

**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	Top 10 to 12 Men (4/5 Singles & 7/8 Doubles)	<p>Achieved at least 3 results below:</p> <p>a) QF finishes in Int'l Series & above competitions OR L16 in BWF Level 500 & above competitions</p> <p>b) SF finishes at World/Asian Junior C'ships OR BWF U19 competitions</p> <p>* Min. 1 QF finishes in BWF Level 100 OR L16 in BWF Level 500 & above competitions.</p>	Min. 10 per year (subject to training & competition performances)
NT2	<p>Top 10 to 12 Women (4/5 Singles & 7/8 Doubles)</p> <p>* Depending on Team's needs</p> <p>** SBA reserves the right to change the quota on a case by case basis.</p>	<p>Achieved at least 3 results below:</p> <p>a) QF finishes in Int'l Series & above competitions</p> <p>b) QF finishes at World/Asian Junior C'ships OR BWF U19 competitions</p> <p>* Min. 1 QF finishes at Asian/World Junior C'ships or International Challenge & above competitions.</p>	Min. 6 per year (subjected to training & competition performances)
NT3		<p>a) Age range from 17 to 25 years old</p> <p>b) Evaluated by National Coaches to have the potential to be promoted to NT1/NT2 in the long term</p>	<p>2 per year (self-pay and/or co-pay for additional competitions)</p> <p>* Not including competitions held locally</p> <p>* Not including Asian Junior & World Junior competitions & preparation for Major Games.</p>



OUÉ SINGAPORE OPEN 2015

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

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JK Technology
Your Preferred

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

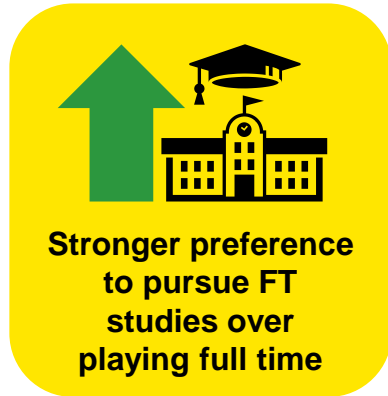


- ▶ STRIVE should not disadvantage either group of players
- ▶ High Potentials should not be discouraged from continuing their full-time playing careers

*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

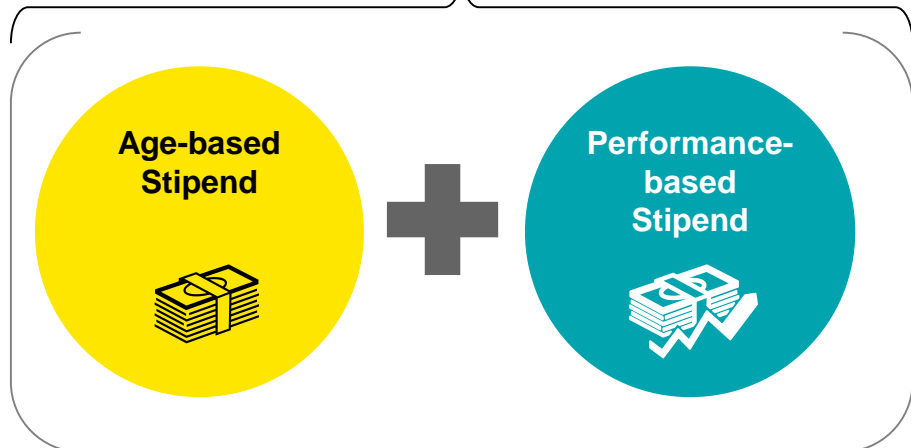
Accounting for opportunity cost

- ▶ 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

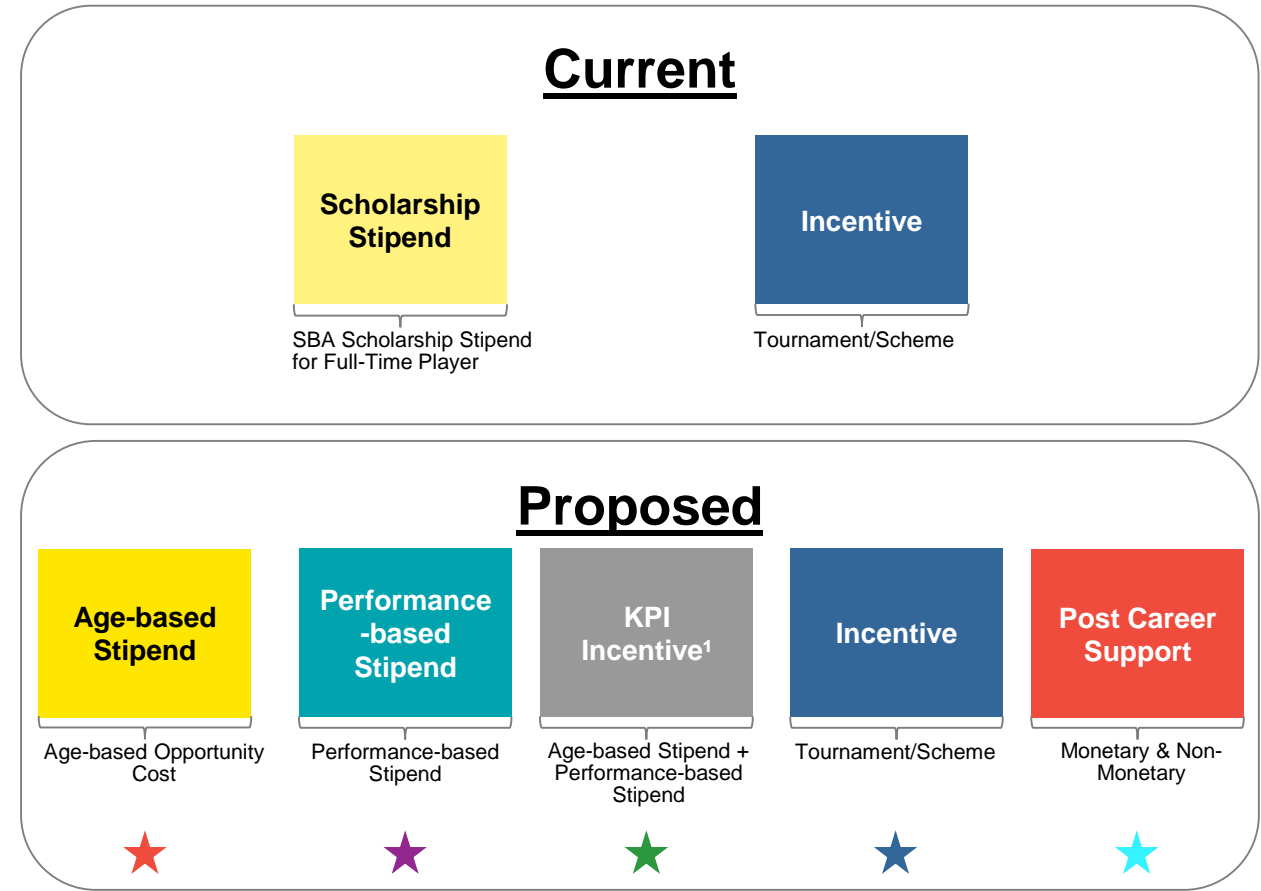
- ▶ **Transition** to corporate workforce ★

- ▶ 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



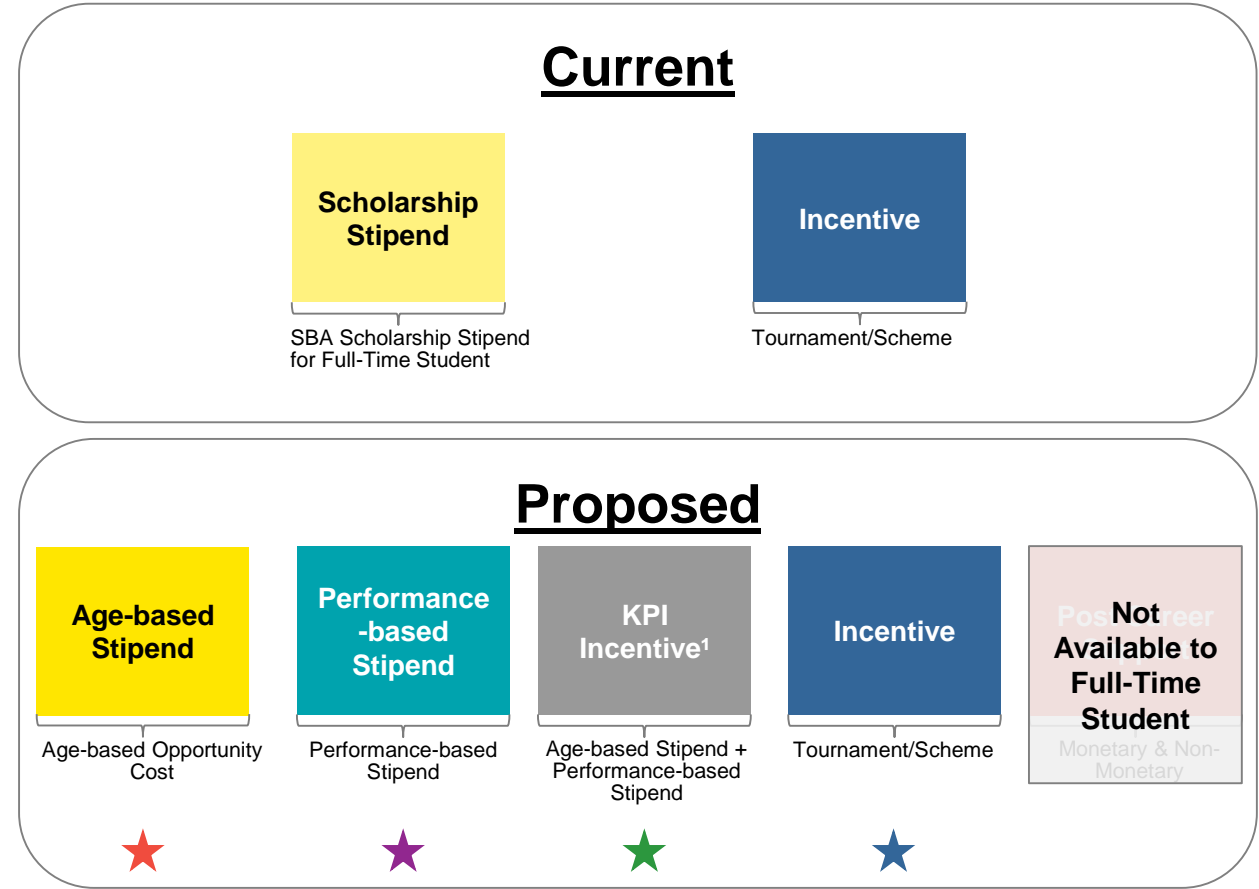
Performance driven



Taking into account opportunity cost

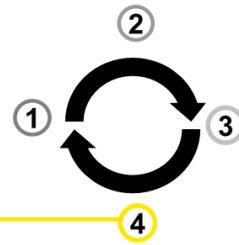
Not drawn to scale

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

