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“Developing the Sport of Badminton in Barbados”

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1. Introduction

1.1 Presentation of the Problem

Sport is an integral part of the Barbadian society, with a wide variety of sports offered on the island. There are various sports on island which are played at the community and club level as well as several disciplines that compete at the elite level and which fall under the Barbados Olympic Association (BOA), the National Olympic Committee (NOC) of Barbados. The island has a vibrant tourism product, and sports plays an important part in the development of tourism on the island. The Government of Barbados drafted a National Sports Policy (2021), and in that draft, it notes that “Barbadians have primarily viewed sports as an avenue for leisure, physical exertion and competition, but to a much lesser extent, as a tool for economic development.” The Government has highlighted Community and Grassroots programs as a priority, but at present the only sports which are usually a part of this process are the two most popular sports on island, cricket and football. Although there are a few other sports in the community, there hasn’t been much emphasis by the Government on introducing alternative sports around the community.

Badminton is one such sport that has not been introduced as a community sport on island. The sport in Barbados can be characterized as a small, racket sport, with a membership of around one hundred and fifty affiliated members. It is currently played in twenty-three schools on island, which only accounts for around 24% of all public schools on island. With limited space in the school halls, and usually just one session and one coach a week at a school, the number of possible students reached at these schools is not very high, approximately around 15 – 20 children. It is traditionally an indoor sport, and with the absence of facilities on island, it makes it difficult for the sport to expand into the community. The sport has often been wrongfully characterized as an elite, exclusive sport by members of the public, and has been fighting for years to change that perception. Astle and Tong (2018) in researching the sport of lawn tennis, described it is a “...traditional, organised, individual sport that has a history of conservative and exclusive attitudes...with a preference for the conventional version of the game played by adults in clubs. This description, though meant for tennis, aptly describes the perception the public has for the sport and the visual it seemingly presents.

The BBA (Barbados Badminton Association) is currently governed by an Executive Board, which consists of nine persons: President, Vice President, Treasurer, Secretary, Assistant Secretary, Public Relations Officer, Players' Representative and two Floor Members. The Badminton association is funded mainly through its NOC and the sports Government agency, (National Sports Council) and as such has a small budget with which to carry out the affairs of the Organization. The association currently has no full-time paid staff, and at present much of the work is done by the Executive members. There hasn't been much of a focus on the marketing of the sport, except for the various social media pages.

The Association has over the years spent most of its energies and finances in competitive badminton, which has not had a high return on its investment. There has not been much focus by the Association on the grassroots program, or rather on growing the base of the Badminton association, and this is now presenting itself in large gaps of players, whereby there aren't many players replacing ones who move on. The Association is slowly moving away from focusing primarily on elite athletes to a more grassroots and community focus, and there is a need for the sport to have a structured direction to achieve this goal.

1.2 Research Aim

The challenge for the BBA, as with many National Sports Organizations in developing countries, has been the slow growth and development of the sport. The organization has a very limited number of elite players, both at the junior and senior level, and since the pandemic arrived, that number has reduced significantly, with there being only about 5 junior players and 7 senior players actively training. The association has a far from vibrant community and grassroots program, with the pandemic also negatively affecting the return of persons to the sport. Currently, the present program struggles to entice new members, both children and adults, and the lack of a solid base of players, is then highlighted by the large gaps in elite player divisions, as there are not many players to replace them when they eventually leave the game. This project aims to discuss and highlight the opportunities and strategies which can be utilized by a NSO such as the BBA, to assist in the development of their sport, and in so doing showcase the various areas which need to be developed in order to successfully and sustainably develop the sport.

1.3 Research Question

What strategies can be utilized by developing National Sports Organizations, such as the BBA to develop the sport and increase the attractiveness of the sport in their country?

2. Literature Review

2.1 Sport Development

Sport development is a term which is widely used by many sporting organizations and policy makers. The understanding of what exactly is sports development is extremely varied and can be based on several factors and the reality of where each country or sport is in their stage of development. It is not to be confused with development through sport. The size of the country or sport, the resources available to them, such as physical, human and financial, all vary greatly, and what may be considered a significant level of development for one area, may not be important for another who has passed that level of development, and who is focused on other areas of development.

Sports development is a highly discussed term and a common theme (Green C, 2005) that occurs when discussing sports development, is the basic premise of attracting more people to play more sport. Participation in sport and physical activity spans a wide range of contexts including the wholesomeness associated with the freedom of children's play to the modification of sport to allow children to be children a little longer. The cycle of participation continues to junior and youth sport, where the rules, regulations and traditions of a sport become the foundation to protecting the "institution" of sport, to participation in senior competitions and ultimately, to elite and professional sport.

Collins in his definition, described it as "a process whereby effective opportunities, processes, systems and structures are set up to enable and encourage people in all or particular groups and areas to take part in sport and recreation or to improve their performance to whatever level they desire" (Collins, 2009)

According to the London Sports Council 1993, Sports development is about ensuring the pathways and structures are in place to enable people to learn basic movement skills, participate in sports of their choice, develop their competence and performance, and reach levels of excellence. This definition places much emphasis on the pathways that are necessary for people to progress and the need for sports organizations to make this possible.

Another definition of sports development speaks to the process by which the interest and desire to take part may be created in those who are indifferent to the sport or not now taking part and are provided with the opportunity to do so. It further speaks to the opportunity for those persons who currently take part in the sport, to do so with meaningful frequency and greater satisfaction, allowing them to achieve their full potential. (Sports council 1991)

Participation in sport spans a wide range of topics from the freedom and opportunity for children to just play, to the modification of sport to make it more appropriate for their enjoyment and to the building of proper facilities. For the older age groups, the rules and regulations of a sport become the foundation to protecting the “institution” of sport, and finally on to participation in senior competitions and ultimately, to elite and professional sport. (Shilbury D, Sotiriadou K & Green, 2008). For many National Sports Organizations, the discussion has not always been how to pass through the various stages of development, or even what are the various stages, but how to get the present athletes to the elite level, often times missing out on vital steps of the development process. This often can create the problem of gaps, as the present players move on, and with no other players to replace them.

“The development of sport focuses on the need for sporting organizations to ensure a sustainable future by attracting and nurturing participants likely to progress through the system and represent a sport at the elite level. Clearly, not all participants are likely to be semi-elite or elite athletes, but their participation in sport is fostered to engender a lifelong interest that normally translates to consumption of sport via attendance at sporting events, television and other forms of media and the purchase of memberships, merchandise and other related products.” Shilbury 2008), Sport Management Review.

Indicators of Sports Development

2.1.1 Integration of badminton into Educational Institutions and Schools P.E Programs

Young people often tend to be the main focus for development activities whether the aim is to promote sport for all or to develop young talent. Several national badminton federations have identified a direct relationship between the promotion of sport and growing the participant base with the cooperation of the educational institutions (Ratkovic and Bajric,2014) As noted by Markovic 2011, the fastest expansion and growth in numbers took place in areas where badminton was attached to local schools. The Badminton Association of Serbia acknowledged the necessity of including the sport in the official national physical education classes in both elementary and secondary schools. It was believed that by using this method, that there would be a wider base which would allow them the opportunity of having more talented children in the clubs and training centers.

Badminton England also committed to a goal of increasing their grassroots participation and growing the sport at all levels. Emphasis was put on the schools' program, with the aim to integrate badminton into the schools' curriculum and further to develop a new junior league. The Badminton World Federation (BWF) the governing body for badminton launched the Shuttle Time Program in 2012, a school's program that was introduced into schools with the goal of being one of the most popular and accessible school sports. The program aims to assist teachers with implementing and delivering fun, safe and inclusive badminton lessons whilst achieving the general physical education objectives through the activities. The program contains free, flexible, and inclusive resources and lesson plans for teachers, in order to guide them on developing inclusivity practices. This program is being included in the Physical Education program of many badminton federations who in some instances were able to forge alliances their Education Ministry to incorporate Shuttle Time into the curriculum.

2.1.2 Social Marketing

Most sports organizations must compete for funding, and many times in small countries such as Barbados, they will also have to compete with other industries such as the arts, for a slice of the pie from a very limited market. Many have recognized the need to use creativity and innovation in their entrepreneurial endeavors as there is a constant competition amongst other sporting organizations who are also competing for that market (Miragaia et al, 2015). Organizations have had to embrace the concept of entrepreneurship, since many of these organizations have limited financial and physical resources at their disposal. To do this, they must develop a mix of marketing strategies to convince the consumers to buy their products, either through participation or attendance. (Shilbury et al, 2020) In order for sport Organizations to market effectively, they must first be aware of what services the association has to offer and the ways in which these can be marketed. (Ferrand et al 2007)

According to Chalip (1992), sport marketing focuses on three major areas: *interest, participation and consumption*. Interest is geared towards the promotion of sports teams or athletes based on the behavior of consumers. Participation includes increasing the visibility of the sport as an avenue that people can engage in, and for most people, the most popular ways are playing, officiating or as supporters. Sport marketing is often used to facilitate consumption of items such as the clothing and merchandise of sporting clubs and organizations by their sports fans.

Badminton Europe at the Development and Administration Seminar 2009 highlighted five areas of marketing which they focused on: 1. Internal Marketing, 2. Service marketing, 3. Fund raising marketing, 4. Social Cause Marketing and 5. Corporate Marketing. These areas of marketing focused on various concepts such as the motivation of volunteers and staff, improving the quality of service offered, convincing communities about the benefits of sport practice as well as sponsorship and funding.

2.1.3 Variations to the Game: AirBadminton

Much of marketing is determining the wants of the consumers. It was previously assumed that the original form of the game was naturally attractive, and therefore satisfied consumer needs,

but for many sports this was not always the case. (Shilbury et al, 2020). There have been several sports which introduced alternative forms of the game, and which proved to be successful for the sport. Sports such as 3 on 3 Basketball came about to attract more players and spectators, beach volleyball, T20 cricket, are all such examples of variations of the game which all went on to be successful at bringing new life to the sport.

The BWF recently launched a new version of the sport, known as Air Badminton, which allows the players to play in outdoor conditions, with a heavier, wind resistant shuttle and slightly different rules to account for the court size and the flight of the shuttle. The modification of the rules and equipment, as well as the strategy of being able to play the sport anywhere, has been done with the aim to make the sport more attractive to sport consumers, both at the recreational and the elite level. This variation allows for NSOs to be able to introduce the sport but without the hassle of having a venue to play at, and is especially useful to work along with the shuttle time programs at schools which may not have the infrastructure to play indoors. Badminton Oceania in their strategic plan highlighted the use of Air Badminton to complement their Shuttle time development program. The intention was to integrate Air Badminton into the various pathway programs which would follow on from the Shuttle time programs.

2.1.4 Sporting Infrastructure

The availability of basic sporting infrastructure is necessary to service the needs of the various sporting disciplines. Lack of infrastructure is an issue for many NSOs with limited resources.

Badminton England identified the need for dedicated badminton centers in order for the sport to develop at participation and performance levels. However, as an indoor sport, court space and time is not always an available commodity. As part of their PLAY Badminton programme, they created partnerships with various operators to increase and upgrade the sports halls, and in return for this investment, they sought to secure more court access (Ellison 2014)

2.1.5 Equity, Gender and Disability

Houlihan B & White A (2002) highlighted four trends at the level of deep structure that affect sports development policy and procedure, and one of these is the greater acknowledgement and impact of equity issues. The research spoke to not just the increased presence of women as an indicator of equity, but rather to the shift in power in a typically male dominated policy area, whereby there are a range and high number of programs and projects aimed at women and girls in sport, and also a much higher proportion of women working in sports development.

Disability sports have also gained a more public profile, due to the success of the various Paralympic Games, and the profiles of the various sports bodies are no longer viewed solely from a therapeutic and recreational level, but to a competitive and elite level, which deserve to share a piece of the sports development resources.

2.1.6 Capacity Building

Organizational capacity is the ability of an organization to deliver products and services. Horton et al (2003) define it as the extent to which an organization has certain attributes that have been identified as crucial to goal achievement. Some of the elements identified as critical elements of the capacity for goal achievement include sufficient enthusiastic and skilled volunteers, alternative sources of funding and fiscal responsibility, stable revenues and expenses, adequate facilities, creative strategic planning and implementation and effective relationship management and balanced partnerships. (Clutterbuck & Doherty, 2019)

The level of capacity building is dependent on the level of development needed and what is considered critical or important. Doherty et al (2014) notes that capacity building is context specific, and what might be critical for one, may not be relevant in other contexts, so it is important to understand the specific nature of capacity in a given organization, before efforts can be made to address building that capacity. However, whatever areas of development are effectively chosen, it is important that there be competent administrators, technical officials and volunteers to sustain the various levels of development.

2.1.7 Summary of key points

Sport development is a highly discussed term whereby opportunities, systems and structures are set up to enable and encourage people within various groups to take part in sport and recreation or to improve their performance to whatever level they desire. It is also defined as a process to ensure that pathways and structures are in place to enable people to learn basic movement skills, participate in sports of their choice, develop their competence and performance, and reach levels of excellence. Dependent on the situation in your location and sport, and the resources available to you, where you are in your development and what you consider to be most important, might be completely different to another organization and as such must be approached in a manner appropriate to your situation.

A number of initiatives present themselves when developing sport, and these are often used by NSOs to assist in the development of the sport. These often include: introduction of the sport into the physical education programs in schools and to the wider community, new and innovative variations to the traditional sport, equity in sports, especially as it relates to gender and disability and capacity building, whereby critical skills and abilities of those within the organization are imperative in the process of achieving the various goals of the organization.

3.Theoretical framework and methodological procedures

3.1 Research Approach

The main aim of the project is to determine the best strategies which can be used in developing the sport of badminton in Barbados.

To do this, it is vital that we attempt to collect as much information from numerous sources and engage various stakeholders and other sports who may have had similar issues, who would share points of view that the association may not have considered. The methods of data collection which were decided as best suited for the information needed, are:

- Interviews – Survey/Questionnaire
- Interview – Face to face

Why interviews as data collection methods?

- To provide an evaluation of the existing programs within the organization
- To help raise issues and subsequent outcomes
- To gain further insights into the strategies of similar associations, who have successfully focused on outreach to the wider communities
- To begin the process of the planning and design of new programs

To understand better the views and opinions of the current member clubs

These will be the main sources of retrieving this information, as we believe that it is necessary for us to gain more in-depth insights from different sources to get a better view of what might be the best course of action.

Why have we chosen these two (2) methods as our main data collection techniques?

- To get a greater insight into various strategies used by similar associations to grow their sport.
- To get a greater insight into what our various stakeholders believe can grow the sport

- To determine what development strategies can be used to reach more people in the community

3.1.1 Questionnaire –

Two questionnaires were administered, the first one being sent out to Executive Board members of National Sporting Organizations from various countries and sports, and majority of the respondents represented NSOs which had active membership of less than 1000 persons. As mentioned, the focus was not solely on badminton associations for their feedback, but other NSOs who would have approached sport development for their sport, and who might have provided an insight into alternative ways of approaching it. A total of 33 questionnaires were returned, with representatives from the Pan American, European and African Continents, and 9 sports. These interviewees were selected as members of their respective Executive Boards, as well as those persons who would have had a direct role in sport development in their organization. A list of contacts from the Pan Am Badminton website was compiled and a link to the Survey Monkey questionnaire was sent. Some known contacts who I contacted by phone, requested that the questionnaire be sent by WhatsApp. to known executive members who requested it be sent that way.

The second questionnaire was administered to the Director of Development for the continental body Badminton Pan Am as well as the Head of Continental Development for the Badminton World Federation, and this information was collected to make a comparison between the views of those directly responsible for development in the region and the NSOs who are attempting to develop their sport.

3.1.2 Semi-structured Interviews

The face-to-face interviews were semi-structured, in order to collect more qualitative data and views from the persons in charge of development for badminton in the Pan American Region as well as the Badminton World Federation. After the initial survey was drafted for the Development Managers, additional, in dept information was also required, and so more open-ended questions

were used to further discuss the topic. The interviews were done online through the Zoom platform, and additional information from the participants was also sent to me by email.

3.1.3 Benchmarking

This is a process whereby many organizations identify successful organizations and attempt to understand their best practices and apply it to their own organization. This method can assist organizations in measuring their performance against similar associations and to learn best practices from their experiences and successes.

This research also highlights case studies with showcase good practices by some badminton member associations but also with not so successful practices which also serves as important information for development. The BBA is interested in understanding what methods were used to initiate this growth, especially as a small racket sport, and in doing so, try to adopt any best practices which may be suitable and sustainable..

National Badminton Federations have achieved success around the world with the development of their sport, and although they are not of similar size, the strategies can be useful to the BBA.

Why Benchmarking?

- To identify any gaps in planning or procedures to prioritize what is most important to work on.
- To identify any marketing trends which the organization may currently not be aware of.
- To understand better what areas within the organization, need to be managed better.
- To replicate best practices from associations in similar situations and to learn from those who were not as successful.

4. Identification of the data obtained from research

4.1 Findings

The research question seeks to ascertain what strategies can be utilized by small, developing National Sports Organizations to grow their sport. Coming out of the research were the various strategies which were used by smaller NSOs and the obstacles they faced as well as the strategies which were not successful

An interview was held with the Development Director for Pan AM, in which he spoke rather in depth as to the many issues which many National Federations face when attempting to grow their sport. In his position as Development Director, he is in a great position whereby he works with all of the National Badminton Federations of Pan Am Badminton. In his interview he speaks to the best practices he recognized amongst successful associations but also speaks to those that were not as successful. The interview is as follows:

Dionne Haynes (DH): *When you think of developing a sport, what are the factors which you consider to be essential for its successful: (1) design/formulation (2) implementation and (3) sustainability*

Juan Pablo Alvarado (JP): Regarding Design or formulation, I believe that there are 3 key questions we need to reflect on:

- 1. Where are we now? Analyze the current situation*
- 2. Where do we want to go? What do we want to achieve? In this regard, I advise to do benchmarking and consult some experts.*
- 3. How are we going to reach there?*

Sometimes we want different results, but we are repeating the same actions. I find it vital in this stage to prioritize resources (that will always be limited). For instance, when we speak about elite level, it is selective, only a few ones get into it, and it is quite expensive, thus, we need to optimize resources. Also, if we are clear on what we want to achieve, it will help us to work more efficiently

and effectively because it serves as a guidance that helps us get where we want to be (or at least brings us closer to getting there). Furthermore, while designing development pathways is done at higher levels, it is important to make the whole organization part of it and, for all to know what pathway we are following. Moreover, when writing down the objectives, to keep them as **SMART** as possible: Specific, Measurable, Achievable, Relevant, and Time-Bound. One of the great challenges I've seen when setting goals is at what height shall we place the rod? Personally, I think it is better to grow little by little or to have small wins, rather to want to make big jumps. Significant changes take time; hence, we need to believe in long-term processes.

Regarding Implementation, I consider it important that people within the organization are clear about what is the ultimate goal of the activities that have been executed. For example, when employees are unaware of the objectives of their positions, roles, or tasks, they tend to make procedures, processes, and work systems (bureaucracy or "paperwork") the most important goal. This is more common in public organizations than in private organizations. For example, once I was part of a bidding commission, we were looking for a sports facility, a time-consuming activity, in which every effort focused on the "award process", but few worried about monetizing the entire spaces of the facility, achieving the maximum possible use, achieving the highest possible income, legacy, etc.

Regarding sustainability, lastly, to have an excellent internal organization, and to have more and better people involved. Good plans are not written in stone, this is one of the most common misconceptions. Many associations elaborate their Plan and do not check it regularly, it needs constant updating. We face challenges. Some Caribbean MA's have Executive Committees that last 2 years, that is way too short a period of time to achieve something. This can jeopardize the continuity of the plan. There may be updates, but to ensure continuity and avoiding radical changes that may collapse the entity and, as almost always, athletes or users are harmed.

Finally, Control and Evaluation. It's useless making the initial effort and then abandoning the plan, for which I would suggest setting up realistic indicators for each prioritized area. In short, the planning process is a living element, they need a full review constantly. To ensure sustainability I

would also recommend keeping in mind for all the activities we execute a legacy plan. Legacy is not something that occurs automatically, it needs to be planned, and some resources should be allocated to provide the initial push. Based on successful experiences, these are some good practices I would recommend:

Governance	<p>MA is a capable, effective, and sustainable organization that leads the development of Badminton in its country.</p> <p>MA is led by a Board of Directors under the guidance of a President and supported by professional staff</p> <p>The Board initiates Policy and executes Policy by agreement of an Annual Members Meeting.</p> <p>MA is financially sustainable</p>
Increased Capacity	<p>The number of people of all ages, playing Badminton is growing.</p> <p>The number of well-educated and qualified coaches and coaching Badminton is growing.</p> <p>The number of experienced officials, officiating Badminton is growing.</p> <p>Overall support of Badminton on a voluntary base is increasing</p> <p>MA is stimulating Para Badminton</p>
High Performance & Talent Development	<p>MA is establishing a national team to represent the country in the Team Competitions of BEC</p> <p>MA Players qualifies for PanAm Games and World Championships</p> <p>MA is striving to (Para)Olympic Qualification and (Para)Olympic Podium Positions</p>
Events & Competitions	<p>MA delivers a national Club competitions or comparable competition on at least 2 levels</p> <p>MA organizes 3 International Events per year and is increasing the standard annually</p> <p>In all age groups a national tournament circuit is established</p> <p>MA events connect and integrate with the MA High Performance Pathway</p>
Strengthening	<p>MA initiates a support program for clubs / districts to start "Sport for All"</p> <p>Shuttle Time projects will be connected to clubs / districts</p> <p>MA delegates the organization of national tournaments to clubs / districts</p> <p>MA delegates the organization of technical courses to clubs / districts</p>

(Badminton Pan Am, 2022)

D.H: *In your experience, is the approach to developing a sport such as badminton, different for larger organizations compared to smaller organizations?*

J.P: One of the most interesting aspects about badminton is that it is a very friendly sport for the person who practices or sees it for the first time. This characteristic allows its higher level of acceptance and popularity. I believe it is a matter of taking advantage of this virtue of badminton to continue working together with partners so that more and more people practice badminton worldwide. Based on what I've seen in other International Sport Federation, one of the most important resources BWF, Continental Confederations, and Member Associations have to develop a sport is the **BWF Shuttle Time Programme**. It is a very unique and valuable tool which contains free, flexible, and inclusive resources to be implemented for people of all ages and all sort of abilities.

Also, Badminton is part of the Olympic and Paralympic Programme, so that brings many benefits for all the Badminton family, the fact that is televised (exposure), the income that generates out of it and then it is recycled to all the Membership has contributed greatly.

From a High-Performance perspective, it requires a lot of strategic planning and resources. For example, the qualification for the Olympics is based on the World Rankings position, statistics show that on average you need to be in the top 75 positions; therefore, we need to know where to compete, to optimize resources which will always be limited, we need to think strategically to which international competitions should we go. On average, we need about 10 – 14 events per year to be at that level, quite challenging for certain countries. An elite athlete who is in the top 10 of the World Ranking was telling us that it is required approximately US \$90,000 in traveling and trainings. That is what it costs to be in the top 10 of the World Rankings and smaller organizations are less likely to provide its athletes with these resources they need to achieve at is maximum potential. Also, it is not a cheap sport in terms of High Performance, you need good sparring partners, a proper infrastructure, equipment, to have more exposure at high level international events and training. In terms of HP, it is important to highlight is that most successful countries have their best players training together.

Financially speaking, many MAs are depending only on the funds that their National Government or National Olympic Committee provides; hence, MAs need assistance on how to get companies to support an event, activities, athletes, or the organization through the provision of products or

services. It is important to seek from other sources of funding and strategic alliances. For example, some Badminton Organizations are making a lot of money out of Betting Companies.

D.H.: Do you believe there are any advantages to be derived from being a small organization as it relates to developing a sport?

J.P.: I believe it is relative and depends on the level of organization the sport institution has. For small countries, in terms of population and territory, it is more likely to be easier to have more communication with everyone. Communication is for me one of the most important aspects that defines an excellent organization. Also, it allows them to offer a more personalized and customized service. With large organizations, there is often a "one size fits all" mentality. One of the disadvantages is that is less likely to host international tournaments because a lot of money and resources are involved.

Very big countries face the challenge that is difficult for them to get all the best players to train in a centralized venue. Moreover, the popularity of other sports like baseball, soccer, etc. are not beneficial for unpopular sports.

Based on successful experiences in other countries and each level of development of each country has, I would suggest the following for those organizations:

Actual	How to Determine?	Activities recommended	
<ul style="list-style-type: none"> • International participating Players • No "Plan" or "Plan" is not worked on • No National Center for Players 	<ul style="list-style-type: none"> • Players take part in International Events • MA has no view on how to improve • Players are working independently on their level of play 	<ul style="list-style-type: none"> • Strategic Plan • HP and TD Plan • Educate & Upgrade Coaches • Deliver HP and TD knowledge • Set up National Center 	<ul style="list-style-type: none"> * Coach supported Tournaments * HP Coach seminars * Practice in a Center of Excellence * Coach Education
<ul style="list-style-type: none"> • No international participating Players • No "Plan" • No National Center 	<ul style="list-style-type: none"> • MA is not represented at PanAm events • Incidental activities 	<ul style="list-style-type: none"> • Strategic Plan • HP and TD Plan • Educate & Upgrade Coaches 	<ul style="list-style-type: none"> * Shuttle Time Courses * Coach Education * Administrators Support

		<ul style="list-style-type: none"> • Deliver HP and TD knowledge • Set up National Center 	
<ul style="list-style-type: none"> • Grass Root Badminton • Badminton as a sport is existing 	<ul style="list-style-type: none"> • MA is existing • Low level of activities 	<ul style="list-style-type: none"> • Stimulate • Find people • Shuttle Time • Benchmark 	<ul style="list-style-type: none"> * Shuttle Time Courses * Coach Education * Administrators Support

(Badminton Pan Am, 2022)

D.H: *What would you say should be the primary focus of any National Sport Organization with limited resources to begin the process of developing their sport?*

J. P: Start with promotion and get more people involved. This could be done by including Badminton (or any other sport) in the Physical Education curriculum in schools with the BWF Shuttle Time Programme and / or Air Badminton. An example of how to overcome this challenge, is one Member Association which achieved an important strategic alliance with their Ministry of Education and other institutions to incorporate Shuttle Time in the curriculum. That was not easy to achieve but they managed to do it. The number of kits and Shuttle Time teachers and tutors increased significantly in that country after that action.

Try to increase your fan base. This could be done by increasing the quantity and quality of the National (and if possible International) events hosted in the country.

For those organizations which their development model is based not on districts but on clubs, a possible strategy of the country is to make those clubs stronger than what they are at the moment because that also makes the organization stronger. Help clubs or districts to organize clubs or district championships. Training them to do so and giving them the tools to do so, promote people to take part in events. I think is important to connect events with High Performance Talent Development, so a National Circuit of Tournaments could be put in place in a long-term plan. Each club or district should be able to organize events and development activities in their own territory, we should help them to organize events, to increase membership, they should be actively involved in the National Plan.

So, across Badminton Pan Am, there are some examples of good practices in Shuttle Time

<https://www.youtube.com/watch?v=ttKpQKbFKXY&t=309s>

There you will be able to see:

- Amazing videos featuring the Shuttle Time projects in different countries from the region
- Recap the first pilot course delivered in Puerto Rico (which delivered 11 years ago) with testimonials from the participants who attended the course
- Different Shuttle Time National Coordinators presenting best practice on how Shuttle Time is being used in their country
- A speaker from SOLA presenting the on-going work with BPAC in using Shuttle Time as a tool to encourage National Badminton Federation and National Programme to collaborate and promote badminton as an inclusive sport for the community. Great example by Honduras.

Sponsor in Shuttle Time:

<https://jamaica-gleaner.com/article/news/20160217/nestle-bats-active-lifestyles-children>

It is important to mention the work a certain country in the region that established a communication with the Ministry of Education to include Badminton in the curriculum of the Physical Education at the schools.

Certain countries without a solid foundation for high performance omit this important aspect of grassroots and mass participation of the sport. In addition, with limited resources, they allocated funds to just a few athletes who are trying to get good results at international competitions. In most times, they do not get those results (unless the athlete is exceptionally good).

Regarding coaches, I've seen many athletes who retire, immediately become coaches without the necessary preparation to fulfill his/her new role; therefore, I recommend for those organization to establish some requirements such as licenses for any coach who want to be part of the Federation at any level.

***D.H.:** What are the strategies or programs implemented by your Organization that are in place to assist NSOs with developing their sport?*

J.P: Player development program: To support identifying talented young athletes and start the player development program for Paris 2024, and LA 2028. We do this by Training Camps and scholarships. We believe that this is vital towards Paris 2024 and LA 2028, considering that athletes need not only their Member Associations but also from other organizations to reach the highest levels of performance.

Coaching Experience: Coaching is critical for any development program, we need to develop and have the best coaches possible to allow our athletes and programs to grow and prosper. The way we engage coaches during training camps is by doing a “Coach Experience”. This training experience aimed to strengthen the capacity of the national coaches, runs parallel with the athlete’s camp. Participant coaches have the chance to share firsthand knowledge and experience from camp head coach.

Shuttle Time Wave Programme and Coordinator Report Incentive Programme: Human talent is a valuable source of knowledge that BPAC and Associations have; thus, through this programme, MAs could benefit from economic support for the implementation of Shuttle Time courses.

Shuttle Time & AirBadminton Kits: MAs are provided with kits for the development of Badminton at the schools (Shuttle Time) and to play Badminton in outdoor environments (AirBadminton)

Wave CE Level 1 – Tutor Grant: With the objective to provide new opportunities to help our National Tutors to develop their skills and competencies, BPAC launched this programme which consists in covering the ‘tutors’ fee’ for delivering a 5-day BWF Level 1 course.

BPAC COACH CORNER PROGRAMME: We have run several webinars (via Zoom platform) named “BPAC Coach Corner” to keep countries, coaches and players in the regions engaged with the BWF and Pan Am programmes. We have organized various Sport Science webinars with different

topics, including BWF research projects conducted by Mark King, Hanno Felder, Niels Kaldau, Martin Fahlström, etc. and coaches like Martijn van Dooremalen, Jennifer Lee, Christophe Jeanjean, Mike Butler, Kaity Hall, Martin Andrew, Philippe Limouzine, Halim Ho, etc.

<http://www.badmintonpanam.org/bpac-coach-corner/>

The webinars have been a great success, reaching countries all over the world with hundreds of participants per session

BPAC Strategic Planning Workshop: To keep moving forward, we strengthen the concept of management to our MAs, a 5-day online workshop in Strategic Planning was presented to our MAs. (Delivered in Spanish & English)

BPAC Workshop Research Methodology: Following BPACs Mission to support and strengthen our MAs, and to provide more tools to keep moving forward, a 4-day workshop in Research Applied in Badminton was presented to our MAs, delivered in October 2021. The purpose was to introduce coaches to the world of research, providing them the basic concepts, necessary tools to access scientific information and develop basic skills to make a preliminary project.

Wheelchair Support: This is a BWF initiative that consists of provide a wheelchair as a loan to encourage the development of Para Badminton in the Pan Am MA's.

GALILEO PROJECT: 4 students of the 2nd promotion achieved a University Postgraduate in Training on the High-Level Badminton degree. In the coming months, 8 more graduates are expected to receive this certification.

SPECIAL OLYMPICS LATIN AMERICA – SOLA: Working together, we develop a guide with 6 lesson plans to be utilized by parents while staying at home with their kids.

BWF Membership Grant – Assistance: Despite the constant changing on Covid-19 restrictions, Associations managed to deliver with several initiatives taking use of BWF Grant programme (US \$5,000). Great impact has caused the launch of Air Badminton in several members, as possible local tournaments have taken place, workshops and shuttle time activities have been delivered,

all around the Pan Am region. From our office we assisted many associations to present and execute their programs.

***D.H:** How has the success of these programs been measured?*

J.P: The programs we do are the result of a 4- year Strategic Plan we developed. Having a plan allows us to establish clear goals and objectives that, together with the Member Associations, we can achieve.

We have a KPI, a key performance indicator value for each area that demonstrates its effectiveness. Consequently, we try to quantify the outcome of the activities by doing surveys, interviews, feedback from participants, having an updated database, and check the fulfillment of the different indicators established in the areas of our plan. Annual monitoring was made with the participation of the director of each area of the office; by doing this, we ensured the control and evaluation of our plan annually, where in addition, we had the feedback of each area to determine if the established indicators should undergo any modification.

For us it is a commitment to be able to comply with the established. Important indicators for all the activities we do is **Gender Equity** and the **number of countries** that take part in them. Equally important, is the **follow-up** of each activity and to keep in constant communication with our members.

I believe regardless the program of the organization, we must plan so we can execute, once we execute, we should evaluate and analyze our results, to keep moving forward. As it is known ***“fail to plan is plan to fail.”***

A second online interview was also held with the Head of Continental Development of the BWF, to garner from him his experiences with respect to the development of the member associations within the governing body of the sport of badminton. This can be viewed in Appendix 2

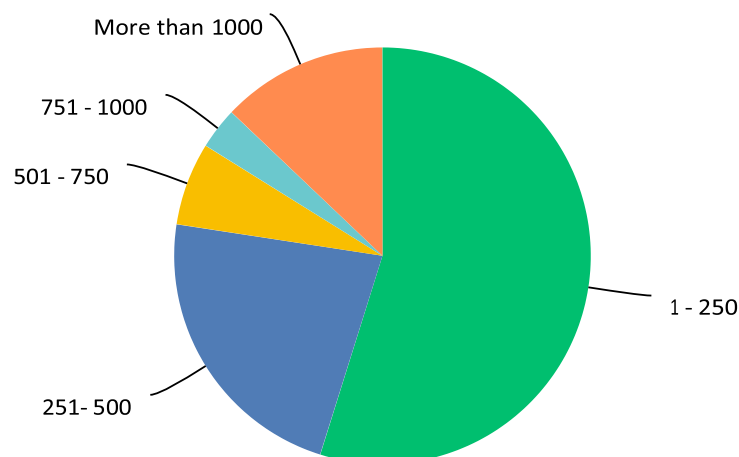
Questionnaire to various NSOs: A Questionnaire was sent to various NSOs which although not as in depth as the previous interview, gave some insight into the knowledge which NSOs have, but also the issues which present themselves.

33 responses came from various Executive board members from across a number of NSOs from 3 regions, Pan America, Europe and Africa. The Pan American region represented the bulk of the responses, with 72.73% coming from that region. Africa represented 18.18% and Europe 9.09%.

The NSOs who participated are as follows:

Aruba Badminton Federation; Amateur Athletic Association of Barbados; Barbados Badminton Association; Barbados Federation of Island Triathletes; Barbados Squash Association; Suriname Badminton Association; Trinidad & Tobago Badminton Association; Jamaica Badminton Association; Malta Badminton Association; Flemish Badminton Association; Royal Belgian Badminton Federation; Grenada National Basketball Association; Handball Salvadoran Federation; Trinidad & Tobago Hockey Federation; Panama Taekwondo Association; Sierra Leone Handball Association; Sierra Leone Rugby Union; Zimbabwe Handball Association; Nigerian Triathlon Union; Volleyball Federation of Sierra Leone; Handball Association of Botswana.

Figure 1: What is the size of your NSO? (registered members)



Majority of the participants represented NSOs with 250 or less affiliated members, those with 251- 500 members were the next highest group, followed by those with more than 1000 members. This information was important as it was necessary to obtain the vies of persons whose NSO would be similar in size to the BBA and who would likely be in a similar situation, as it relates to the development of their sport.

Figure 2: About how many years have you been involved in your NSO?

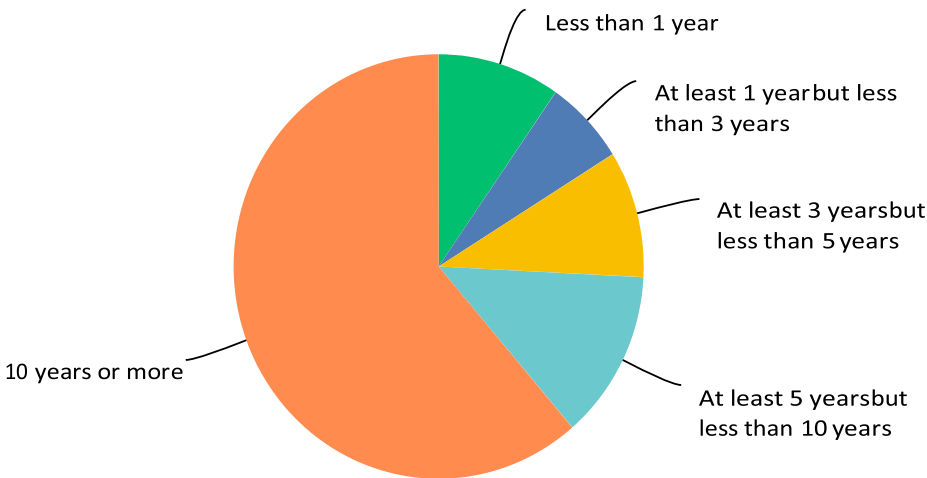
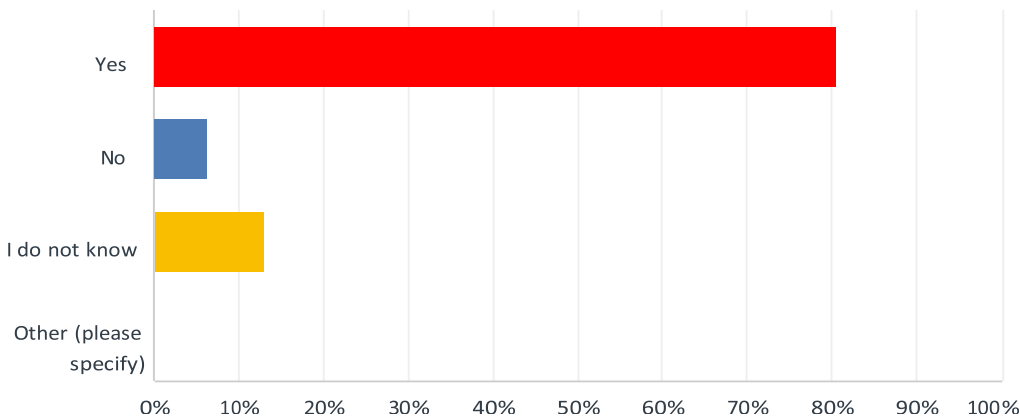


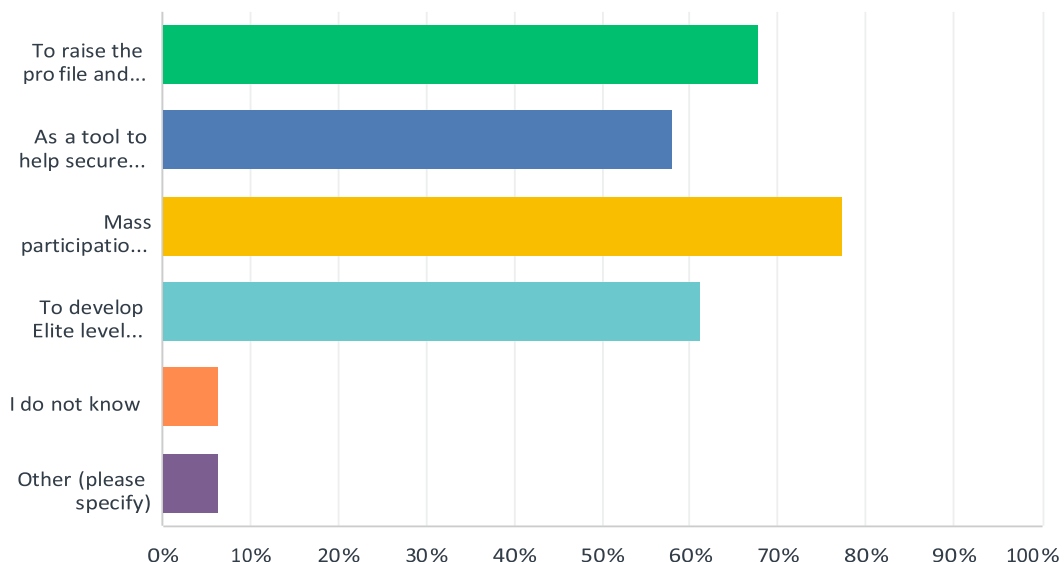
Figure 2 shows the length of time that respondents were involved in their respective organizations, and the data shows that the majority of the respondents have been involved in their respective organizations for 10 years or more, whilst the next highest group was those persons involved for less than 10 but more than 5 years. The level of experience in their respective NSOs is relatively high

Figure 3: Does your National Sporting Organisation (NSO) have a sport development plan? (long or short term)



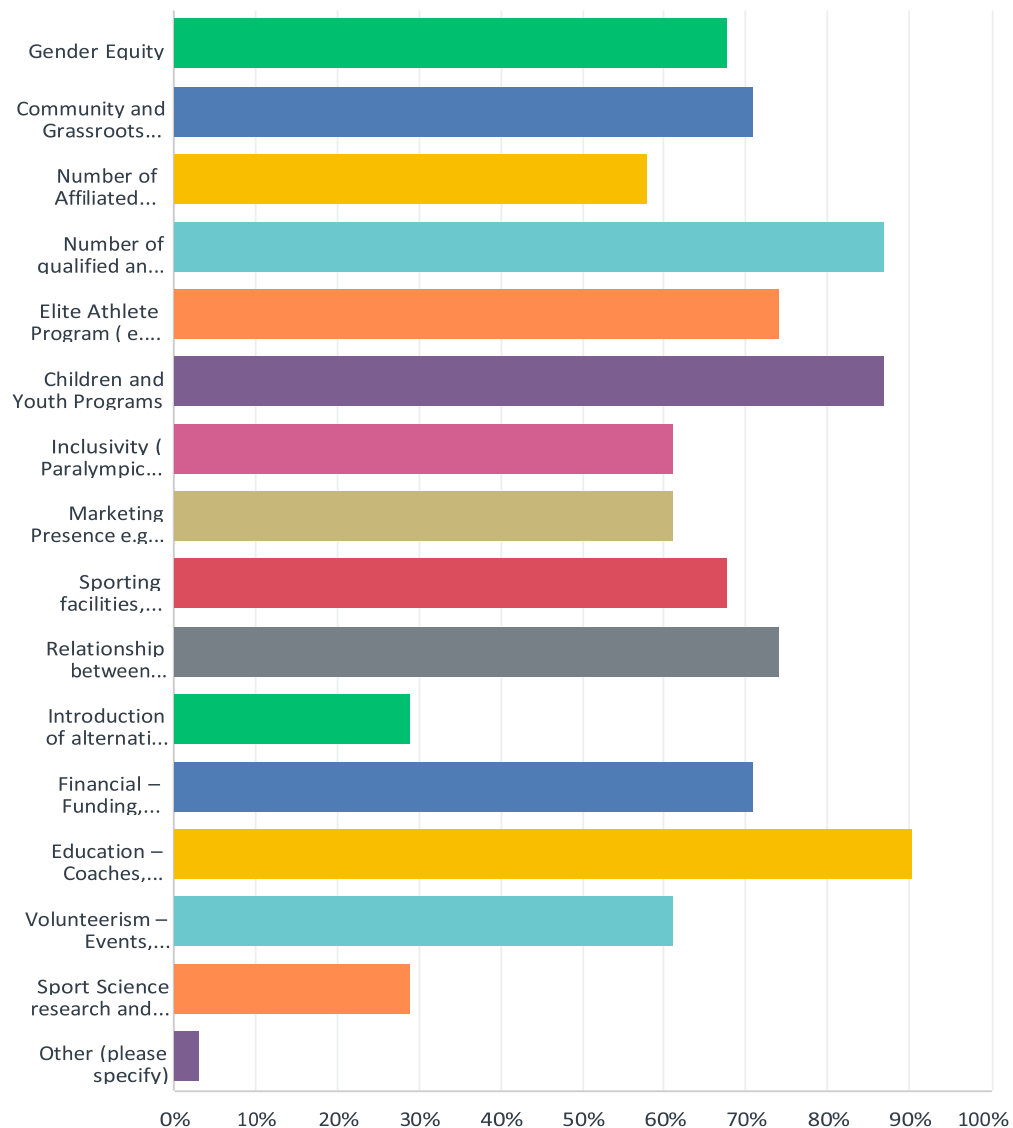
Majority of the respondents indicated that their NSOs had created a sports development plan.

Figure 4: What were the reasons for creating a sport development plan?



Sport organizations choose to create a sport development plan for several reasons. According to Burnett (1990) "Creating a well-resourced sport environment with optimal alignment of all stakeholders to provide opportunities for participation at all levels is aimed at broadening the pool of talent for identification and specialization". Out of the participants, 77.42% chose mass participation as the main reason for creating a development plan. Interestingly, the results from this question show that participants were more interested in raising the profile of their organization more than they were interested in developing elite athletes' programs. 58% felt that having a sport development program was useful as a tool when trying to secure funding. Two respondents added two further reasons for the establishment of the sport development plan. One person highlighted the fact that the development plan sets out for every part of the federation's development requirements, whilst the other respondent noted that a development plan for the sport was necessary to acquire facilities for playing.

Figure 6: What factors do you consider to be good indicators of a developed sport?



Participants were asked to identify which factors they believed to be good indicators of a developed sport. Majority of them chose education of key members (capacity building), which was the education of the various members of the organization who can assist in the development of the sport, such as coaches, technical officials, administrators, and players. From the responses it seems that it is not only the ability to educate the members, but having a large number of those members educated, not just a few. According to the results, children and youth programs also

play a significant role in the development of sport for most of these NSOs. For some of the respondents, an elite athlete program is a sign of a developed sport, and this is not uncommon, as for many sports having elite athletes can lead to increased funding. Surprisingly though, was the fact that many of the NSOs did not see the importance of alternative versions of the game as a means of developing their sport, even though so many sports have benefited from this over the years (basketball, volleyball, football, etc.)

Figure 7a Rank the factors which you consider would be most important when developing your sport (Response from NSOs):

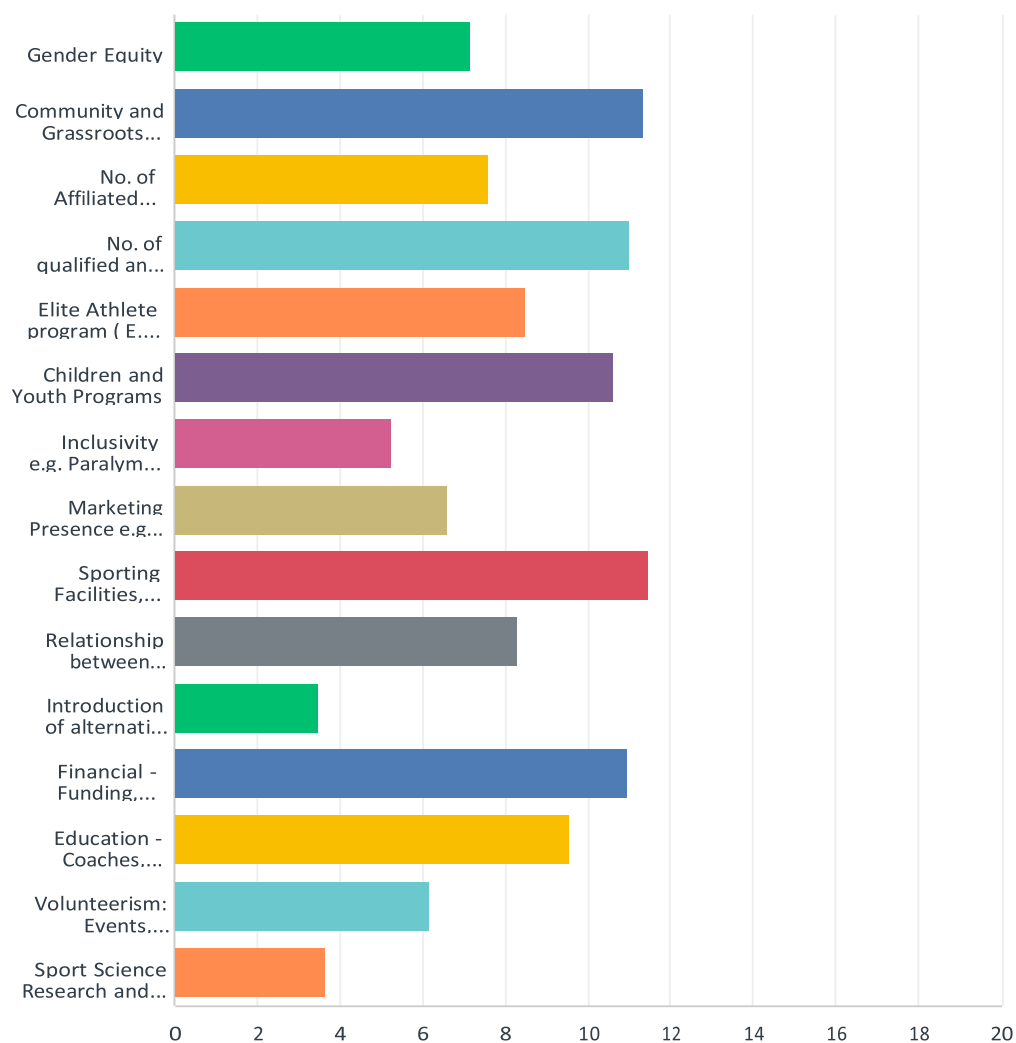
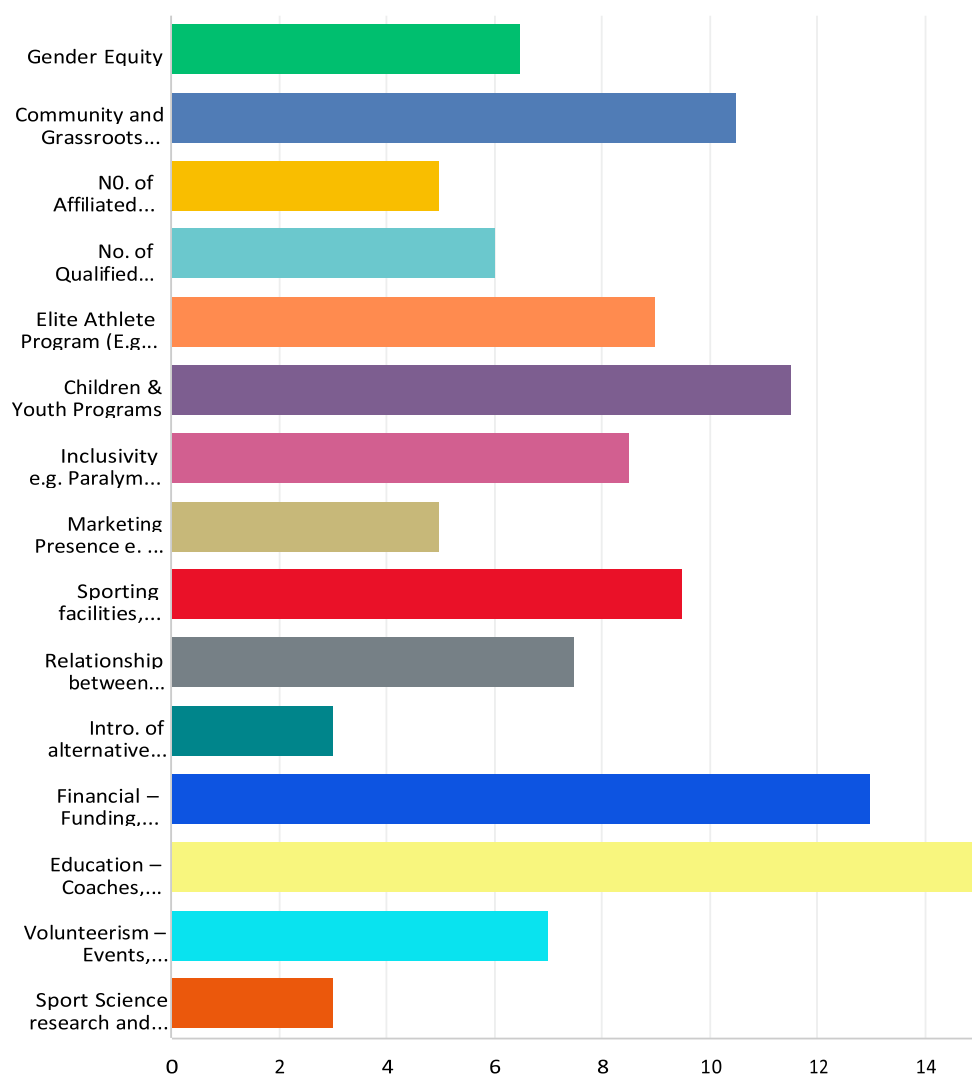


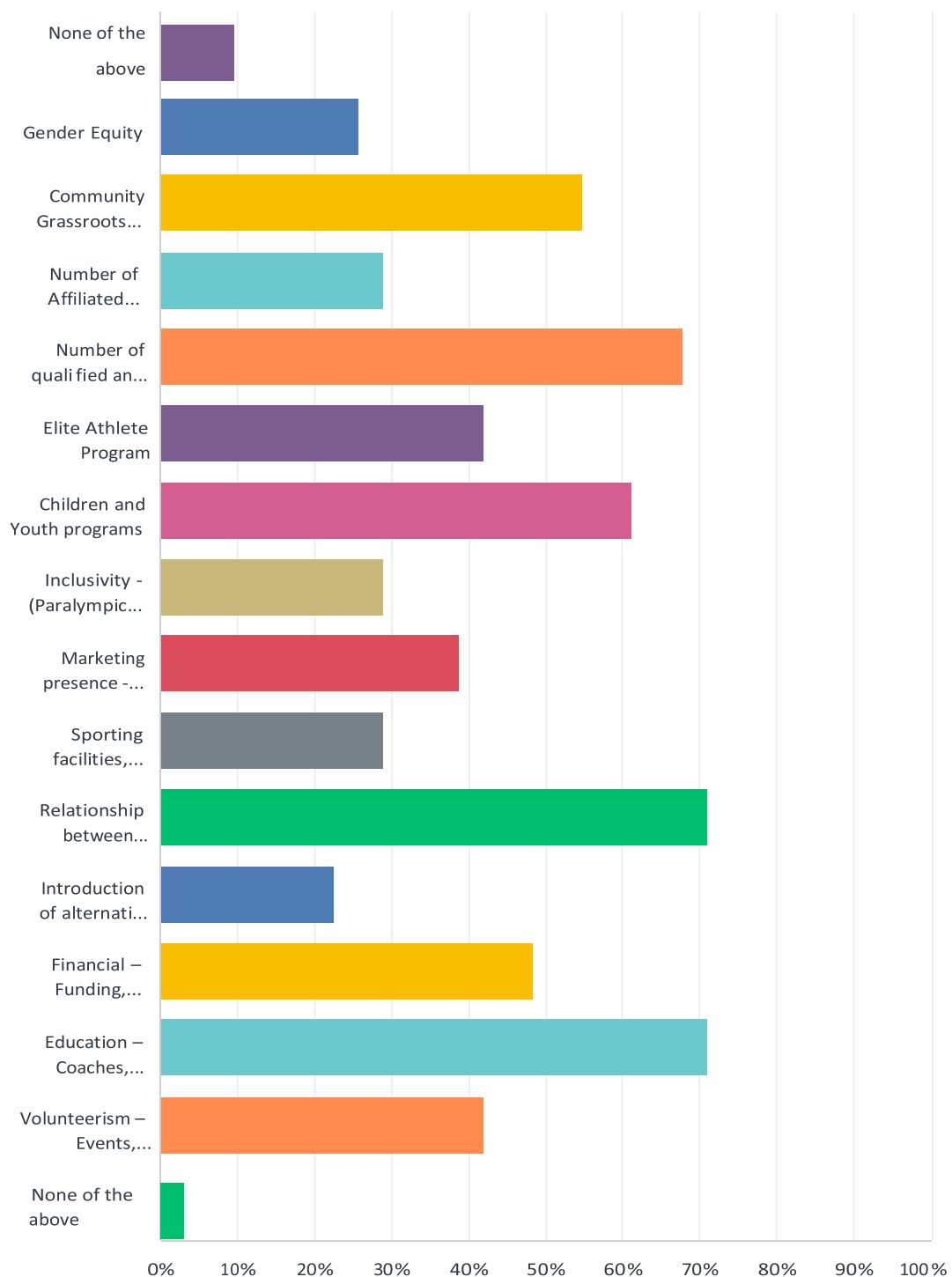
Figure 7b Rank the factors which you consider would be most important when developing your sport. (Response from development experts)



For these two graphs, we wanted to compare the responses from the professionals with the NSOs to see how their responses varied or were similar. It is interesting to note that the most important aspect of development for the experts is the capacity building of those persons within the organization, administrators, coaches, technical officials, and players. For them, the ability of the NSO to handle the business of the sport ably and expertly, is especially important for the continued growth of the sport. This view varies from the responses of the NSOs, as even though the capacity building was an important aspect, and one of the highest, it was sporting

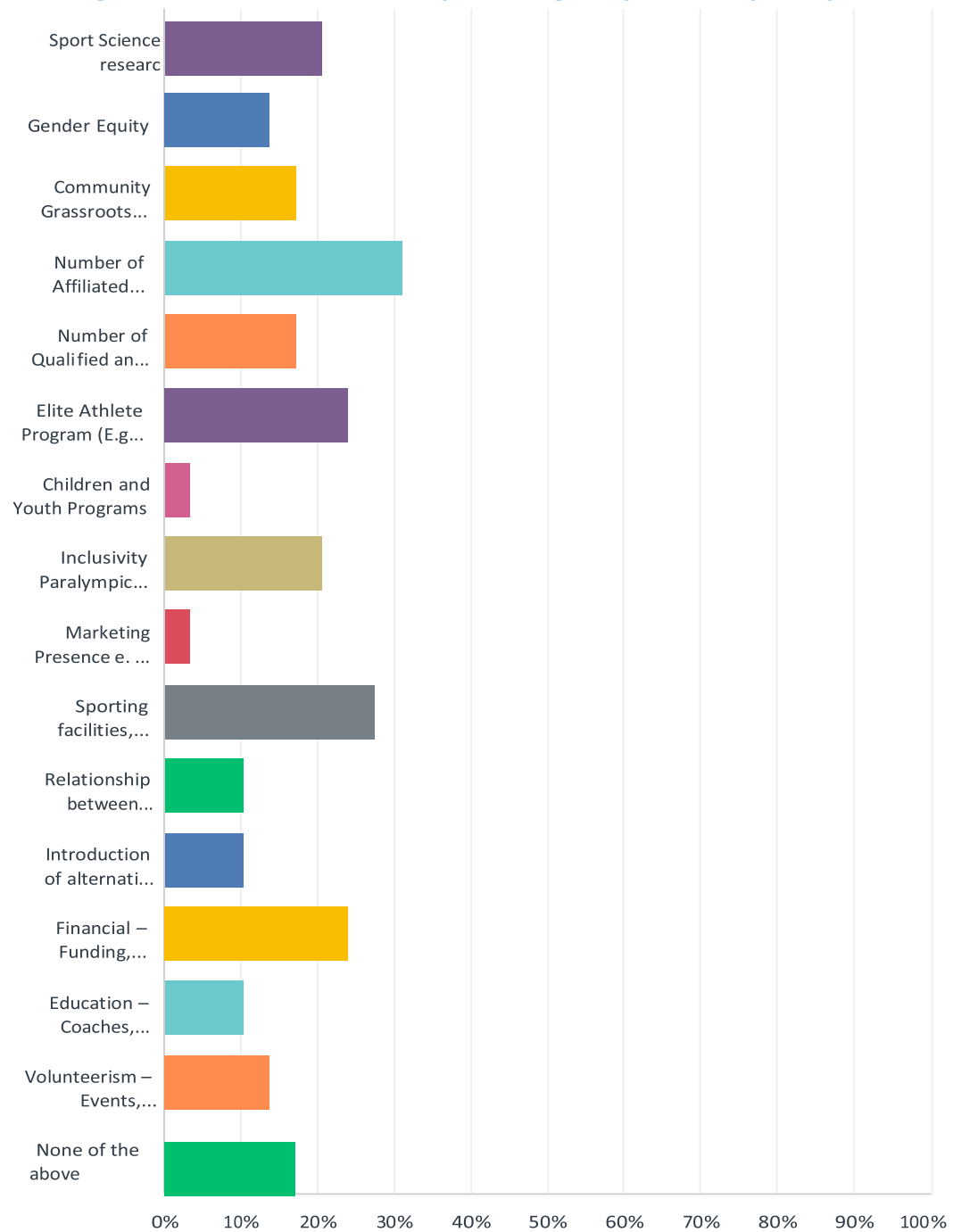
facilities and the grassroots program was the most important aspect for majority of the respondents. For many NSOs, a lack of a facility makes it very difficult for the sport to progress

Figure 8: What tools were successful in the development of your sport?



Although majority of the NSOs felt that sporting facilities and grassroot programs were the most important strategies for the development of their sport, when they were then asked about the successful strategies of their sport, it was noted that the education and training of the key members of the organization were the most successful of the strategies used. The relationship between the NSOs and schools, especially those which saw their sport added to the physical education curriculum, proved to be another highly successful tool in the development of the sport. This strategy allowed the sport to be introduced to larger number of children, with the hope of a higher retention than if they had solely tried to introduce the sport as an extracurricular activity. The participants were all asked why they believed their strategies were successful, and it was mentioned by some respondents that the strategies were preconditions into the foundation and development of the sport and additionally, the level of stakeholder engagement when developing and implementing the policies. Many respondents also spoke about the strategies playing a part in increasing the number of children and youth in the programs and the overall growth of members to their sport.

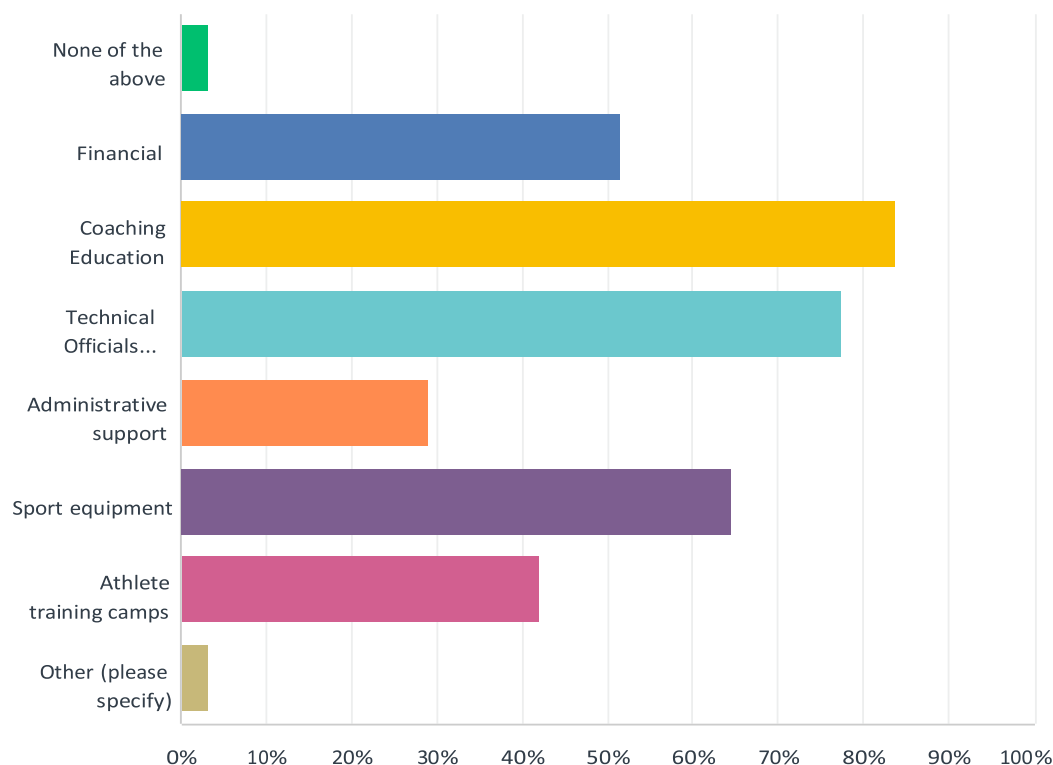
Figure 9: What strategies were unsuccessful when implementing the sport development plan?



The participants were asked about those strategies which were not successful for their organization and for many, the number of affiliated clubs as well as the lack of sporting facilities were the highest responses. It was also noted that the success of the sport was constrained by the lack of facility and the lack of funding. The organization in some instances did not own its own facility, which meant they had to rent

from facilities which were either owned privately and came at a high cost that could not be maintained by the organization, or they were only situated in parts of the country which were not always accessible to many athletes.

Figure 10: Does your NSO receive assistance from its Continental or World governing sport body in any of the following areas?



Coach education and Technical Officials education were the main areas where majority of the NSOs received assistance, and this was followed by assistance with sporting equipment. About 51% of the respondents indicated that they also received financial assistance from their world governing body, although the amount was not asked nor indicted by them.

The participants were also asked to note any other obstacles which they encountered when trying to develop their sport, and majority of the respondents spoke to a lack of facilities and funding being a major issue they must deal with. Another obstacle noted was that of the capacity of leadership to be able to lead effectively within small associations, since in many instances there are no full-time staff to get the

job done, and most of the work must be done by persons who also have their own full-time jobs. Lack of volunteers was also an obstacle in these small sports organizations, which lead to the same people having to do all the work, and not being able to focus on an area or their expertise. The final major obstacle, which was mentioned, was the lack of females who are interested in playing the sport, or in many cases, keeping the girls who play, involved in the sport after a certain age. Interestingly, one of the sports mentioned the fact that it is seen as an elitist sport, and because of that public perception, they find it difficult to attract government sponsorship as well as increase their membership, as the public think that the sport is only for affluent persons.

5. RECOMMENDATIONS AND CONCLUSION

The aim of this project is to determine what strategies can be used by National Sports Organizations, such as the BBA, to develop badminton and grow the sport in their country. In order for this organization to develop and grow, the following strategies should be implemented.

Priority	Recommendation	Action	Lead	Resources	Timescales	Critical success factors
1	Focus the immediate goals of the BBA on growth of the sport through participation	Planning session to identify and discuss the best strategies for growth. Consult with key stakeholders to get buy in.	President	Meeting room, time	August - Sept 2022	Commitment of Board Members, relationship with key stakeholders
2	Pilot program with a select school to include badminton in the P.E program	Select the school for program. Meet with the Principal and Head of the Sports Department to discuss the logistics.	Training and Development Coordinator	Meeting room, time	Sept 2022	Good relationship with school.
2	Introduction of Shuttle time programs to schools on island	Partner with the National Sports Council to introduce the sport to schools. Use of the shuttle time program by NSC coaches to ensure consistency	Training and Development Coordinator	Badminton equipment (shuttles, rackets, nets, poles, balloons)	Sept 2022 – July 2023	Good relationship with NSC coaches. Equipment for schools, commitment of P E teachers

2	Capacity building. Training opportunities for Coaches, technical officials and Administrators	Identify various training opportunities within the Continental Confederation, the governing World Body and the National Olympic Committee. Host several courses through Olympic Solidarity	Secretary	Olympic Solidarity funding, Continental confederation funding for training.	Sept 2022 – August 2023	Availability of funding, Availability and commitment of the persons to be trained
3	Introduction of Air Badminton to at least 10 communities around the island	Consult with the Ministry of Youth, Sports and Community Empowerment. Identify 10 communities to introduce the sport to	Vice President	Meeting room, time, badminton equipment, coaches	Oct. 2022 – Feb 2023	Good relationship with the Minister of Sports. Sufficient coaches to run the program

It would be tempting for NSOs to look at a list of development strategies and try to incorporate all of them, but it is important for them to recognize that there is no one size fits all development plan for sports. What strategies should be focused on will depend mainly on the environment of the NSO, the size, the resources available, stakeholders, volunteers, etc, and there should be a serious effort to highlight this information before any decisions are made. Further research should be carried out to determine how best to implement the various strategies in a sustainable way, understanding that sport development is “a collaborative project and a combination of various components. Paying attention to one, to the detriment of others, is counter-productive and detrimental to whatever may look like accomplishments or strides in aspects of development” (T&T Guardian 2021)

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7. ABSTRACT

As the official governing body for badminton in Barbados, the BBA is responsible for the growth and development of the sport. Determining the best strategies which should be used by organizations with limited resources, is often a difficult task, and there is a need to identify successful and sustainable strategies to develop the sport.

For this project, semi-structured interviews were conducted with two professionals in the field, the Development Director of Badminton Pan Am and the Head of Continental Development of the Badminton World Federation. These discussions gave an in depth look at the development of badminton specifically in those geographical areas, and gave a further understanding of the opportunities provided, as well as strategies which have successfully been employed by some member associations. A questionnaire was also sent to various NSOs, to identify their understanding of the factors involved in developing sports and the level of importance attributed to such.

The results of the data collection pinpoint the importance of identifying the goals of the NSO and choosing your development strategies to achieve those goals. It also spoke to the sustainability of the sport being dependent on the education and knowledge base of its human resources, as well as the importance of children and youth programs.

It is recommended that the BBA focus their immediate attention on growing the base of their organization through participation. Once this decision has been made, the implementation of the various strategies to support the growth of the sport should be used.

8. RÉSUMÉ

L'Association Barbadienne de Badminton (BBA en anglais) est l'organisation officielle pour la formation et le développement de ce sport ici à la Barbade. Ce rôle et responsabilité pour ceci ne sont pas facile parce qu'il n'y a pas des ressources et des fonds suffisants pour déterminer les meilleures stratégies. La réalité de la situation est qu'on a besoin d'identifier et mettre en place les mesures les plus efficaces pour notre culture et la vie quotidienne.

Pour ce projet, j'ai fait des interviews avec deux personnes intégrales dans le monde professionnel du badminton, le directeur du développement du Badminton Pan Am et le chef de Continental Development of Badminton World Federation. Ces interviews m'avaient donné une perspective différente et plus détaillée en ce qui concerne les subtilités du développement du badminton dans ces régions géographiques. Par exemple, les stratégies que quelques associations ont utilisées pour apporter des opportunités à leur membres. J'ai aussi préparé et envoyé un questionnaire aux organisations nationales du sport. Suivant ceci, j'ai gagné une compréhension plus profonde s'il y a une conscience dans ces organisations des facteurs différents qui ont des répercussions sur le développement du badminton et l'importance d'eux.

L'information que j'ai accédée montre clairement l'importance des objectifs exacts pour les organisations nationales du sport et les stratégies pour les atteindre. Sans ces objectifs, on va continuer avoir des difficultés avec le développement du badminton. La durabilité du badminton dépend sur la formation et l'éducation de ces ressources humaines, particulièrement les jeunes gens.

Ma recommandation est que la BBA doit faire attention à la base de leur organisation à travers la participation des membres. Après, on peut introduire des stratégies différentes qui encouragent le développement du badminton.

9. APPENDICES

Appendix 1: Interview with Head of Continental Development of the Badminton World Federation

Dionne Haynes (D.H.): *When you think of developing a sport, what are the factors which you consider to be essential for its successful: (1) design/formulation (2) implementation and (3) sustainability*

John Shearer (J.S.): I think for sure partnerships at the local level is essential and I think that it doesn't matter what the project is, whether it's schools, Para badminton, performance, whatever it is, there are the various stakeholders that are essential to the success of those projects and long-term success as well, so I think that's a key one. The national badminton federation looks at the landscape, looks at who the key potential supporters are in in the country, that are specific to whatever the project or area is and looks to develop a relationship with them, hopefully mutually beneficial, but look at what is possible within the scope of what they can offer. Aside from that, I think for the member associations that are running the project or driving the project, 90% of the time it comes down to people, it comes down to, is there a person, a key person that's committed to the project and activity that's driving it, and often you don't need a big team of people but if it is just one person who really has a passion, a drive and wants to make something happen they'll make it happen, regardless of limited resources or access to facilities or those things. If someone is really committed to it, they usually will find a way to make it happen, so that's where we really look for key people, so whenever there's a project that we (BWF) are looking to base somewhere, we always look at the National Federation and we look at the kind of staff within the National Federation and their skill set, are they able to work with us and communicate with us. It's not that we are randomly picking member associations to host projects, it is very much based on who is there and what their relationships are like locally.

When we talk about long term sustainability, our approach is definitely about training local and so it's not just about parachuting in experts for a one off event and then they work directly with the athletes and then leave, it's always about looking at the different groups whether that be

coaches, administrators, technical officials, classifiers, but trying to leave educated and well trained people locally that can then keep things moving forward after the weekend course is over. That is probably one of the key success factors for us with shuttle time for example, the idea of training tutors locally, training teachers, empowering those member associations to run with the project themselves, and then our role is to then make sure the resources are up to date, make sure there is equipment, make sure there are different materials to support the implementation, but ultimately again it comes down to people, there needs to be the right people trained, in the right place to deliver things.

D.H.: *In your experience, is the approach to developing a sport such as badminton, different for larger organizations compared to smaller organizations?*

J.S.: It's a balance, because in some of the smaller member associations or smaller countries there's obviously limited capacity, limited resources and could be limited financial support, but actually, in some cases that makes it a little bit easier because everything is done on a smaller scale. So it's a little bit easier to try things and pilot things that can make things happen quickly, whereas if you go to a larger country or larger organisation, yes there is likely more funding, there's more resources, but typically there's also more hoops to jump through and more red tape, so if you're trying to access schools in let's say, one of the Pacific islands, it could be easier than if you go to one of the larger European countries, because there's then so many protocols involved in getting into those target markets. Where it is a larger country and you're looking to roll something across the whole country, we've always encouraged them to start small, to even run a pilot first, so pick a region within the country, pick a district or pick a state to pilot something and then once you've got that model that you can show works, it's actually an easier sell when you're talking to the education ministry or you're talking to the other regions or the other states to get that implemented. So that again tends to be the kind of approach that we have taken the advice we've given some of the larger associations, train your workforce but start with one area and then build out from there.

There's also the issue of reporting which becomes quite big when you are dealing with larger organizations. it's quite a big task when you're talking not just about 50 schools on a small island

but you're talking about 50,000 schools having in place mechanisms to capture data, to capture participation data on all those things. That's almost a full time job in itself for someone to properly monitor and report on a project and that's why we brought in things like the extranet from outside to try and make that process a little bit more automated and a bit easier but yeah I think there's often this perception from some of the smaller Member Associations that it is a lot easier for the bigger associations, but actually at times it can be the other way around.

***D.H.:** Do you believe there are any advantages to be derived from being a small organization as it relates to developing a sport?*

J.S.: I think the advantage of smaller MAs might be that because it's a smaller population or a smaller area, the workforce is smaller as well, so you maybe only need half a dozen Shuttle time tutors or maybe one or two coach education tutors compared to a bigger country, and the moment you start increasing the volume of your workforce that then also becomes a question of consistency in terms of delivery and quality of delivery, so if you've got fifty tutors all delivering coach level one in a country, it's a lot harder to maintain consistent delivery, consistent assessment versus a smaller country where it is one or two and you can quite easily monitor those and quality control it. That's something that beyond that first training, particularly the bigger countries, they will try and bring their tutor workforce together maybe once a year to try and do like a standardisation or to try and just ensure there's that consistent approach, because at the end of the day the coaches coming through a level one course, they are all going to hopefully go on to level two and if you get people going to level two that are at different levels or different understandings of things, then it shows that there's been some sort of flaw in the system or in the course before. So that's another advantage that I would say, it's a little bit easier to manage and control the quality of delivery in slightly smaller organisations.

***D.H.:** What would you say should be the primary focus of any National Sport Organization with limited resources to begin the process of developing their sport?*

J.S.: Looking at the performance angle and looking at more participation angle in general especially as well I think we all know how difficult it is to even qualify for major events like a World Championships Olympic Games Paralympic Games, so unless that's a real focus of the association or the NOCs or NPCs then probably ensuring that you have a good participation level nationally at the local level, where people can play the sport, they can also access coaching, there's also some competition there and there is still a pathway that talent can go through, but ultimately it's more about the masses and providing opportunities for them. The challenge however is that quite often funding in many countries is linked to performance and so without the results, without the representation at the international level, it is difficult to access the funding to support the development side of things, so it's a little bit of the chicken and the egg. We would encourage and hope that a lot of our national federations particularly the smaller ones, are discussing and debating that in their board meetings and kind of asking, "what is our primary responsibility?". If you look at the BWF, we are 198 member associations and probably only 40 or 50 are competing on the World Tour at the highest level, so actually the majority of members associations are using our development programmes, are using shuttle time, coach education, para badminton, Special Olympics, so that's very much our focus as well as providing the kind of elite stuff which again is where the money comes from and that's where we filter that back into development.

D.H.: *What are the strategies or programs implemented by your organization that are in place to assist NSOs with developing their sport?*

J.S.: We started with Shuttle time and coach education and that aspect which is very much about getting people playing the sport from a young age and then ensuring if they then go on to join clubs that you've got coaches in clubs. A few years back, we wanted to look more at what we were doing for the national badminton associations as well, what kind of resources we have to support those associations, particularly ones that are volunteer based that there's also some gaps there in terms of support needed and that's why we worked with our education partner of World Academy of Sport (WAoS) to develop the administration courses online and face to face, the

event management online and face to face, we've got the player pathway programme which kind of joins all the different resource together and we're just about to launch this year marketing communications aspect as well, to assist member associations with developing a marketing and communications plan as well. We've got the more administrative or MA specific workshops and programmes as well as there's been a big push in the last few years around athletes and kind of what comes after or what they're doing while competing, so there's the concept of dual career pathway opportunities for athletes to study while they are training but also to give them a good platform that when they do decide to retire, that they are not then at that point thinking "what am I going to do now?" but they've already got some qualifications or experience behind them and again that's through partnerships with WAOs, we've got the postgraduate certificate in sports management and there are different ways that we're trying to support athletes as well.

The other big addition in the last few years has been the MA grants alongside all the grants that we provide to Continental Confederations for things like shuttle time, coach education, player development, Para badminton, the idea of introducing a more direct grant to member associations to support them to either do a little bit more in terms of programmes and activities or to maybe support a little bit with their association, with the structure of their association, so that's something that we hope is adding a little bit more capacity and potential to do a little bit more in terms of activities.

Also the discussion we're having with NPC's at the moment, we're trying to say it's not people organisations are reluctant to 100% fund things so we're going to try to come with this approach however saying okay BWF can give let's say \$5000, Badminton Pan am could give something, maybe the NOC or the NPC can give something, but let's share between ourselves because then people are more comfortable if everyone is contributing, there's a level of comfort that something's going to happen, and people are going to follow up with things, whereas if the NOC just gives, let's say, \$15,000 to the member association, there's maybe not that same commitment level than if you're putting something in yourself.

The idea of training people locally, so persons like tutors and trainers, that's something we're trying to do to empower the member associations, equipment obviously is quite a big one, with

air badminton as well so just been the strategy around equipment for Air badminton, for Shuttle time, same for Para with wheelchairs.

D.H: *How has the success of these programs been measured?*

J.S.: Being completely honest, I think this is an area that we've not done particularly well in previously and it's something that I think a lot of sports organisations at all levels, international, regional, national level are kind of guilty of. We get very focused on the planning, the preparation, the delivery of the event and then we talk about the sustainability and the legacy, but, that piece around measuring the impact and following up is often forgotten or not given the *same level of attention as the other areas are.*

I think though we've had a little bit of a shift internally to put a bit more focus on that aspect now, particularly the reporting side. It is one thing for you to get statistics on how many people, gender, age, all those kind of things, and again that will vary from country to country, what each of them is measuring. For example, New Zealand, they don't just want to know how many children are participating in shuttle time and how many boys and girls but they want to know how many sessions those children are participating in. So is it just a one off session or is it a block of 10 or is it for the whole year, they want to know how active those people are and how regularly they're participating, So it varies a lot from country to country, but the impact piece is really interesting and that's something that we're definitely looking at a lot more now, in terms of how do we measure that?

We think that with a new categorisation system we have with member associations, (Appendix 2) we will at least be able to measure broadly a member association's progress. So, if they are a category 5 member association and they meet X number of criteria out of 50, we can now look two years down the line, after some programmes and fundings and hopefully they've shifted up and we can tell why that's been, but also doing a little bit more on the general impact that sports is having on individuals. The social aspects, health aspects all those kind of other areas is something that we, well I'm not sure it's the BWF that are to do that, we maybe need to provide some guidance and tools and best practices and also some case studies, try to make it easy for

the NFs to measure the impact at the local level, because statistics are great but there's nothing more powerful than hearing from a participant that says this sport has given me confidence, is giving me X, it's has changed how healthy I am or whatever it is.

Again, to be able to capture that is a big piece of work, we were speaking earlier about the reporting, and it's almost like a full time job to start collecting, but it does seem to be more of a focus nowadays, there's always been a focus on reporting but now it's just so important to have the data, yes, but also the kind of anecdotal real life perspectives on the impact that your programmes and activities are having. That also ties into the social media and communications pieces as well, the people understanding the need to get these little quotes and sound bites as well.

Appendix 2 BWF Membership Categorization

Category	Key Criteria
1	<ul style="list-style-type: none"> • Total score: 0 – 4 • Dormant – did not submit Schedule A 2019, Subscription Fees 2020, MA Questionnaire 2020
2	<ul style="list-style-type: none"> • Total score: 5 – 11 • Section 1 (Governance, Administration, Marketing & Communications): LOW - AVERAGE • Section 2 (Participation): LOW - AVERAGE • Section 3 (Performance): NONE • Section 4 (Events): LOW
3	<ul style="list-style-type: none"> • Total score: 12 – 16 • Section 1 (Governance, Administration, Marketing & Communications): LOW - AVERAGE • Section 2 (Participation): LOW - AVERAGE • Section 3 (Performance): LOW • Section 4 (Events): LOW - AVERAGE
4	<ul style="list-style-type: none"> • Total score 17 – 20 • Section 1 (Governance, Administration, Marketing & Communications): AVERAGE • Section 2 (Participation): LOW - HIGH • Section 3 (Performance): LOW • Section 4 (Events): LOW - AVERAGE
5	<ul style="list-style-type: none"> • Total score 21 - 25 • Section 1 (Governance, Administration, Marketing & Communications): AVERAGE • Section 2 (Participation): LOW - HIGH • Section 3 (Performance): LOW - AVERAGE • Section 4 (Events): LOW - AVERAGE
6	<ul style="list-style-type: none"> • Total score 26 - 30 • Section 1 (Governance, Administration, Marketing & Communications): AVERAGE - HIGH • Section 2 (Participation): AVERAGE - HIGH • Section 3 (Performance): LOW - AVERAGE • Section 4 (Events): LOW - AVERAGE
7	<ul style="list-style-type: none"> • Total score 31 - 39 • Section 1 (Governance, Administration, Marketing & Communications): AVERAGE - HIGH • Section 2 (Participation): AVERAGE - HIGH • Section 3 (Performance): LOW - AVERAGE • Section 4 (Events): AVERAGE
8	<ul style="list-style-type: none"> • Total score 40 - 49 • Section 1 (Governance, Administration, Marketing & Communications): HIGH • Section 2 (Participation): AVERAGE - HIGH • Section 3 (Performance): AVERAGE - HIGH • Section 4 (Events): AVERAGE
9	<ul style="list-style-type: none"> • Total score 50 - 55 • Section 1 (Governance, Administration, Marketing & Communications): HIGH • Section 2 (Participation): HIGH • Section 3 (Performance): HIGH • Section 4 (Events): AVERAGE - HIGH
10	<ul style="list-style-type: none"> • Total score 56 - 61 • Section 1 (Governance, Administration, Marketing & Communications): HIGH • Section 2 (Participation): HIGH • Section 3 (Performance): HIGH • Section 4 (Events): HIGH

Appendix 3 – Questionnaire to NSOs

Q1. I consent to participate in this questionnaire for the research project on developing badminton in Barbados. I have understood the nature of this project and wish to participate.

☐ YES

☐ NO

Q2. National Sport Organization

Q3. What is your role in the NSO?

Q4. What is the size of your NSO (registered members)

☐ 0-250

☐ 251-500

☐ 501-750

☐ 751-1000

☐ More than 1000

Q5. About how many years have you been involved in your NSO?

☐ Less than 1 year

☐ At least 1 year but less than 3 years

☐ At least 3 years but less than 5 years

☐ At least 5 years but less than 10 years

☐ More than 10 years

Q6. What region is your NSO located?

☐ Pan America

- ☐ Europe
- ☐ Asia
- ☐ Africa
- ☐ Oceania

Q7. Does your National Sporting Organisation (NSO) have a sport development plan? (long or short term)

- ☐ Yes
- ☐ No
- ☐ I do not know

Other

Q8. What were the reasons for creating a sport development plan? Select all that apply

- ☐ To raise the profile and level of your NSO
- ☐ As a tool to help secure funding and sponsorship
- ☐ Mass participation (increased membership)
- ☐ To develop Elite level athlete programs (podium wins)
- ☐ To develop Elite level athlete programs (podium wins)

Other

Q9. What factors do you consider to be good indicators of a developed sport? Select all that apply

- ☐ Gender equity
- ☐ Community and Grassroots Programs
- ☐ Number of Affiliated Member Clubs
- ☐ Number of qualified and skilled Coaches, Technical Officials and Administrators
- ☐ Elite Athlete Program (e.g From practice to Podium)
- ☐ Children and Youth Programs
- ☐ Inclusivity (Paralympic sports, Special Olympics)

- ☐ Marketing Presence - Social media platforms (Instagram, Facebook, TikTok, Twitter etc.)
- ☐ Sporting facilities, infrastructure and sports equipment
- ☐ Relationship between educational institutions (schools) and the NSO
- ☐ Introduction of alternative versions of your standard sport (3v3 basketball, Air badminton, beach volleyball etc)
- ☐ Financial – Funding, Sponsorship and Fund Raisers
- ☐ Education – Coaches, Players, Technical Officials, Administrators
- ☐ Volunteerism – Events, Technical officials, committees, etc
- ☐ Sport Science research and Sport Science personnel

Other

Q10. Please rank the following in order of importance, with 1 being the most important and 15 being the least, the factors which you consider would be most important when developing your sport within your NSO

- ☐ Gender equity
- ☐ Community and Grassroots Programs
- ☐ Number of Affiliated Member Clubs
- ☐ Number of qualified and skilled Coaches, Technical Officials and Administrators
- ☐ Elite Athlete Program (e.g From practice to Podium)
- ☐ Children and Youth Programs
- ☐ Inclusivity (Paralympic sports, Special Olympics)
- ☐ Marketing Presence - Social media platforms (Instagram, Facebook, TikTok, Twitter etc.)
- ☐ Sporting facilities, infrastructure and sports equipment
- ☐ Relationship between educational institutions (schools) and the NSO
- ☐ Introduction of alternative versions of your standard sport (3v3 basketball, Air badminton, beach volleyball etc)
- ☐ Financial – Funding, Sponsorship and Fund Raisers
- ☐ Education – Coaches, Players, Technical Officials, Administrators

- ☐ Volunteerism – Events, Technical officials, committees, etc
- ☐ Sport Science research and Sport Science personnel

Q11. Within your organization, which of these tools were successful in the development of your sport? Select all that apply

- ☐ Gender equity
- ☐ Community and Grassroots Programs
- ☐ Number of Affiliated Member Clubs
- ☐ Number of qualified and skilled Coaches, Technical Officials and Administrators
- ☐ Elite Athlete Program (e.g From practice to Podium)
- ☐ Children and Youth Programs
- ☐ Inclusivity (Paralympic sports, Special Olympics)
- ☐ Marketing Presence - Social media platforms (Instagram, Facebook, TikTok, Twitter etc.)
- ☐ Sporting facilities, infrastructure and sports equipment
- ☐ Relationship between educational institutions (schools) and the NSO
- ☐ Introduction of alternative versions of your standard sport (3v3 basketball, Air badminton, beach volleyball etc)
- ☐ Financial – Funding, Sponsorship and Fund Raisers
- ☐ Education – Coaches, Players, Technical Officials, Administrators
- ☐ Volunteerism – Events, Technical officials, committees, etc
- ☐ Sport Science research and Sport Science personnel

Please explain why they were successful

Q12.

What strategies were unsuccessful when implementing the sport development plan? Select all that apply

- ☐ Gender equity

- ☐ Community and Grassroots Programs
- ☐ Number of Affiliated Member Clubs
- ☐ Number of qualified and skilled Coaches, Technical Officials and Administrators
- ☐ Elite Athlete Program (e.g From practice to Podium)
- ☐ Children and Youth Programs
- ☐ Inclusivity (Paralympic sports, Special Olympics)
- ☐ Marketing Presence - Social media platforms (Instagram, Facebook, TikTok, Twitter etc.)
- ☐ Sporting facilities, infrastructure and sports equipment
- ☐ Relationship between educational institutions (schools) and the NSO
- ☐ Introduction of alternative versions of your standard sport (3v3 basketball, Air badminton, beach volleyball etc)
- ☐ Financial – Funding, Sponsorship and Fund Raisers
- ☐ Education – Coaches, Players, Technical Officials, Administrators
- ☐ Volunteerism – Events, Technical officials, committees, etc
- ☐ Sport Science research and Sport Science personnel

Please explain why they were successful

Q13. Were there any further obstacles experienced by your NSO when attempting to develop the sport?

Q14. Does your NSO receive assistance from its Continental or World governing sport body in any of the following areas?

- ☐ Financial
- ☐ Coaching Education
- ☐ Technical Officials Education
- ☐ Administrative support
- ☐ Sport equipment

☐ Athlete training camps

☐ I do not know

Other