



# The future of Badminton NZ

A REPORT FOR BADMINTON NZ



SPORT  
NEW ZEALAND  
IHI AOTEAROA

Te Kāwanatanga o Aotearoa  
New Zealand Government

## Why explore the future?

Badminton NZ (BNZ) is interested in how it might best position itself to be fit for purpose and sustainable into the future. Its Board and senior management are conscious of the rapid speed of change occurring across society, and how this will impact the environment in which it works.

Therefore, it agreed to partner with Sport NZ to explore possible and plausible futures that may play out, to enable it to shape its strategy and strategic thinking through understanding the issues and challenges shaping the future.

Process facilitated by:  
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July/Aug 2022

Topics covered included:

- The future as predicted, versus the future as a learning journey (identifying and testing the assumptions held by BNZ that are influencing how its strategic issues are being considered)
- The 'used future' examining what traditional practices need to be challenged to create new futures
- Emerging disruptions and transformations ahead
- Scenarios to illustrate alternative futures to consider a much wider range of contexts in which BNZ may be operating and to generate new insights into possible future developments
- Consideration of novel ideas and risk reduction to enable a level of anticipation, and therefore preparation, for the inevitable surprises that BNZ will encounter.

These topics underpin a new approach to having conversations about the future and identifying narratives to underpin a period of rapid change. To do this, it is important to imagine a range of alternative scenarios for the future. This can give us greater confidence that we are taking the right actions today – fit for a future we want, and adaptive for the changes and disruptions we will experience in the coming decade.

This document summarises the BNZ strategic foresight conversation from the development of an initial baseline perspective to the elaboration of four potential scenarios.

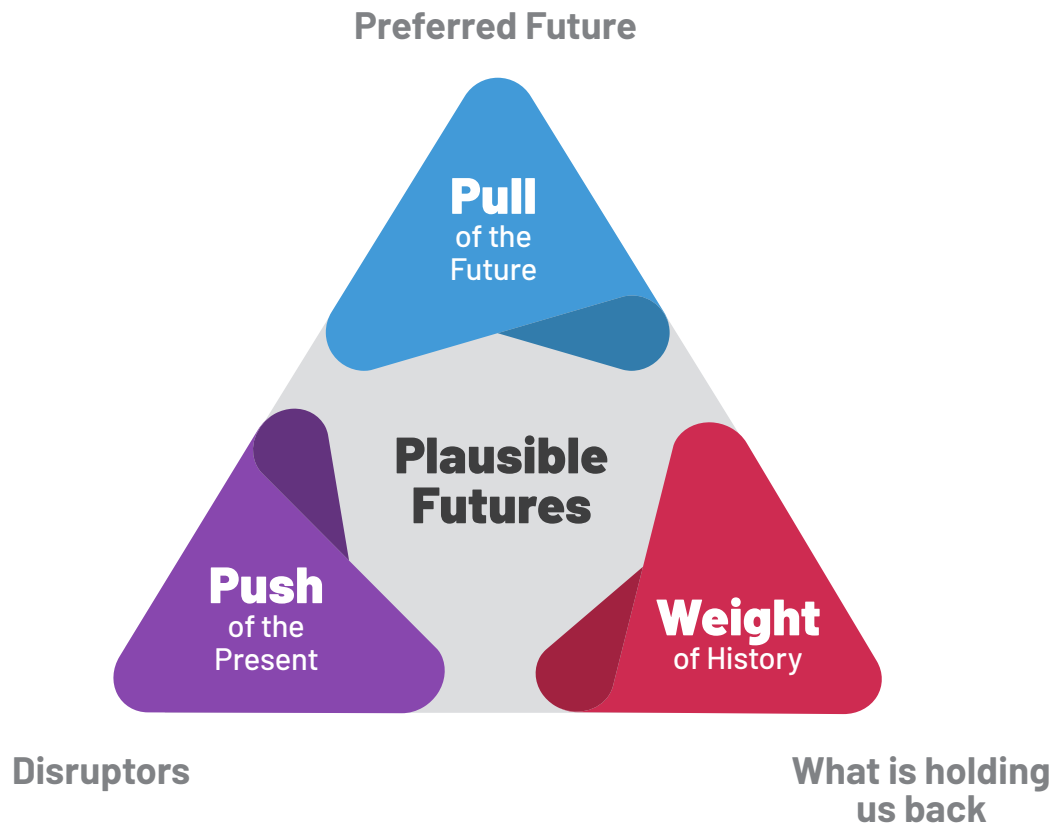
This involved two facilitated workshops involving the BNZ Board, Associations, senior management and stakeholders.

A five to 10-year time horizon was used.



## Underpinning approach – futures triangle

The workshops used the futures triangle developed by Sohail Inayatullah to map the past, present and future to help explore the space of plausible futures.



The basic idea is that there are three dimensions that shape plausible futures: the weight of the past; the push of the present; and the pull of the future. The tension and interaction between these three forces creates a possible future space, inside the triangle. The workshops used the triangle to explore the following questions:

### Weight of history

- What is holding us back, or getting in our way?
- What are the barriers to change?
- What are the deep structures that resist change?

### Push of the present

- What trends and disruptors are pushing us towards particular futures?
- What quantitative drivers and trends are changing the future?

### Pull of the future

- What is pulling us towards particular futures?

## What BNZ thinks will happen in the future

One of the challenges with foresight is becoming overwhelmed with what's changing and struggling to make sense of the implications. It is easy to get misled by extrapolating from obvious trends and developments. A common approach is to develop scenarios that explore plausible future states. The baseline future is one possible future. This is the future the badminton community assume will occur.

The basis of BNZ's baseline future was identified via a survey completed ahead of the first workshop by a cross-section of the badminton community. The survey questions are designed to draw out a common understanding of perceived opportunities, threats and aspirations for the future of badminton sports in New Zealand. This provided the basis for the baseline future – the future participants assume will occur. (Survey responses are provided in Appendix 1).

The purpose of the “baseline future” is not to predict what the future of badminton will look like in 5-10 years, but to help identify the obvious issues, and stimulate conversations around how the badminton community could respond.

In BNZ's baseline future, it is assumed there will be:

- an increasing demand for badminton. The demand will continue to outstrip the resources available given the volunteer nature of badminton associations and the ongoing struggle to access court space
- greater competition for leisure time but limited change to the ways people engage in sport and physical activity, and to what they engage in
- a reduction in the number of associations to improve capability and collaboration across badminton
- similar funding models to support badminton, with resources primarily available through existing / traditional channels
- improved profile and funding support given the rise in participation numbers and improved pathways to high performance
- improved inclusivity of athletes, volunteers, officials based on gender, sexuality, race, religion and socio-economic states
- improved information and results given advances in technology
- disruption to traditional ways of working
- continued inequalities of access, participation, and representation.



The badminton community recognised the following issues could disrupt the future they assume will occur:

- There may be a decline in interest in sport and recreation as other leisure pursuits emerge to engage attention. E-sports could capture some of this attention.
- In the face of seemingly more pressing issues (e.g. global conflict, climate) sport and recreation will no longer be considered as important to the support of physical and mental wellbeing or elite success.
- Ongoing economic challenges could restrain funding for the Sport and Recreation sector. Even without such an external shock, funding models could change and alter present revenue streams.
- The impacts of the pandemic may continue to impact badminton over a long period of time with at present unforeseen implications.
- Private providers could emerge in competition with Badminton NZ and its Associations.

There are probably no surprises to those within the badminton community in this baseline future scenario. It reflects what many people and organisations in the sector are contemplating now – how do they compete with virtual sports; how are they going to ensure they have adequate capability, capacity and funding to retain members in the face of increased competition; how do they address current inequities in the system, and do they have the appropriate delivery model to respond to societal changes.

A baseline future is what we generally think will happen if there is no change. It is not radically different from today and is derived from what we see in the world around us. Creating a baseline future is a good way of emptying the mind of the most pressing worries. Only then can we step back and think of alternatives. Getting those concerns and fears out in the open can help identify not only what you want to avoid but some of the characteristics that you want to work towards

## Moving beyond baseline future

The baseline future is a collection of predictions of the future context within which the BNZ strategy will be pursued. The quick discussion within the workshop immediately highlighted the potential alternatives that could emerge to influence the strategic environment. This underlines the need for the move away from prediction to instead consider the most useful questions. A couple emerged in the baseline future discussion including:

- To what extent do plans assume the current delivery structure is appropriate?
- Given the importance of volunteers to badminton's delivery, is it safe to assume younger generations view volunteering in the same way as their parents or grandparents?
- Does badminton believe a centralised or decentralised facility strategy will be more impactful for attracting and retaining participants?

These questions are unlikely to surprise those engaged within BNZ and are likely to form the basis of current strategic discussions. The variety of perception or response to these questions emphasises that no single future can be assumed. An exploration of how respective scenarios may challenge these questions leads to more robust strategic dialogue. It is easy to get misled by extrapolating from obvious trends and developments.

To avoid this, a common approach is to develop scenarios that explore plausible future states. Developing these scenario narratives can be achieved through the combination of uncertain disruptors to form stories of the future.

Sport NZ has identified 31 phenomenon as causing the most disruption to the future of sport and recreation in New Zealand - [Disruptors](#). Of these, badminton identified the following as potentially most disruptive to badminton.



## Most impactful disruptors to badminton

The following future disruptors were highlighted as potentially the most impactful for BNZ.

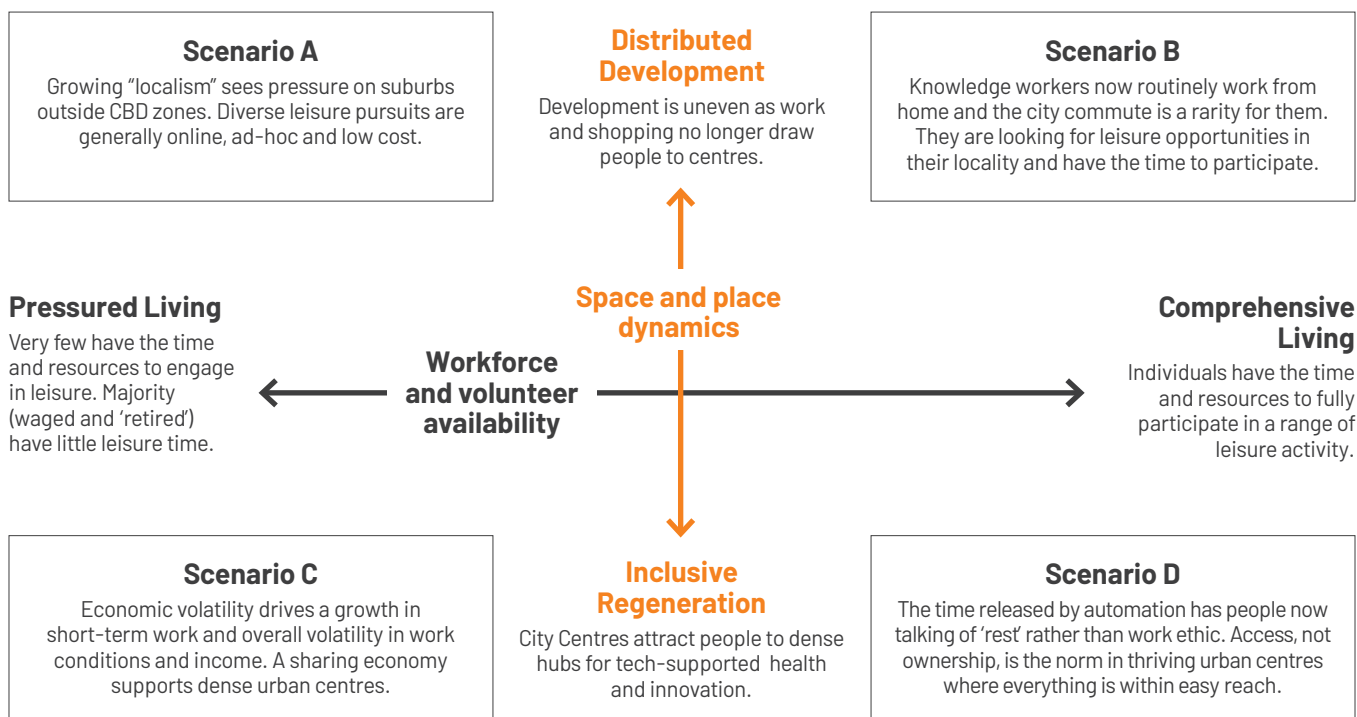
<b>Changing leisure patterns</b>	The influences which will shape the future of leisure in New Zealand. Including disruption in adjacent sectors that start to obscure the boundary between leisure activities. The range of leisure experiences will diversify as individuals are enabled to tailor their activities to suit their preferences and available time.
<b>Status of public funding</b>	Managing the government's finances will be challenged by a multitude of global and domestic challenges arising from the pandemic aftermath, geo-political tensions, and climate demands. Potential moves between orthodox and heterodox economic policies will determine future funding status.
<b>Social licence for sport and recreation</b>	Pressures on the Government to change priorities to address key issues may result in spending on the sector becoming more discretionary if sport is no longer regarded as a universal good. Athlete activism, opposition to travel and emergent social issues all contribute to the creation of an increasingly complex environment that the sector will need to navigate.
<b>Health response</b>	The overall status of the population's health came into clear focus through the pandemic. This is likely to be the start of an ongoing challenge to respond to global health concerns as novel variants emerge both of coronaviruses and other disease challenges.
<b>Changing nature of work</b>	Even before the pandemic, the idea of a stable career and retirement was threatened by changing job patterns and increased longevity. Together with more transient employment contracts and the emergence of automation, the future of work is looking increasingly complex.
<b>Athlete and participant wellbeing</b>	The pressures on athletes continue to intensify with implications for both physical and mental health. It will remain a critical dimension to the future competition environment with psychological awareness, changing social context, and appropriate use of technologies (e.g. biometric data) all part of the mix.
<b>Socio-economic inequality</b>	Socio-economic inequalities, while primarily associated with financial measures, also include the digital divide determining access to digital products and services so vital to full participation in contemporary New Zealand.
<b>Health response</b>	The overall status of the population's health came into clear focus through the pandemic. This is likely to be the start of an ongoing challenge to respond to global health concerns as novel variants emerge both of coronaviruses and other disease challenges.
<b>Gaming and interactive experiences</b>	Online, virtual, and augmented reality sports will grow as both participant and spectator activities. Will it complement or detract from badminton activity?
<b>Increasing diversity</b>	Trends associated with increasing population diversity (e.g., ethnicity, gender). This is likely to generate a far more kaleidoscopic context for the provision of PARS programmes. It will also increasingly bring to prominence alternative worldviews that will challenge historically dominant perspectives.
<b>Sustainable financial model</b>	Future funding models will be heavily influenced by changes to broadcasting and sponsorship agreements that continue to reflect evolving consumer preferences, participants' ability to pay, and changes to gambling proceed distributions.

Following a group discussion and ranking exercise, workforce and space and place dynamics were the drivers chosen to develop several future scenarios. They were chosen based on potentially high impact and uncertainty.

<b>Workforce (including volunteers)</b>	The play, active recreation, and sport sector will be subject to the same forces (e.g., demographic) shaping other workplaces. Challenging for the paid sector, these will prove particularly challenging for the key volunteer support groups.
<b>Space and place dynamics</b>	Urban and rural development impact community resilience through climate change mitigation, transport access and housing availability.

## Alternative futures

To identify possible and plausible alternative futures for BNZ, four scenarios were created based on the opposite of two uncertainties playing out – changes in workforce and volunteering, and space and place dynamics. It should be noted these scenarios will likely not happen exactly as described. They provide an opportunity to explore a plausible strategic context that could be encountered. The aim is to use them as prompts to highlight what may need to be considered over the coming period.



The full narratives for each scenario are provided in Appendix 2.

Thinking in scenarios enabled BNZ to consider different strategic contexts and anticipate some of the elements to be considered if the future evolves in different ways.

To do this, the group was split into four with each assigned a scenario to address with the following questions:

- What are the key implications for BNZ if this eventuates?
- What is the biggest risk / opportunity this presents?
- What capabilities would BNZ need to mitigate / take advantage?
- Do you regard the scenario as more or less plausible? What assumption supports your view?

The teams also gave each scenario a name to reflect what they perceived as the key essence of the narrative.

In exploring these scenarios, it is also worth considering how the other drivers noted may play out in these contexts. For example, "how would BNZ explore virtual badminton in the given scenario?".

**Overall, the aim is not to judge whether the scenario will occur, but to consider what BNZ would do if it did.**

## Scenario A: Service Over

Growing “localism” sees pressure on suburbs outside CBD zones. Diverse leisure pursuits are generally online, ad-hoc and low cost.

### Key Implications

- Decreased leisure time given volatile nature of work
- People increasingly operating from home or within local community, with decreased inclination to travel
- Status quo sport delivery and administration no longer fit for purpose, with changing understanding of what sport is

### Biggest Risk / Opportunity

- National body and association model not fit for purpose in current form
- Need to move to stronger participant and home/local community-based model, including embracing virtual badminton
- Scaling back or separation of high-performance model from participation model
- Embrace technological advances to accelerate new delivery models e.g. robotic shuttle that adjusts for wind allowing badminton to be played outside
- Failure to accept participant/societal changes, and losing participants to other pursuits, without understanding why, compromising ability to combat
- Decreased demand for centralised facilities, but ongoing demand for localised space

### Necessary Capabilities

- Technologically savvy – notably delivery or partnering of virtual sport
- Agility – ability to quickly respond to change and adapt
- Strong community connections
- Strong consumer insights
- Collaboration with other sports facing similar challenges/opportunities
- Courage to revamp current delivery model

### Plausibility

Some parts of the scenario were viewed as more plausible than others. Increased technological advances and people being more home based were deemed very plausible, but the increased pressure on time leading to decreased leisure time were viewed as unfeasible. The increased ability to work from home and current high employment were the assumptions used to justify improving time for leisure.

Author’s note: The volatility of the future work environment may impact leisure time for some, but not others. The past couple of years have accelerated trends toward insecure employment and remote working signalling the demise of traditional time patterns. The outcome is uncertain but could lead to more leisure time for the time-wealthy and/or a reduction in participation for those juggling multiple low-paid contingent roles. See [Leisure time report card](#).



## Scenario B: Centre position

Knowledge workers now routinely work from home and the city commute is a rarity for them. They are looking for leisure opportunities in their locality and have the time to participate.

### Key Implications

- Heightened expectation of services close to home, with participation decreases when this is not delivered
- Some people with increased time flexibility, open to new opportunities
- Increased localised leisure opportunities entering the market
- A heightened role for the community sports club, so long as they meet changing consumer demands

### Biggest Risk / Opportunity

- Clubs as community social hub – delivering more than single sport
- Provision of more local opportunities to play badminton using available spaces and places more creatively
- A failure to recognise distinction between time rich and poor, and the different demands between rural and urban communities
- A continuation of the existing delivery model, assuming that participant demand is the same as club membership demand.

### Necessary Capabilities

- Strong community connections, notably with local authorities and schools
- Facilitator and communicator of opportunities to participate with potential participants
- Strong knowledge management - data analysis and consumer insights
- Agility to respond to changing consumer demand and societal change
- Innovation mindset

### Plausibility

The scenario was viewed as plausible, with COVID-19 sighted as a lived experience.



## Scenario C: Lunge

Economic volatility drives a growth in short-term work and overall volatility in work conditions and income. A sharing economy supports dense urban centres.

### Key Implications

- Loss of community connection and accessibility, with travel to centralised facilities a barrier
- Technology enables improved ability to collect data/knowledge
- New generations bring altered volunteer ethic
- Some people with increased time constraints with multiple jobs, while others have more time through working from home
- Sport now competing with other leisure options, not just with other sports
- Continued desire to access sport, but smaller time window to do so

### Biggest Risk / Opportunity

- Open to reimagining badminton to ensure it can be played as part of multi-purpose facilities and in other spaces
- Embrace eSport to compliment traditional badminton and delivery new revenue source
- Take advantage of online connectivity with promotion of services and court access
- Loss of volunteers and/or different demands from new generation of volunteers
- Use of technology to better understand and respond to consumer trends
- Actively explore improved collaboration with other sports (now competing with non sport leisure providers); including shared services
- Improve flexibility of access to meet people's variable available leisure time

### Necessary Capabilities

- Collaboration – save cost/efficiencies
- Shared services
- Knowledge management
- Innovation to reimagine badminton product and delivery
- Relationship to build collaboration

### Plausibility

Viewed as quite plausible



## Scenario D: Flick

The time released by automation has people now talking of 'rest' rather than work ethic. Access, not ownership, is the norm in thriving urban centres where everything is within easy reach.

### Key Implications

- Decreased engagement in traditional badminton
- Increase in multi-use facilities, with Associations typically no longer owning courts
- Increased in provision of private courts
- A lot more casualisation of time, resulting in people having more time for leisure
- Removal of the concept of peak hour, meaning people use time differently, including within education settings.
- Loss of community connection through traditional sports club.

### Biggest Risk / Opportunity

- Increased competition within sport and across leisure
- Improved facilities and experiences through multi-sport complex
- Cost efficiencies through shared services
- Reimagine delivery

### Necessary Capabilities

- Consumer insights to ensure relevancy
- Data capture and analysis
- Shared service
- Build data base – build casual player connection
- Relationship management - collaboration

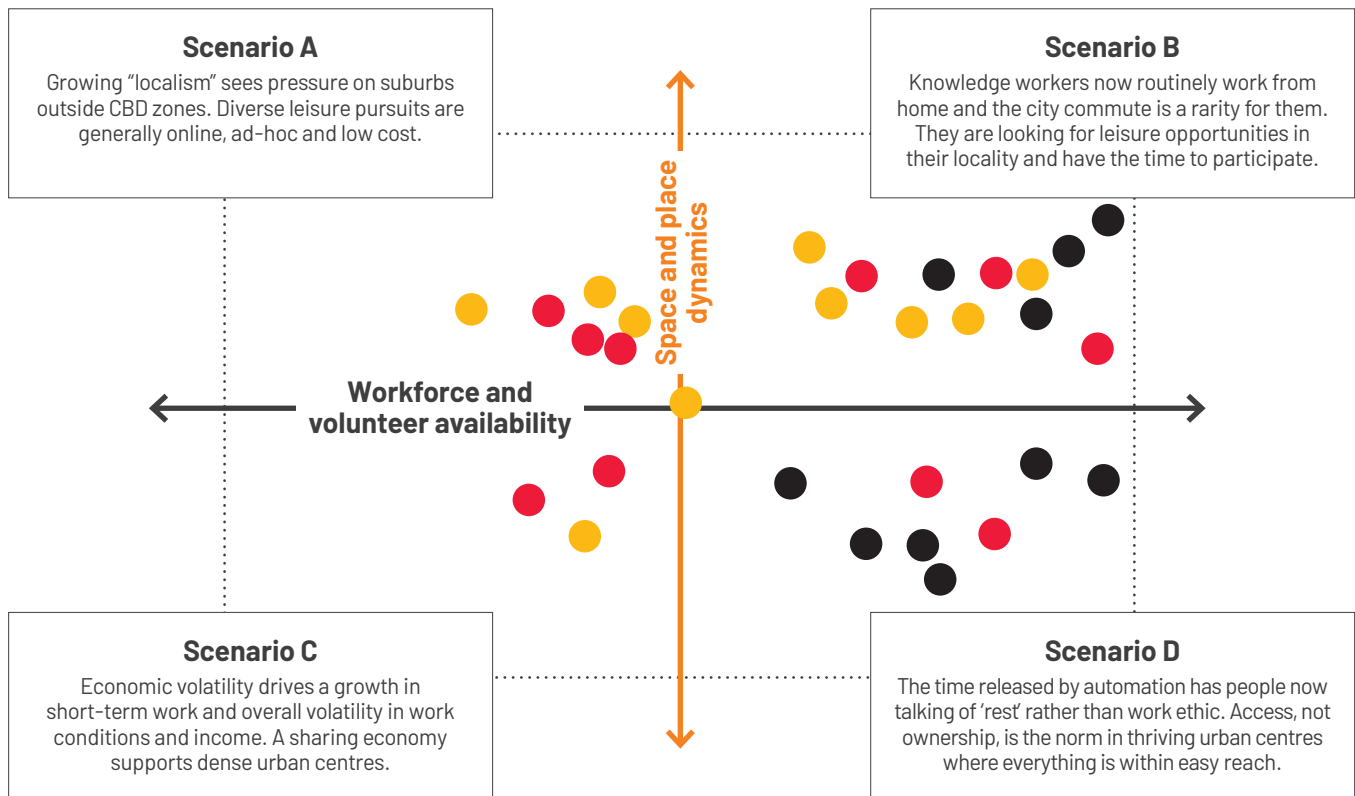
### Plausibility

This scenario was viewed as very plausible, with aspects of it already occurring within badminton and across New Zealand society.



## Scenario Outlook

Participants identified the most preferred scenario (black), the scenario most reflected in the present (yellow), and what they believe to be the most likely future (red).



The scenario outlook exercise is qualitative and biased by the group perspective but is a useful mirror for reflection.

- There is a reasonable spread of views that the present (yellow) is reflected across three different scenarios. This highlights that perceptions of the current context within the group are not clear-cut and reflect significant levels of ambiguity. This is healthy as it implies a spread of perspectives that can be explored with ongoing critique of assumptions.
- There is a clear difference of perspective within the preferred future (black) on the centralisation or decentralisation of facilities. As you would expect, there is stronger alignment on the desire for people to have more free time.
- There is a wide variety of views on where the future context lies (red), with all four scenarios featuring. This recognises the uncertainty about both the centralisation or otherwise of facilities, and whether people will have more or less leisure time. This emphasises the need to consider all scenarios when making strategic decisions and should prompt greater exploration of reference points / data that validate the emergence (or otherwise) of the scenarios.

The scenarios provide a link between the developing New Zealand environment and the strategic conversation within BNZ. Having reflected upon them, and the strategic questions they prompt, it is useful to consider what early indicators point to their emergence.

## The Preferred Future

Given the consideration of the range of future possibilities, a fundamental question remains:

### What future does BNZ wish to make happen?

Elements of this were covered in responses to the survey and included:

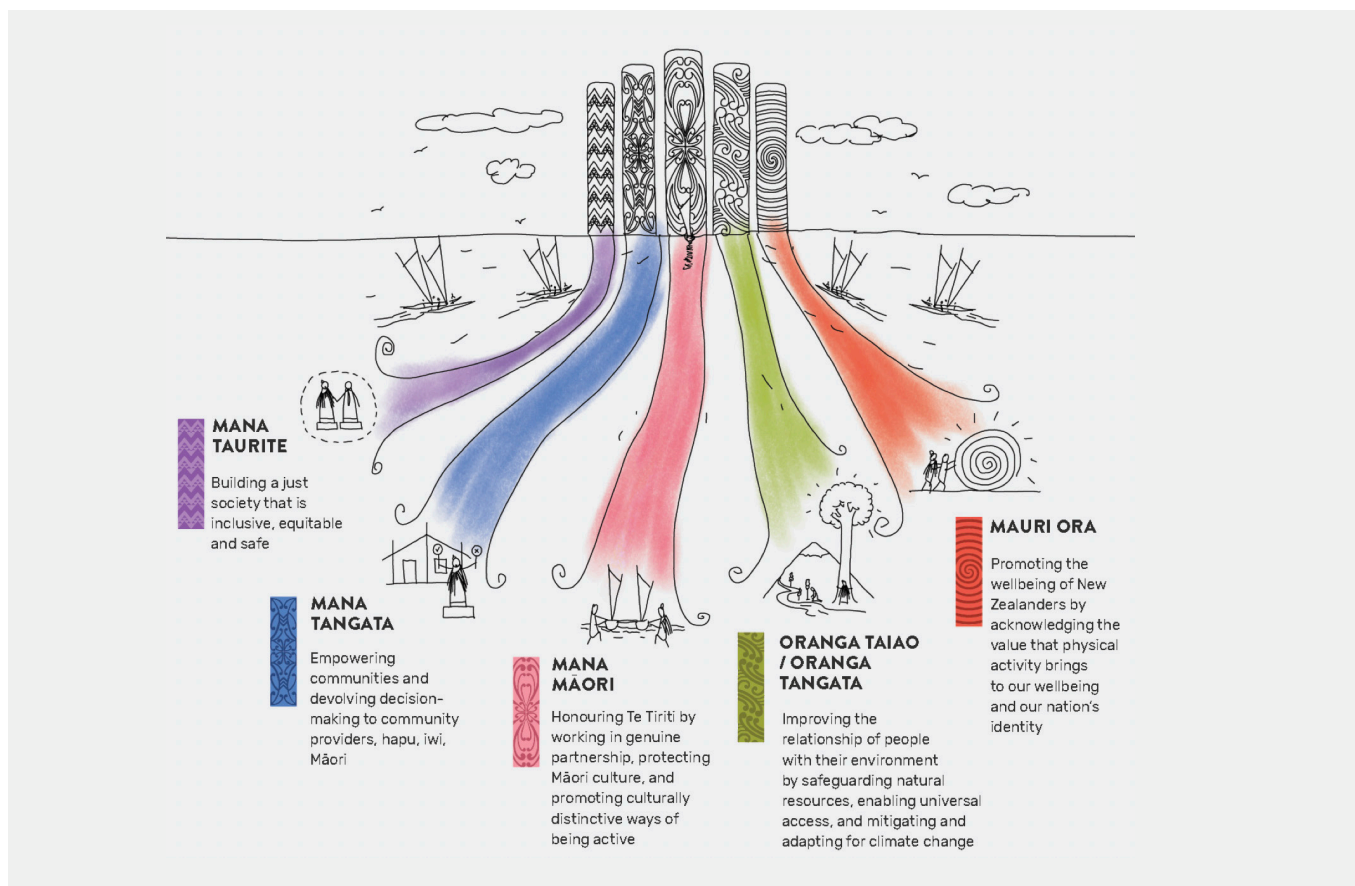
- Improved access and profile across the wider community
- Financial sustainability
- Improved ability to provide quality experiences
- Improved pathways from participation to high performance

An elaborated vision of BNZ's preferred future can then also be gauged against the changing external context represented either by the scenarios above, or additional trend analysis of specific areas.

Understanding how these fit within the broader context may also lead to discussions around BNZ's strategic objectives and the extent to which it wishes to influence wider discussions and developments that impact the lives of badminton participants.

### Sector's preferred future

Sport NZ, in conjunction with the wider sector, has developed a preferred future that guides its decisions and approaches and is offered as an exemplar. Sport NZ is encouraging the sector to take actions aligned to one of more of the five characteristics of the preferred future.



BNZ has strong alignment with Mana Tangata given its networks of clubs and associations, and their ability to connect people in communities. This is of particular importance in a time of decreasing trust in institutions and each other, and growing polarisation accelerated by information, disinformation and misinformation.

BNZ's values and aspirations also align with making badminton accessible to all (Mana Taurite), and for promoting the physical and mental wellbeing of all New Zealanders (Mauri Ora).

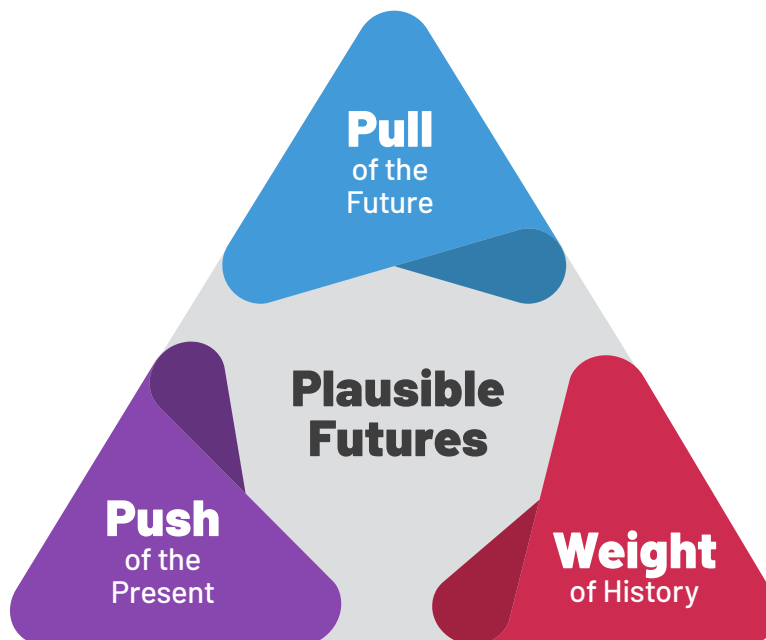
## Weight of history

In workshop 2, badminton identified some factors that are not aligned to its future aspirations and are therefore holding the sport back. It would be worth the badminton community building on this discussion.

The future triangle is useful for kickstarting a process of thinking beyond the now. While it is a simple tool, it can support deep discussions about possible futures and be combined with other tools such as scenario planning to increase its complexity and depth.

If you would like to read more about the futures triangle, Sohail Inayatullah's paper on Six pillars: [Futures thinking for transforming](#) is recommended.

- Empowered communities
- Wellbeing
- Just society



### Badminton NZ

- Public funding
- Space and place dynamics
- Changing leisure patterns
- Sustainable financial model
- Workforce and volunteers
- Disposable income
- Not for profit sectors volunteer driven model in modern environment
- Growth mentality
- Connection between success and participation
- Historic structure
  - Centralised
  - Association capability
- Funding model
- Lack of diversity in decision-making



## Summary of Action Areas for BNZ

The scenarios highlighted a number of key action areas BNZ may consider in extending its strategic plan beyond the current 2026 timeframe. When prioritising / developing the plans, it is worth reflecting their potential to have the greatest impact across multiple futures.

### Mitigate Challenges

- Develop/expand customer insights and data analysis capability to respond to changing consumer preferences to avoid losing participants to other competing leisure options
- Review existing delivery model to ensure adequate focus and distinction is given to attracting casual participant in addition to more traditional club member
- Explore how increased agility can be built into delivery model to enable improved ability to respond and adapt
- Develop digital and social media capability to enhance communication and strengthen community network
- Improve flexibility of access to facilities to meet people's variable leisure time availability
- Improve understanding of volunteer motivations of younger generation

### Capitalise on Opportunity

- Place greater emphasis on home/local community-based model, including building technological savvy to explore delivery of virtual badminton
- Partner with deliverers of virtual sport and embrace eSport to compliment traditional badminton and delivery new revenue source
- Embrace technological advances to accelerate new delivery models e.g. robotic shuttle that adjusts for wind allowing badminton to be played outside
- Re-position badminton clubs as part of community social hub – delivering more than single sport
- Explore provision of more local opportunities to play badminton using available spaces and places more creatively
- Actively explore improved collaboration with other sports (now competing with non sport leisure providers); including the provision of shared services
- Reimagine the delivery of badminton to ensure it can be played as part of multi-purpose facilities and in other spaces
- Take advantage of online connectivity with promotion of services and court access
- Build strong community connections, notably with local authorities and schools

## Ongoing futures focus for BNZ board

### Alternative futures

Badminton can use the alternative futures with a wider audience to build on the implications, opportunities and challenges identified through this process. This will also assist with promoting greater engagement within the badminton community in strategic thinking processes.

Alternatively, Badminton could craft different scenarios to extend its thinking beyond the assumed future and generate new insights and a more resilient strategy.

### Ongoing Assumptions

The process of evaluating the future strategic context is ongoing. Regularly surfacing and non-judgementally assessing underpinning assumptions is a critical element of this. For example, the workshops identified the assumption that New Zealanders will enjoy increased leisure time. This is unlikely to be true for significant parts of the population.

Appendix 3 provides an example of assumptions that the BNZ Board could adapt for monitoring on a six-monthly basis.

### Metrics to Track

Tracking the changing BNZ's operating context is an ongoing task to assess whether the anticipated challenges and opportunities are more/or less likely to eventuate. Given the nature of the scenarios explored, and the deep levels of uncertainties they represent, the BNZ team may consider a limited set of metrics that provide pointers to what the future may hold.

Appendix 4 provides an example of how the BNZ Board might monitor its operating context.





## Appendix 1

# Survey responses

### What would you identify as the critical issue for your organisation in the next 5-10 years?

- Capability/capacity of Associations to deliver the sport effectively. This includes volunteer-based Associations as opposed to staff based, operationally focused boards as opposed to strategic focused and low workforce capabilities
- Participation rates, particularly in the junior space
- People/capacity. We have so many players but not enough people to deal with this. Means a small committee of 4-5 is running everything.
- Lack of facilities to grow the sport and current demand
- Building maintenance
- Financial Sustainability
- Decentralise operations of community-level events as these take significant time and resource away from development of juniors.

### If things go well for your organisation, what would you expect to see in 5-10 years?

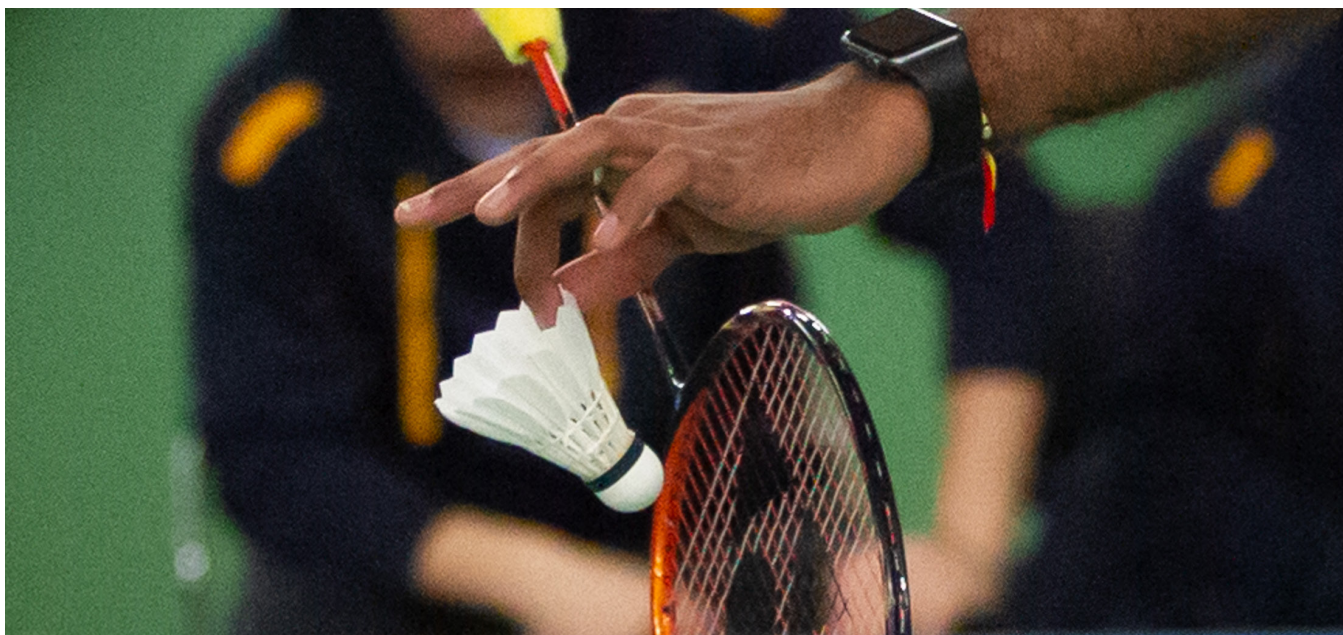
- A smaller quantity of high-functioning Associations that deliver outstanding experiences for players at all levels.
- A sustainable rate of juniors, which will in turn grow the participation in senior clubs, Interclub events, and representative teams
- Some Junior rep teams.
- More volunteers. A full-time paid employee. Trained coaches. Improved tech.
- Strong growth in participation numbers
- Strong interaction across a number of ethnicities
- Thriving, fully professional (i.e. with paid staff rather than volunteers) Associations that are financially sustainable
- Increase in court space and revenue
- More competitive players and NZ players at the Olympics
- People can play badminton when they want to play - not reliant on community and school facilities and competing for use of these with other sports.
- Badminton in the top 5 sports for participation in schools

### What are the factors holding you back from achieving success?

- A lack of direction from Badminton New Zealand - does BNZ know where we want the sport to head? If we do not know, how can Associations know
- Centralisation - Associations are their own organisations, Badminton New Zealand cannot instruct them to do make the all of the decisions that are required for them to move forward
- A lack of funding impacting Association capability
- The connections with the right people in schools
- Too many Associations
- Limited access to courts
- Cost of travel impacting access
- Consistent leadership and staff, we've had a few changes.
- Funding model - currently rely on player fees and grant funding to run everything. it is stressful always looking for funding. We have great staff and we want to keep them but have to make sure we find their wages.
- NZOC Selection criteria prevents our best athletes from going to the Olympics. The pathway is blocked, discouraging future contenders
- Regional workforce to deliver sessions in schools and support inter-school competition

### If things went wrong for your organisation in the next 5-10 years, what has occurred and what would you most worry about?

- Badminton New Zealand is still delivering programs without understanding the 'why' we deliver?
- Association capabilities have not increased, and the sport is being delivered through a volunteer mindset
- Losing annual funding would make badminton less affordable which will reduce participation - impacting event viability and affiliation fees
- dramatic drop in participation numbers which would bring the viability of our organisation into question
- Loss of voluntary Associations
- Private business's building and developing their own courts in competition to us
- Key people walking away from the organisation
- Loss of connection and collaboration between the Associations and the National Body.
- Another pandemic and the consequences of that.
- Lack of badminton specific space



### Looking back 10-20 years, what are the key factors that have shaped your organisation to be in its current position?

- Badminton has experienced significant growth in participation in the past 10-20 years, however the organizations' and structure of delivery has not improved / grown to a more professional delivery model to reflect the change in numbers.
- Creation of too many associations, often through historic grievance between clubs. BNZ is now burdened with these Associations and anytime a new facility or grievance occurs, there is an expectation that they can form another new Association
- Decision-makers not representing player base. Eg Asian Community represents ~67%
- People with a passion for the sport.
- Strong focus on where we see our areas of responsibility. Strong pathways for all of our playing community including a strong club structure, coaching and player development, fit for purpose facility and friendly inviting environment.
- Badminton has done things the same way for a long time now. The "we've always done things this way" approach has now led us to where we are. It simply isn't an option to keep doing things the same way as we have always done them.
- Big increase in demand for courts
- People - the right people being employed at the right time
- Strong leadership and made changes for a modern outcome.
- Having people in paid roles has given continuity and driven the growth of badminton. Our issue now is that we are struggling to now cope with that growth and the demands from our community

### Looking forward, what do you see as the priority actions your organisation should carry out now?

- Goal setting process to have a clear purpose statement.
- Review current processes create a strategic plan that is realistic with the number of volunteers we have to be able to execute.
- Review and gear up junior programme outlining realistic expectations of what is achievable in this space.
- Actions to recruit more people
- To continue the current strategic plan looking to maintain our current facility and programs while looking to expand our facility and the usage that goes with that.
- The priority is to build a solid foundation for the sport, where we have professional Associations working hand in hand with BNZ. This may mean we need to invest in our Associations to help move them towards being more professional.
- Access to more courts and badminton specific facilities
- Securing revenue and supporting Associations to improve their capability and capacity.
- Develop a commercial strategy so that we can tap into other ways of raising funds i.e. sponsorship. In order to do this, we need to know who our membership is and how we can communicate with them directly

## Appendix 2

# Scenarios

### Scenario A

- The digital economy has continued accelerating, driven by online gaming and entertainment advances. The construction sector, too, has taken off with low-cost 3D-printed houses now commonplace that circumvent previous supply bottlenecks.
- Local authority strategies focus on building diverse environments to increase social and environmental resilience. The traditional NZ weatherboard house is increasingly making way for developments that include a mix of different-sized houses and apartments designed for young couples, students, the elderly, and families.
- The primarily individualistic nature of leisure preferences has meant that space allocated to poorly patronised activities is under extreme pressure. Preference is given to community facilities that can adapt to many uses. As a result, most suburban team-sport venues have either been repurposed or turned over to mixed housing development.
- For consumers, value for money and flexibility are prime drivers behind buying decisions in this volatile economic environment. In addition, those in employment often work long hours and sometimes multiple jobs. Consequently, leisure choices are typically home-based, especially given the range of affordable virtual reality technology now available.
- The 2D Zoom experiences of the early '20s are a pale reflection of the multi-dimensional metaverses available today. It means online social networks are as popular as ever, with the advances in visual technologies now enabling almost lifelike social interactions at a distance.
- Despite technological advances, working life takes up the majority of people's time. In addition, the 'unretirement trend' has depleted the number of elderly volunteers as many are forced back into work through a lack of savings.

### Scenario B

- New Zealand has become an attractive place to settle and work as the wider world continues to experience regular crisis events. Consequently, migration has increased substantially, and many innovative organisations have staff working remotely around the country delivering global products. As a result, the variety of roles and skills has also risen significantly to the local economy's benefit.
- Time-wealthy individuals (now the majority) have driven the growth in demand for activities that enable social interaction within their local communities. As travel patterns have changed in response to emissions-reduction initiatives, and on-line shopping outpaces traditional retail, inner-city buildings have been re-purposed to take advantage of the demands of these local community needs, including the rise of new recreation space.
- Increasing local diversity has driven demand for a broader range of local activities, which are supported by significant volunteer activity.
- Those communities that have retained or developed vibrant mixed social environments are unaffordable to many as housing demand outstrips supply. Less developed neighbourhoods have kept a 'dormitory' feel but with limited amenities, are falling behind in the remote work revolution.
- Movements between urban areas have decreased substantially, and bicycles, scooters and walking are increasingly the preferred options in community neighbourhoods. In addition, personal vehicle ownership has declined as people turn to on-demand and public transport services for regional travel.
- There's a less defined sense of cohesion around the urban environment as mixed-use blurs the traditional zoning definitions. This has increased the planning challenge as former transport and living patterns radically change and become less clear-cut.

## Scenario C

- The concentration of people and infrastructure in urban centres has enabled new 6G applications to be maximised to monitor and manage many aspects of daily life. The extent to which individuals can choose to be a part of this depends on their wealth. However, significant opportunities to use advanced technologies are now available to many that can proactively monitor health and wellbeing. The options range from basic digital tracking of vital signs to sophisticated soft robotics.
- However, with pressures on the physical space of urban centres, spending time engaged in physical leisure activities is increasingly restricted to the more affluent. With little leisure 'down-time', personalisation is the order of the day, with consumption of AI-generated music and video tailored to individual web-monitored brain patterns proving popular. In addition, a range of avatar-based services are available, from anticipatory online shopping to personal therapy subscriptions.
- Owning stuff is therefore regarded as a quaint concept as most retail and leisure activities revolve around the digital environment, and few have the space for physical possessions.
- The majority reliant on wage income must stay connected to the digital world as employment opportunities constantly change. Within work, 'tattleware' is routinely deployed to monitor employees' time and productivity. Many find this 'always on' world wearing, but it's now an almost unremarkable component of working life.
- Concentrating in metro centres has increased the opportunity gap between rural and urban communities. The vastly superior urban digital coverage that underpins critical services and applications is patchy at best in rural New Zealand.
- However, some see this as a positive, with a significant proportion of the population keen to opt out entirely and reject the technology-centric society. Many are looking for opportunities outside the urban centres where the pace of life is more measured and offline. It also feels more secure and less precarious. After all, in the main centres where individuals (particularly the younger generations) own very little, life can all feel very transient, superficial, and fragile.
- Income for those without assets is now supported through KiwiWage (a form of Universal Basic Income). It has enabled many to reflect on their life focus which now revolves less around their transitory work opportunities, and more through contribution to society.

## Scenario D

- Automation has disrupted the employment landscape, but the remaining jobs and a slew of new ones are now centred around the core human skills of creativity and empathy.
- With the older generation expanding, there has been a corresponding focus on the care economy. The pandemic's legacy and heightened environmental awareness have led people to value relationships and community over consumption-based status.
- Multi-generational living arrangements are now commonplace and ensure mutual support across communities. In addition, councils have embraced the '15-minute city concept' that aims to provide people access to all they need within their immediate neighbourhood.
- Through increasing environmental concern, people generally buy less material products and instead look for experiences and activities that contribute to community wellbeing.
- Transport is one area of radical transformation, with the levels of private car ownership dropping dramatically. New Zealand's urban centres now offer digital, clean, intelligent, autonomous and intermodal mobility, with more walking and cycling spaces, where transport is commonly provided as a service.
- In addition to avoiding previous generations' car repayments, rebalancing the tax system toward assets has also enabled many more people to experience financial security. After initially heated debates, it is generally acknowledged as a significant contributor to New Zealand communities' new sense of wellbeing. The metrics bear this out, with improving mental and physical health levels. Individuals are also encouraged to devote more time to support their local activities and neighbourhood development in recognition of its beneficial impact on broad societal health.
- The idea of the individual's "rest ethic" is now seriously debated. It reflects a new emphasis on the wise use of leisure time for personal development as a critical skill supporting personal effectiveness.

## Appendix 3

# Monitoring of assumptions

The following are an example of the assumptions typically made within the sport and recreation sector. A low level of confidence in the accuracy of an assumption should prompt organisations to adjust their planning or develop a 'plan b' (another term for alternative future).

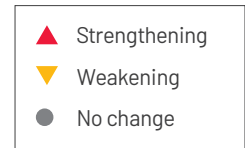
BNZ could use these assumptions to develop their own assumptions for monitoring. This should occur at least annually. See [The assumptions we hold about the future](#).

Assumption	Level of Confidence in Accuracy
Sport and active recreation will continue to enjoy strong cross-societal support (social licence)	1 2 3 4 5 6 7 8 9 10
Total funding levels to sport and recreation will not decrease	1 2 3 4 5 6 7 8 9 10
Further development of the Te Tiriti relationship will foster a positive Māori experience of active recreation	1 2 3 4 5 6 7 8 9 10
The level of volunteer support for active recreation and sport will not decline	1 2 3 4 5 6 7 8 9 10
Local government will not decrease its support for sport and recreation	1 2 3 4 5 6 7 8 9 10
Climate impacts will have only a moderate impact on sport and active recreation	1 2 3 4 5 6 7 8 9 10
The cost of sport and active recreation will only be a moderate barrier to participation	1 2 3 4 5 6 7 8 9 10
The sport and recreation sector sufficiently adapts to change to remain viable and relevant	1 2 3 4 5 6 7 8 9 10
Integrity management frameworks will adapt to emergent challenges and maintain public confidence in fair competition	1 2 3 4 5 6 7 8 9 10
Attitudes to elite sporting events will remain positive	1 2 3 4 5 6 7 8 9 10
An ageing population will not change the Government's priorities for active recreation and sport	1 2 3 4 5 6 7 8 9 10
The Summer and Winter Olympic and Paralympic Games retain their global appeal as pinnacle international events	1 2 3 4 5 6 7 8 9 10
Government continues to view national identity/pride as the key rational for investment in elite success	1 2 3 4 5 6 7 8 9 10
Gaming, virtual and augmented reality have little negative impact on participation in sport and recreation	1 2 3 4 5 6 7 8 9 10
Changing working life and leisure patterns do not negatively impact on participation in sport and active recreation	1 2 3 4 5 6 7 8 9 10

## Appendix 4

# Monitoring disruptors

The BNZ board could introduce a regular monitor of the issues and events it believes could disrupt its planning. The STEEP categorisation is commonly used for this purpose. An indication that a possible disruptor is strengthening may prompt BNZ to seek more information or to consider how it might respond.



### Political



- ▼ **Social wellbeing policy**  
COVID-19 recovery, economy and climate dominating, although Govt still operating under wellbeing banner.
- ▲ **Status of public funding**  
Inflation/cost of living/supply issues placing pressure on central and local government spending.  
Budget reflects balancing short-term cost of living with longer-term climate change and health implications.
- ▲ **Evolution of Treaty Partnership**  
Co-governance being used by some to stir up public alarm over the supposed threat it poses.
- **Health response**  
Pandemic response continues to dominate health system under pressure. Could increase focus on physical fitness and healthy communities.
- ▲ **Governance policy initiatives**  
Reforms across health, education and local government continue to gather momentum, and present engagement opportunities for us.

### Social



- **Increasing ethnic, age and gender diversity**  
Increased support and awareness for transgender and non-binary people.
- ▲ **Changing nature of work**  
Rise of hybrid work – a blended model where some employees return to the workplace and others continue to work from home.
- ▲ **Social resilience**  
Increasingly vulnerable to further lock-downs, other set-backs.
- ▲ **Changing leisure patterns**  
Lockdowns accelerated/embedded reshaping of work, time for activity, home entertainment.
- **Changing demographics**  
Annual growth rate continues to decrease with births declining 0.7% year on year, although life expectancy continues to climb. Urban populations growing faster than rural.
- ▲ **Individual wellbeing**  
Impact on mental health from COVID-19 restrictions becoming more evident.

### Economic



- ▲ **National outlook**  
Situating economy from overstimulated domestic demand to a rapid withdrawal of monetary stimulus in order to tame the inflation. Reopening of border may offset some of slowing in domestic demand.
- ▲ **Socio-economic inequality**  
The bottom 40% of households account for just 3% of total wealth. 53% of wealth in hands of 10% of households. Māori households have 15% less income than non-Māori households. Gap not increasing but remains an issue.
- **Māori economy**  
Approximately \$50 billion asset base and growing.
- **Disposable income**  
Housing has biggest impact on income; rising cost of living also impacting.
- ▲ **Changing business patterns**  
Increase in flexible workforce, and flexible working hours and arrangements, including telecommuting.

### Technological



- ▲ **Gaming and interactive experiences**  
Lockdown accelerating on-line tech; rise of virtual and augmented forms of entertainment.
- **Human augmentation**  
Bionics, bio-engineering, genetic manipulation, wearables – potential upsides to physical activity but challenges to 'level playing field'. All developing rapidly.
- ▲ **Digital and surveillance**  
The level of data is going to potentially overwhelm participants and coaches seeking to compete at the highest levels. Use and access to data will use ethical issues.
- **Increased automation**  
Artificial intelligence (AI), robotics and other forms of 'smart automation' are advancing at a rapid pace and have the potential to bring great benefits to the economy, by boosting productivity and creating new and better products and services.
- **Advances in health and medical drugs**  
Health and social services must be provided to increasing numbers of older people who are living longer. The health burden of long-term conditions, such as heart disease, diabetes, depression, dementia and musculo-skeletal conditions, is growing.

### Environmental



- **Climate change consequence**  
Warming and related weather disruptions threatens activity and societal expectations for change.
- ▲ **Climate change response**  
Omissions Reduction Plan, informed by the Climate Commissions report. Criticised by some for lacking urgency and relying too much on technocratic rather than political solutions.
- **Space and place dynamics**  
From August 2022 Kiwi's will be able build up to three story homes on most sites without the need for additional resource consent. Cost of building and supply issues resulting in deferred maintenance, and higher costs down the road.
- ▲ **Active Transport**  
Permissions reduction plan includes \$350 million to fund transport services and infrastructure investments that reduce reliance on cars and support uptake of active and shared modes.

### Sector



- **Social licence for sport and recreation**  
Cycling review and white ferns selection point to increased negative public sentiment about the duty of care afforded athletes.
- ▲ **Athlete and participant wellbeing**  
Divide within athlete community over representative body for athletes.
- ▲ **Workforce (including volunteers)**  
Heightened competition for skilled labour; increased pay gap between not for profit and commercial sector; older volunteers deterred through fear of contracting COVID-19 (post loosening of restrictions)
- ▲ **Changes in geopolitical power**  
Likelihood of sport being called on to strengthen relationship with Pacific neighbours to counter China's influence. Wimbledon example of sport events as platform for political protest.
- ▲ **Sustainable financial model**  
Lotto review, increased focus on alcohol sponsorship, instability of gaming.
- **International travel**  
while borders are reopening 90% of the world's population now lives in countries with travel restrictions. Health likely to be embedded in every aspect of travel with increased automation and face and body becoming passport.



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