



# Strategic Plan 2024-2028



# STRATEGIC PLAN 2024-2028

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## MISSION

To promote and develop badminton in the Americas; supporting and strengthening the management of its Members through events, programs and projects that contribute to the development of Badminton according to the characteristics of each region and promoting the fair compliance with the statutes and regulations of our sport, in harmonious coexistence with each of its members.

## VISION

That badminton is one of the most popular sports in the Americas, facilitating access to everyone and giving each **person** the opportunity to enjoy it **for a lifetime**.



## I. ORGANIZATION INFORMATION

### a) Foundation:

The Pan American Badminton Confederation was founded in Mexico City in 1976, with the assistance of 5 Associations: Canada, Mexico, Jamaica, USA and Peru.

### b) Limbs:

The member countries of the Pan American Badminton Confederation are:

1. ARGENTINA	10. COLOMBIA	19. GUATEMALA	29. PUERTO RICO
2. ARUBA	11. COSTA RICA	21. GUYANA	30. SAINT LUCIA
3. BARBADOS	12. CUBA	22. HAITI	31. SURINAME
4. BERMUDA	13. CURACAO	23. HONDURAS	32. TRINIDAD AND TOBAGO
5. BRAZIL	14. DOMINICAN REPUBLIC	24. JAMAICA	33. UNITED STATES
6. BOLIVIA	15. ECUADOR	25. MEXICO	34. URUGUAY
7. CANADA	16. EL SALVADOR	26. PANAMA	35. VENEZUELA
8. CAYMAN ISLANDS	17. FALKLAND ISLANDS	27. PARAGUAY	1. French Guiana 2. Martinique 3. Guadeloupe
9. CHILE	18. GRENADA	28. PERU	

**c) Board of Directors**

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## II. POLICIES

As a Confederation we are clear that we must establish institutional policies that allow us, through these, to establish the main guidelines in the work we do, that is why we have framed our Institutional Policies within the framework of three General Policies that will help us to establish our Strategic Axes and then develop our Key Result Areas. Our Institutional Policies are framed in:

<b>DEVELOPMENT</b>	<b>TRANSPARENCY</b>	<b>INCLUSION</b>	<b>INNOVATION</b>
<p>As an institution responsible for Regulating and Developing Badminton in the American Continent, we consider that our main pillar should be aimed at supporting the work carried out by each of our Associates, that is why we focus our work on all activities that allow the development of athletes, coaches and leaders of the different member Associations.</p>	<p>As managers of resources, not only economic, but also material, we want to guarantee the peace of mind of our Associate Members, that the resources that we receive as a Confederation are aimed at the best optimization of our operation as an organization, as well as the support that is managed before the BWF for the different programs and projects established for the best work and development of Badminton</p>	<p>To be clear, sport is the best means to improve and develop societies, our programs and projects that we develop as an Organization are adapted and aimed at different strata and social groups, being these, serving people with different abilities, we support social programs that seek to reduce the rates of high-risk youth and we promote gender equity.</p>	<p>Nowadays innovation has become an important pillar in any field, sport is no stranger to this, for us being at the forefront is important, that is why we will take into account any aspect that helps us to innovate our sport, whether in the sports or management area.</p>

### III. INSTITUTIONAL VALUES







#### IV. STRATEGIC AXES AND KEY RESULT AREAS

To determine the direction of our strategic plan, the Pan American Badminton Confederation has established the Strategic Axes which respond to our Institutional Policies, directing our efforts and resources, these axes respond to the purpose that we have as an Organization as well as a strategic alignment with the World Badminton Federation (BWF), since we also respond to the objectives of our World Federation. The Axes to which the BPAC will focus in the coming years, responds in the same way to the needs that our Associates have in their different countries, for which we have tried to attend to the main characteristics of the different Regions of America

1. HUMAN RESOURCE DEVELOPMENT	2. EVENT SUPPORT	3. EFFICIENT MANAGEMENT
<p>It is of utmost importance in this type of Organization the continuous development of the Human Resources that are served and with which we work, that is why as BPAC we are willing that this Axis has the resources and activities and thus respond in a satisfactory way to the needs of our Associates.</p>	<p>One of the main activities that must be developed in our Associate members is precisely the realization of events, because in these not only do our athletes improve their ranking, but also achieve accreditations of umpires and referees, as well as consolidate the organizational work of our different Associates.</p>	<p>As BPAC we are committed to ensuring that our management of the different sports bodies at a global and continental level responds to the demands and constant changes that occur in the sports environment. But in addition to them, we work so that our Internal Management and especially with our main Clients, our Associate Members, is highly satisfied, which is why we annually evaluate our internal processes as well as the alignment of our plans with the BWF guidelines.</p>



Derived from our Strategic Axes, we have determined our following Key Result Areas:

- 1. Events
- 2. Development
- 3. Communications
- 4. Marketing
- 5. **Special Projects**
- 6. Governance

## 1ST KEY RESULT AREA: EVENTS

### Background

With the aim of continuing to offer our athletes the opportunity to add points for the world ranking necessary for the classification of the different events of the Olympic cycle, the support for the realization of the event is maintained and continues to be a key result area for our organization. That is why we will continue to support the realization of the following events in our continent:

In the Pan American region in recent years there has been a huge growth in the holding of events in different associate members, which has allowed a good participation of our players and even from other continents and that has allowed a better opportunity for the addition of points for the World Ranking. Within the continental circuit, the following events are recognized:

- o U19 Events
- o Future Series
- o International Series
- o International Challenge.
- o World Tour
- o Continental Championships
- o Continental Games
- o Regional Games

PRIORITIZED AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR FULFILMENT	COMPLIANCE INDICATORS
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<p><b>Continental Circuit</b></p>	<p><i>1. Establish a continental circuit calendar that is efficient and effective for the athletes, Members and Stakeholders involved.</i></p> <p><i>2. Generate development and growth opportunities for both Members and athletes and technical officials, reducing participation costs through the increase of events within the continental circuit.</i></p> <p>1. To invite Members to participate in regional working sessions for the consolidation of the continental circuit.</p> <p>2. Improve and update the continental event regulations of both the Pan American Championships and the BWF Grade 3 Championships on a semi-annual basis.</p> <p>3. Promote the participation of private companies in the organization of events belonging to the continental circuit.</p> <p>4.- Equip the members who are part of the circuit with Streaming and Livescore equipment, according to the "Tournament Grant" program</p> <p>5.- Continue with the implementation of new technologies within the development of the championships belonging to the continental circuit that offer world ranking points.</p> <p>6.- Coordinate joint actions with the communications area to promote the <b>Top 10</b></p>	<ul style="list-style-type: none"> <li>○ Presentation of report and progress of the establishment of the optimized continental circuit.</li> <li>○ Average minimum participation of 250,270 athletes in each edition of the Pan American Youth Championships.</li> <li>○ Achieve the minimum average participation of 13 countries in the Senior Pan American Championships in each edition.</li> <li>○ Achieve the average participation of 6 countries in the Pan American Para badminton championships.</li> <li>⊖ Starting in 2024, include within the implementation of livescore, informative screens for the warm-up area and lounge the OTs within all Pan American championships.</li> <li>○ Perform in the Americas annually             <ul style="list-style-type: none"> <li>a. 3 U19 events.*</li> <li>b. 14 BPAC Circuit Events*</li> <li>c. 2 Continental events</li> <li>d. 1 Para badminton events</li> <li>e. 1 AirBadminton Continental</li> </ul> </li> <li>○ Support and/or provide accompaniment in the realization of the badminton event in Multidisciplinary Games</li> </ul>
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	<p>of <b>Pan Am Individual athletes (Senior/Youth)</b> participating in events of the Continental Circuit.</p> <ol style="list-style-type: none"> <li>1. Implement actions with Members in order to establish a national AirBadminton circuit.</li> </ol>	
<p><b>2.Managing and strengthening members</b></p>	<p>Implement training activities aimed at members and that allow them to acquire tools in the management and implementation of International events with high-level World Ranking, thus achieving representation within the continental circuit and in the same way generating a platform that provides experience to their national OTs, officiating for athletes from different regions of the world.</p> <ol style="list-style-type: none"> <li>1. Manage the completion of the Events Management Level 1 course, involving both the online and face-to-face components.</li> <li>2. Encourage Members to have representation within the continental circuit, starting with "Entry Level" events.</li> <li>3. Motivate Members to generate spaces that allow all national badminton actors (Athletes, OTs, Managers) to obtain experience at affordable costs.</li> <li>4. Incentivise MAs to include Para badminton and Airbadminton</li> </ol>	<ul style="list-style-type: none"> <li>○ Take at least one face-to-face module of the Events Management course annually.</li> <li>○ At least one new Member enters the continental circuit with an Entry Level <del>championship</del> annually .</li> <li>○ Develop two annual digital trainings for Members.</li> <li>○ Develop a manual for the evaluation of the championships of the continental circuit.</li> <li>○ That by 2026 at least one coach from each country participating in the Pan American Championships will have level I of the World Federation.</li> <li>○</li> </ul>

	<p>competitions within their national calendar.</p> <p>5. Carry out quantitative evaluations of the championships that make up the Continental Circuit for the period 2024/2028.</p>	
<b>3. Technical Officers</b>	<p><i>Promote the annual accreditation and certification of technical officers</i></p> <ol style="list-style-type: none"> <li>1. Take advantage of the events of the continental circuit for the training of technical officials.</li> <li>2. Manage programs and activities that generate the development of Technical Officers</li> <li>3. Establish selection and promotion processes with potential and that successfully complete accreditations or certifications.</li> <li>4. Motivate the participation of continental referees in the different championships of the circuit, creating incentives that support the members.</li> <li>5. Increase the participation of continental OTs in Para badminton events.</li> </ol>	<ul style="list-style-type: none"> <li>○ Promote the accreditation of 3 BWF Referees in the next four years.</li> <li>○ Accreditation of 30 technical officers in the next 4 years.</li> <li>○ For each member where a qualifying event is held, count at least the following Continental-level OTs according to the level of the event: <ul style="list-style-type: none"> <li>○ Junior Int. / Future Series: 1 Árbitro</li> <li>○ International Series: 2 Umpires</li> <li>○ International Challenge: 1 Referee + 2 Árbitros</li> </ul> </li> <li>○ Open the call to participate in the "Umpire Building Skills" program annually.</li> <li>○ Select two (2) OTs annually to be part of the English Skills program</li> <li>○ Annually update the formats and application requirements of the OTs for accreditation and certification processes.</li> <li>○ Create a support fund that promotes the participation of at least four (4) continental referees in international championships of the continental circuit per year.</li> </ul>
<b>4. Continental Regulations</b>	<p><i>Evaluate and update continental regulations covering the different aspects involved in a badminton event, covering frameworks of action that allow preventive or corrective actions to be activated in situations that are required.</i></p>	<ul style="list-style-type: none"> <li>○ Two annual updates of the continental regulations taking as deadlines 1 August and 15 December.</li> <li>○ Review and update annually the letter of acceptance and commitment that Members receive at the time of approval of their international championship.</li> </ul>

	<ol style="list-style-type: none"> <li>1. Define actions that allow the confederation to act correctively in situations where the MAs do not comply with the established agreements.</li> <li>2. Protect the integrity of the organization, through transversal guidelines that encourage the proper use of the "Badminton Pan Am" brand</li> <li>3. Include regulations allowing athletes belonging to the Associate Members (Guadeloupe, French Guiana, Martinique) to participate in the continental championships.</li> <li>4. Evaluate the application of sanctions or penalties to members when elements are not complied with in the realization of events of the continental circuit.</li> </ol>	<ul style="list-style-type: none"> <li>○ Develop a manual for the use of the PAN AM brand during the events of the continental circuit</li> <li>○ Develop a continental regulation of Technical Officers in consensus with the actors involved.</li> <li>○ Prepare a manual of sanctions and/or penalties.</li> </ul>	
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### Background

In order to consolidate the work that has been done in the area of development, it is important for BPAC to establish a systematization in the development of its development programs, which is why for this new strategic plan it will continue to work on the programs that it has, but in search of their consolidation.

The strategic programs that will be worked on in the area of development are the following:

- Implementation of the SHUTTLETIME school program
- Implementation of the BWF System coach education program
- Player Development Support
- Support in the federal structure
- AirBadminton

KEY OFFICIALS	GENERAL OBJECTIVES	STRATEGIES
<p>Development Committee, BPAC Development Director, BPAC Office Team</p> <hr/> <p><b>Other Responsible Persons</b> MORE's</p>	<ol style="list-style-type: none"> <li>1. Coordinate with the BWF development team our annual action plan and activities.</li> <li>2. Identify the Members with the capacity to implement the different programs in force.</li> <li>3. Train a team of continental instructors from the different programs to teach the different levels for coaches and teachers.</li> <li>4. Work together with associations to develop our sport in their countries according to identified needs.</li> <li>5. Work together with member associations and improve the professionalization of coaches in the different countries of the region.</li> <li>6. Identify talented athletes with a projection towards results.</li> <li>7. Strengthen Contribute to the development of female athletes at an early age.</li> <li>8. Strengthen organizational structures in Associate Members through the BWF's Membership Development program.</li> <li>9. Increase the number of badminton players on the continent through airbadminton.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase in the number of athletes and para-athletes within Member Associations.</li> <li>2. Coach Training</li> <li>3. Attention to elite players and talented players (male and female).</li> <li>4. Strengthening of organizational structures (BWF program).</li> <li>5. Implementation of airbadminton in member associations.</li> </ol> <p><b>Prioritized Programs</b></p> <ol style="list-style-type: none"> <li>1. Shuttletime</li> <li>2. Coach Education</li> <li>3. Player Development.</li> <li>4. Membership Structure</li> <li>5. Airbadminton</li> </ol>

PRIORITIZED AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR FULFILMENT	COMPLIANCE INDICATORS 2020-2024
<p><b>1. Shuttletime Program</b></p>	<p>Increase the number of badminton players in partner countries.</p> <ol style="list-style-type: none"> <li>1. Train BPAC instructors for the school's Shuttletime program.</li> <li>2. Implementation of the school shuttletime program for most members.</li> <li>3. Shuttletime and the University Program.</li> <li>4. Identify the National Coordinator of the Shuttletime school program in each of the countries.</li> <li>5. Increase the number of instructors in the school shuttletime program in Member Associations.</li> <li>6. Train and certify school teachers under the Shuttletime school program.</li> <li>7. Develop the database of the different areas of Shuttletime.</li> <li>8. Provide, as far as possible, equipment (school kits) associated with the launch of the school program.</li> <li>9. Accompany the university Shuttletime program.</li> <li>10. Implement shuttletime kindergarten program in accordance with BWF regulations.</li> <li>11. Establish a follow-up of the implementation of the shuttletime program in the members.</li> </ol>	<ul style="list-style-type: none"> <li>○ Conduct an annual Shuttletime Instructor Training</li> <li>○ Implementation of the Shuttletime program in 80% of active member countries.</li> <li>○ Receive the planning documents of the countries with the shuttletime program.</li> <li>○ That each country that has the Shuttletime program has a coordinator</li> <li>○ Receive 80% of the reports from each National Coordinator/National Association on the progress report of the Shuttletime school program.</li> <li>○ Certify 4 trainers from 2024 to 2028. Nationals of the Shuttletime program.</li> <li>○ Certify from 2024 to 2028 40 national tutors of the Shuttletime School Program.</li> <li>○ Certify 1,000 teachers annually in the Shuttletime school program.</li> <li>○ Provide at least 200 kits for the shuttletime program every two years.</li> </ul>
<p><b>2. Coaches</b></p>	<p><i>Contribute to the training of coaches under the BWF Coach Education System.</i></p> <ol style="list-style-type: none"> <li>1. Train BPAC instructors for <del>pilot courses</del> of the Coach Education program.</li> </ol>	<ul style="list-style-type: none"> <li>○ Implement the BWF Coach Education System in 6 Member Associations in four years.</li> <li>○ Support the realization of level 1 courses with financial support in at least 3 associations annually.</li> <li>○ Certify four (4) national tutors from the Coach Education Level 2 program.</li> </ul>



	<ol style="list-style-type: none"> <li>2. Conduct courses of the Coach Education program in the Member Associations, for national coaches and instructors.</li> <li>3. Implement Level 2 according to the progress of Level 1.</li> <li>4. Implement Level 3 according to the progress of Level 2.</li> <li>5. Take the fast track course</li> <li>6. Boosting research in coaches</li> </ol>	<ul style="list-style-type: none"> <li>○ Certify 14 coaches annually at level 2.</li> <li>○ Certify eight (8) Level 3 coaches from 2024 to 2028.</li> <li>○ Certify 10 teachers with module 19 from 2024 to 2028 in parabadminton.</li> <li>○ Conduct a course on research methodology in sports training every two years</li> </ul>
<p><b>3. Player Development</b></p>	<p>Identify players with elite projection. (<i>BWF's criteria and recommendations will be considered for the development of this program.</i>)</p> <p><i>Provide specialized training to elite players and talents identified by the BPAC.</i></p> <ol style="list-style-type: none"> <li>1. Detect elite players and talented players from the different member associations.</li> <li>2. Systematically concentrate elite players and talented players with high-level coaches.</li> <li>3. Support in the design of the planning of training and competitions, to the Member Associations of the identified athletes when they require it.</li> <li>4. Increase the number of Member Associations with athletes in the Top 200 of the world ranking.</li> <li>5. Increase the number of Member Associations with athletes in the Top 150 of the world ranking.</li> <li>6. Increase the number of Member Associations with athletes in the Top 100 of the world ranking.</li> <li>7. Increase the number of Member Associations with athletes in the Top 50 of the world ranking.</li> </ol>	<ul style="list-style-type: none"> <li>○ Designate one (1) Player Program Director.</li> <li>○ Hold 2 camps annually with the players identified by the BPAC, linked to immediate competitions.</li> <li>○ Hold a Para badminton athletes' camp annually.</li> <li>○ Ten (10) member countries with athletes in the Top 200 (2024-2028)</li> <li>○ Eight (8) member countries with athletes in the Top 150 (2024-2028)</li> <li>○ Five (5) countries with athletes in the Top 100 (2024-2028)</li> <li>○ Three (3) member countries with athletes in the Top 50 (2024-2028).</li> <li>○ Qualify 6 players for the 2026 Youth Olympic Games.</li> <li>○ Qualify 8 players for the Paris 2024 Olympic Games.</li> <li>○ Qualify 10 players for the Los Angeles 2028 Olympic Games.</li> <li>○ An athlete from the Pan American area qualifies for the second round.</li> </ul>

<b>4. Structure of Member Associations</b>	Contribute to the strengthening of the administrative structures of the Member Associations through the BWF program. <ol style="list-style-type: none"> <li>1. Conduct training for Members' staff.</li> <li>2. Carry out itinerant camps with members who have the conditions to develop them</li> </ol>	<ul style="list-style-type: none"> <li>○ Annually train staff from at least 10 Member Associations under the BWF System.</li> </ul>
<b>5. AirBdminton</b>	Promote airbadminton according to BWF guidelines <ol style="list-style-type: none"> <li>1. Hold promotional events to raise awareness of outdoor badminton</li> </ol>	<ul style="list-style-type: none"> <li>○ Support 1 AirBadminton Promotion Event</li> <li>○ Motivate members to establish national AirBadminton leagues or events</li> </ul>

<b>PRIORITIZED AREAS</b>	<b>SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR FULFILMENT</b>	<b>COMPLIANCE INDICATORS 2024-2028</b>
1. For bádminton	<p>Coach Training:</p> <ul style="list-style-type: none"> <li>• Implement coach training programs at the national level to ensure the availability of qualified instructors in all regions.</li> </ul> <p>Participation in International Events:</p>	<ul style="list-style-type: none"> <li>○ Increase the number of Level 1 classifiers by 8 at a rate of 4 every 2 years</li> <li>○ Increase the number of level 2 national classifiers by 4 at a rate of 2 every 2 years</li> <li>○ Increase in 4 years, 1 new International classifier.</li> <li>○ Take a BWF course "module 19" every 2 years.</li> </ul>



	<ul style="list-style-type: none"> <li>• Increase the representation of athletes from the region in international tournaments</li> </ul> <p>National Qualifiers• Develop the BWF programme of Para badminton national qualifiers.</p> <p>Capacity Building:</p> <ul style="list-style-type: none"> <li>• Strengthen relationships and collaboration between BPAC, BWF, and AM's – and other institutions for technical support, advice, and development opportunities.</li> </ul> <p>Collaboration between BPAC and the different National Paralympic Committees.</p>	<ul style="list-style-type: none"> <li>○ Conduct 1 Para badminton training workshop for AM administrators every 2 years</li> <li>○ Conduct 1 Para badminton training camp annually</li> <li>○ Run at least 2 national or regional Para badminton camps annually</li> <li>○ Earn one (1) Olympic medal at Paris 2024</li> <li>○ Earn two (2) Olympic medals at Los Angeles 2028</li> <li>○ Qualifying 6 to 10 area athletes for the 2024 Paralympic Games</li> <li>○ Qualify at least 6 female and 6 male athletes for the Los Angeles 2028 Paralympic Games</li> <li>○ Do 1 Para badminton activity with strategic partners (APC, IPC, BWF, or others) every two years.</li> </ul>
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**3RD KEY RESULT AREA: COMMUNICATION**

## Background

The Pan American Badminton Confederation (BPAC) has been developing sustained work in the area of communication for some years, highlighting the following areas:

- Social Media Growth
- Live Stream: Continental Championships
- Training for Live Broadcast of Pan American Circuit Championships. .
- Constant communication with Associations through mailing, magazine, etc
- Updated website

KEY OFFICIALS	GENERAL OBJECTIVES	STRATEGIES
BPAC Communication Committee <hr/> <b>Other Responsible Persons</b> BPAC, MA's Office Staff	<ol style="list-style-type: none"> <li>1. Increase the number of followers.</li> <li>2. Inform about the activities of the BPAC, Associate Members, continental programs and players.</li> <li>3. Dissemination of the activities carried out in the American continent.</li> <li>4. Engage in interactions on our digital activities and platforms.</li> </ol>	<ol style="list-style-type: none"> <li>1. Update on player information.</li> <li>2. Update on Our Member Information</li> <li>3. Digital Content.</li> <li>4. Broadcasts of championships, activities and raffles.</li> </ol> <b>Programmes</b> <ol style="list-style-type: none"> <li>1. Exhibition &amp; Promotion</li> <li>2. Gamblers</li> <li>3. BPAC Communication, Members &amp; Sports Organizations</li> </ol>
PRIORITIZED AREAS	SPECIFIC OBJECTIVES – COMPLIANCE STRATEGIES	COMPLIANCE INDICATORS
<b>1. Exhibition &amp; Promotion</b>	Increase the number of viewers/fans on the continent. <ol style="list-style-type: none"> <li>1. Broadcast our continental championships.</li> </ol>	<ul style="list-style-type: none"> <li>○ Broadcast <b>12</b> championships via the internet in the next 4 years.</li> </ul>

	<ol style="list-style-type: none"> <li>2. Increase the number of championships broadcast via the internet in all categories.</li> <li>3. . Optimize the use of social networks according to specific audiences.</li> <li>4. Generate more interaction with our viewers/fans.</li> <li>5. Expand BPAC's social media</li> </ol>	<ul style="list-style-type: none"> <li>○ That all the championships held on the continent during the year have exposure on our social networks.</li> <li>○ Optimize content according to the audience and objectives for each BPAC social network</li> <li>⊖ Increase followers on our channels and digital platforms by 20%</li> <li>○ Annually present statistics on the monitoring of the BPAC's digital platforms.</li> <li>○ Carry out 1 digital raffle of an event of the continental circuit.</li> <li>○ Conduct an annual vote for the awarding of athletes, and para-athletes.</li> <li>○ Creation of a digital library on our website</li> <li>○ Carry out 1 interaction activity with the public in 1 continental tournament.</li> <li>○ Carry out different activities on social networks with our fans and viewers.</li> <li>○ Venture into new social networks: Tik tok</li> <li>○ Optimize your YouTube channel with shorts and more posts.</li> </ul>
<p><b>3. Players/Players</b></p>	<p><i>To position the best players as sports idols on the continent.</i></p> <ol style="list-style-type: none"> <li>1. Publish profiles of the best players on the BPAC website and social networks.</li> <li>2. Publish constant information about the best players on the continent.</li> <li>3. Social networks of players with a sports emphasis.</li> </ol>	<ul style="list-style-type: none"> <li>○ Conduct 12 interviews annually.</li> <li>○ Conduct an annual vote for the selection of the best athletes and para-athletes.</li> <li>○ Make promotional videos with our athletes.</li> <li>○ Perform 2 Takeovers annually</li> <li>○ Train 10 athletes in the management of their social networks.</li> </ul>

<p><b>3.BPAC Communication Members &amp; Sports Organizations</b></p>	<p><i>Use official BPAC communication channels between members of your office, members, continental confederations, the BWF and other sports bodies.</i></p> <ol style="list-style-type: none"> <li>1. Use the internal communication channels of the BPAC office.</li> <li>2. Inform members of the most relevant aspects of our sport.</li> <li>3. Disseminate the different activities carried out by the members.</li> <li>4. Share information about our members on our digital channels and platforms</li> <li>5. Use the different technological tools to maintain fluid and constant communication with the different Sports Organizations.</li> <li>6. Sports bodies publish/share the content developed about badminton on the continent (events, activities, news, etc).</li> </ol>	<ul style="list-style-type: none"> <li>○ Update the BPAC's internal and external communication manual</li> <li>○ Prepare and send a quarterly bulletin to the different sports institutions.</li> <li>○ Conduct 4 annual interviews with coaches.</li> <li>○ Conduct 3 interviews with technical officers.</li> <li>○ Develop a manual of procedures for communications in tournaments of the Continental Circuit</li> <li>○</li> </ul>
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## 4TH KEY RESULT AREA: MARKETING

### Background

The Pan American Badminton Confederation (BPAC) currently does not have a marketing program that allows the collection of resources and promotes the realization of better category events in the continent.

KEY OFFICIALS	GENERAL OBJECTIVES	STRATEGIES
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BPAC Marketing Committee, EXCO	Get official sponsors for the BPAC	1. Create a marketing package to offer to large corporations that have a presence in several countries of the American continent.
<b>Other Responsible Persons</b> BPAC Office Staff	1. To be able to hold large-scale events in the American continent. 2. Implement a marketing program that allows the positioning of the BPAC brand.	<b>Programmes</b> 1. BPAC Image Possession

PRIORITIZED AREAS	SPECIFIC OBJECTIVES – COMPLIANCE STRATEGIES	COMPLIANCE INDICATORS
1. <b>BPAC Image Positioning</b>	Positioning the BPAC brand and <ol style="list-style-type: none"> <li>1. Develop an image promotion manual that responds to the sponsor's support and involvement.</li> <li>2. Hire a marketing company or person to develop a marketing plan for BPAC.</li> <li>3. Implement the proposed marketing plan</li> </ol>	<ul style="list-style-type: none"> <li>○ One (1) BPAC Marketing Handbook</li> <li>○ Hire a company or person specialized in the area of marketing</li> <li>○ Achieve a continental sponsor</li> </ul>



	4. Develop souvenirs for the promotion of the PANAM image.	
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**5TH KEY RESULT AREA: SPECIAL PROJECTS**



## Background

The Pan American Badminton Confederation (BPAC) with the aim of promoting badminton in different areas has proposed to work transversally in different areas that will help strengthen the work of the Confederation, it is proposed to do it in this way since in all programs and areas of work these transversal axes will be included. The proposed axes are:

- Gender Equity
- Social Projects
- University badminton
- Special Olympics
- Postgraduate University

KEY OFFICIALS	GENERAL OBJECTIVES	STRATEGIES
<p>Specific commissions of the BPAC, BPAC office</p> <hr/> <p><b><u>Other Responsible Persons</u></b> MORE´s</p>	<p>Work together with associations to develop Parabadminton in the Americas</p> <p>Strengthen the work of the BPAC Gender Equity Commission</p> <p>Provide technical support to projects designated and approved by the BWF and EXCO</p>	<ol style="list-style-type: none"> <li>1. Increase in Parabadminton players on the continent.</li> <li>2. Increase the number of activities aimed at women in badminton.</li> <li>3. Attend to and support the work that is done in the special projects supported by the BPAC</li> </ol> <p><b><u>Prioritized Programs</u></b></p> <ol style="list-style-type: none"> <li>1. Gender Equity</li> <li>2. Social Projects.</li> <li>3. University Badminton</li> <li>4. Special Olympics</li> <li>5. Postgraduate university</li> </ol>

PRIORITIZED AREAS	GENERAL OBJECTIVES – STRATEGIES FOR THEIR FULFILMENT	COMPLIANCE INDICATORS
<b>1. Gender Equity</b>	Strengthen the Women in Badminton working group in the Americas  1. That the percentage of participation of the female gender is greater than 30 percent in the different continental activities organized by the BPAC.	<ul style="list-style-type: none"> <li>○ No less than 30% participation of the female gender in the activities carried out annually.</li> </ul>
<b>2. Social Projects</b>	Continue to support BWF from the Pace and Sport program on our continent.  1. Coordinate with the BWF the work to be carried out year after year for social projects	<ul style="list-style-type: none"> <li>○ Support to two (2) Member Associations.</li> </ul>
<b>3. University Badminton</b>	Strengthen the relations established with FISU America through the signing of the agreement.  1. Make badminton part of the programme of the Continental University Games. 2. Promote badminton activities in universities to commemorate the International Day of University Sport.	<ul style="list-style-type: none"> <li>○ Incorporate badminton into the FISU America program.</li> <li>○ Participation of no less than 4 countries in the badminton competition at the FISU America Games.</li> <li>○ Perform the individual and team events at the FISU America Games.</li> <li>○ Have a university program in 5 universities in America.</li> </ul>
<b>4. Special Olympics</b>	Strengthen the relations established with S.O.L.A. through the signing of the agreement.	<ul style="list-style-type: none"> <li>○ Train 4 Special Olympics teachers annually in the Shuttletime program.</li> </ul>

	<ol style="list-style-type: none"> <li>1. Train SOLA trainers with the shuttletime program through vacancies in national courses</li> </ol>	
<b>5. Postgraduate University</b>	<p>Maintain the university specialization program in badminton teaching and coaching</p> <ol style="list-style-type: none"> <li>1. Carry out the postgraduate university with Galileo University</li> </ol>	<ul style="list-style-type: none"> <li>○ Graduate 10 specialists in the university postgraduate badminton from 2024 to 2028.</li> </ul>

## 6TH KEY RESULT AREA: Governance

### Background

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The work of the BPAC office year after year has been reinforced because the demands are increasing, due to which the BPAC has been established in a host country, leaving behind the system of rotation according to the nationality that the president will hold. Today we see a more compact work where you have all the necessary documentation to be able to develop projects, render accounts or just have a record of the activities that are carried out.

Due to the importance of administrative work in our Confederation, it is considered a key result area to be able to achieve the successes of our planning

KEY OFFICIALS	GENERAL OBJECTIVES	STRATEGIES
General Assembly, EXCO, Director of BPAC Operations, BPAC Office Staff	<ol style="list-style-type: none"> <li>1. Regulate the practice of badminton in the Contiene.</li> <li>2. Maintain close communication with the BWF and MA's.</li> <li>3. Take advantage of the projects established by the BWF for the Continental Confederations.</li> <li>4. Follow-up on projects approved by the EXCO.</li> <li>5. Report to the General Assembly annually on the work done by the EXCO and the BPAC Office</li> </ol>	<ol style="list-style-type: none"> <li>1. BPAC Statutes, BWF Regulations, Code of Ethics, IOC Regulations, WADA Code, Peru <a href="#">Legal Regulations</a></li> <li>2. Good administrative and governance practices.</li> <li>3. Attention to Associate Members</li> </ol> <p><b>Programmes</b></p> <ol style="list-style-type: none"> <li>1. Regulations</li> <li>2. General Assemblies</li> <li>3. Limbs</li> <li>4. Administration</li> <li>5. Evaluation, Monitoring and Feedback</li> </ol>

PRIORITIZED AREAS	SPECIFIC OBJECTIVES – COMPLIANCE STRATEGIES	COMPLIANCE INDICATORS
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<p><b>1. Regulations</b></p>	<p><i>Update the statutes and/or regulations of the BPAC according to the modifications given by BWF and Peruvian Laws.</i></p> <ol style="list-style-type: none"> <li>1. Annual review and update on the different specific and general regulations, such as Code of Ethics, WADA Code and similar.</li> </ol>	<ul style="list-style-type: none"> <li>○ Hold at least one (1) meeting per year to review and update the different regulations.</li> </ul>
<p><b>2. General Assemblies</b></p>	<p><i>To inform the associate members of the steps taken by the EXCO and our organization.</i></p> <ol style="list-style-type: none"> <li>1. Present and circulate reports/reports of the President and the different committees and Regions.</li> <li>2. To carry out our AGMs within the framework of the BWF AGMs.</li> <li>3. Hold elections every four years in accordance with the Bylaws.</li> </ol>	<ul style="list-style-type: none"> <li>○ Delivery of the Activity Report carried out by the different work areas.</li> <li>○ Hold an Annual Ordinary General Assembly.</li> <li>○ Conduct EXCO elections every four years.</li> </ul>
<p><b>3. Limbs</b></p>	<p><i>Maintain close communication with Associate Members.</i></p> <p><i>Promote the activation of inactive associate members.</i></p> <ol style="list-style-type: none"> <li>1. Promote the annual updating of BWF Schedule A information.</li> <li>2. Support the management of the work of active Associate Members, as well as the constitution of new Associates.</li> </ol>	<ul style="list-style-type: none"> <li>○ By 2028, 85% of our members will be active.</li> <li>○ Support the management of associate members.</li> <li>○ That by 2028 1 new member will be established.</li> <li>○</li> </ul>
<p><b>4. Administration</b></p>	<p><i>Provide high-quality services to members on behalf of the BPAC office.</i></p> <p><i>Involve the members of the EXCO, as heads of different management committees in order to</i></p>	<ul style="list-style-type: none"> <li>○ Submit written reports prior to each meeting/AGM by the BPAC office as established by the regulations</li> <li>○ Hold 4 EXCO meetings annually.</li> </ul>

	<p><i>support the work of the staff of the BPAC office.</i></p> <ol style="list-style-type: none"> <li>1. Designate the different members of the EXCO as responsible in the areas of management; if necessary, the EXCO may nominate persons with experience in specific areas.</li> <li>2. Through the Vice-Presidents, to promote the management of the different regions.</li> </ol>	<ul style="list-style-type: none"> <li>○ That VPs hold virtual meetings annually with the countries of their region.</li> <li>○ Establish working groups that support the different work of committees and vice chairs</li> </ul>
<p><b>5. Evaluation, Monitoring and Feedback</b></p>	<p>Ensure proper compliance with the Strategic Plan.</p> <ol style="list-style-type: none"> <li>1. Monitor compliance with Strategic Planning through the office.</li> <li>2. Know the EXCO annually the fulfillment of the Strategic Planning.</li> </ol>	<ul style="list-style-type: none"> <li>○ Develop and validate the evaluation, monitoring and feedback matrix of the Strategic Planning</li> <li>○ Hold an annual strategic plan evaluation meeting.</li> <li>○ Submit the Strategic Planning Monitoring report on behalf of the office.</li> <li>○ Know at an EXCO meeting the evaluation and feedback of the Strategic Plan.</li> </ul>