- Events

**KRA 2**
- Olympics / Paralympics

**KRA 3**
- Development & Sport for All

### Functional Areas

**KRA 4**
- Governance / Administration

**KRA 5**
- Operations

**KRA 6**
- Communications

**KRA 7**
- Marketing

**KRA 8**
- Finance
Strategic Plan Elements

The BWF Strategic Plan 2020 – 2024 details the following:

- **Vision**
- **Mission**
- **Values**

**Strategic Priorities**

- Entertainment
- Participation
- Athletes
- Partnerships
- Capacity Building

**Strategic Plan 2020-2024**

**Purpose**

- Vision
- Mission
- Values

**Outcomes**

**Objectives + Strategies**

**Long Term Objectives**

- The plan has one long-term objective for each Strategic Priority. Each objective has an impact statement – a rationale that defines why this objective is important and the result of implementing this objective.

- Each Strategic Priority has a number of key strategies listed which are drawn from across the eight Key Results Areas (KRAs) of the Strategic Implementation Plan 2020 – 2024.

- 10 target outcomes from the plan.
Purpose

Vision
Giving every child a chance to play for life.

Our vision is youth orientated and focuses on badminton for life.

Badminton is an accessible sport for all and our vision references every child and opportunities for all. The start of the global implementation of the Shuttle Time Schools Programme in 2012, plus badminton becoming a Paralympic sport in 2014, and the launch of AirBadminton in 2019 have introduced new possibilities for participation and competition which enhances our capacity to achieve our vision.

Values
The values of Excellence, Innovation, Entertainment, Integrity, and Inclusion are an underlying reference point for “who we are” and “how we work”.

- Excellence
  Striving for excellence ensures a focus on quality outcomes in all areas of BWF’s work – events and development, governance and operations, products and services.

- Innovation
  Embracing innovation and change ensures the sport remains relevant for youth and our global fan base – new formats of the game and new technology to enhance the entertainment value of the sport. It also helps to ensure BWF is evolving as an organisation.

- Entertainment
  Increasing the entertainment value through quality sports presentation to optimise engagement of spectators and fans. Creating excitement across our diverse badminton community and global fan base.

- Integrity
  Athletes have the right to participate in clean and fair competitions. Everyone has the right to expect the highest levels of integrity and ethical behaviour for all those working in the sport.

- Inclusion
  Embracing diversity and inclusion at all levels of the sport will ensure we are representing our global badminton community. It also ensures that badminton remains an accessible sport for people of all ages, abilities and backgrounds.

Mission
To lead and inspire stakeholders:
- deliver spectacular event entertainment
- drive fan engagement
- create innovative and sustainable development initiatives
- support our membership to maximise outcomes for the sport

Together with our global membership and five Continental Confederations, we will inspire and engage our global fan base through world-class event entertainment and provide systems, structures and pathways to engage people in badminton for life.
ENTERTAINMENT

**Objective**

Excite, engage and enhance our global fan base through inspirational performances at world-class events.

**Rationale**

Delivering excellence and packaging the stories, passion and drama for a range of digital platforms will engage fans and enhance badminton’s position in the global sports entertainment market.

**Strategies**

1.1 Continuously improve the quality of event delivery providing a consistently high standard of presentation, television production, commercial brand exposure and technical implementation of the competition itself (KRA 1 – Events).

1.2 Create innovative sports presentation to entertain and inform spectators and television audiences; incorporate technology and graphics packages to highlight performance elements (KRA 1 – Events, KRA 6 – Communications).

1.3 Develop strong commercial and media rights partnerships and optimise revenue potential for the sport (KRA 7 – Marketing).

1.4 Drive content generation which delivers a strong presence for badminton across a wide range of social media platforms (KRA 6 – Communications).

1.5 Regulate badminton ensuring fair competitions through compliance with the Laws of Badminton, Competition Regulations, Integrity Regulations and Codes of Conduct (KRA 1 – Events, KRA 5 – Operations).

1.6 Implement international competition structures for badminton and Para badminton through effective calendar management and sanctioning processes which support development pathways for players and the workforce – technical officials, event managers and volunteers (KRA 1 – Events).

1.7 Invest in the training and development of technical officials, ensuring high-quality officiating at international competitions and pathways for progression up to the Olympic and Paralympic Games as pinnacle events (KRA 1 – Events).

1.8 Conduct research to include new and innovative elements of the game to ensure this continues to evolve over time (KRA 1 – Events, KRA 3 – Development & Sport for All).
PARTICIPATION

STRATEGIC PRIORITY

RECREATION | CLUBS | SCHOOLS | AIR BADMINTON

Objective

Give every child a chance to play for life.

Rationale

Increasing participation in badminton and Para badminton with a particular focus on youth and making links between recreational contexts and competition pathways will facilitate participation for life.

Strategies

1. Continue the global implementation of Shuttle Time as a core strategy to introduce school children to badminton and make links to club systems for school children (KRA 3 – Development & Sport for All).

2. Systematically introduce AirBadminton as a recreational outdoor game – define the competition rules, structure and pathways for the competitive game of AirBadminton (KRA 1 – Events, KRA 3 – Development & Sport for All).

3. Ensure equipment for funded and targeted badminton and Para badminton development projects is readily available (KRA 3 – Development & Sport for All).

4. Continue to invest in research and development for a synthetic shuttlecock for indoor play and continuously improve the AirShuttle for AirBadminton competition play (KRA 3 – Development & Sport for All).

5. Promote badminton as an accessible sport for all including developing primary school Shuttle Time courses, increasing global participation in Para badminton; embracing Special Olympics and badminton for people with an intellectual disability; and promoting the sport to the elderly.

6. Encourage BWF members to integrate Para badminton into the governance and management structures at a national level so that BWF members become the responsible body nationally for Para badminton. (KRA 3 – Development & Sport for All, KRA 4 – Governance / Administration).

7. Provide guidance to BWF members on engaging university badminton and connecting universities to clubs (KRA 3 – Development & Sport for All).

8. Provide products and services to enhance structured, sustainable and needs-based programmes that support talent identification and player development pathways. (KRA 3 – Development & Sport for All).
Strategic Priority

ATHLETES

PERFORMANCE | INTEGRITY | EDUCATION

Objective

Provide the best possible environments for training and competition; showcase the extraordinary talent of performance athletes; and provide opportunities to learn and develop beyond the field of play.

Rationale

Informed and engaged athletes will be better able to train and perform, develop their media profile and value as a sport personality, secure sponsorships and better prepare themselves for life after their playing career.

Strategies

3.1 Encourage members, coaches and team managers to monitor the conditions and environments for training and competition and ensure they are conducive to the physical and psychological well-being of athletes [KRA 6 – Communications, KRA 3 – Development & Sport for All].

3.2 Provide the best possible competition environments and event experiences for athletes at BWF sanctioned tournaments [KRA 1 – Events].

3.3 Ensure doping free and fair competitions to protect the rights of ‘clean and honest’ athletes through integrity awareness campaigns, values-based education and monitoring programmes [KRA 5 – Operations, KRA 6 – Communications].

3.4 Provide athletes with other education programmes or referrals to education programmes so they develop preparedness for life beyond their playing careers [KRA 1 Events, KRA 3 – Development & Sport for All, KRA 6 – Communications].

3.5 Provide reasonable opportunities and the environment conducive for athletes to earn a living from professional badminton through prize money, individual endorsements and commercial sponsorships of athletes. Maintaining a strong investment in the long term for talent development, the development of tournament circuits and optimising broadcast distribution to create value for athletes [KRA 1 – Events, KRA 3 – Development & Sport for All].

3.6 Provide programmes to assist athletes promote and present themselves to media, fans and potential sponsors [KRA 6 – Communications].

3.7 Invest in sports science research which focuses on injury prevention and athlete welfare on and off the field of play [KRA 3 – Development & Sport for All].
PARTNERSHIPS

Strategic Priority

Objective

Develop effective international relations and foster strategic partnerships to achieve shared goals.

Rationale

Strategic partnerships bring new resources, expertise and opportunities which allow BWF to more effectively implement programmes and projects to achieve better outcomes. Such partnerships are also strengthened through BWF being successful within these areas:

- Strong delivery of Events and Development programmes [KRA 1 – Events / KRA 3 – Development & Sport for All]
- Strong commercial position [KRA 7 – Marketing]
- Strong presence across all forms of media for badminton fans [KRA 6 – Communications]
- Long-term sustainability of the sport [KRA 3 – Development & Sport for All]

Strategies

4.1 Build effective relations with the IOC, IPC and the institutional sports world and enhance BWF’s representation and image as an Olympic and Paralympic sports federation [KRA 2 – Olympics / Paralympics].

4.2 Align the policy framework with those of the Olympic movement around key areas of governance, integrity of sport, gender equity, the central role of athletes in our work, and environmental sustainability [KRA 2 – Olympics / Paralympics, KRA 4 – Governance / Administration, KRA 5 – Operations].

4.3 Actively contribute to meetings, committees and commissions and to programmes of Olympic and Paralympic stakeholders (IOC, ASOIF, NOCs, IPCs, NPCs and sports organisations for people with an impairment – APSO). [KRA 2 – Olympics / Paralympics].

4.4 Develop strategic partnerships with organisations to support humanitarian projects for vulnerable youth [KRA 2 – Olympics / Paralympics, KRA 3 – Development & Sport for All].

4.5 Promote badminton’s and BWF’s position within the Olympic family (IOC, ASOIF, NOCs), and the Paralympic family (IPC, NPCs and international sports organisations for people with a disability – APSO). [KRA 2 – Olympics / Paralympics].
CAPACITY BUILDING

Objective
Strengthen and enable organisational capacity of the BWF, Continental Confederations and Member Associations to support strategic implementation.

Rationale
Building capacity to effectively govern and manage our sport will increase the impact we can have on developing badminton and improve outcomes.

Strategies

5.1 Provide leadership in good governance practices – transparency, accountability, responsibility [KRA 4 – Governance / Administration].

5.2 Build effective relations with BWF Member Associations, actively engage them in the BWF governance processes, and encourage continuous improvement in their own governance practices over time [KRA 4 – Governance / Administration].

5.3 Ensure BWF Statutes are comprehensive and ‘fit for purpose’, promote the importance of constitutions and comprehensive rules systems, and ensure internal and external compliance [KRA 5 – Governance / Administration].

5.4 Develop training resources and courses for Member Associations which aim to develop their capacity to better govern and administer badminton at the national level and financially support the implementation of strategies to support organisational development at the governance and operational levels [KRA 3 – Development & Sport for All, KRA 4 – Governance / Administration].

5.5 Promote knowledge management and knowledge sharing across the badminton family – guidelines, tools, models, and best practices [KRA 4 – Governance / Administration].

5.6 Continue to invest in Continental Confederation’s human resources to enhance capacity to deliver participation programmes and tournaments [KRA 3 – Development & Sport for All].

5.7 Actively promote gender balance across all areas of the badminton community, and in particular, in leadership roles [KRA 1 – Events, KRA 3 – Development & Sport for All, KRA 4 – Governance / Administration, KRA 5 – Operations, KRA 6 – Communications].

5.8 Foster and support our diverse badminton workforce, showcasing excellence and best practice and recognising the service of individuals and organisations [KRA 4 – Governance / Administration].

5.9 Build effective relations with BWF Member Associations, actively engage them in the BWF governance processes, and encourage continuous improvement in their own governance practices over time [KRA 4 – Governance / Administration].
Outcomes

The following are targeted and high-level outcomes expected through the implementation of the Strategic Plan 2020-2024.

1. BWF is recognised as a leading and engaged International Sports Federation in the Olympic and Paralympic movements.

2. High performing and sustainable operations providing efficient services to its membership and stakeholders.

3. More than 200 informed and engaged members with increased capacity for good governance and effective administration of the sport.

4. BWF is recognised as a leading International Federation in sports governance.

5. Significant increases in the quality and value of event products and services.

6. Enhanced broadcast reach in existing territories and a significantly enhanced digital footprint and social media presence.

7. Badminton as a strong and recognisable brand in the global sports entertainment market.

8. AirBadminton as a popular participation activity and competitive outdoor game.

9. Shuttle Time is implemented nationally by 80 per cent of the membership.

10. Enhanced global participation in Para badminton – more athletes, more nations, more and better quality events – and greater competitiveness and quality of international athletes towards Paralympic qualification and performance.

Enhanced broadcast reach in existing territories and a significantly enhanced digital footprint and social media presence.

Badminton as a strong and recognisable brand in the global sports entertainment market.

AirBadminton as a popular participation activity and competitive outdoor game.

Shuttle Time is implemented nationally by 80 per cent of the membership.

Enhanced global participation in Para badminton – more athletes, more nations, more and better quality events – and greater competitiveness and quality of international athletes towards Paralympic qualification and performance.