

**SBA Team Rewards scheme to Incentivise
and Value sporting Excellence (**STRIVE**)**

Communication Session

Agenda

1 | Objectives

2 | STRIVE for Everyone



Objectives

1



Problem Statement



How to have a pool of capable and committed players who can propel Singapore to become a top badminton nation in the world?



The desired outcome of STRIVE – The 3 “Cs”

C

Commitment

STRIVE aims to make the decision for players to commit to playing badminton competitively for long haul an easier one.



C

Care

STRIVE aims to address the needs and expectations of players pre, during and post their playing career.



C

Champion

STRIVE aims to secure and develop high potential and high performing talents to become the next badminton champion.



A New National Team Structure is Needed

the case for change

There is a need to move away from the current National Team Structure for the following reasons:

Focusing on a core group of players

The number of players in the National Team Set-up is growing while the training facilities at OCBC Arena is not able to support this growth.

More effective coaching

Splitting the National Team into tiers allows coaches to provide targeted coaching and focus for players, since the players' standards are differentiated across different levels. This translates to better efficiency in training and a better focus of resources. This also allow the coaches to better strategize and plan for our players in preparation for major games at youth and senior level.

Differentiated Player Experiences

Such a move will also create tiers that players can aspire to, and for them to progress to higher levels over time.

Proposed New National Team Structure

determines the incentive scheme that each player will be placed under

| Category | Player Quota | Eligibility Criteria | Competition Opportunities (exclude Major Competitions) |
|----------|---|---|--|
| NT1 | Men's Singles: 3 Men's Doubles: 4 Women's Singles: 3 Women's Doubles: 4 Mixed Doubles: 4 Total: 18 | Achieved at least 3 results below: a) QF finishes in Int'l Series & above competitions OR L16 in BWF Level 500 & above competitions b) SF finishes at World/Asian Junior C'ships OR BWF U19 competitions * Min. 1 QF finishes in BWF Level 100 OR L16 in BWF Level 500 & above competitions. WR will be used for consideration if more players qualified for the respective category based on the quota. | Min. 10 per year |
| NT2 | Men's Singles: 3 Men's Doubles: 4 Women's Singles: 3 Women's Doubles: 4 Mixed Doubles: 4 Total: 18 | Achieved at least 3 results below: a) QF finishes in Int'l Series & above competitions b) QF finishes at World/Asian Junior C'ships OR BWF U19 competitions * Min. 1 QF finishes in International Challenge & above competitions. Bottom of NT2 will playoff with Top of National Training Squad (if there are equal or more players qualifying for each respective category) | Min. 6 per year |
| NTS | Men's Singles: 6 Men's Doubles: 6 Women's Singles: 6 Women's Doubles: 6 Total: 24 | a) Age range from 17 to 25 years old b) Evaluated by National Coaches to have the potential to be promoted to NT1/NT2 in the long term c) Top of National Training Squad will playoff with Bottom of NT2 (Playoff is not required if there are available quota places in NT2, the Top Player in each respective category will be promoted to NT2 even if they did not meet the criteria for NT2) | 2 per year (self-pay and/or co-pay for additional competitions) * Not including competitions held locally * Not including Asian Junior & World Junior competitions & preparation for Major Games. |

Training Allocation Criteria

Determines which team each player will train with

| Category | Criteria for Automatic Qualification | Criteria for Coaches Assessment |
|----------|--|---|
| NT1 | <p>Achieved at least 1 result below:</p> <ul style="list-style-type: none"> a) National Open – Champion b) International Challenge and Series – Champion c) Super 100 and above – QF d) U19 BWF/YOG sanctioned competition – Champion | <p>Achieved at least 1 result below:</p> <ul style="list-style-type: none"> a) National Open – Finalist b) International Challenge and Series – SF c) Super 100 – L16 d) U19 BWF/YOG sanctioned competition – SF |
| NT2 | <p>Achieved at least 1 result below:</p> <ul style="list-style-type: none"> a) National Open – Finalist b) International Challenge and Series – QF c) Super 100 and above – L16 d) U19&17 BWF/YOG sanctioned competition – SF | <p>Achieved at least 1 result below:</p> <ul style="list-style-type: none"> a) National Open – QF b) International Challenge and Series – L16 c) U19&17 BWF/YOG sanctioned competition – L16 |
| NTS | <p>Achieved at least 1 result below:</p> <ul style="list-style-type: none"> a) National Open – QF b) International Challenge and Series – L16 c) U19 BWF sanctioned competition – L16 d) U17 BWF sanctioned competition – QF | <p>Achieved at least 1 result below:</p> <ul style="list-style-type: none"> a) National Open – L16 b) NIS Player 17 & above |

Players who fulfill any of the above criteria may be asked to train with the respective teams regardless of their current team allocation.

e.g. An NT2 player who fulfills any of the criteria for automatic qualification (e.g. Champion of National Open) may be invited to train with the NT1 players in preparation for Major Games or based on the team's needs.



OUÉ SINGAPORE OPEN 2015

ESCUETA, Philip Joper
STANISLAO, Ronel
LOH, Kuan Yew
NG, Zhe Han Ryan

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22 8

JK Technology
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ING

2

STRIVE
for Everyone

Creating the right message



High Performers

- ▶ Players who are **already excelling** in competitions



High Potentials

- ▶ Players expected to be the **High Performers of tomorrow**



- ▶ STRIVE should provide impetus for **both** High Performers and High Potentials to endeavour for better results
- ▶ Pipeline of High Potentials will be created as more hobbyist get attracted to the full-time prospects



- ▶ STRIVE should not disadvantage either group of players
- ▶ High Potentials should not be discouraged from continuing their full-time playing careers

*STRIVE is meant for players on Full Training Load

Managing unintended consequences

Concerns from STRIVE implementation



Design Principles

1

Encourage players to move to Full-Time Playing earlier in their careers

- ▶ Players require a “runway” to reach their potential
- ▶ There should be **no penalty** for players who pursue FT playing over studies

2

Reward for performance and potential

- ▶ Players should be **rewarded for past and present results**, with a view to improve future results, rather than for static conditions unrelated to the profession

3

Implementation should be manageable

- ▶ Cost should be managed through **appropriate goal setting and achievements**

Solutions

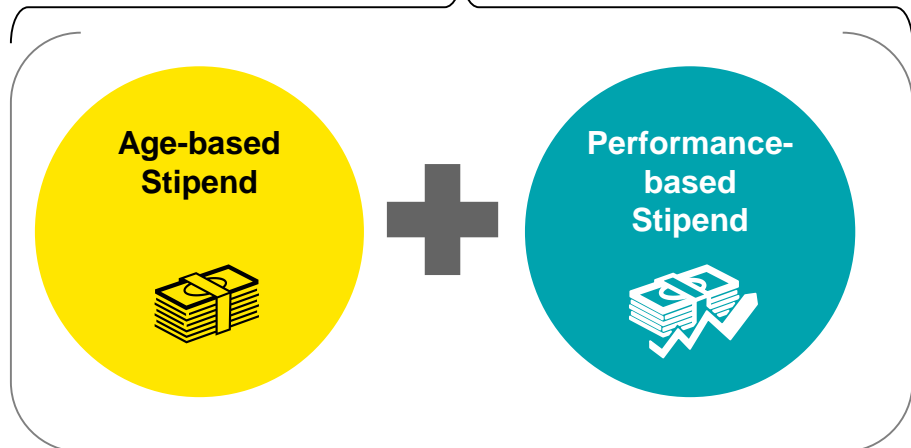
Accounting for opportunity cost

- ▶ Age tier system has accounted for opportunity cost of **at each stage of life**
- ▶ At every “**Age Bucket**”, Players receive a different Age-based stipend that considers what they would have otherwise commanded in the corporate workplace

Rewards Equation

Players are rewarded on...

Monthly Basis



“The next best alternative foregone”

- ▶ Opportunity cost as a determinant
- ▶ E.g. if an individual does not become a full-time player, the next best alternative is to work full-time and the value is the salary from working full-time.

Performance led reward progression & **Safeguard** for injuries

- ▶ The **higher of the two grades the player obtains in a rolling two-year period** will determine his/her variable allowance for the upcoming year¹

¹Higher of two grades practice is only applicable for NT1 players

²Applicable only for NT1 players.

End Of Year Basis



Rewarding small and large achievements in a progressive manner

- ▶ Goal setting at the start of each tournament year to allow **progressive improvements and big wins to be rewarded**

Tournament/Scheme Basis



Existing schemes and winnings

- ▶ Rewards from competition winnings and supplementary rewards, e.g. Cash Incentives Scheme and Ranking Incentive Scheme.
















Continuous Basis



Transition to corporate workforce for Full-Time Players

- ▶ Coaching courses mandatory for the Players
- ▶ **Player Support Fund (PSF)** that will be accumulated and distributed to Player when they decides to retire. This is currently in exploration stage and more updates will be provided at a later date

Comparison of Full-Time Player vs Full-Time Student

| | Full-Time Player | Full-Time Student |
|---|---|---|
| Age-based Stipend ¹  |  |  |
| Performance-based Stipend  |  |  |
| KPI Incentive ²  |  |  |
| Incentive  |  |  |
| Post-Career Support  |  |  |

¹ Applicable only for NT1 and NT2 players

² Applicable only for NT1 players.

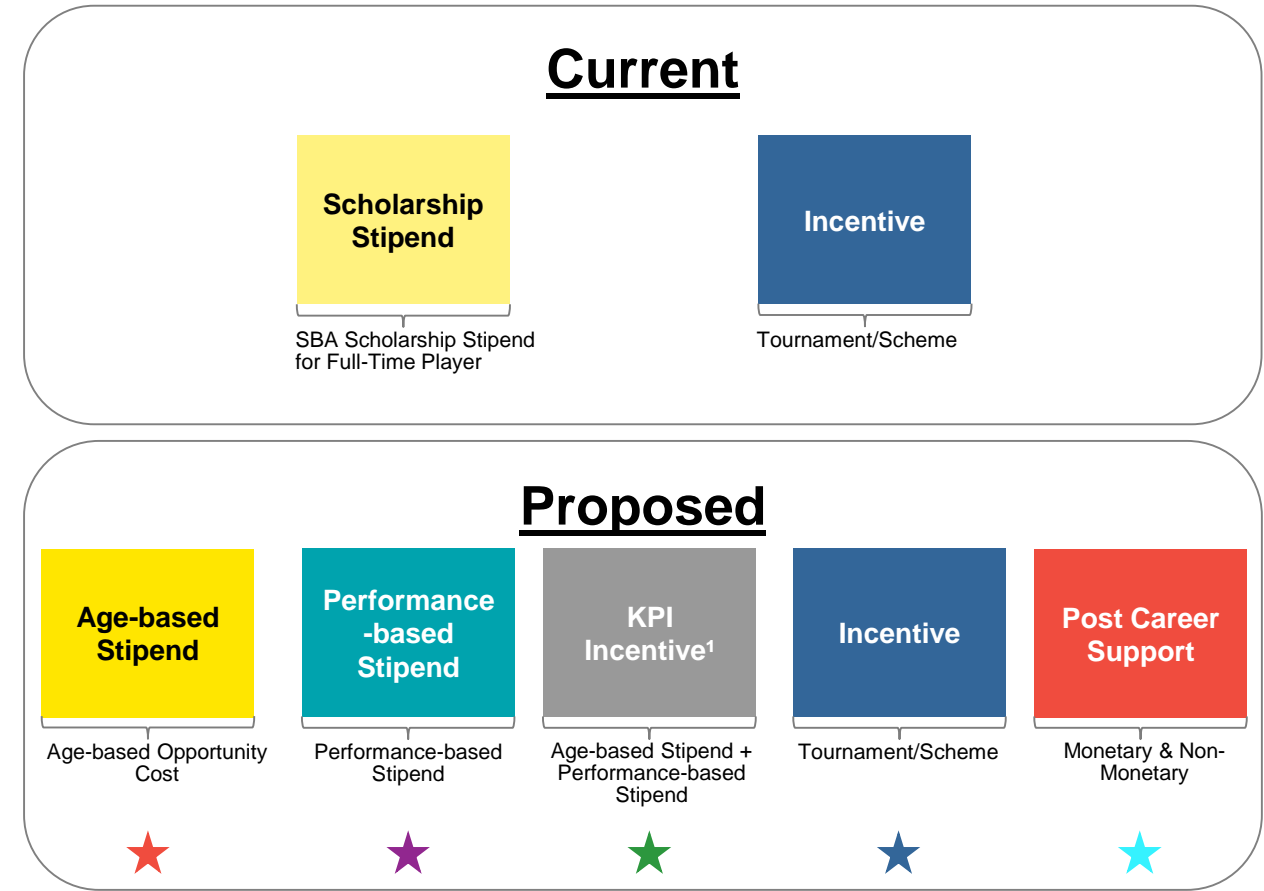
Full-Time Player

Design principles:

- ▶ **Opportunity Cost as a determinant** ★
 -  "Sacrifice" expected for the country's pride
 -  Significant rewards for performance (e.g. incentives)
- ▶ **Safeguard for injuries** ★
 -  Guarding against the possibility of injuries
- ▶ **Performance led reward progression** ★★☆☆
 -  Main driver for the player to perform
- ▶ **Transition to corporate workforce** ★
- ▶ **Considerations taken into account in the design process:**
 - ▶ Compressed earnings due to a short playing career
 - ▶ Total potential earnings one can achieve in his/her lifetime
 - ▶ STRIVE is complementary to spexSCHOLARSHIP rather than a replacement

Not drawn to scale

Current vs Proposed



¹Applicable only for NT1 players.

Full-Time Student

Design principles:



Recognising for performance in their opportunity cost



Pay-for-performance incentive



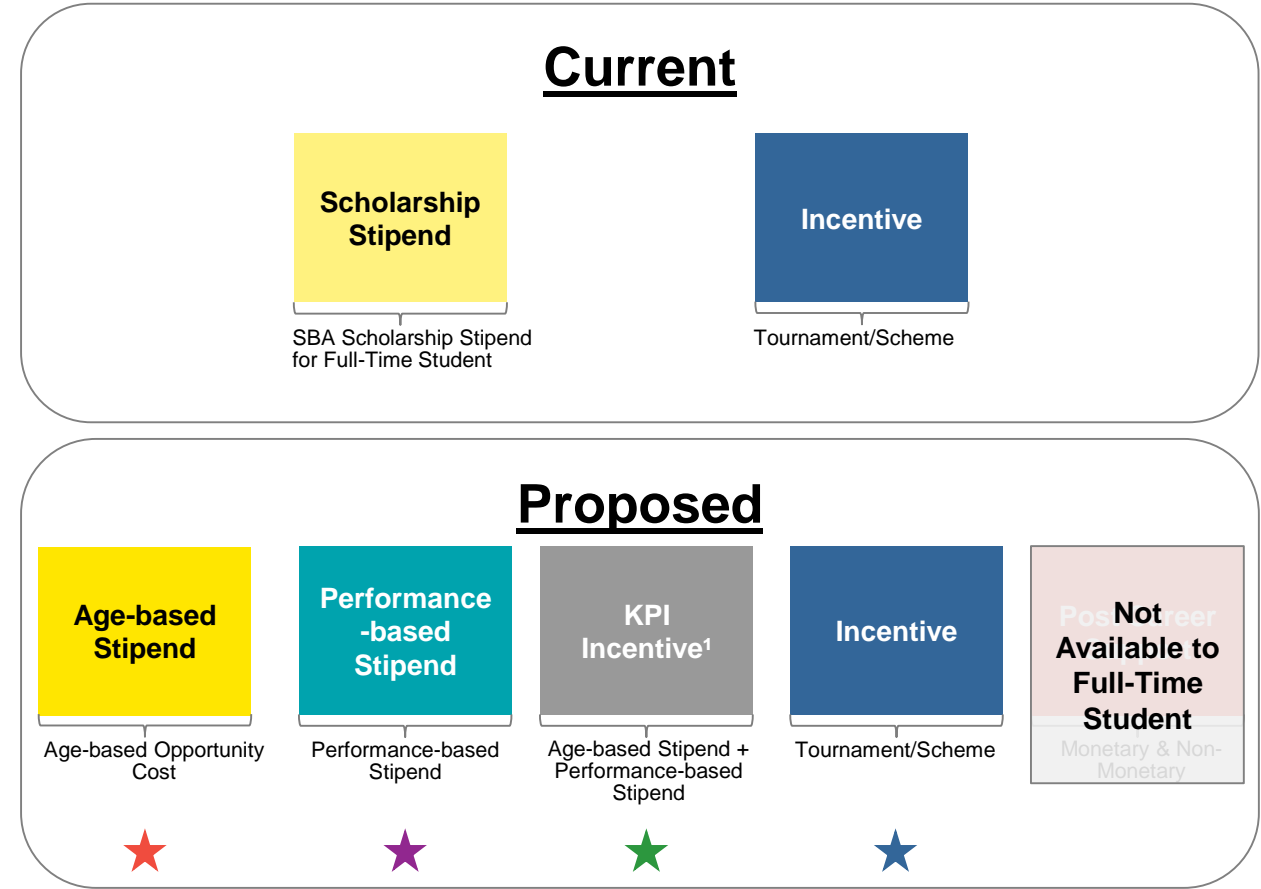
Performance driven



Taking into account opportunity cost

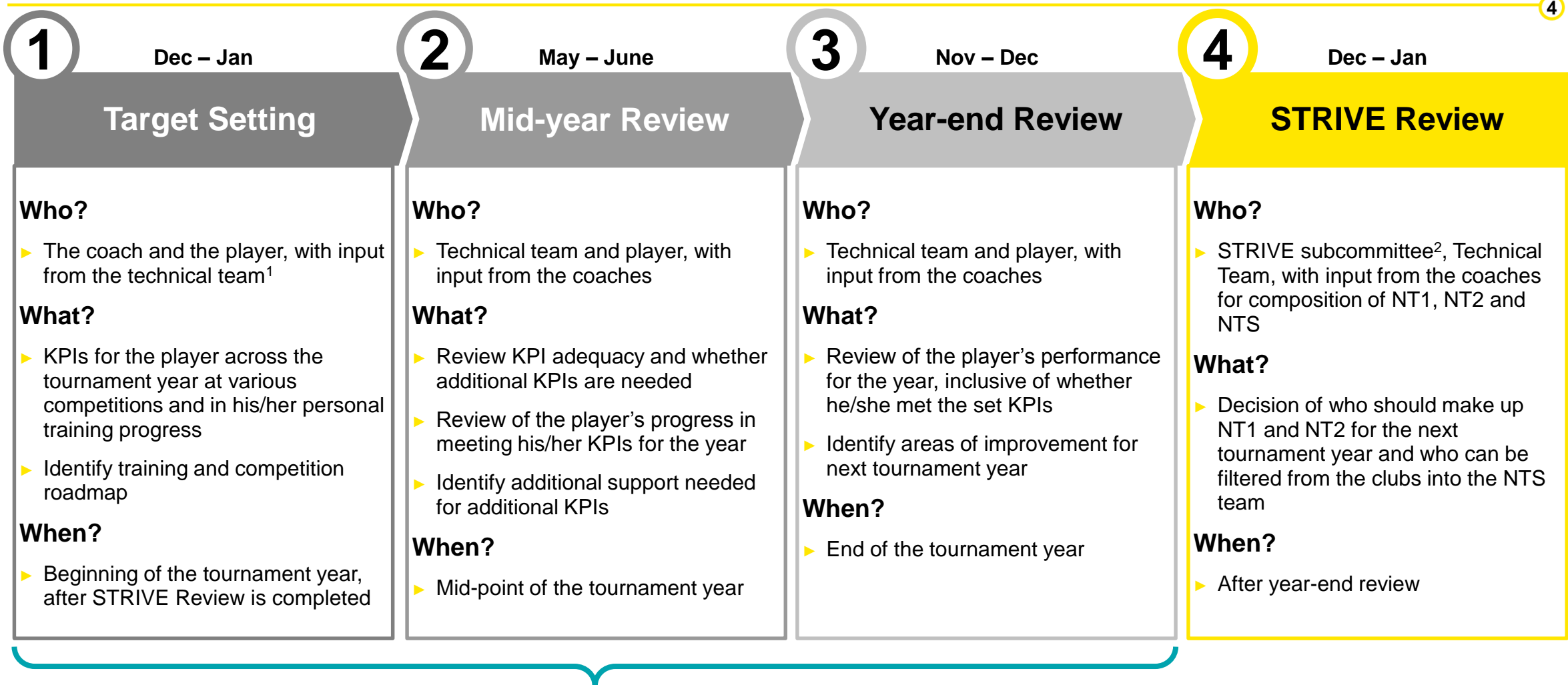
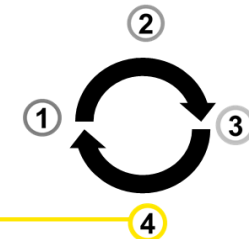
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Current vs Proposed



¹Applicable only for NT1 players.

STRIVE review cycle cadence



For KPI Incentive

¹Technical Team consists of technical managers, high performance managers and other personnel directly involved in players' training and development, etc.

² STRIVE subcommittee is a select group of Management Committee members

Summary

01

Accounting for opportunity cost for NT1 & NT2 players

Age-based Stipend for NT1 and NT2 players to account for the opportunity cost of delaying their education and/or losing out on corporate experience

03

Motivation for performance

All players, full-time students and players, will be eligible for the same quantum of KPI Incentive (2 months) to encourage performance at all stages

As STRIVE starts to show results, the KPI Incentive quantum can be reviewed to allow for higher incentive opportunity

02

Opportunities for High Performers

Each team has a different Performance-based Stipend quantum and also more opportunities to play in competitions

NT1 and NT2 players will get more opportunities to win prize money and competition incentives

04

Career Transition

Player Support Fund (PSF) for Full-Time NT1 and NT2 players to aid them in their transition to the next stage of their life