

STRATEGIC PLAN 2025 - 2028

ONE ASIA ONE SPIRIT



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About Badminton Asia

Badminton Asia is the governing body of badminton on the continent of Asia. It is one of the five continental bodies under the flagship of Badminton World Federation (BWF). Badminton Asia is one of the oldest confederations, being founded in 1959. Currently, Badminton Asia is headquartered in Petaling Jaya, Malaysia, and with 45 Member Associations. These Member Associations can be divided into five regions, namely West Asia, Central Asia, South Asia, East Asia and Southeast Asia.

Vision

With the recent rebranding exercise, Badminton Asia is charting a new era and a more dynamic Confederation which recognises all members as of equal importance and every member has a role to play for Asia. Badminton Asia also adopted a new theme “Smash the World” which serves as a constant reminder that Badminton Asia shall strive to push badminton as the most popular sport in Asia and at the same time, to be the best in the sport. Hence, the vision for Badminton Asia is ***“to develop, promote and strengthen the sport of badminton in Asia”***.

Mission

Whilst distinguishing with the objectives of BWF, Badminton Asia’s goals would work on a broader framework and will work towards achieving the vision of Badminton Asia and ultimately fulfilling the overall BWF’s objectives. The vision can be achieved by adhering to the following pillars:

- **High Performance** – Top level competition to raise the standards of events and players performance.
- **Development** - To promote and encourage all MAs to succeed at the pinnacle of world badminton in all aspects (eg. players’ performance, coaching standards, standards of technical expertise, and facilities). To encourage MAs to practice good governance to implement professional initiatives or programmes.
- **Promotion** - To continuously create awareness and publicity for Badminton Asia through various efficient and effective communication tools. To enhance the commercial value by producing and commercialising attractive products.
- **Humanitarian & Community Support** – Impactful and sustainable project for underserved communities from MAs, which creates awareness and wellbeing through the sport.
- **Inclusivity** - the practice or policy of providing equal access to opportunities and resources for all people, otherwise be excluded or marginalized, such as those having physical or intellectual disabilities or belonging to other minority groups. This inclusive of all gender, para-athletes/ Special Olympics etc...

BADMINTON ASIA STRATEGIC PLAN 2025 – 2028

In line with Olympic Cycle

KEY PRIORITY AREAS (KPA) - Growth

KEY FUNCTIONAL AREAS (KFA)

KPA 1

Development

- MAs Structure & Capacity Building
- Players development & Participation
- Coaches/ Tutor Education & Development
- Regional Development Programmes
- Equipment Support

KPA 2

Events

- Major Events + Juniors
- Grade 3 & Junior Events
- Technical Officials

KPA 3

New Growth Areas

- **Development:**
 - Air Badminton
 - Para Badminton & Special Olympics (Participation)
 - Gender Equity
- **Events:**
 - Para Badminton/ Special Olympics
 - Senior
 - League

KFA 1

Governance & Administration

- Annual Plan
- Human Resource
- IT
- Archives & Records

KFA 2

Finance

- Budget & Financial Plan
- Financial Protocols
- Reporting & Monitoring
- Audit
- Reserves

KFA 3

Marketing & Communication

- Branding
- Sponsorship
- Digital Technology
- Connectivity

KFA 4

Humanitarian Initiatives

- Education & Development
- Community Engagement & Social Inclusion.
- Health & Well-Being
- Women Empowerment (Promote Gender Equality)

KEY PRIORITY AREAS (KPA)

KPA1 DEVELOPMENT

Goals

- To increase coaches both in quantity and quality within the Asian Confederation Fraternity.
- To increase the number of players in Asia and eventually more Asian players playing in the Asian & BWF circuit.
- To optimise and increase the implementation of BWF's support on development Programmes.
- Develop MAs governance structure and good practice overall.
- To expand the programme of Para badminton & AirBadminton.
- To create more opportunity for women in the area of administration, coaching and players.



Cores Areas	Strategic Programmes	KPI & Outcomes
1. MAs Governance, Structure & Capacity Building	<ul style="list-style-type: none"> Actively engage with MAs regarding good governance and best practice Identify and develop strategic approach for new Asian MAs to achieve full membership affiliation with BWF 	<ul style="list-style-type: none"> MAs with updated & relevant Constitution. Strategic plan which aligned with BA's plans. Improve categorisation rating 20% of MAs moving up at least one (1) categorisation level by 2028. All Asian MAs to be fully affiliate membership with BWF.
2. Players Development & Participation	<ul style="list-style-type: none"> Regional Junior & Senior Players development programmes. To develop a strategy for developing MAs to encourage & support players to participate in more international ranking tournaments. AOP strategic plan for next Olympic Games. 	<ul style="list-style-type: none"> To have MAs categorisation 5-8 players participating in Badminton Asia or BWF ranking events. To have 30% more developing MAs having players to be in the top 200 of world ranking by 2028. To have 6 players to qualify for 2028 Olympic from developing MAs in 2028.
3. Coaches/ Tutors education and development	<ul style="list-style-type: none"> Increase the number of coaches in all MAs, particularly from categorisation 4-8. This include shuttle time tutors. Increase the number of active tutors that able to deliver courses to train more coaches nationally and regionally under Badminton Asia programmes. 	<ul style="list-style-type: none"> To have at least 2 dedicated & qualified tutors (at least 1 is of Level 2 tutor) from each region to conduct BWF & Badminton Asia's courses by 2028.

Cores Areas	Strategic Programmes	KPI & Outcomes
4. Regional Development Programmes	<ul style="list-style-type: none"> • Event Organisation (Including familiarization of tournament software) • Platform for players to play in competitive International tournament opportunity • Training & Development at local & International technical officials • Administration (Strategic plan) • Pre-Training prior to tournament • Financial planning & accountability • Marketing, Promotion and Viewership of the Sport (particularly in West & Central) • Regional tournaments with complementing/ associated course programmes and activities. • Potential players identification to support players development & participation strategy. 	<ul style="list-style-type: none"> • To have ensure annual hosting of Junior age-group and senior (New - higher performance) programmes. Current is U23, U17, U15 Age-group, to expand upwards to a more senior level and also expand to a lower age-group U13, all by 2028. • To have 30% more of developing MAs players participation in international tournaments. • To have 20% more of developing MAs hosting international tournaments. • Wholistic development approach in terms of administration, strategic planning, events organisation, players training/ competition, technical officials and financial planning
5. Equipment Support	<ul style="list-style-type: none"> • Equipment allocation based on their programmes and strategic plans (which is approved by Badminton Asia). Clear analysis of MAs requirement and strategy plan on equipment distribution throughout the strategic cycle. • Strategic allocation of equipment caters to the needs of MAs to enable developing MAs to have sufficient equipment to facilitate their infrastructure in enhance the scope of their development programmes. • Developed Members to support MAs with annual equipment donation 	<ul style="list-style-type: none"> • All MAs under BWF categorisation 4 to 6 to have allocated equipment to run their programme by 2028. • Beneficiaries to be able to sustain and add value to their development programme; with clear progress.

KEY PRIORITY AREAS (KPA)

KPA2 EVENTS

Goals

- To optimise badminton participation in events within the Asian Confederation Fraternity.
- To rebrand and add value to Badminton Asia Events.
- To maximize the hosting of events (Grade 3, Junior, and Under 17/Under 15); including regional events.
- To play a prominent role, to be part of the Organizing Committee/ Working Group(s) and have its presence in Badminton events held at Multisport Games in Asia: in which Badminton Asia is the controlling body for badminton in Asia.

- Create more opportunities for Badminton Asia technical officials (Asian Level) to officiate in Level 2 and Level 3 tournaments.
- Enhance programmes for national and regional technical officials; especially for developing MAs.
- Conducting technical courses for non-English speaking officials.
- To increase the number of women technical officials.



Cores Areas	Strategic Programmes	KPI & Outcomes
1. Major Events (Including Junior)	<ul style="list-style-type: none"> • Increase the profiling and presentation of all Badminton Asia events, with greater marketing and promotion. • Standardizing Presentation. To promote and develop standards of event organisation. • Robust Contract & Guideline Hosting 	<ul style="list-style-type: none"> • The main showcase and outcome in Badminton Asia. • Greater value and profiling. • Increasing attraction and appeal to wider potential sponsorships. • Greater participation of top players and more from the developing countries. • To have more high value bidders
2. Grade 3 & Junior Events	<ul style="list-style-type: none"> • Classification into a Grade 3 & Junior Continental Circuit. • To introduce a standardize presentation standard to all the host. • Partnership with BWF on streaming & betting properties (Potential) 	<ul style="list-style-type: none"> • To increased and promote hosting of Grade 3 & Junior events, particularly International Challenge level. • Utilization of tournament software and live scoring. • Possibility of live streaming in all International Challenge. • Grade 3 & Juniors Hosting Guidelines Manual. • Income generation.
3. Multisport Events (including future Para Badminton & Special Olympics)	<ul style="list-style-type: none"> • To ensure the event(s) organized and run in accordance to the standards of BWF (and IOC/ OCA regulations). • To monitor and ensure timely preparations of the venue, operational systems, entries/draws, logistics, accreditation and etc. Full and active involvement from pre-games, during and post-games. • Badminton Asia Staff/ Official presence during pre-event and preparation, and event proper. 	<ul style="list-style-type: none"> • To work closely and cooperatively with the Local Organizing Committee (LOC) and to ensure the high standards of product delivery and technical expertise support for the event(s).

Cores Areas	Strategic Programmes	KPI & Outcomes
4. Technical Officials	<p>Continental Level</p> <ul style="list-style-type: none"> • Create more opportunity for Badminton Asia technical officials (Asian Level) to officiate in Level 2 and Level 3 tournaments. • To identify potential candidate and to implement mentor-mentee system <p>National/ Regional Level</p> <ul style="list-style-type: none"> • National & Regional Programme. Periodic online course for continuous learning and improvement. • To increase the number of technical officials from Non-English speaking countries. • To conduct technical courses for Non-English speaking officials • To conduct technical courses in simple basis English <p>Overall</p> <ul style="list-style-type: none"> • To identify young and competent candidates • Develop and train more potential women technical officials • To identify potential candidate and to implement mentor-mentee system 	<ul style="list-style-type: none"> • To promote and develop Asian Technical officials to higher level. • To increase the number of Asian women technical officials. • To increase the number of technical officials from Non-English speaking countries. • Developing MAs having continuous national course to develop their technical officials, and able to supply enough personnel for regional events and potential candidates for continental level upgrading.

KEY PRIORITY AREAS (KPA)

KPA3 NEW GROWTH AREAS - DEVELOPMENT

New Growth Area (Inclusiveness)	Strategic Programmes	KPI & Outcomes
1. AirBadminton	<ul style="list-style-type: none"> • Programme Activation for MAs • MAs introducing to schools and recreational/ community clubs and organisation. • Feasibility study of AirBadminton tournament from national, regional, continental and/ or international series. 	<ul style="list-style-type: none"> • 40% of MAs having active AirBadminton activities; through national, recreational or community based by 2028. • Possible implementation of a sustainable AirBadminton tournament(s)
2. Para Badminton & Special Olympics (Participation)	<ul style="list-style-type: none"> • Establish Para Badminton cooperation with MAs, NPC for players & coaches' development and participation. • Encourage MAs & NPCs to support Badminton Asia Para Badminton programmes. • Enhance relationship between respective MA & NPC; including Special Olympics National Associations. 	<ul style="list-style-type: none"> • More MAs/ NPCs having players participating in Para Badminton & Special Olympics events internationally. • More coaches involved in Para Badminton & Special Olympics.
3. Gender Equity	<ul style="list-style-type: none"> • Encourage MAs to have women representation in all their activities and structures. To create gender balance. • Targeted women programmes such as coaches/ players training, administrators' course, technical officials etc. 	<ul style="list-style-type: none"> • Gender balance with minimum of 30% of women representation in all Badminton Asia's Development programmes, participation, course and/ or activities by 2028.

KEY PRIORITY AREAS (KPA)

KPA3 NEW GROWTH AREAS - EVENTS

New Growth Area (Inclusiveness)	Strategic Programmes	KPI & Outcomes
1. Para Badminton & Special Olympics (Events)	<ul style="list-style-type: none"> Pilot organisation of Badminton Asia Para Championships in 2025. Further exploration with Special Olympics on future collaboration 	<ul style="list-style-type: none"> Organise 2025 & 2027 Badminton Asia Para Badminton Championships. Explorative participation initiatives in Special Olympics tournaments.
2. Senior Age-Group (Non-BWF)	<ul style="list-style-type: none"> Source potential host and partner for a long-term plan of implementation Minimum of 8 months announcement of the Event. Sports-tourism concept. 	<ul style="list-style-type: none"> Biennial Organisation (in view of future annual hosting)
3. Asian League (Non-BWF)	<ul style="list-style-type: none"> Highly Commercial based event with star players. New format of play and structure. To test a pilot implementation, with future consideration of a series of events. 	<ul style="list-style-type: none"> Creation of a league series.

KEY FUNCTIONAL AREAS (KFA)

KFA1 GOVERNANCE & ADMINISTRATION

Goals

- To create a more effective and efficient administration and operation of Badminton Asia; with an emphasis on good governance and practices.
- To create an organisation that practices highest standards of accountability and transparency.
- To build a dynamic, vibrant and sustainable organisation.
- To increase the quality and quantity of administrative staff in Badminton Asia's office as well within the Members Association



Cores Areas	Strategic Programmes	KPI & Outcomes
Annual Operational Plan	<ul style="list-style-type: none"> Coordinate operational calendars and plans on the delivery of operational plan 	<ul style="list-style-type: none"> Annual Operational Plan aligned with the Strategic Plan BWF Plan submission and monitoring as per due dates
Human resource	<ul style="list-style-type: none"> Hiring qualified staff having required skills and knowledge for quality delivery and member servicing. Staff roles and structure to meet organisational needs. Staff development and relevant training provided to upskill workforce. Support staff to showcase excellence and best practice. 	<ul style="list-style-type: none"> Staff roles and structures to be reviewed annually; including evaluation. Weekly staff meeting and monthly secretariat report to the EXCO.
Information Technology	<ul style="list-style-type: none"> IT equipment is reliable, fit-for-purpose which enhances the operations 	<ul style="list-style-type: none"> IT requirements to be reviewed annually An IT assets plan to ensure timely upgrade and replacement of hardware and software.
Archives & Records	<ul style="list-style-type: none"> Badminton Asia history document is maintained and stored securely (physically or electronically) 	<ul style="list-style-type: none"> Dedicated server and storage.

KEY FUNCTIONAL AREAS (KFA)

KFA2 FINANCE

Goals

- Robust financial structure & SOPs with strict accountability and transparency.
- Effective & efficient usage/ implementation of income vs expenditure.
- Ensuring healthy financial reserves.
- Adhering to standard financial & accounting procedures of Malaysia.



KEY FUNCTIONAL AREAS (KFA)

KFA2 FINANCE

Cores Areas	Strategic Programmes	KPI & Outcomes
Annual Budget and Financial Plan	<ul style="list-style-type: none"> Budget is aligned with the annual operational and strategic plan Realistic and as accurate as possible budget, with reference to the strategic plan. 	<ul style="list-style-type: none"> Annual draft budget for EXCO approval no later than December of each year. Reforecast undertaken at 6 months (& 9 months if required) to identify and mitigate risk.
Financial Protocols	<ul style="list-style-type: none"> Review and update (if necessary) financial protocols (SOPs) biennially to ensure relevant 	<ul style="list-style-type: none"> Full compliance with financial protocols. Biennial review completed, documented and circulated.
Reporting & Monitoring	<ul style="list-style-type: none"> The accounting system is refined to produce meaningful reports. Timely debtor follow ups 	<ul style="list-style-type: none"> Quarterly financial report to the Treasurer & Chair of Finance (and key office bearers). Low levels of outstanding debts.
Audit	<ul style="list-style-type: none"> Meeting the audit standards of Malaysia 	<ul style="list-style-type: none"> Timely annual audit report. File annual audited accounts with ROS.
Reserves	<ul style="list-style-type: none"> Maintain a reserve policy to ensure an appropriate level of reserves are planned to provide for financial shocks, and able to sustain 2 years of crisis. Develop low risk investing policy to ensure reserves are protected. 	<ul style="list-style-type: none"> Reserves as per reserves policy to be accumulated on an annual basis where there is a financial surpluses. To maintain a minimum US\$ 1.5million of reserve at any time. Review the reserve policy biennially.

KEY FUNCTIONAL AREAS (KFA)

KFA3 MARKETING & COMMUNICATION

Goals



OFFICIAL PARTNER

Calendar

April 9-14

**BADMINTON ASIA
CHAMPIONSHIPS
2024**

Venue: Ningbo, China

June 28-July 7

**BADMINTON ASIA
JUNIOR
CHAMPIONSHIPS
2024**

Venue: Bali, Indonesia

YONEX SUNRISE

- To elevate the profile of Badminton Asia and make it a well-known organisation in Asia and also globally
- To create interest amongst Members Association on the role of Badminton Asia and its activities
- To rebrand the commercial value of Badminton Asia to make its product more attractive and exciting.
- Digital technology to enhance communication and information deliveries to MAs



Cores Areas	Strategic Programmes	KPI & Outcomes
Badminton Asia Branding	<ul style="list-style-type: none"> • Consistent look & feel across all areas of implementation. • Badminton Asia logo prominent positioning 	<ul style="list-style-type: none"> • Manual & Guideline • Major Events Consistency implementation.
Sponsorship	<ul style="list-style-type: none"> • Core sponsorship package on Major Events (Equipment, Media & additional secondary sponsorship) – including sports betting • New sponsorship on New Growth Area (events) as diversifying portfolio. • Engagement with current and potential sponsors and stakeholder in maintaining relationship for future enhancement. 	<ul style="list-style-type: none"> • All Major events has established core sponsorship. • New events to have different sponsorship implementation to explore new sponsorship package application. To generate new source of income. • Continuity in partnership with growth and establish new relationship for future collaborations; who will help popularise Badminton further. • Creating new links and building relationship with all stakeholders. • Creating wider scope for potential sponsors
Digital Technology	<ul style="list-style-type: none"> • Using digital platform in communication on events, programmes and activities by Badminton Asia and MAs. This includes live streaming or recorded events/ activities. • Online digital communication in delivering various activities & programmes. Data collection, retention and analysis. 	<ul style="list-style-type: none"> • Increase viewers annual analytic growth in website, social media platforms. • Database of MAs development progress and monitoring for better implementation of programmes. • Increase online programme deliveries to maximise the reach (compared to physical face-to-face)
Connectivity	<ul style="list-style-type: none"> • Two-way communication between with MAs to ensure clear communication to build awareness, image and positioning of Badminton Asia 	<ul style="list-style-type: none"> • Highly development programme linked content through digital communication (development related deliveries).

KEY FUNCTIONAL AREAS (KFA)

KFA4 HUMANITARIAN INITIATIVES

Goals



- To assist and support member association in time of needs or difficulty; Including of any welfare, humanitarian or relevant situation
- A coherent response (Inclusive of any welfare, humanitarian or relevant situation) that are inclusive.
- Using Badminton as a tool of response, which are people centric and context specific.
- Systematic approach that delivers impacts in peoples lives.

Cores Areas	Strategic Programmes	KPI & Outcomes
Sports for Development & Education	<ul style="list-style-type: none"> • Assessment of needs (people-centered analysis) • Localisation of deliveries (through MAs). I.e. programmes (including counselling) or equipment support etc. • Systematic consideration of options of cash transfer programming and other response modalities. 	<ul style="list-style-type: none"> • The sport of Badminton as a tool for peace, where people come together and overcome cultural barriers and promote universal values makes it an effective vehicle for promoting peace and coexistence.
Community Engagement & Social Inclusion	<ul style="list-style-type: none"> • Bringing/ introducing the sport of badminton to locally deprived communities. • Fun Game-based badminton activities for communal participation. 	<ul style="list-style-type: none"> • Ensure implementation have positive impact on receivers needs and using Badminton as the enabler to bring positive change to a society.
Health & Wellbeing	<ul style="list-style-type: none"> • Awareness and promotion of Badminton as an activity that enhances or maintain fitness and overall health. • Mass public events or activities that congregate in groups, socialize, and improve well-being as well as mental health. 	<ul style="list-style-type: none"> • Alleviating the recipients' psychological burdens through structured programs and support. • Badminton as a go-to sport for general health & wellness tool.
Women Empowerment Through Sport.	<ul style="list-style-type: none"> • Targeted badminton related activities that provide opportunities for women of all background and ages to thrive, lead and advocate for gender equality in sports. 	<ul style="list-style-type: none"> • To have effective backing with other organisations promoting women's participation in sport. Consideration might be given to the possibility of working with such organisations through the award of grants, while respecting Community law.

CONCLUSION

Badminton Asia Strategic Plan 2025-2028 will be a tool for Badminton Asia to move forward towards greater heights by charting the journey strategically. Thus, Badminton Asia Strategic Plan 2025-2028 will serve as an organisational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that EXCO Members, Members Association, employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Badminton Asia 2025 - 2028 will also serve as an effective strategic plan that articulates not only the direction of Badminton Asia, but also the actions needed to make progress and the methods needed to be successful.

