



BWF Members' Forum 2024

SETTING THE COURSE TOWARDS 2028 AND BEYOND



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Introduction

This report outlines the process, key findings and outcomes from the **12th BWF Members Forum 2024**, in Chengdu, China and is based on a summary of the views of Member Associations Continental Confederations, BWF Council and Staff who participated in the various plenary and breakout sessions held during the forum.

In 2023, the BWF began the process to develop the organisation’s 2024-2028 Strategic Plan. This process has taken 12-months, beginning with the BWF Members Forum 2023, and has included consultation with Member Associations, Continental Confederations, BWF Committees, Commissions, Council, and staff, as well as other key commercial and non-commercial partners.

It is recognised that each of the BWFs 201 Member Associations are unique in their needs, levels of development and capacity to professionally grow badminton nationally. Each Member Association’s level of engagement with BWF programmes and initiatives varies based on a variety of internal and external factors.

Should your Member Association wish to provide additional detail, views or suggestions on this report and future BWF Members’ Forums, please email John Shearer, BWF Head of Continental Development j.shearer@bwf.sport

BWF Members Forum 2024 at a Glance



141 Members Participating



3 Priority Polls Run



102 MA Responses



3 Breakout Rooms

Blue | Yellow | Green

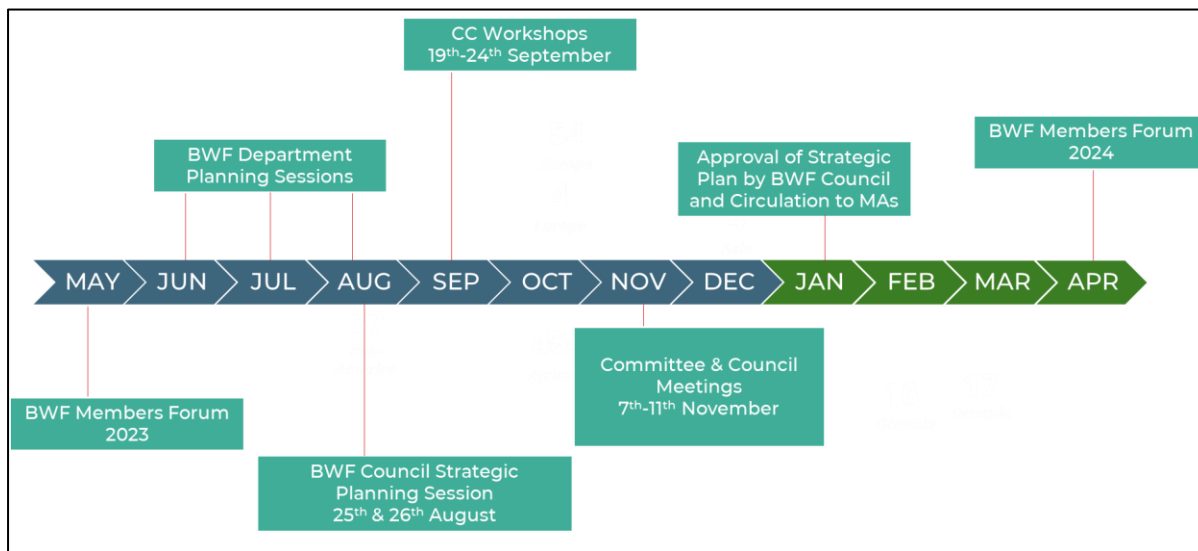


4 Breakout Themes

Events | Development | Marketing & Communications | Growth Disciplines

Plenary Session 1 – BWF Strategic Plan 2024-2028

In Plenary Session 1, BWF Secretary General, Thomas Lund provided a high-level summary of the new **BWF Strategic Plan 2024-2028**. It was noted that the development of the new Strategic Plan was a process lasting over 12-months which included various stages and engagement with key stakeholders, including Continental Confederations and Member Associations.



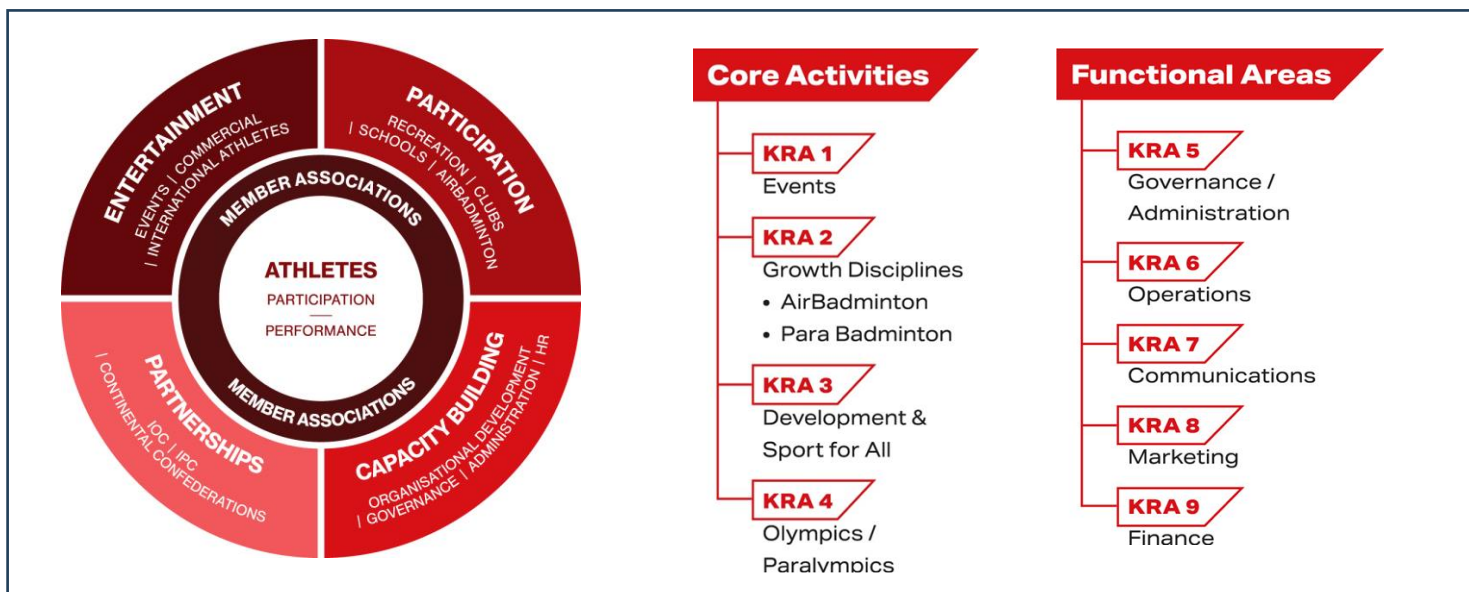
There is strong continuity between the new and previous Strategic Plans within a continued vision:

Giving every child a chance to play badminton for life.

SAFE | INCLUSIVE | ACCESSIBLE



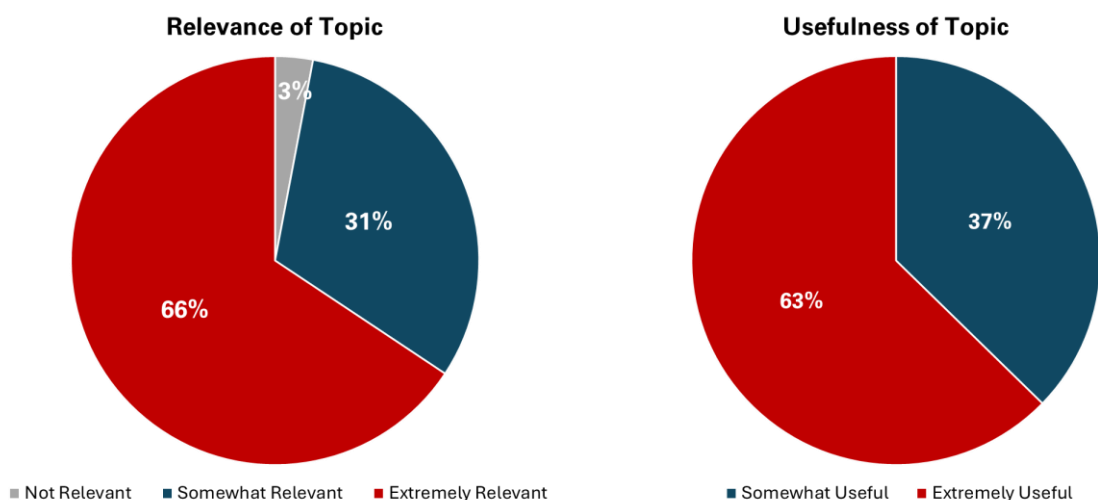
Within the new Strategic Plan there are five Strategic Priorities and nine Key Results Areas:



Within the new Strategic Plan there is a greater emphasis on the following:

- **Commercial** revenue and profitability optimisation
- **Prize Money** increased to \$30m by 2030
- **Growth Disciplines** sustainable development of Para badminton and AirBadminton
- **Return of Investment** greater focus on evaluation and impact of projects
- **Capacity Building** growing and developing strong Member Associations

Member Association Feedback on Plenary Session 1



Breakout Sessions

Following Plenary Session 1, Member Associations were moved into three breakout rooms:

- Breakout Group 1 – Blue**
- Breakout Group 2 – Yellow**
- Breakout Group 3 – Green**

For the first time, in advance of the Members’ Forum, the BWF conducted a series of Member Association priority polls aimed at better tailoring content to the needs and interest of Member Associations. A total of **102 Member Associations** completed the pre-forum priority polling with **94% of Member Associations** who responded to the post-Members’ Forum questionnaire stating that the information received in advance of the Forum was adequate. The BWF used the [Member Association Categorisation Tool](#) to pre-group Member Associations based on similar level of development.



The groupings and outcome of this priority polling can be viewed in the tables below:

| | |
|----------------------------------|--|
| Breakout Group 1 – Blue | Categorisation Levels 8, 9 & 10 |
| Breakout Group 2 – Yellow | Categorisation Levels 5, 6 & 7 |
| Breakout Group 3 – Green | Categorisation Levels 2, 3 & 4 |

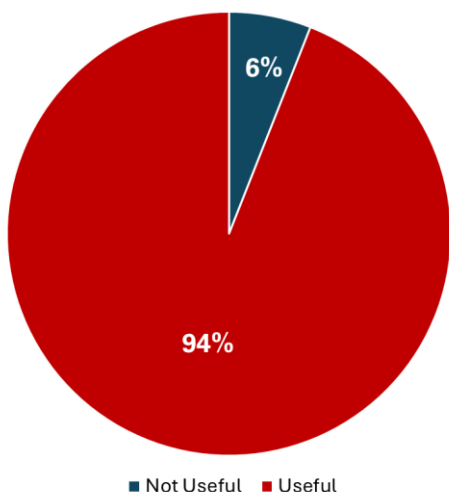
| Breakout Group 1 (BLUE) - Priorities | Priority 1 | Priority 2 | Priority 3 | TOTAL | % |
|---|------------|------------|------------|-----------|------------|
| EVENTS - What strategies and innovations can Member Associations implement to improve tournament sustainability, athlete experience and fan engagement/experience? | 8 | 5 | 4 | 17 | 28% |
| DEVELOPMENT - Do high performance countries have a role to play in growing the sport globally? Is there a need for a BWF World Training Center? | 5 | 4 | 7 | 16 | 28% |
| MARKETING & COMMUNICATIONS - How can Member Associations leverage and connect with their fanbase to open greater commercial opportunities for the sport in their territory? | 6 | 6 | 5 | 17 | 27% |
| GROWTH DISCIPLINES - How can Member Associations use Para badminton and AirBadminton to add value to their organisation and assist in achieving key strategic objectives? Including new partnerships, income generation and international medal success. | 1 | 5 | 4 | 10 | 17% |

| Breakout Group 2 (YELLOW) - Priorities | Priority 1 | Priority 2 | Priority 3 | TOTAL | % |
|--|------------|------------|------------|-----------|------------|
| EVENTS - How can Member Associations create effective and sustainable national and international competition pathways? Including options for competitive participation. | 5 | 14 | 12 | 31 | 23% |
| DEVELOPMENT - How do Member Associations create sustainable national structures which optimise opportunities for success at all levels? Incorporating participation and performance. | 29 | 12 | 3 | 44 | 33% |
| MARKETING & COMMUNICATIONS - How can Member Associations develop their identity, brand, and establish partnerships to support their national badminton programmes? | 6 | 10 | 17 | 33 | 24% |
| GROWTH DISCIPLINES - How can Member Associations develop a participation and competition framework for Para badminton and AirBadminton? Once a framework is established, how can Member Associations recruit, develop and retain players? | 5 | 9 | 13 | 27 | 20% |

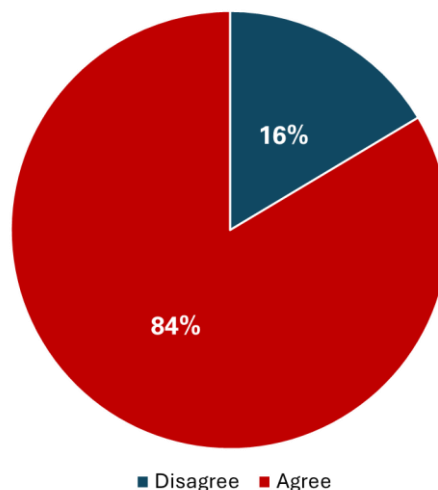
| Breakout Group 3 (GREEN) - Priorities | Priority 1 | Priority 2 | Priority 3 | TOTAL | % |
|---|------------|------------|------------|-----------|--------------|
| EVENTS - What does a successful junior and senior national competition structure look like? | 5 | 9 | 11 | 25 | 22.5% |
| DEVELOPMENT - How can Member Associations identify their development needs, prioritise focus areas and best utilise resources available to achieve their goals? | 23 | 8 | 3 | 34 | 31% |
| MARKETING & COMMUNICATIONS - How can Member Associations promote the sport efficiently and communicate positive badminton stories to key stakeholders nationally? | 4 | 6 | 17 | 27 | 24% |
| GROWTH DISCIPLINES - How can Member Associations develop structures and pathways to assist in the development of AirBadminton and/or Para badminton at a national level? What are the barriers to success? | 5 | 14 | 6 | 25 | 22.5% |

Member Association Feedback on Priority Polling and Grouping by Categorisation Level

Use of Advanced MA Priority Polling



It was Beneficial to use the BWF Categorisation Level to Group MAs for Breakout Sessions



Breakout Group 1 – BLUE

Based on the outcome of the priority polling with Group 1, the following three topics were explored in this session, with the key discussion points, outcomes and takeaways as follows:

EVENTS

What strategies and innovations can Member Associations implement to improve tournament sustainability, athlete experience and fan engagement/experience?

Factors which contribute towards tournament sustainability:

- Fan Engagement – ticketed practice sessions, hospitality packages, meet & greet activities
- Sponsor Engagement – sponsor/media activities/games, marketing plans, press activity
- Media – professional personnel, influencers, official Vs open concept
- Volunteers – recognition, training, team building, continuous recruitment
- Costs – entry fees, national and regional hosting grants

Factors and innovations which may assist in attracting sponsors, fans and players:

- Quality venue and services – hotel, transport, facilities, location
- High quality streaming
- Badminton festivals
- Sports presentation – LED screens/boards, AI, technology
- Media exposure – being able to demonstrate media value
- Ranking points distribution

MARKETING & COMMUNICATIONS

How can Member Associations leverage and connect with their fanbase to open greater commercial opportunities for the sport in their territory?

- Identifying new ways to connect with fans
- Identifying the primary platforms used in your country
- Tailoring content to platforms – duration, type of content etc.
- Content creation – use athletes to help engage fans
- Market research – key demographics
- Try new things – think outside the box

**DEVELOPMENT**

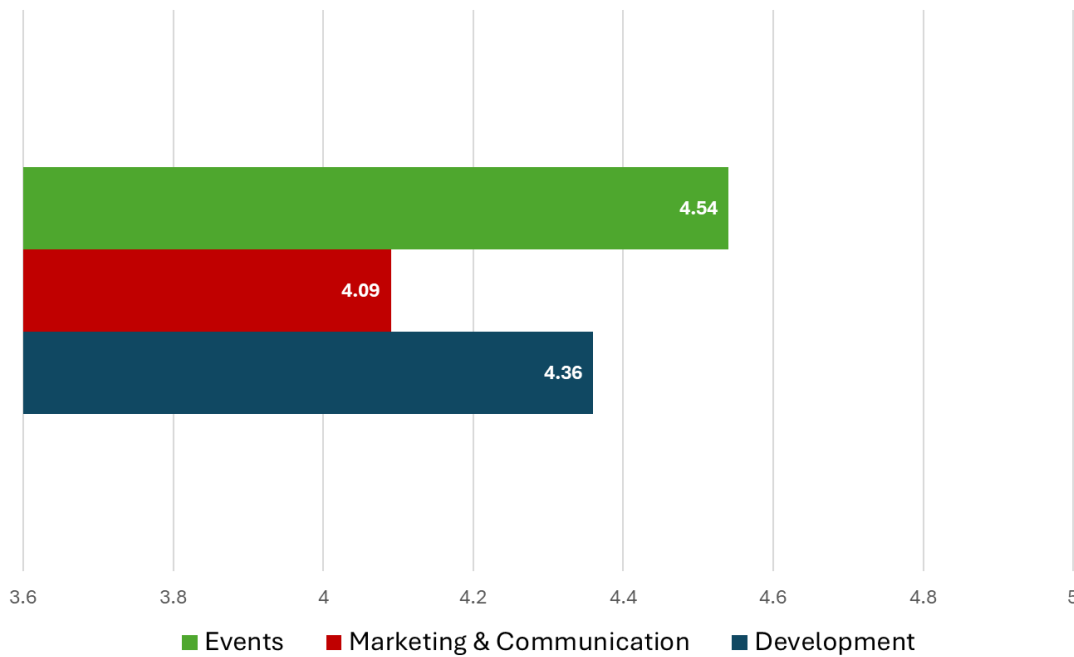
Do high performance countries have a role to play in growing the sport globally? Is there a need for a BWF World Training Center?

- Tracking and sharing best practice to assist in developing and evolving the sport
- Player development must link to coach and player services development

- World Training Center will only be effective if there are strong regional and national structures sitting beneath
- Tournament structure is a key aspect of player development – a review is required
- While MAs do compete against one another, we are all competing against other sports and collaboration can assist badmintons position globally as a top sport.

Breakout Group 1 Member Associations Feedback on Breakout Session

Usefulness of Each Topic (0-5)



Breakout Group 2 – YELLOW

Based on the outcome of the priority polling with Group 2, the following three topics were explored in this session, with the key discussion points, outcomes and takeaways as follows:

DEVELOPMENT

How do Member Associations create sustainable national structures which optimise opportunities for success at all levels? Incorporating participation and performance.

Factors which contribute towards developing a sustainable national structure:

- Defined structure – governance systems, constitution, elections, AGM, audited accounts
- Strategic and operational planning
- Partnerships with a variety of key national stakeholders
- Human resources – full-time, part-time and volunteer
- Financial support – national, regional, BWF and Continental Confederation
- Facilities – office, training, events, education

How should Member Associations measure success and in which areas should we measure:

- Participation – players, coaches, schools, technical officials, clubs etc.
- Events – number of national events, number of entries, quality of national events
- Participation and results at international level
- Increased awareness, popularity and exposure for badminton nationally
- Success should be measured based on targets set out in strategic and operational plans
- Increased investment from national partners

**How do we connect participation and high-performance programmes at national level:**

- Have a clearly defined and documented pathway in place
- Strong national participation strategy in place – schools/Shuttle Time, junior clubs, talent ID systems in place
- Strong national tournament structure in place – junior, adult, senior, Para, club & leagues
- High quality coaches at all levels
- Use current athletes as role models to motivate and inspire next generation of players
- Long-term approach to player development – a secure pathway for players

MARKETING & COMMUNICATIONS

How can Member Associations develop their identity, brand, and establish partnerships to support their national badminton programmes?

In what ways can Member Associations gain insights from target audiences:

- Research target audiences
- Social media
- Engagement activities – workshops, Q&As, roadshows and exhibitions

Key components to building a brand & identity:

- Research
- Positioning statement
- Logo and brand assets
- Brand voice and personality
- Application of branding across your organisation



What are some of the benefits to potential partners of forming a relationship with your association:

- Increased brand visibility
- Improved image – Badminton = safe, fun, inclusive, accessible, healthy etc.

EVENTS

How can Member Associations create effective and sustainable national and international competition pathways? Including options for competitive participation.

Factors which contribute towards creating sustainable national competition pathways:

- School – national – social leagues
- Local sponsors – financial and value in kind contributions
- Regional tournaments – link with nearby countries
- Organises back-to-back tournaments
- Offering a variety of competition categories – age & level
- Designing a competition calendar which links to programmes

Factors which contribute towards creating sustainable international competition pathways:

- Alignment with Continental Confederation and BWF strategies and regulations
- Strong relationships with national stakeholders
- Exploration of local, regional and national funding grants
- Entry fees
- Targeted approach – who, when and where

GROWTH DISCIPLINES

Update on the status of Para badminton and AirBadminton.

Para Badminton

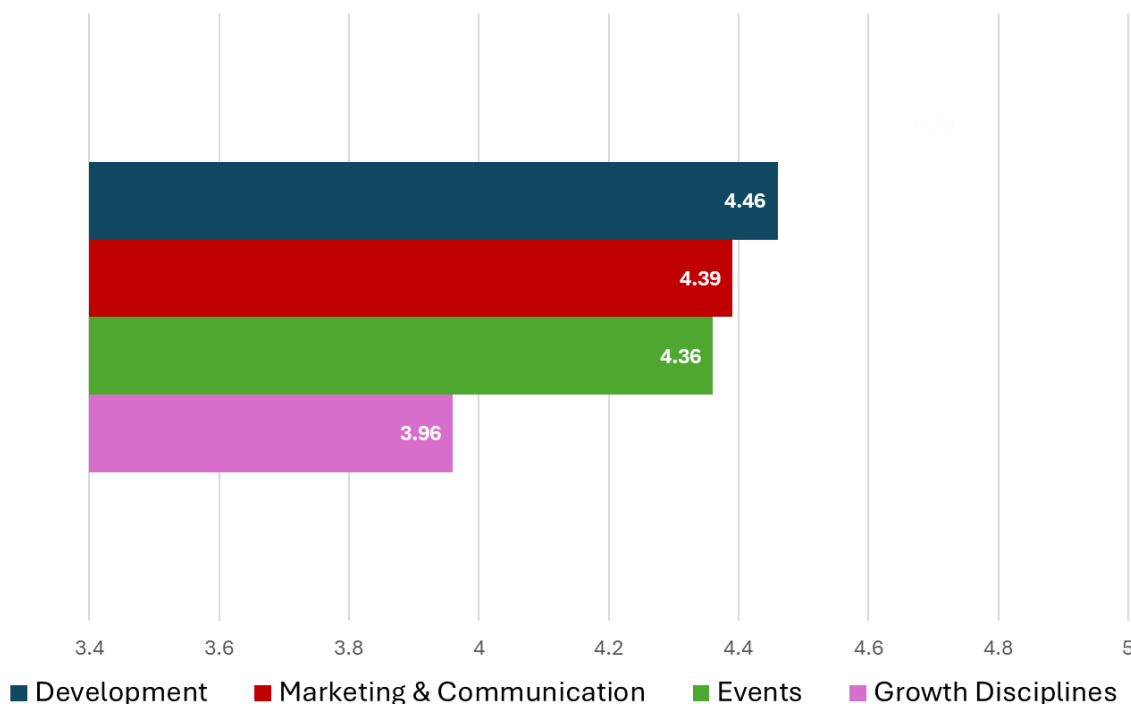
- Overall growth at all levels – participation and international representation
- Improved position in Paralympic Games in Paris – increased athlete quota, events and countries compared to Tokyo
- 70+ countries developing Para badminton globally
- New Para Badminton World Circuit launched in 2023
- Various development initiatives to support MAs – coaching, classification, administration, equipment support, athlete scholarships etc.

AirBadminton

- New tournament structure to be launched in 2025
- Equipment support for MAs interested in hosting national competitions
- Support materials – regulations, tournament guidelines, promotional materials

Breakout Group 2 Member Associations Feedback on Breakout Session

Usefulness of Each Topic (0-5)



Breakout Group 3 - GREEN

Based on the outcome of the priority polling with Group 3, the following three topics were explored in this session, with the key discussion points, outcomes and takeaways as follows:

DEVELOPMENT

How can Member Associations identify their development needs, prioritise focus areas and best utilise resources available to achieve their goals?

What are Member Associations goals and objectives in the next five-year period:

- Capacity Building / Human Resource development
- Increasing social media presence
- Increasing facilities and infrastructure
- Increasing number and quality of coaches
- Establishing a strong player pathway from grassroots to high performance
- Develop strategic plans and good governance structures
- Work towards achieving organisational sustainability



What are the current barriers to success, how can Member Associations overcome these barriers:

| Barriers | How to overcome |
|---|---|
| Access to more resources | Use BWF ecosystem and seek resources externally – encourage collaboration and share best practice amongst MAs |
| Limited access to equipment | create an economy around badminton – Value in kind support – BWF and Continental Confederation support |
| Where/how to access BWF resources & programmes? | More and better communication on available resources by the BWF and Continental Confederations |
| Access to external funding (non-BWF or CC) | National / regional funding partners /Olympic Solidarity |
| Limited capacity | Increased access to BWF education programmes to build capacity within federation |
| Retaining knowledge how to retain HR and increase ROI | Knowledge transfer programme / leadership / Administration workshops Creating lifetime badminton loyalty (stay in the system – relevant to small MAs / volunteers) |
| Create and activate Partnerships | Local, regional partnership – joint programmes / activations. Regional collaboration between countries (helping each other) |

MARKETING & COMMUNICATIONS

How can Member Associations promote the sport efficiently and communicate positive badminton stories to key stakeholders nationally?

Tools to assist Member Associations to promote the sport nationally:

- Access to BadmintonPhoto and other BWF content
- BWF and Continental Confederation websites
- BWF online Marketing and Communications course
- Sharing of best practice between Member Associations – how to engage young people
- Visual elements work best – photo and video content

GROWTH DISCIPLINES

How can Member Associations develop structures and pathways to assist in the development of AirBadminton and/or Para badminton at a national level? What are the barriers to success?

Para Badminton:

- Develop relationship and collaboration with NPCs
- Develop workforce – coaches, national classifiers, administrators, event organisers
- Promote inclusion through other communication streams – break down barriers

Para Badminton Barriers include:

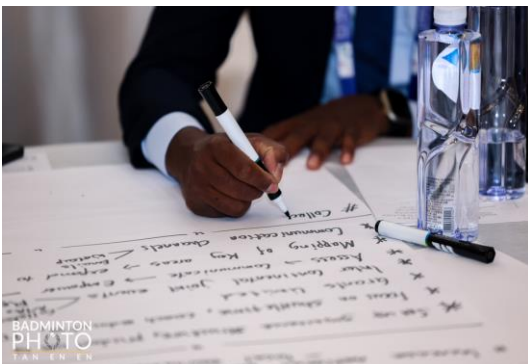
- Conflict MA and NPC relationship
- Culture issues relating to inclusion of people with disability
- Lack of capacity and human resources

AirBadminton:

- Utilise existing infrastructure and facilities to increase access to badminton
- Develop workforce – coaches, event organisers and technical officials
- New concept – appealing to different demographics

AirBadminton Barriers:

- Weather conditions and climate in some countries
- Competition – paddle and pickleball
- Lack of capacity and human resources





EVENTS

What does a successful junior and senior national competition structure look like?

Why do Member Associations run national competitions:

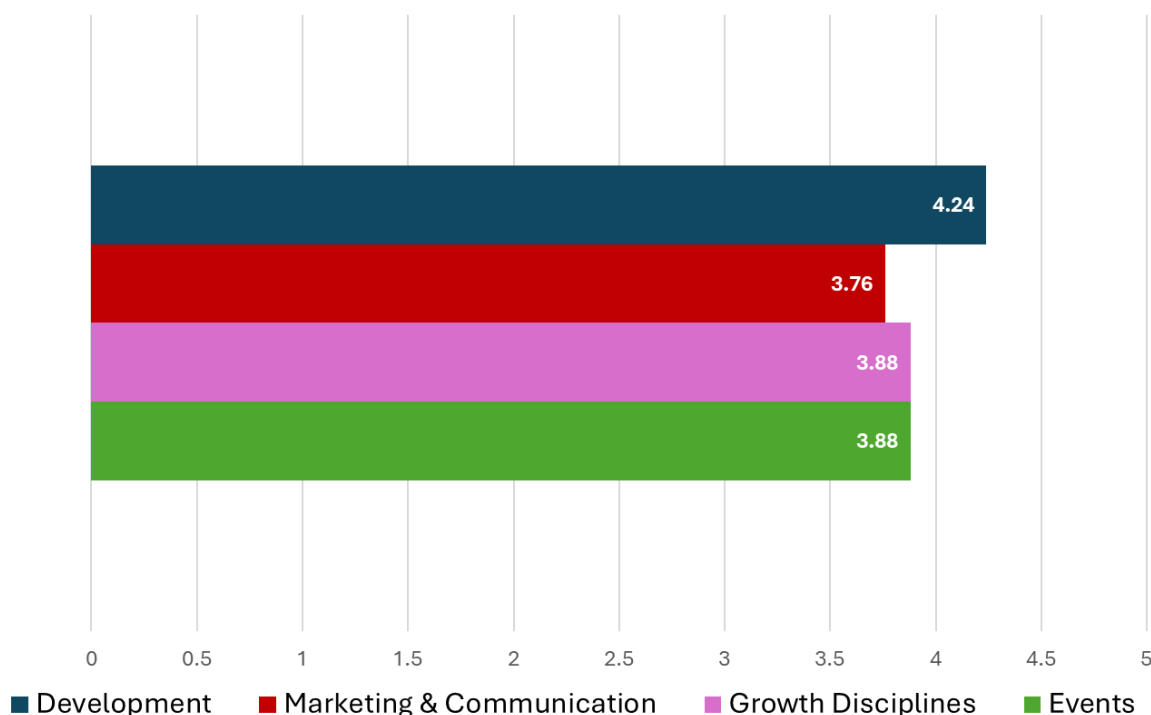
- Assist in developing player and the player pathway
- Provides talent identification opportunities
- Increases visibility and promotion of the sport nationally
- Provides opportunities to engage volunteers and technical officials

What are the factors which contribute towards successful national competitions:

- National competition strategy – how, when and why
- Technical official and volunteer workforce
- Strong promotion of events – communication & social media
- Strong national partnerships – facilities, sponsors and value in kind contributions
- Strong links to schools, clubs and academies – buy-in to the structure

Breakout Group 3 Member Associations Feedback on Breakout Session

Usefulness of Each Topic (0-5)



Plenary Session 2 – The Importance and Need for Safeguarding in Badminton

In Plenary Session 2, Member Associations heard from the following three speakers:

Sarina Sundara Rajah
Safe Sport Malaysia Founding President

Thomas Delaye-Fortin
BWF Head of Legal and Governance

Kelly Aston MBE
CEO, Badminton Wales

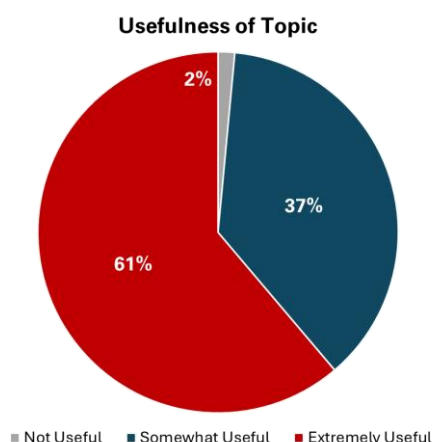
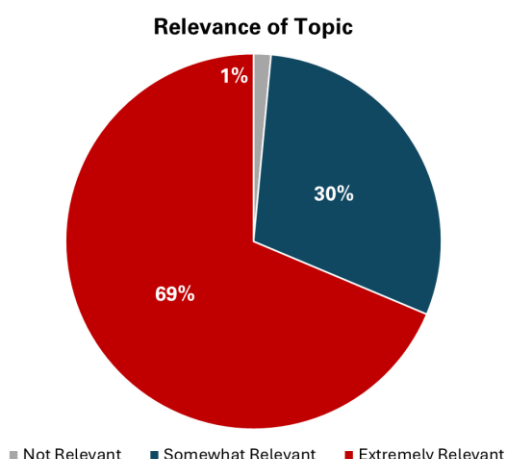


The presentations included a variety of experiences, best practice examples and key takeaways, including the following:

- Safeguarding is about keeping the badminton community safe from harassment and abuse. It requires the active involvement from all levels of governance.
- Harassment and abuse can be physical, sexual, and/or psychological. It can lead to long-term consequences on its victims. It can also affect the trust that the public has in the sport.
- The BWF Safeguarding Policy is the main regulation on this topic. It defines key terms, assigns responsibilities, and creates a framework to handle safeguarding cases.
- The BWF Safeguarding Plan contains operational measures for the BWF, the CCs, and MAs to implement. MAs must all assess which measures should be implemented to prevent harassment and abuse.
- While some MAs are just getting started, some MAs already have mature safeguarding frameworks. Inspiration can be taken from them when deciding on appropriate measures, taking into account means, needs, and domestic requirements.

More information on the BWFs Safeguarding Plan, can be found [Here](#).

Member Association Feedback on Plenary Session 2



Plenary Session 3 – BWF Council Proposal-Commercial Organisations

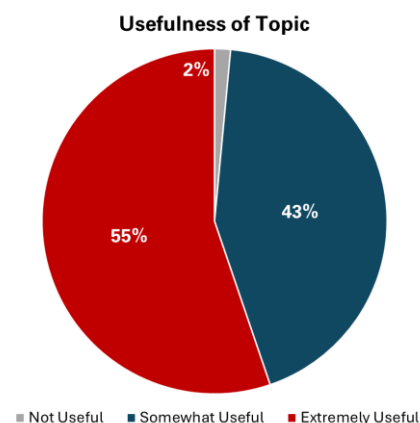
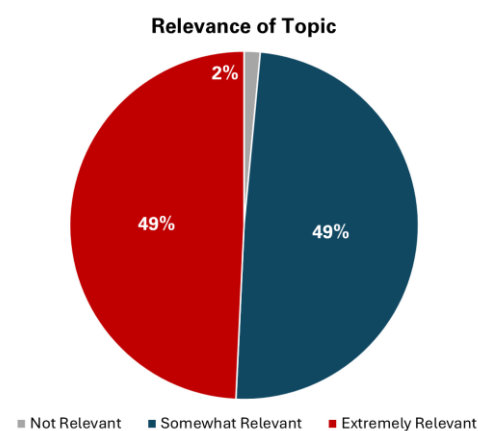
In Plenary Session 3, BWF Secretary General Presented a summary of an agenda item (Item 4.2) which would be presented to Member Associations in the following days Annual General Meeting.

The agenda item included a proposal to amend Clause 23 of the Constitution “to give the authority to the Council to establish a commercial organisation under specific terms and conditions”

The Secretary General presented the proposal, the rationale and the potential benefits of the BWF setting up subsidiary organisations in the future, including the following:

- **Grow our sport** by bringing in more marketing and broadcast revenue.
- **Creating a specialised structure** within the BWF with **greater commercial expertise** and **building capacity** including specialist and independent board members and expert commercial staff in its operations.
- **Offers new possibilities / a different business structure** compared to now.
- **Ability to have access to investment capital** if an ambitious commercial strategy is developed.

Member Association Feedback on Plenary Session 3



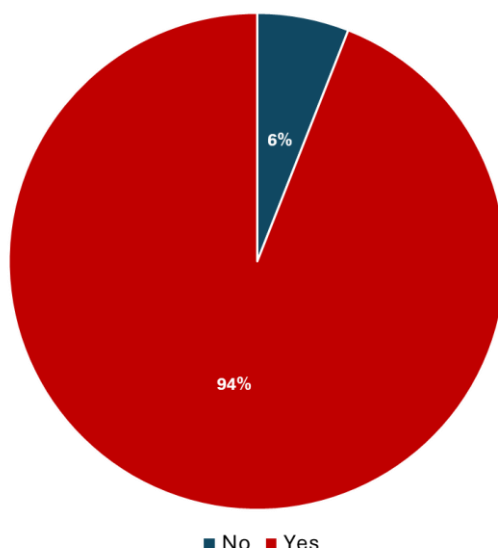
Conclusion

To summarise some of the initial findings from the BWF Members Forum 2024, BWF Director of Development, Ian Wright presented a high-level bullet-point overview detailing some of the areas of similarity which had been discussed across the three breakout rooms.

In the questionnaire sent to Member Associations following the Members’ Forum, the BWF sought to gather additional feedback and suggestions from Member Associations, which can be used to assist in the planning of future Member’s Forums.

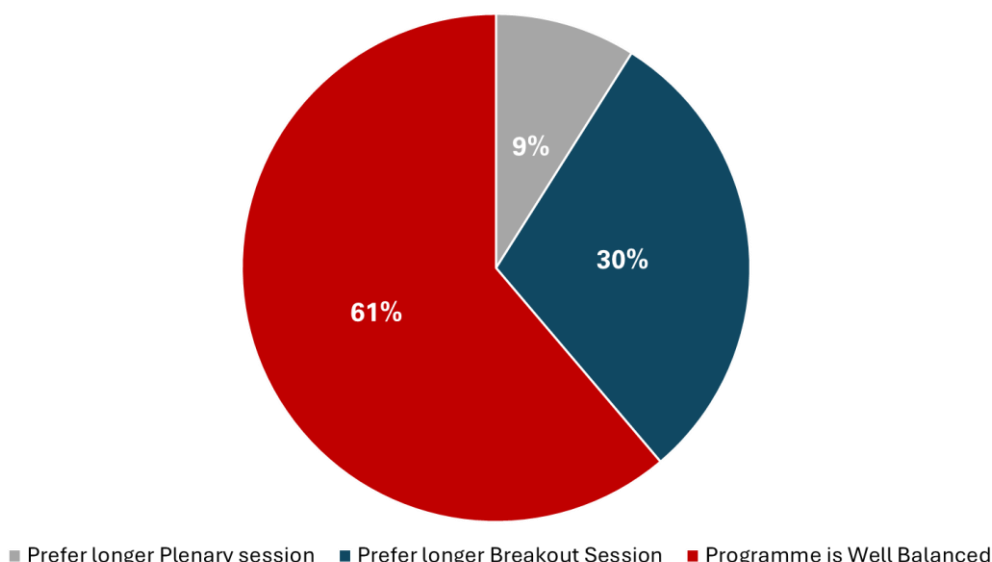
Member Associations were asked if they would like the BWF to continue to use polling in advance of future Members’ Forums, the results of which can be viewed below:

MA’s Who Believe Priority Polling Should be Used in Future



The BWF also asked Member Associations to provide their feedback on the balance between Plenary and Breakout sessions in this year’s Members’ Forum, with the following feedback being received:

Balance Between Plenary and Breakout Sessions



Finally, the BWF asked Member Associations to rate their overall experience and satisfaction of the 2024 Members' Forum, the results of which can be viewed below:



4.45/5.00

Improvements and Future Member Forums

What could we improve for future BWF Members' Forums? *

- Less topics, so there is more time to discuss
- Longer time for discussion and networking
- Breakout sessions were rushed, more time needs to be allocated
- Identify table leaders to assist in leading discussions at table-level in breakout sessions
- Invite more external speakers
- Mix tables more often in breakout sessions
- Well planned, organised and delivered
- I think the forum could be delivered over two days not only one
- Divide members by continent, not by category
- More information required in advance so that the MA President can come better prepared
- Rich discussions and sharing
- More sharing of best practice from a variety of members
- More concrete outcomes from breakout sessions please

Which topics would you like to see featured in future BWF Members' Forums?*

- Player Welfare while on tour
- Marketing and public relations
- Talent development
- Goal setting and setting of Key Performance Indicators (KPIs)
- Strategic and operational planning
- How to grow mass participation at national level
- Partnership development and management
- Crisis management
- Attracting, training and retaining volunteers
- Management skills
- Safeguarding
- Question and answer sessions with MAs, BWF and external experts
- Innovation across all activities and all levels
- Para badminton
- AirBadminton
- Developing a player pathway

****The above lists represent a summary of commonly expressed responses to the above questions, and do not show all responses received.***

Should your Member Association wish to provide additional detail, views or suggestions on this report and focus areas of the BWF 2024-2028 Strategic Plan, please email John Shearer, BWF Head of Continental Development j.shearer@bwf.sport.