



**IBU**

# **TARGET26**

## 2022 REPORT

**FOR THE 15<sup>TH</sup> IBU CONGRESS, SALZBURG**  
SEPTEMBER 2022

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## DEAR IBU MEMBERS,

The global Biathlon Family unanimously supported Target 26 when it was adopted in October 2019. Defining the five target areas until 2026, it provided our sport with a common framework to develop its core strengths while increasing its appeal and expanding its base.

The Target 26 strategic plan was the result of the most comprehensive stakeholder engagement process and analysis in the history of the IBU, reflecting discussions with all our stakeholders and the most promising opportunities for our sport.

Each of the five targets - Empowering our Federations, Enhancing our Events, Extending our Reach, Upgrading our Governance and Innovating our Future - was designed to help us progress in a sustainable, dynamic way, and to provide our athletes with the best possible platform on which to perform.

At the 15th Ordinary Congress in September 2022, we have reached an important milestone on the road to 2026. Over the three years since the plan's adoption, an immense amount of work has been done to propel biathlon into the strategic direction defined by the five targets, 15 projects and a total of 46 goals set for 2022.

It is my pleasure to present this interim report on our work on Target 26. We are proud to state that we have already completed 23 goals and have the remaining 23 well on their way. Some of our greatest successes include the establishment of the Biathlon Integrity Unit, the inauguration of the IBU Academy, the launch of the official IBU mobile application and a revamped website, the adoption of our sustainability and gender equality strategies, just to mention a few.

Several Target 26 initiatives have already become business as usual, a part of our everyday operations. At the same time, thanks to continuous reviews with you and other key stakeholders, we have been able to finetune the initial plan to meet the ever-changing requirements of our international environment. Like any long-term strategy, Target 26 continues to evolve to ensure that we are making our sport future-proof and take advantage of any emerging possibilities.

Let us take the opportunity here in Salzburg to review our progress against the 2022 goals and to celebrate our accomplishments together. Please join me for a moment of congratulating each other for the great work done. Soon enough it will be time to return to the work that will take us toward the goals for 2026 and our 2030 strategic objectives that will ensure our long-term success.



**OLLE DAHLIN**  
IBU President





## RECAPPING **TARGET26**

### EMPOWERING OUR FEDERATIONS

National development is critical for the overall development of a sport. This target is focused on providing the IBU NFs with the tools they need to develop young athletes, coaches, or officials, and to attract new participants to biathlon.

### ENHANCING OUR EVENTS

The IBU events are the cornerstone of our sport, offering incredible exposure and unparalleled drama. With relatively few occasions to showcase the best of the sport, this target is focused on ensuring that our events provide the optimal experience for everyone involved.

### EXTENDING OUR REACH

Biathlon is a sport that can be practiced and followed worldwide. Work under this target seeks to ensure that our sport develops internationally, further developing its core markets and current fanbase while attracting new fans and followers.

### UPGRADING OUR GOVERNANCE

The IBU can become one of the most modern, progressive, and well-governed International Sport Federations, and serve as a model for best practice. Efforts under this target are designed to seize this opportunity.

### INNOVATING OUR FUTURE

Biathlon has a history of constant innovation. This target is focused on making sure our sport can respond to the changes in our environment, be it emerging challenges posed by climate change, new technologies or changing fan and spectator preferences.

### DELIVERING ON THE PROMISE

The IBU has implemented a well-structured programme management framework to ensure that Target 26 is fully executed and properly resourced to realise its potential. Each of the 15 projects – three under each of the five targets – is led by a member of the IBU management team under the guidance and oversight by designated Executive Board members. To review the interim status and implementation reports, please visit: <https://www.biathlonworld.com/inside-ibu/governance>



## TARGET 26 SUMMARY

### PROGRESS AGAINST 2022 GOALS AS OF SEPTEMBER 2022

#### STATUS

- ✓ COMPLETE
- ⚙️ ONGOING
- ⏸️ NOT YET STARTED

#### EMPOWERING OUR FEDERATIONS

##### 1.1 IBU ACADEMY

- ✓ Clarify structure, mission, objectives of the IBU Academy, set up organisation
- ⚙️ Develop Biathlon Academy programmes and initiatives
- ⚙️ Establish a certification programme for coaches and other NF roles

##### 1.2 NF SUPPORT

- ✓ Conduct a full review of the current IBU financial support system
- ✓ Develop a new distribution system, focusing on strong, sustainable impact, with follow-up
- ⚙️ Explore additional funding opportunities from 3<sup>rd</sup> parties

##### 1.3 YOUTH PARTICIPATION

- ⚙️ Conduct a full analysis into existing youth competition formats
- ⚙️ Enhance efforts to promote the sport to young people
- ⚙️ Establish a database of youth participation
- ⚙️ Establish a strategy for regional IBU events\* (3.2)
- ✓ Host regular international IBU events outside traditional venues\* (3.2)

#### ENHANCING OUR EVENTS

##### 2.1 EVENT STANDARDS

- ✓ Review level of need for IBU support & resources for OCs
- ✓ Increase knowledge-exchange among OCs
- ⚙️ Develop clear criteria for event allocation, with year-on-year measurement and improvement

##### 2.2 FAN EXPERIENCE

- ⚙️ Analyse current fan experience at IBU events
- ⚙️ Attract and engage more young people in events
- ⚙️ Implement a fan support system for areas such as accommodation, ticketing and transport.
- ⚙️ Work with existing fan groups to establish new ones (3.3)

##### 2.3 ATHLETE EXPERIENCE

- ✓ Integrate Athletes' Committee in calendar planning / review
- ✓ Assess current athlete experience and work with OCs to raise standards
- ✓ Implement a strict enforcement of the smoking ban at the venue, with designated smoking areas

#### EXTENDING OUR REACH

##### 3.1 DIGITAL ECOSYSTEM

- ✓ Establish an innovative digital and social media strategy
- ✓ Renew IBU website, including event sites & partner opportunities
- ✓ Develop an IBU mobile app
- ✓ Review athlete activities across all touchpoints\* (3.3)
- ✓ Analyse and test potential of e-Biathlon and gamification\* (5.2.)

##### 3.2 SHOWCASE BIATHLON

- ✓ Establish a strategy for global biathlon coverage
- ⚙️ Expand coverage to traditional & new markets both on TV & online together with media partner

##### 3.3 INTERNATIONAL PROMOTION

- ⚙️ Develop an international sponsorship framework with marketing partner

#### UPGRADING OUR GOVERNANCE

##### 4.1 PRINCIPLES

- ✓ Establish and operationalise the new IBU Constitution
- ✓ Review status of gender equality, design and provide gender equality tools and programmes for NFs
- ✓ Establish and operationalise the Biathlon Integrity Unit

##### 4.2 INTERNATIONAL INVOLVEMENT

- ⚙️ Monitor opportunities for Biathlon Family leaders in international roles
- ⚙️ Develop a support framework for the Biathlon Family to gain positions within top sporting bodies
- ⚙️ Analyse hosting opportunities for cross-sport events

##### 4.3 STAKEHOLDER INVOLVEMENT

- ✓ Establish an action plan for increasing transparency of decision-making processes
- ⚙️ Increase stakeholder input in IBU decision-making
- ✓ Launch joint projects for IBU leadership and stakeholders on specific issues

#### INNOVATING OUR FUTURE

##### 5.1 STREET BIATHLON

- ⚙️ Conduct a feasibility study for street biathlon and develop an event strategy with venues, rules and regulations
- ⚙️ Review existing procedures regarding shooting and event safety, to include new, innovative ideas in 'street biathlon'
- ⚙️ Establish and implement international street biathlon events in urban environments

##### 5.2 DIGITAL WORLD

- ⚙️ Analyse the potential of new technology to enhance the performance of athletes and coaches
- ⚙️ Establish a clear strategy to build institutional capacities to monitor, understand and act on technological trends that can better promote the sport

##### 5.3 SUSTAINABILITY

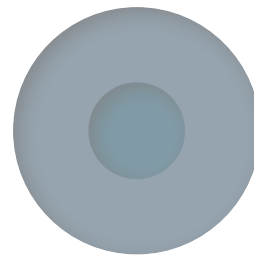
- ✓ Review all areas to be improved from a sustainability viewpoint
- ✓ Establish initiatives to decrease the footprint of IBU events
- ✓ Identify opportunities to promote sustainability within biathlon and international sport



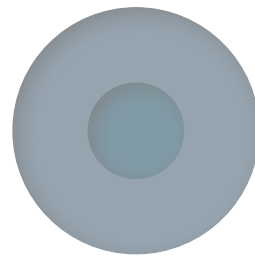


## EMPOWERING OUR FEDERATIONS

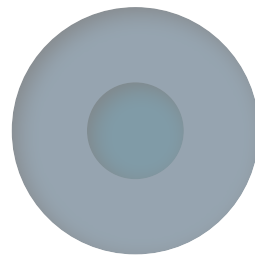
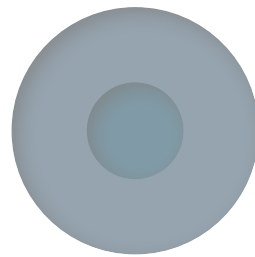
**OBJECTIVE 1.1**  
CREATE THE BIATHLON ACADEMY  
TO PROVIDE PRACTICAL SUPPORT  
FOR MEMBER FEDERATIONS,  
ATHLETES AND COACHES



**OBJECTIVE 1.2**  
ESTABLISH A MORE EFFECTIVE  
SYSTEM OF FINANCIAL SUPPORT  
FOR ALL MEMBER FEDERATIONS



**OBJECTIVE 1.3**  
ENHANCE YOUTH PARTICIPATION  
AND ACCESSIBLE PATHWAYS FOR  
YOUNG ATHLETES







## OBJECTIVE 1.1

## CREATE THE BIATHLON ACADEMY TO PROVIDE PRACTICAL SUPPORT FOR MEMBER FEDERATIONS, ATHLETES AND COACHES

### PROJECT MISSION

Establish a centralised, tailored system to develop, train and educate current and retired athletes, coaches, Technical Officials (TOs), NF management and administration.

### PROJECT TEAM

**EXECUTIVE BOARD LEADS** Olle Dahlin (only strategy), Tore Boygard, Jiri Hamza

**WORKING GROUP PROJECT OWNER** Development Director Dagmara Gerasimuk

**SUPPORT** Niklas Carlsson, Gerold Sattlecker, Riikka Rakic

**IBU ACADEMY EXPERTS** Matthias Ahrens (CAN), Bernd Eisenbichler (GER), Prof. Marko Laaksonen (FIN), Dr Harri Luchsinger (NOR), Kaisa Mäkäräinen (FIN), Wolfgang Pichler (GER), Vegar Rolfsrud (NOR)

### STAKEHOLDERS

- ✓ National Federations
- ✓ Athletes

## GOALS 2022



Clarify the structure, mission, values and objectives of the IBU Academy, with a distinct IBU department set up to oversee its development.

IBU Academy provides internationally recognised opportunities for learning. Coaches, athletes and NF staff are supported by a broad mix of educational and research activities and an international network of experts. IBU Academy's coach education system provides programmes and pathways for talented and experienced coaches at different levels. Dual career options for athletes who serve all biathlon sectors in the future are under development. The IBU provides scientific knowledge from international research groups through its Research Grant Programme. The e-learning platform supports all educational and research activities as a knowledge hub.



Develop IBU Academy programmes and initiatives; including the level and type of support.

The coach education programme within the IBU Academy has successfully started to support the IBU member nations. Basic and first-level courses were held to support coaches from C and D development categories. In 2022, the programmes for the second and third levels will be finalised. After implementing the IBU Dual Career Policy, the following steps are to create the strategy and action plan. The plans for future webinars and seminars are discussed regularly with the IBU Academy Expert Group. The second cycle of the Research Grant was started, and the first cycle was successfully finished.



Establish a certification programme for coaches (and potentially other positions in the federations) to support Member Federations in their daily work and development process.

IBU has started the process of a certification programme for coaches by implementing its coach education courses. The next steps are to get an overview of the educational activities in the member countries and to create a licensing system for the future, supporting the NFs to evaluate coaches and working staff.

## GOALS 2026



Assess the performance of the IBU Academy programmes on a constant basis to keep it on the highest level.

IBU Academy programmes will be constantly assessed by the IBU Academy Expert Group and by international experts from different fields to keep them at the highest level.



Expand the offering of the IBU Academy programmes in order to address the needs of the main recipients of the IBU Academy services.

Besides the offers for coaches and athletes, IBU Academy programmes should also be expanded to serve other groups within the IBU Family and to provide educational activities for athletes, technicians, managers, physios and others.

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Set up the IBU development department structure
- Presented an initial concept of the IBU Academy to NFs at Virtual Regional Meetings, including vision, mission, values and objectives
- Established an IBU Academy Expert Working Group to prepare an overall concept for the IBU coaching certificate programme
- Prepared a draft of the IBU Academy's roadmap with initial programmes

### OCTOBER 2020 ▶ FEBRUARY 2021

- Completed the framework and concept for coach education
- Completed the content structure for each coaching certificate level, approved by the Expert Group
- Finalised an IBU-Academy roadmap for 2021-2023

### MARCH 2021 ▶ JUNE 2021

- Finalised the IBU Academy Coaching Framework
- Appointed an Education Manager
- Prepared the Research Grant Programme terms and conditions

### JULY 2021 ▶ NOVEMBER 2021

- Initiated partnerships with selected educational partners
- Presented the IBU Academy concept to NFs at the Presidents' Meeting 2021
- Completed the IBU Academy Handbook for content
- Selected the E-learning platform provider
- Established a Technical Committee Working Group focused on referee education

### DECEMBER 2021 ▶ JUNE 2022

- Launched first Basic and Level 1 coaching certificate courses
- Evaluated and planned initial programmes for athletes, coaches and others
- Developed dual-career policy

### JUNE 2022 ▶ SEPTEMBER 2022

- Defined KPIs for the IBU Academy I
- Finalised programme for 2nd and 3rd Levels of the coaching certificate
- Developed a NF support system for Coach Education
- Developed Dual career strategy and action plan

### STATUS



COMPLETE



ONGOING



NOT YET STARTED





**24**  
DAYS OF  
EDUCATION

Currently, 40 coaches from 25 different National Federations are educated in the IBU Pilot Basic and Pilot First Level Courses within the Coach Education Programme – 18 of these coaches are female. In total, 4 weeks with each 6 days of theoretical and practical lessons are organised

**22**  
MODULES

**3,352**  
MINUTES OF  
CONTENT

- IBU LEARNINGSUITE FEATURES**
- **Multimedia**  
content is supported by graphics and videos
  - **Structure**  
a well-based course structure leads you through all content step-by-step
  - **Flexibility**  
access your courses and materials at any time and at any place
  - **Combination with face-to-face lectures**  
enables the best possible learning outcome

**189**  
LESSONS

**580**  
PAGES

## LAUNCH OF THE IBU LEARNINGSUITE

As part of the IBU Academy, we launched an online learning platform for all participants of the first IBU Coach Education Courses Basic and First Level. With the launch of the Second and Third Level Courses even more content will follow. In the future, the IBU LearningSuite will further serve as a knowledge-sharing platform inside the biathlon family and provide access to content and information about all aspects of biathlon.



"I believe, that learning from high-level experts that are involved in the IBU Coach Education, gives really good value to becoming an experienced and skilled coach on an international level and helps a lot with being employable for the future."

**MATTHIAS AHRENS**  
IBU Educator,  
former National Coach



"Here I got the chance to talk and learn from experienced people. I really feel that I have grown as a coach because of this course"

**EVA TOFALVI**  
Former World Cup Athlete



"Through this course (First Level), we got access to experts in all biathlon-related fields and their knowledge is what helps us to become better coaches."

**ILARIO MADALLIN**  
Biathlon Coach





## OBJECTIVE 1.2

## ESTABLISH A MORE EFFECTIVE SYSTEM OF FINANCIAL SUPPORT FOR ALL MEMBER FEDERATIONS

### PROJECT MISSION

- Establish a National Federation financial support system that
- is tailored to their circumstances
  - meets needs of the sport
  - enables the NFs to grow the sport
  - rewards proactivity and impact
  - is transparent

### PROJECT TEAM

**EXECUTIVE BOARD LEADS** Olle Dahlin, Tore Boygard, Jiri Hamza, Franz Steinle

**PROJECT OWNER** Secretary General Niklas Carlsson

**SUPPORT** Dagmara Gerasimuk, Margit Eidenhammer, Riikka Rakic, Daniel Böhm

### STAKEHOLDERS

- ✓ National Federations
- ✓ Organising Committees
- ✓ Athletes

## GOALS 2022



Conduct a full review on the current IBU financial support system, with an outline of areas to improve.

The IBU's management team conducted a comprehensive analysis of the current IBU financial support system recognising it as well balanced between stakeholders but with challenging distribution criteria, with participation in the IBU event series as the key indicator, including several changes in support methods in recent years with changing terminology. The issue was presented and discussed during several virtual regional meetings and Presidents' Meeting and got an appreciation for its clear mission to tailor the NF support to unique NF circumstances, to meet the needs of the sport, to enable NFs to grow the sport in their countries, to reward proactivity and impact, and make it transparent with criteria and principles regarding the distribution.



Develop more effective regulations for the distribution of financial support, focusing on creating strong, sustainable impact, with clear follow-up systems to ensure the responsible use of such support.

IBU defined three parts of its NF financial support system: participation support connected to the number of athletes who participated during previous season in World Cup, IBU Cup and Junior Cup events, including travel contribution, paid out continuously over the season, with more compensation for travelling overseas, performance bonus including team and reach performance bonuses based on NFs Total Scores, TV

and digital reach, and development support rewarding NFs development projects, regional events, coach education, athletes support and promoting governance, gender and sustainability concepts.



Explore and communicate additional funding opportunities for Member Federations from third party sources

Through IBU's proactive approach to Olympic Solidarity, obtained financial support for IBU Academy coach education, Development of the National Sports System and Youth Athlete Development projects that contribute directly to its NFs. Additional funding opportunities were communicated during Development Info Day and regular communication. In addition, several general and individual meetings with EU EOC took place to define IBU opportunities for Erasmus+ Sport funds and other EU projects

## GOALS 2026



Assess and review the performance of the new system of financial support to ensure all proactive Member Federations benefit from it.



Update and adapt the financial support system to ensure it retains optimum effectiveness.



Establish personnel resources to facilitate and oversee third party financing, to support Member Federations

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Held several working group meetings, virtual and in-person
- Presented concept of revised financial support system to EB 153
- Provided a high-level overview to NFs during Virtual Regional Meetings, outlining connection with proposed IBU Development Programme

### OCTOBER 2020 ▶ FEBRUARY 2021

- Conducted a double webinar on the Commercial Side of Biathlon; expect further educational sessions to follow
- Met with the EOC to discuss opportunities for access to EU funding
- Reviewed opportunities to obtain Olympic Solidarity funding

### MARCH 2021 ▶ JUNE 2021

- Continued dialogue within the Working Group
- Consulted with Athletes' Committee
- Consulted with NFs at regional sessions
- Became partner of the EOC EU Office

### JULY 2021 ▶ NOVEMBER 2021

- Presented new financial support system concept at Presidents' Meeting in September 2021, to apply from financial year 2022/23 onward
- Continued work on identifying new funding opportunities for NFs

### DECEMBER 2021 ▶ JUNE 2022

- Finalised details of prize money, participation and development support as part of new financial support system
- Developed a new process for reach measurement, especially digital
- Established follow-up procedure for the new financial support
- Continued work on identifying new funding opportunities for NFs, e.g., with Olympic Solidarity

### JUNE 2022 ▶ SEPTEMBER 2022

- Roll-out the new financial support system during the financial year 2022/23

### STATUS



COMPLETE



ONGOING



NOT YET STARTED





## OBJECTIVE 1.3

## ENHANCE YOUTH PARTICIPATION AND ACCESSIBLE PATHWAYS FOR YOUNG ATHLETES

### PROJECT MISSION

Enhance youth participation and create accessible pathways for young athletes by developing concrete measures to support National Federations around the world that attract young people to biathlon and keep them in the sport.

### PROJECT TEAM

**EXECUTIVE BOARD LEADS** Tore Boygard, Max Cobb, Jiri Hamza

**PROJECT OWNER** Development Director Dagmara Gerasimuk

**SUPPORT** Daniel Böhm (formerly Felix Bitterling)

**REGIONAL EVENTS WORKING GROUP MEMBERS** Heather Ambery (CAN), Arne Eidam (IBU), Franziska Hartung (GER), Gilda Jager-Iseppi (SUI), Vlastimil Jakes (CZE), Leonardo Ribela (BRA), Manas Ussenov (KAZ), Dimitar Yanakov (BUL), Hillar Zakhna (EST), Christoph Vassallo (FRA)

**DEVELOPMENT REFERENCE GROUP MEMBERS (DRG)** Heather Ambery (CAN), Christian Borch (DEN), Hiroyuki Deguchi (JPN), Morten Djupvik (NOR), Jelena Dojcinovic (BiH), Paul Garai till Dec. 2021 (AUS), Hippolyt Kempf (SUI), Eva Kupilkova (CZE)

### STAKEHOLDERS

- ✓ National Federations
- ✓ Athletes
- ✓ Organising Committees

## GOALS 2022



Conduct a full analysis into the existing competition formats offered to young athletes, making sure the sport is as accessible as possible.

Based on NF online surveys and help from steering and working groups, IBU seeks to create a strategy for regional events, focused on implementing good quality international competitions for young athletes, addressing gaps in participation pathways, facilitating systematic competition participation, and promoting the sport to youngsters. IBU still needs more information on the national competition structure, results management, athlete registration, education and certification of technical officials, and the underlying IT structure.



Enhance efforts to promote the sport to young people across the world, including expanded use of digital and social media platforms.

Through the development support system, IBU rewards NFs for work with youth and junior athletes that increases the number of national and international athletes, popularises biathlon among kids, and supports laser and rifle purchases. Via the IBU Camps and by promoting NF partnerships that focus on young athletes, IBU provides comprehensive support. The next step is to develop a concept to inspire youngsters to take up biathlon by providing NFs with sustainable, safe equipment and an activities toolkit for worldwide use. The concept of Biathlon for All has already been accepted by DRG and EB.



Establish, in collaboration with the Member Federations, a clear database of youth participation, producing an analysis on youth participation in biathlon.

Initial analyses on the number of biathletes including youth participation were collected through the NF online survey. In addition, the focus is on gathering data from the IBU Regional Events. The next step is to validate these data with the NFs at regional meetings.



Establish a strategy for the implementation of regional IBU events, focused on developing biathlon (from 3.2)

In collaboration with regional coordinators and working group members, project guidelines were developed and are annually reviewed to respond to needs and meet objectives. In addition, the strategy is discussed with the Technical Committee.



Host regular international IBU events outside of the traditional central European venues (from 3.2)

Since the season 2020/2021 IBU has supported regional event organisation in local and regional venues during the summer and winter seasons, increasing the number of international event hosts. Continental rotation for the Junior and Youth World Championships.

## GOALS 2026



Realign competition and race formats, if needed, for young biathlon athletes.



Provide yearly reports to NFs on the status of youth participation, providing a knowledge-sharing platform for NF to learn from one another.



Conduct a review into the IBU events held away from the traditional central European venues, to ensure sustainable progress is being made.



Conduct a review into the qualification criteria systems for all IBU events, including the Olympic Games.





## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Analysed current competition activities and formats based on the NF online survey 2020
- Reviewed concept for IBU Development Programme with the NFs at Virtual Meetings
- Completed a regional event strategy proposal
- Established the IBU Regional Events working group
- Prepared a concept for piloting regional events during 2020/21 season

### OCTOBER 2020 ▶ FEBRUARY 2021

- Delivered a pilot season of IBU Regional Events

### MARCH 2021 ▶ JUNE 2021

- Evaluated the pilot season of IBU Regional Events and improved concept with IBU Regional Events working group
- Prepared concept for the Development Reference Group (DRG)

### JULY 2021 ▶ NOVEMBER 2021

- Established the Development Reference Group (DRG)
- Presented a revised Regional Event concept and calendar for season 2021/22 to the TC
- Presented initial laser rifle concept to the Technical Committee and DRG, established a Technical Committee laser rifle working group

### DECEMBER 2021 ▶ JUNE 2022

- Requested the TC to review strategic role of the Regional Event series
- Presented a grassroots participation concept to the NFs (DRG)
- Reviewed the laser rifle market, presented development plan to EB

### JUNE 2022 ▶ SEPTEMBER 2022

- In the process of launching a grassroots participation pilot project by H2/2022

## REGIONAL EVENTS

### The most active regions and their events supported by IBU are:

- Alpen Cup
- Baltic Cup
- Balkan Cup
- Central Europe Cup
- North America Cup

### Venues:

Pokljuka (SLO), Obertilliach (AUT), Otepää (EST), Ignalina (LTU), Czarny Bor (POL), Letohrad (CZE), Cheile Gradistei (ROU), Trojan (BUL), Jericho (USA), Ostersund (SWE), Sjenice (SRB), Schuchinsk (KAZ), Haanja (EST), Priekuli (LAT), Madona (LAT), Jakuszyce (POL), Osrbliie (SVK), Nove Mesto NM (CZE), Tesero (ITA), Canmore (CAN), Brookvale (AUS), Ethan (USA), Les Tuffes (FRA), Arcon (FRA), Soldier Hollow (USA), Erzurum (TUR), Whistler (CAN)

SEASON  
2020/2021

**15**

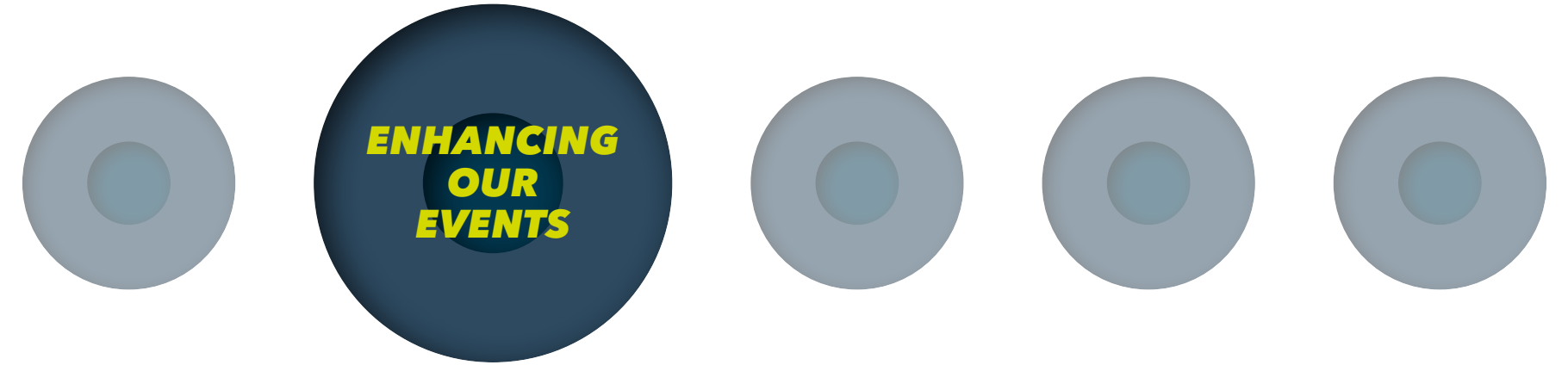
EVENTS IN  
**5** IBU  
REGIONS

SEASON  
2021/2022

**31**

EVENTS IN  
**7** IBU  
REGIONS



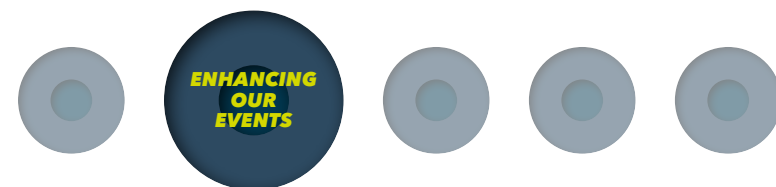


**OBJECTIVE 2.1**  
INCREASE THE CONSISTENCY OF  
IBU EVENT STANDARDS

**OBJECTIVE 2.2**  
IMPROVE FAN EXPERIENCE AT  
IBU EVENTS

**OBJECTIVE 2.3**  
IMPROVE ATHLETE EXPERIENCE  
AT IBU EVENTS





## OBJECTIVE 2.1

## INCREASE THE CONSISTENCY OF IBU EVENT STANDARDS

### PROJECT MISSION

Ascertain a consistently high event quality and continue to improve event standards in search of excellence while offering hands-on support and facilitating OC knowledge transfer.

### PROJECT TEAM

**EXECUTIVE BOARD LEADS** Tore Boygard, Jiri Hamza

**WORKING GROUP PROJECT OWNER** Race Director Borut Nunar (formerly SD Felix Bitterling)

**SUPPORT** Daniel Böhm, Christophe Vassallo

### STAKEHOLDERS

- ✓ National Federations
- ✓ Organising Committees

## GOALS 2022

- ✓ Conduct an initial review into the need for greater IBU involvement in offering Organising Committees additional on-the-ground support and resources.

Following OC Meeting 2021 in Bled, IBU substantially increased the level of support for all IBU events, starting with season 2022/23, with clear plan and commitment until the end of the season 2025/26. IBU is constantly reviewing and adjusting on-the-ground support and resources for Organising Committees and is committed to meet the needs while carefully monitoring the value of such support in case adjustments are needed.

- ✓ Increase knowledge-exchange programme between Organising Committees, including all functions of the OCs.

In addition to the establishment of the IBU Snow Network in May 2021, the OC Meeting 2022 in Oberhof showed the way to improve the level of communication between IBU and Organising Committees through the newly established OC Working Group which is an important step to further dialogue. The Group will focus on specific questions or issues concerning all organisers, for example handling accommodation, improving event advertising via digital platforms, etc.

- ⚙ Further develop the system for awarding events, using transparent and quantifiable measurement criteria. Organising Committees and Member Federations will be asked to show clear signs of improvement year-on-year.

IBU is committed to finding an optimal and transparent system of event allocation, based on a four-year circle. Similar to the procedure for allocating World Cup events, a solution for all IBU events is being developed. Allocations are based on IBU Licenses, experience and tradition, travel and accommodation logistics, TV broadcasting possibilities, evaluation of last event and including new venues. The next four-year circle should be confirmed at least one year before the current one ends.

## GOALS 2026

- ⏸ Establish a new framework for working alongside Organising Committees, with a clear division of responsibilities.
- ⏸ Review the measurement criteria for awarding events, realigning such criteria if applicable.

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Maintained dialogue with OCs with focus on individual venue strengths and weaknesses
- Applied new procedure to event hosting applications and conducted inspections with candidates for World Championships 2024, 2025

### OCTOBER 2020 ▶ FEBRUARY 2021

- Fully applied the new event application and allocation procedure to WCH 2024 and 2025 awards
- Continued dialogue with OCs with focus on venue specific needs and opportunities

### MARCH 2021 ▶ JUNE 2021

- Allocated World Cup events applying the new long-term procedure
- Defined a new draft concept for IBU OC financial support

### JULY 2021 ▶ NOVEMBER 2021

- Defined frames for long-term OC event delivery support and corresponding obligations and discussed at OC meeting in Bled
- Began to implement a knowledge exchange programme for OCs with the topic of snow management

### DECEMBER 2021 ▶ JUNE 2022

- Implemented long-term OC event delivery support framework by IBU
- Implemented a knowledge exchange programme for OCs on snow management, the IBU Snow Network
- Integrated selected topics and educational sessions in annual OC Meeting 2022 in Oberhof

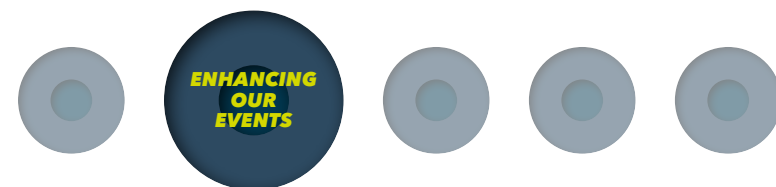
### JUNE 2022 ▶ SEPTEMBER 2022

- In the process of implementing a knowledge exchange programme for OCs, across functions, in cooperation with the IBU Academy from 2022 onwards (Referees, General org matters; OC Guide)
- Defined concrete event evaluation criteria and targets to apply from the season 22/23 onwards

### STATUS

- ✓ COMPLETE
- ⚙ ONGOING
- ⏸ NOT YET STARTED





## OBJECTIVE 2.2

### IMPROVE FAN EXPERIENCE AT IBU EVENTS

#### PROJECT MISSION

Develop measures to recognise loyal, committed fans.  
Implement a programme to further improve event atmosphere.

#### PROJECT TEAM

**EXECUTIVE BOARD LEADS** Ivor Lehotan

**PROJECT OWNER** Sport & Event Director Daniel Böhm (formerly SD Felix Bitterling)

**SUPPORT** Christian Winkler (digital), Engelbert Schweiger, Otakar Binder, Rikard Grip, Jürg Capol (formerly Silvio Baselgia) and Sindre Svadberg

#### STAKEHOLDERS

- ✓ National Federations
- ✓ Organising Committees
- ✓ Athletes
- ✓ Fans

## GOALS 2022



Conduct a full analysis of the current fan experience at IBU events, with close liaisons and joint projects alongside IBU fan groups.

Due to the pandemic the attendance of fans at IBU events was very limited. An online survey by an external company was conducted on behalf of the IBU for events that were allowed to have spectators on site during the 2021/2022 season and the results were shared with the respective OCs. Based on positive feedback this project will be continued to gather more data and create customised action plans for each OC.



Establish a working system between IBU, OCs and fan groups to identify action plans to attract and engage more young people to events, including the optimisation of new technologies.

A working group has been set up and communication with fan groups will be re-established once spectators will be allowed to attend events again after the pandemic.



Design and implement a support system for fans, designed to facilitate issues such as accommodation, ticketing and transport.

Introducing a new event app as part of the Official IBU App for season 2022/2023. The event app will provide key information for each event venue, from access to ticketing to local event schedules and notifications.



Work alongside existing fan groups to help spread the growth of national biathlon fan groups across the world. (from 3.3)

In the process of analysing the best ways and infrastructure required to support fans around the world, whether they are organised in national fan groups or in digital communities.

## GOALS 2026



Implement a series of new initiatives aimed to increase fan experience at IBU events.



Measure the impact of fan experience initiatives, updating and upgrading such initiatives if applicable.



Conduct a review of renewed IBU-OC working system and support system for fans, realigning where appropriate.



Establish a complete network of national fan groups, with regular IBU communication and activations.

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Analysed results from different fan surveys conducted during season 2019/20
- Fed results to development process for new digital strategy

### OCTOBER 2020 ▶ FEBRUARY 2021

- Incorporated fans into the prototyping of the new IBU App and website
- Liaised with OCs regarding event related concepts and information as part of the IBU Digital Ecosystem

### MARCH 2021 ▶ JUNE 2021

- Liaised with OCs regarding fan interaction between new IBU digital strategy and benefits for events and OCs

### JULY 2021 ▶ NOVEMBER 2021

- Included representatives of three more OCs in the working group
- Presented findings from 2020/21 Fan Surveys and defined a joint action plan with OCs at OC meeting in Bled
- Prepared a fan survey focusing on the event experience at each venue incl. topics such as sustainability to be conducted during season 2021/22

### DECEMBER 2021 ▶ JUNE 2022

- Conducted an on-site fan survey at WC venues with spectators during season 2021/22
- Integrated fan experience in new IBU digital channels from digital ecosystem launch in November 2021 and increasingly by November 2022
- Finalised concept of an Event App as part of the IBU App to serve fans with local details

### JUNE 2022 ▶ SEPTEMBER 2022

- Presented the results of the on-site spectator survey at the OC Meeting in Oberhof
- Defining a new approach to existing fan groups together with the working group

#### STATUS



COMPLETE

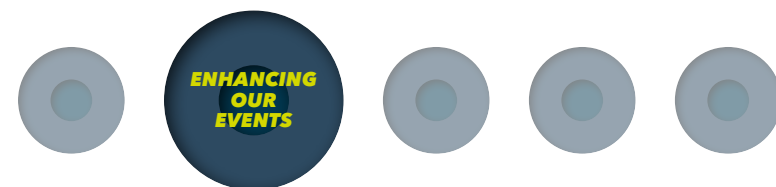


ONGOING



NOT YET STARTED





## OBJECTIVE 2.3

### IMPROVE ATHLETE EXPERIENCE AT IBU EVENTS

#### PROJECT MISSION

Improve the experience of athletes and teams at IBU events. Define and implement measures to optimise the athlete experience to enable top performance.

#### PROJECT TEAM

**EXECUTIVE BOARD LEADS** Clare Egan, Max Cobb

**PROJECT OWNER** Sport & Event Director Daniel Böhm (formerly SD Felix Bitterling)

**SUPPORT** Lorenz Leitgeb, Borut Nunar

#### STAKEHOLDERS

- ✓ National Federations
- ✓ Organising Committees
- ✓ Athletes

## GOALS 2022

- ✓ Continue to integrate the Athletes' Committee into the IBU events calendar planning with a full review.

The Athletes' Committee is included in the process of event calendar planning at a very early stage so that input can be integrated successfully before the final approval by the Technical Committee and Executive Board. Proven already twice, this step assures the understanding and acceptance of all involved groups.

- ✓ Work alongside the OCs to identify and enact necessary actions designed to raise standards of athlete experience at events, including transport, accommodation and on-site facilities.

Several surveys conducted with the athletes of all IBU event series to assess the current situation, needs and areas for improvement and discussed with the OCs to direct the work. Working on the standards in core areas while taking into account best practices. The Athletes' Committee representative in the Technical Committee is fully engaged.

- ✓ Implement a strict enforcement of the smoking ban at the venues, with designated smoking areas.

The smoking ban at the entire venue, especially at and in close proximity to the field of play was implemented in the Event Hosting Declarations as obligation for OCs. Such ban shall be enforced in all public areas, especially any spectator areas close to the course. All areas shall be designated as "smoking-free" and this should be pointed out by announcements and signage at the venue.

Dedicated smoking areas shall be set-up at sufficient distance to the field of play.

## GOALS 2026

- ⏸ Present a renewed calendar with clear and well-defined principles, based on the review.
- ⏸ Implement and measure initiatives targeted towards enhancing athlete experience at events.

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Included an athlete representative in the World Championship candidate inspections and evaluation process
- Integrated AC in development and amends of the new event and competition rules
- Analysed results from two separate athlete surveys

### OCTOBER 2020 ▶ FEBRUARY 2021

- Implemented regular communications to inform athletes about season planning and procedures related to COVID-19
- Held virtual meetings with national athlete representatives to discuss impact of global pandemic on the World Cup execution and requirements for a successful season

### MARCH 2021 ▶ JUNE 2021

- Continued dialogue between AC & IBU (based on IBU-NF set-up)
- Repeated athlete survey post season 2020/21 (aligned between AC & IBU)
- Updated the initial IBU standard venue criteria per service area incorporating generally applicable athlete feedback

### JULY 2021 ▶ NOVEMBER 2021

- Enforced smoking ban at venues from season 2021/22 onwards as part of EHDs (with a transition period)
- Shared athlete survey outcomes with individual OCs to identify points for improvement

### DECEMBER 2021 ▶ JUNE 2022

- Discussed athlete survey outcomes with OCs

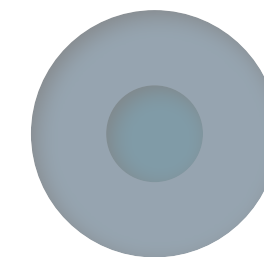
### JUNE 2022 ▶ SEPTEMBER 2022

- Implementing structured, continuous communication with the new AC
- Including athlete feedback regularly in the annual OC Meetings; if possible, by inviting Athlete Representatives

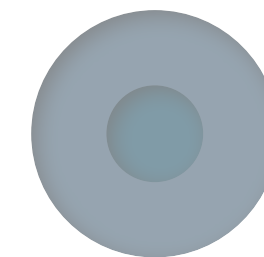
#### STATUS

- ✓ COMPLETE
- ⚙️ ONGOING
- ⏸ NOT YET STARTED

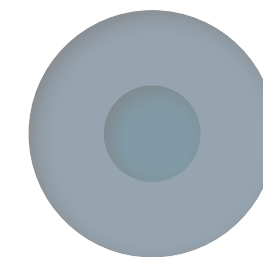




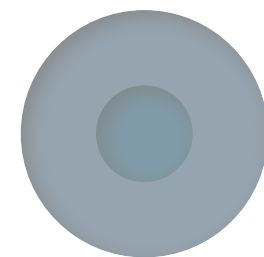
**OBJECTIVE 3.1**  
ESTABLISH A FULLY INTEGRATED  
IBU DIGITAL ECOSYSTEM



**OBJECTIVE 3.2**  
INCREASE OPPORTUNITIES TO  
SHOWCASE ELITE BIATHLON  
INTERNATIONALLY



**OBJECTIVE 3.3**  
ENHANCE INTERNATIONALLY-  
VIABLE PROMOTION EFFORTS







## OBJECTIVE 3.1

### ESTABLISH A FULLY INTEGRATED IBU DIGITAL ECOSYSTEM

#### PROJECT MISSION

Guarantee revenue streams for the future.  
Connect the sport of biathlon with new markets and audiences.  
Remain ahead of the curve in the digital domain.

#### PROJECT TEAM

**EXECUTIVE BOARD LEADS** Olle Dahlin, Ivor Lehotan , Max Cobb (as the IBU Digital Steering Group)

**WORKING GROUP PROJECT OWNER** Communications Director Christian Winkler

**SUPPORT** Niklas Carlsson, Riikka Rakic, René Denfeld, Jouni Oksanen & external experts as needed

#### STAKEHOLDERS

- ✓ National Federations
- ✓ Organising Committees
- ✓ Athletes
- ✓ Fans
- ✓ Sponsors & Supplying Partners

## GOALS 2022

- ✓ Establish an innovative digital and social media strategy, identifying key platforms, messaging and priority markets.

A digital strategy was developed in 2020 together with external partners and through quantitative and qualitative stakeholder input. The strategy suggests to focus on the following high-level efforts: Create a truly integrated ecosystem, streamline tools and operations, offer relevant content on all platforms, focus on mobile first. The strategy defined that the digital portfolio needed to comprise products on Web, mobile, Gaming, a common engine room to run operations.

The execution of the strategy started with the tender for an integrated digital ecosystem in fall 2020.

- ✓ Implement an upgrading of the IBU website, ensuring it offers a one-stop shop for biathlon followers by integrating event websites and offering possibilities for partner activations.

The IBU Website was relaunched in November 2021 addressing the fans needs to follow the sport of biathlon. Event websites are integrated and will be constantly developed. The website also offers a separate section for institutional news and matters for IBU Stakeholders.

## GOALS 2026

- ✓ Develop a centrally-owned IBU mobile app, providing insightful updates on the sport, including latest news from the IBU.

The first-ever official IBU App was launched in November 2021 and was downloaded close to 150.000 times in its first season. The app directly serves fan needs through a live ticker, easy to handle personalisation options, highly requested content and an appealing design, which has won several international awards. The App is constantly developed and new features will be published every season, e.g. through dedicated event apps for the IBU OCs.

- ✓ Conduct a full analysis and testing period into the potential of e-Biathlon and gamification experiences, ranging from a designed console game to integrated elements in an IBU-owned app. (From 5.2)

A full analysis into the potential of Gaming and eSports has been conducted in 2022 and is presented to Congress in September 2022.

- ✓ Conduct a full review of potential athlete activities that have touch-points across the world (from 3.3)

The IBU is starting a new content distribution strategy from 2022/2023 where athletes will be able to post pictures and highlight clips from their competitions close to the competitions provided by IBU.

- ⚙ Implement the digital and social media strategy, with annual reports presenting clear, measurable results.

The implementation of the digital strategy has already started in 2020. Clear sets of KPIs are set for website and social media for every season/year. Performances are reviewed and the digital content strategy is adjusted according to the findings and analysis. These analysis are partly conducted by external consultants to guarantee independent input to develop the platforms.

- ⚙ Conduct market research on the renewed IBU website and IBU app, making adjustments to the platforms where necessary.

Website analytics are state of the art and the data is monitored on a daily basis.

- ⚙ Develop e-Biathlon and/or other gamification tools should they be considered advantageous in the prior analysis. (from 5.2)

After the presentation to the Congress and confirmation by the Congress the options will be further investigated.

- ⚙ Implement a series of athlete activations, in close cooperation with Member Federations, in and around IBU events, raising athlete profiles and encouraging fan interest. (from 3.3)



## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Gained EB approval for digital strategy, including fan survey feedback regarding e-sports and gamification
- Started recruitment process for Digital Project Manager
- Initiated Request for Proposal process to find a partner to develop new ecosystem

### OCTOBER 2020 ▶ FEBRUARY 2021

- Digital Project Manager hired and on-boarded
- Managed RFP process to develop the new ecosystem
- Launched Service Design and Product Prototyping phases
- Initiated consultation with OCs and key partners on Digital Ecosystem
- Included fans into the prototyping process of the new IBU App

### MARCH 2021 ▶ JUNE 2021

- Onboarded partner Vincit to deliver platform for digital ecosystem
- Continued OC, partner and sponsor engagement
- Included fans into the prototyping process of the new IBU App by means of Fan Surveys and a validation process

### JULY 2021 ▶ NOVEMBER 2021

- Following consultations with NFs and OCs, presented plans for Ecosystem at Presidents' Meeting and OC meeting in September 2021 and separately to NF heads of communication
- Defined post-launch roadmap for digital ecosystem in 2021/22
- Delivered a communication campaign for App launch
- Developed a concept for analysis of virtual sports, gaming and NFTs
- Hired a JDM to enhance institutional capabilities

### DECEMBER 2021 ▶ JUNE 2022

- Launched the IBU App and new website in November 2021, with updates during the season
- Started OC integration into Ecosystem
- Worked with media and marketing partners on digital concepts
- Completed analysis of e- and virtual sports and gaming
- Reviewed athlete digital asset options for implementation from season 2022/23

### JUNE 2022 ▶ SEPTEMBER 2022

- Developed action plan for gaming and esports according to findings of the study and analysis
- Prepare launch of OC concept and App update in November 2022
- Begin implementation of digital marketing from season 2022/23
- Finalised asset distribution to athletes from season 2022/23
- Implement content hub with Eurovision for digital content distribution from season 2022/23



THE  
OFFICIAL  
IBU APP

145K  
DOWNLOADS  
IN ITS FIRST  
SEASON

SEASON  
2021/2022  
MORE THAN  
DOUBLED  
NEWSLETTER  
SUBSCRIBERS

SEASON  
2021/2022  
20%  
MORE UNIQUE  
FOLLOWERS ON  
SOCIAL MEDIA  
CHANNELS

SEASON  
2021/2022  
30%  
MORE VISITORS  
ON IBU  
WEBSITE

[www.biathlonworld.com](http://www.biathlonworld.com)





## OBJECTIVE 3.2

# INCREASE OPPORTUNITIES TO SHOWCASE ELITE BIATHLON INTERNATIONALLY

## PROJECT MISSION

Ensure IBU platforms share insights and encourage interest in Biathlon. Increase visibility of events and athletes across the world.

## PROJECT TEAM

**EXECUTIVE BOARD LEAD** Niklas Carlsson

**SUPPORT** Christian Winkler, Riikka Rakic & external experts as needed

## STAKEHOLDERS

- ✓ National Federations
- ✓ Media Partner

## GOALS 2022

- ✓ Establish a strategy for biathlon coverage to be expanded in traditional and new markets, both on television and online streaming platforms.

Together with the media partner, conducted an analysis of currently grey markets. In the process of establishing dialogue and developing country-specific strategies for ensuring live coverage under the new media contract. Also partnering with media rights holder in the development of new content hub to enable future streaming opportunities.

## GOALS 2026

- ⚙ Implement the strategy for increased televised biathlon coverage.



## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ FEBRUARY 2021

- Engaged in discussions with media partner on details of long-term implementation of new contract as part of the IBU Digital Ecosystem project (see 3.1)

### MARCH 2021 ▶ JUNE 2021

- Continued dialogue with media partner, including on details of implementation of contract from 2022/23 season
- Defined a brief for a project to review IBU TV Graphics for implementation from season 2022/23

### JULY 2021 ▶ NOVEMBER 2021

- Established dialogue with key broadcasters together with media partner on the implementation of new contract through participation at Sportel, EBU Sport Assembly and bilateral meetings

### DECEMBER 2021 ▶ JUNE 2022

- Continued dialogue with Eurovision and key broadcasters with regards to implementation of new contract
- Finalising details of implementation of new contract wrt reserved rights
- Supporting media partner in developing solutions for dark markets

### JUNE 2022 ▶ SEPTEMBER 2022

- Implementing new IBU TV Graphics from season 2022/23 onward
- Finalising the technical arrangements to deliver on new contract from season 2022/23 onward

## STATUS

- ✓ COMPLETE
- ⚙ ONGOING
- ⏸ NOT YET STARTED





## OBJECTIVE 3.3

### ENHANCE INTERNATIONALLY-VIABLE PROMOTION EFFORTS

#### PROJECT MISSION

Define and apply promotional techniques to enhance awareness and perception of biathlon globally and in core markets.

#### PROJECT TEAM

**EXECUTIVE BOARD LEAD** Jiri Hamza

**PROJECT OWNER** Secretary General Niklas Carlsson

**SUPPORT** Christian Winkler

#### STAKEHOLDERS

- ✓ National Federations
- ✓ Organising Committees
- ✓ Athletes
- ✓ Fans
- ✓ Marketing Partner (sponsors)

## GOALS 2022



Develop a framework for international sponsorship agreements which promote the sport internationally, alongside the IBU marketing partner.

Established continuous dialogue to deepen and broaden direct cooperation with the international sponsors, together with the IBU marketing partner. Established direct relationships with some key partners leading to expanded cooperation arrangements. Work to continue to adopt the approach across all international partners.

## GOALS 2026



Implement and improve long-term international sponsorship agreements, focused on those regions deemed especially important to biathlon's future.



## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ FEBRUARY 2021

- Maintained dialogue with marketing partner
- Presented concept of IBU Commercial Programme to EB 153
- Initiated a research and data collection project to better understand commercial opportunities available for the global biathlon family

### MARCH 2021 ▶ JUNE 2021

- Held individual meetings with main sponsors about long-term priorities and focus areas for partnership
- Launched a brand review project

### JULY 2021 ▶ NOVEMBER 2021

- Maintained continuous dialogue with marketing partner
- Completed a brand refresh project

### DECEMBER 2021 ▶ JUNE 2022

- Implementing a new framework to better leverage international partnerships with the IBU marketing partner from season 2022/23 with long-term priorities and focus areas for each partnership
- Reviewing the potential of the IBU's digital marketing rights

### JUNE 2022 ▶ SEPTEMBER 2022

- Developed a new distinct IBU WCH brand
- Finalising concept for digital marketing pilot in season 2022/23
- Developing educational opportunities for the NFs to enhance digital marketing and data analytics skills

#### STATUS



COMPLETE

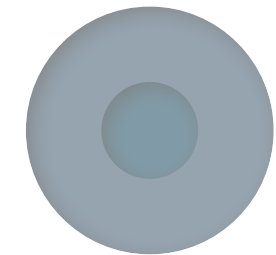


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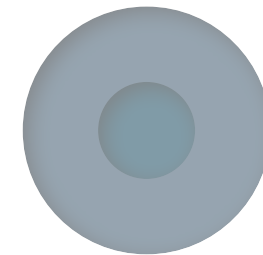


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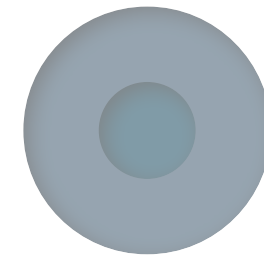
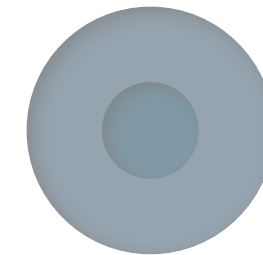




**OBJECTIVE 4.1**  
STRENGTHEN IBU'S GOVERNING  
PRINCIPLES AND REGULATIONS

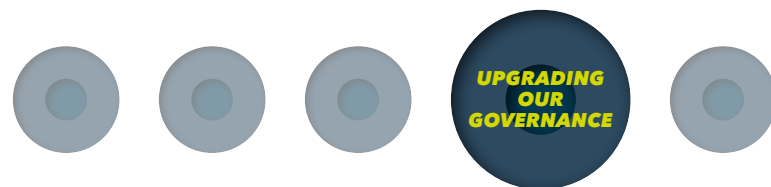


**OBJECTIVE 4.2**  
EXPAND THE INVOLVEMENT OF  
BIATHLON IN INTERNATIONAL &  
NATIONAL SPORTING AFFAIRS



**OBJECTIVE 4.3**  
INCREASE ENGAGEMENT OF ALL  
STAKEHOLDERS IN IBU DECISION-  
MAKING





## OBJECTIVE 4.1

## STRENGTHEN IBU'S GOVERNING PRINCIPLES AND REGULATIONS

### PROJECT MISSION

Implement the new rules and regulations to upgrade the sport's governing principles and policies.

### PROJECT TEAM

**EXECUTIVE BOARD LEADS** Franz Steinle (good governance, BIU), Jim Carrabre (gender equality)

**WORKING GROUP PROJECT OWNER** Secretary General Niklas Carlsson

**SUPPORT** Dagmara Gerasimuk (gender equality), Greg McKenna (integrity/BIU), Riikka Rakic (good governance)

**GENDER EQUALITY WORKING GROUP MEMBERS** Daniel Böhm (IBU), Sarah Dentry-Travis (CAN; until July 2022), Sofia Domeij (SWE), Kari Fasting (NOR), Greg McKenna (BIU), Marlen Marconi (SUI), Karin Orgeldinger (GER, until Nov. 2021), Tapio Pukki (FIN), Eموke Szocs (HUN), and Barbora Tomesova (CZE)

### STAKEHOLDERS

- ✓ National Federations

## GOALS 2022

- ✓ Establish a modern, progressive IBU Constitution, providing clear divisions of responsibility and the framework for future growth

Based on the new Constitution, the framework for decision-making was established through the Virtual Congress 2020 and the Ordinary Congress 2022, the implementation of the BIU and an Executive Board with well-defined responsibilities and an annual cycle of work. At management level focus has been on transparent and future-oriented approach to budgetary and operational planning.

- ✓ Conduct a full review into the mechanisms to create gender equality across all IBU levels, designing and sharing gender equality tools and programmes for all NFs

Assisted with the gender equality expert Kari Fasting, and in collaboration with the IOC, the gender equality working group developed a comprehensive gender equality policy, strategy and action plan 2020-2026 with focus on equal representation and gender sensitive decision making; gender equality in coaching and teaching in sport; fight against gender violence in sport and the role of sport in preventing gender violence; fight against negative gender stereotypes in sport; and the promotion of positive role models and the role of media.



- Complete the establishment of the operationally independent Biathlon Integrity Unit, to manage all integrity-related matters concerning biathlon

An operationally independent Integrity Unit is established and functional, overseen by a Board with 3 independent members. Logistically supported by the IBU, BIU remains operationally independent. The BIU has intelligence gathering, investigation and case management capabilities, and is leading the way on how the various threats to sport (doping, manipulation of results & safeguarding issues) can be managed using similar, well-tested methods.

## GOALS 2026



- Conduct a review into the new constitution, proposing amendments to Members if applicable.

Continuous review in progress with initial amends submitted to the Congress 2022.



- Implement a core standard of gender equality across all IBU levels, to be defined following the review.

Continuous initiatives and systematic review and monitoring of data on gender equality, the IBU sets an example and direction for the NFs.



- Continue to develop and review the anti-doping structure and systems within the IBU, in coordination with the BIU

An intelligence led approach, with involvement of the Biathlon Family in providing information on suspected issues, and data analytics inform our picture of the threat from doping. Prevention is central, with emphasis on education and communication.

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Completed review, set up an advisory group and developed an initial approach for gender equality
- Reviewed governance support requirements during Virtual Regional Meetings, gathering feedback on current status on national level and needs for support
- Appointed new head of BIU, launched new BIU website

### OCTOBER 2020 ▶ FEBRUARY 2021

- Completed a draft gender equality strategy and action plan
- Completed a draft gender equality policy
- Developed a draft safeguarding strategy and action plan
- Completed inaugural Risk Assessment for IBU including BIU
- Started assessment for constitutional changes for discussion at Presidents' Meeting 2021

### MARCH 2021 ▶ JUNE 2021

- Implemented actions unveiled by IBU Risk Assessment
- Finalised Gender Equality Strategy and Action Plan
- Organised 'Unconscious bias' training in April 2021
- Finalised BIU 5-year strategy
- Launched Athletes Ambassador programme for gender equality, integrity and sustainability

### JULY 2021 ▶ NOVEMBER 2021

- In the process of implementing action plan of good governance measures
- Presented NF Good Governance self-assessment tool at Presidents' Meeting
- Presented editorial amends to Constitution at Presidents' Meeting
- In the process of implementing Gender Equality action plan with NFs
- Launched a GE mentorship programme for NFs
- Recorded a historic high number of female candidates at TC for TDs

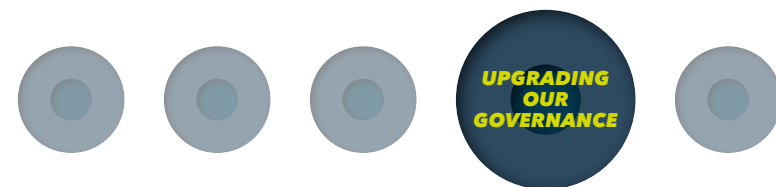
### DECEMBER 2021 ▶ JUNE 2022

- Continued bi-annual review and follow up on mitigation actions as per the IBU Risk Assessment
- Finalized initial editorial amends to Constitution for Congress 2022
- Staged Gender Equality Forum with IBSF in May 2022
- In the process of implementing a GE mentorship programme for NFs

### JUNE 2022 ▶ SEPTEMBER 2022

- Submitted selected Constitutional amends to Congress 2022
- Evaluate the Mentorship programme Q3 2022





## OBJECTIVE 4.2

## EXPAND THE INVOLVEMENT OF BIATHLON IN INTERNATIONAL & NATIONAL SPORTING AFFAIRS

### PROJECT MISSION

IBU NF leaders are recognised as influential managers who set the direction for the development of sport in their countries.

### PROJECT TEAM

**EXECUTIVE BOARD LEAD** Niklas Carlsson

**PROJECT OWNER** Development Director Dagmara Gerasimuk (Lead National)

**LEAD INTERNATIONAL** Niklas Carlsson

**SUPPORT** Olle Dahlin, Riikka Rakic

### STAKEHOLDERS

- ✓ National Federations
- ✓ Athletes

## GOALS 2022

- Establish a system for monitoring potential opportunities for IBU leaders and Biathlon Family members to be included in international cross-sporting organisations and committees.

Supported by JTA - a company that offers international relations and communications in sport assistance - IBU started to create a system of monitoring and identifying international opportunities.

- Develop a framework of systematised support for individuals from the Biathlon Family to gain election/nomination to positions within national and international sporting bodies and political regulatory bodies.

With a focus on gender equality, IBU approved amendments in its constitution to support diversity and female representation. In addition, IBU launched several initiatives to support the development of women in the Biathlon Family for decision-making positions. Launching a mentoring programme, IBU created a unique opportunity to build a network for future leaders.

- Conduct a full analysis into potential hosting opportunities of cross-sport events, including specialised Seminars and Workshops.

The IBU's management team conducted a general analysis of cross/sports events, mainly regarding gender equality and sustainability. As a result, the first joint project took place in collaboration with AIOWF and IBSF.

## GOALS 2026

- Review the system for identifying opportunities for greater involvement, adjusting where appropriate.

- Host at least one annual cross-sport Seminar or Workshop, offering knowledge sharing opportunities to other International Federations.

Several initiatives are planned as part of the AIOWF and ASOIF collaboration. Our approach is inclusive and collaborative, involving specially devised workshops for the most common sports topics.

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Prepared a proposal for international involvement to EB 153
- Reviewed NF Online survey results with respect to current NF representation in decision-making of national sport organisations
- Included NFs representatives in several IBU working groups

### OCTOBER 2020 ▶ FEBRUARY 2021

- Included IBU representatives in three IOC commissions for 2021
- Began implementing a framework for identifying international opportunities for the Biathlon family with JTA

### MARCH 2021 ▶ JUNE 2021

- Implementing a process for identifying international opportunities for the Biathlon family with JTA

### JULY 2021 ▶ NOVEMBER 2021

- Focused on a process for identifying leadership opportunities for and supporting development of women in the Biathlon family
- Identified specific seminar/conference hosting opportunities such as gender equality and sustainability

### DECEMBER 2021 ▶ JUNE 2022

- Delivered a mentoring programme to support development of women in the Biathlon family
- Co-hosted a Gender Equity Forum with IBSF in May 2022
- Taking actively part in international cross/sports events and network building

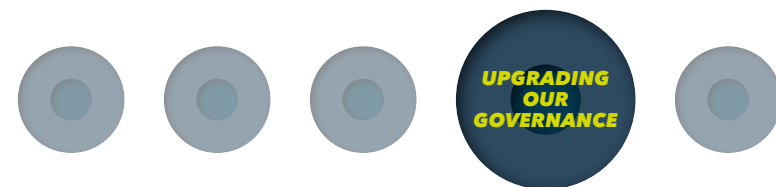
### JUNE 2022 ▶ SEPTEMBER 2022

- In the process of launching a webinar series of best practices sharing and network building among NFs 'Grow as WE do', Q4 2022
- In the process of developing further educational webinars for international engagement and leadership for biathlon by Q4 2022

### STATUS

- ✓ COMPLETE
- ⚙️ ONGOING
- ⏸️ NOT YET STARTED





## OBJECTIVE 4.3

## INCREASE ENGAGEMENT OF ALL STAKEHOLDERS IN IBU DECISION-MAKING

### PROJECT MISSION

Understand stakeholder expectations and include their views in all governance and management processes.

### PROJECT TEAM

**EXECUTIVE BOARD LEAD** Franz Steinle

**PROJECT OWNER** Secretary General Niklas Carlsson

**SUPPORT** Riikka Rakic

### STAKEHOLDERS

- ✓ National Federations
- ✓ Athletes
- ✓ Organising Committees
- ✓ Sponsors & Partners
- ✓ Fans

## GOALS 2022

- ✓ Establish an action plan for increasing transparency with all stakeholders regarding IBU leadership decisions and decision-making processes.

Based on the recommendations of an EB working group, the EB approved a governance action plan at EB 151 in February 2020 with the goal of ensuring that the IBU fully implements its state-of-the-art constitution in all its operations with a focus on transparency and accountability of its decision making processes and entities and its governance when it comes to social responsibility, including safeguarding, harassment, discrimination, competition manipulation and athlete dual career.

- ⚙ Establish a system that creates additional opportunities for stakeholder input in IBU decision-making processes.

Following a review of the IBU's governance structures, the EB 159 set up a working group to assess options for enhancing member NF participation in IBU decision-making processes. The working group has made several suggestions, to be reviewed by NF representatives and considered by the new EB to be elected at the Congress 2022. OC and coaches working groups have been established.

- ✓ Identify and conduct a series of joint projects for IBU leadership to work alongside stakeholder groups to tackle specific issues.

Several working and reference groups were established to ensure the inclusion of key stakeholder groups. The IBU also conducted several series of virtual regional NF sessions to gather feedback on the development of such key projects as the IBU Academy, the development programme, the financial support system and sustainability. A thorough consultation process also led to the development and adoption of the IBU's strategic framework 2030 including a vision, mission and strategic objectives.

## GOALS 2026

- ⏸ Implement the action plan for increased transparency across all stakeholders, amending the plan if applicable.
- ⚙ Conduct regular feedback sessions with all stakeholders on the direction of the sport and future ambitions

Through series of online conferences and surveys all stakeholders are regularly queried on their feedback on the direction of the sport and its future.

- ⏸ Review the success of joint IBU-stakeholder projects, adjusting the strategy where necessary

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Conducted baseline research related to stakeholder involvement with NFs and presented at Virtual Regional Meetings
- Ensured broad involvement of national experts in various Target 26 projects and working groups, including athletes
- Approved the governance action plan

### OCTOBER 2020 ▶ FEBRUARY 2021

- Included stakeholders in everyday decision-making e.g., in implementation of COVID-19 procedures (Event Task Force & AC involvement)
- NFs, OCs regularly included in Target 26 project implementation

### MARCH 2021 ▶ JUNE 2021

- Hosted a series of regional meetings with NFs, AC and TC on IBU Vision, Mission and Objectives
- Prepared a tracking of key Good Governance indicators based on AIOWF governance survey

### JULY 2021 ▶ NOVEMBER 2021

- Finalised IBU Vision, Mission and Objectives with unanimous approval by the Presidents' Meeting in September 2021
- Continue to implement the Good Governance action plan approved by EB (ongoing)

### DECEMBER 2021 ▶ JUNE 2022

- Completed initial self-assessment of status of NF good governance
- Reviewed approach to additional committees and options to increase involvement of stakeholders in IBU decision-making (EB working group)
- Repeated IBU online NF survey in Q2 2022

### JUNE 2022 ▶ SEPTEMBER 2022

- Stage a governance workshop at Congress 2022 to introduce toolkit

### STATUS

- ✓ COMPLETE
- ⚙ ONGOING
- ⏸ NOT YET STARTED





**6 FEMALE TDs SUCCESSFULLY PASSED THE EXAM** and joined **54** TDs group members - we increased the female representation from **5%** to **17%**



**18** female and **22** male coaches in the pilot **IBU COACHING EDUCATIONAL COURSES**

**EIGHT-MONTH MONTHS MENTORSHIP PROGRAMME** - **17** participants from **17** NFs benefit from personal and professional development through their one-on-one mentoring journey complemented by inspirational talks, panel discussions in small groups, skills-enhancement workshops and networking events like 4 days workshops in Salzburg



## WOMEN LEAD SPORTS

September 2021 **12** strong influential women from **12** NFs strengthened their communication and negotiation skills and enhanced their position for future personal development

## UNCONSCIOUS BIAS TRAINING

April 2021 **10** hours, **50** female and male participants from **35** NFs

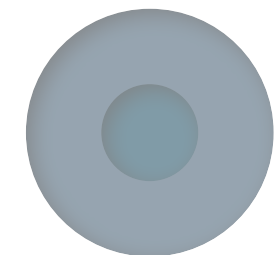


## IBSF-IBU GENDER EQUITY FORUM

May 2022 **"MIND THE GAP! HOW TO ACCELERATE GENDER EQUITY!"**  
**90** participants from **36** member federations

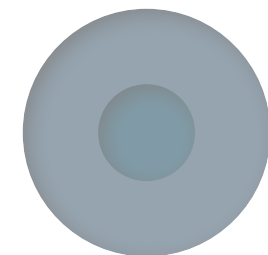






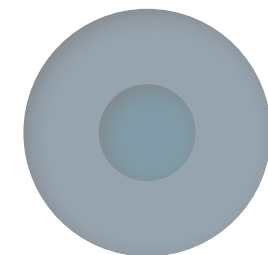
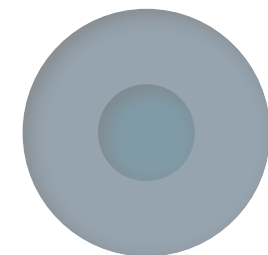
**OBJECTIVE 5.1**

DEVELOP 'STREET BIATHLON' AS  
A UNIQUE BIATHLON DISCIPLINE



**OBJECTIVE 5.2**

DEVELOP CAPABILITIES TO PLACE  
THE IBU AT THE HEART OF DEVELOP-  
MENTS IN THE DIGITAL WORLD

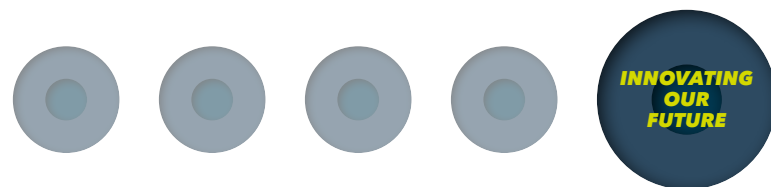


**OBJECTIVE 5.3**

ESTABLISH BIATHLON  
AS A LEADER IN PROMOTING  
SUSTAINABILITY IN SPORT







## OBJECTIVE 5.1

## DEVELOP 'STREET BIATHLON' AS A UNIQUE BIATHLON DISCIPLINE

### PROJECT MISSION

Develop an off-the-snow, accessible, urban variation of biathlon to attract new markets and new demographics.

### PROJECT TEAM

**EXECUTIVE BOARD LEADS** Jiri Hamza, Max Cobb

**WORKING GROUP PROJECT OWNER** Sport & Event Director Daniel Böhm (formerly Felix Bitterling)

**SUPPORT** Niklas Carlsson, Christophe Vassallo, Borut Nunar, Kristjan Oja

### STAKEHOLDERS

- ✓ National Federations
- ✓ Organising Committees
- ✓ Athletes
- ✓ Sponsors & Partners
- ✓ Fans

## GOALS 2022



Conduct a feasibility study for street biathlon and develop a strategy focused on attracting a distinct, youthful audience, and detailing potential venues as well as rules and regulations.

Surveys conducted with IBU's National Federations showed a diverse picture of expectations and interest in street biathlon events with a tendency not to focus only on street events but to strengthen summer biathlon in general. The direction and a concrete roadmap need to be refined through dialogue with all involved stakeholder groups. A survey of interest between fans will be conducted and based on the outcome, the rules and regulations need to be defined to guarantee safe and fair competitions while not limiting opportunities for development.



Conduct a review into existing procedures regarding shooting and event safety, establishing a forum for new, innovative ideas to be included in 'street biathlon'.

The feedback of NFs and fans shows a clear tendency for shooting with small-bore rifles in junior and senior competitions while laser rifles can open opportunities to attract kids and the youth to biathlon at related side events.



Establish and implement international street biathlon events, taking place in populous, urban environments.

A cooperation with two existing events in Norway and France was implemented in 2022 and shall be further developed in the upcoming years to create an interesting and compact series of events with the SBWCH as the IBU flagship summer event concluding the series.

## GOALS 2026



Conduct an analysis into the development of 'street biathlon', reviewing and renewing the strategy, if applicable.



Establish a system for innovative ideas included in 'street biathlon' to be included in winter biathlon, if applicable.

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Held internal project meeting and agreed direction on next steps with IBU staff, working group and EB representatives
- Gathered feedback on development needs during NF virtual regional meetings
- Developed survey questionnaire to gather more specific NF feedback on street biathlon

### OCTOBER 2020 ▶ JUNE 2021

- Conducted a NF street biathlon survey

### JULY 2021 ▶ NOVEMBER 2021

- Prepared a summer biathlon concept in the Working Group and presented short-term proposal at EB 158 & Presidents' Meeting '21
- Consultation with main SB organisers (Blink/Wiesbaden/MFNF)
- Cooperation with Blink/MFNF in progress, Wiesbaden not held in '22
- Specifics for Gala Mass Start at SB WCH 2022 in Ruhpolding defined at TC 59 (October 2021)

### DECEMBER 2021 ▶ JUNE 2022

- Defined cooperation details with Blink/MFNF for 2022, incl. sport and technical programme (qualification, comp. formats etc.)

### JUNE 2022 ▶ SEPTEMBER 2022

- Align on a common format for the summer series in 2023 ff.
- Work with NF GER for integration of a third event in GER in SB series
- Define an approach to strengthen SB WCH incl. allocation of the event for 2024 and 2025

### STATUS



COMPLETE

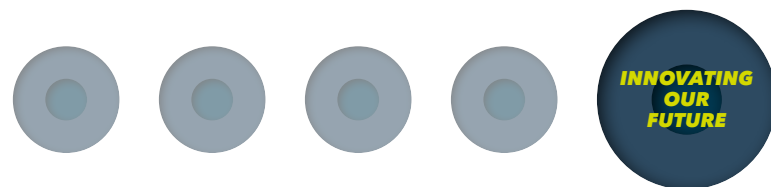


ONGOING



NOT YET STARTED





## OBJECTIVE 5.2

### DEVELOP CAPABILITIES TO PLACE THE IBU AT THE HEART OF DEVELOPMENTS IN THE DIGITAL WORLD

#### PROJECT MISSION

Understand value of technology platforms to prepare IBU for the future and develop a strategy for biathlon to benefit from these platforms.

#### PROJECT TEAM

**EXECUTIVE BOARD LEAD** Max Cobb

**WORKING GROUP PROJECT OWNER** Sport & Event Director Daniel Böhm (formerly Felix Bitterling)

**SUPPORT** Niklas Carlsson, Christian Winkler (CD), Riikka Rakic, Borut Nunar, Christian Winkler (Siwidata) & external experts as needed

#### STAKEHOLDERS

- ✓ National Federations
- ✓ Organising Committees
- ✓ Athletes
- ✓ Sponsors & Partners

## GOALS 2022



Support and share a full analysis on the potential of new technology platforms to enhance the performance of athletes and coaches.

New technologies are constantly reviewed and evaluated in close cooperation with Siwidata as well as athletes and coaches. Digitalisation of shooting range detection systems is under review and will be tested at the SBWCH 2022. Fully electronic targets shall be implemented at IBU events as soon as possible to offer additional data for teams and TV while supporting the process of better managing lead.



Establish a clear strategy to build institutional capacities and dedications to monitor, understand and act on technological trends that can better promote the sport of biathlon.

Close cooperation and continuous dialogue between IBU, EBU and Siwidata ensure a constant monitoring of trends which are transparently shared with athletes, coaches and OCs to evaluate the potential for biathlon. Cross-sport comparison through dialogue with other international federations, EBU and event visits at different sports will establish an ongoing knowledge exchange.

## GOALS 2026



Implement the strategy for building institutional capacities, including the recruitment of key personnel, if applicable.

An annual forum of various disciplines is planned to be started from 2023 under the coordination of EBU.

## KEY ACHIEVEMENTS

### JULY 2021 ▶ NOVEMBER 2021

- Evaluated digital improvements with potentially positive effect on the future presentation of biathlon:
  - shot coordinates (coop either Megalink or Biathlon Target Sensor Technology (TST)/ Biathlon Target Analyser (BTA) (in review)
  - reliable "shooting time" and "time to shot 1" (Coop project with Swiss Timing)
  - reliable lane assignment on the shooting range (Coop project with Swiss Timing)

### DECEMBER 2021 ▶ JUNE 2022

- Identified and contacted solution providers

### JUNE 2022 ▶ SEPTEMBER 2022

- Conduct field test(s) at lower-level events, collect feedback from stakeholders (OCs, Coaches, Timing, TV, etc.) season 2022/23, followed by live TV event test (depending on test results):
- Shooting time and lane assignment test with Swiss Timing at SB WCH 2022, followed by IBU Cup (followed by WC)
- Implement fully electronic targets

#### STATUS



COMPLETE

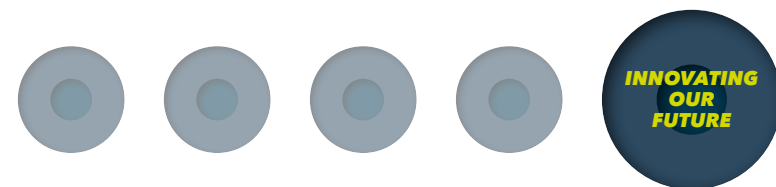


ONGOING



NOT YET STARTED





## OBJECTIVE 5.3

## ESTABLISH BIATHLON AS A LEADER IN PROMOTING SUSTAINABILITY IN SPORT

### PROJECT MISSION

Ensure biathlon becomes an increasingly sustainable and environmentally-friendly sport and a thought leader among International Federations.

### PROJECT TEAM

**EXECUTIVE BOARD LEAD** Jim Carrabre

**WORKING GROUP LEAD** Riikka Rakic

**SUPPORT** Niklas Carlsson, Dagmara Gerasimuk

**EXPERT REFERENCE GROUP** Yannick Aujouannet (FRA), Denis Bochatay (SUI), Franck Choquard (SUI), Laura Dahlmeier (GER), Erik Melin Söderström (SWE), Daniel Osterauer (AUT), Marisa Schlenker (USA), Brita Staal (NOR), Diego Züger (SUI)

### STAKEHOLDERS

- ✓ National Federations
- ✓ Athletes
- ✓ Organising Committees
- ✓ Sponsors & Partners
- ✓ Fans

## GOALS 2022

- ✓ Conduct a full review of areas to be improved from a sustainability viewpoint, including transport, ventilation in wax rooms, disposal of waste and energy solutions.

Assisted with the industry leading sustainability experts who joined its external reference group, the IBU's management team conducted a comprehensive analysis of sustainability issues in biathlon. These issues were presented and validated by the IBU National Federations through an online survey and a series of virtual workshops. The material issues were then grouped into five focus areas that became the foundation of the IBU's Sustainability Strategy 2020-2030, including strategic aims for 2030, specific targets and timing priorities.

- ✓ Establish sustainability initiatives targeted to decrease the footprint of IBU events.

Using a specially designed measurement tool developed in close cooperation with the IBU's organising committees since 2020, the IBU events must measure their carbon footprint beginning with the 2021/2022 season. Initial measurements have showed that transition to renewable energy across all functions must be the first priority to reduce emissions. The first initiatives are focused on reducing and replacing the use of fossil fuels in snow management, heating, lighting, and powering the event.

- ✓ Establish a mechanism for identifying opportunities to promote sustainability within biathlon and international sport.

Through its membership in the Sports for Climate Action Framework (since June 2020) and in the global Race to Zero campaign (since November 2021), the IBU has become a well-established member of the the Olympic movement's key forums where solutions are discussed for sustainability issues and climate activism.

## GOALS 2026

- ⚙ Implement and review a series of sustainability initiatives, adjusting such initiatives where sustainable.

Several sustainability initiatives are being developed as part of the ongoing implementation of the Sustainability Strategy 2020-2030.

- ⚙ Actively share the learnings of sustainability initiatives across International Sports Federations.

The IBU participates in various industry working groups set up for the international federations by the International and European Olympic Committees and is regularly invited to present at seminars, webinars and workshops.

## KEY ACHIEVEMENTS

### FEBRUARY 2020 ▶ SEPTEMBER 2020

- Joined the UN Sports for Climate Action Framework in June 2020
- Reviewed draft strategy & policy with Expert Reference Group
- Collected feedback from NFs on draft sustainability strategy via online survey and a series of virtual regional meetings
- Received approval for sustainability strategy & policy in September 2020

### OCTOBER 2020 ▶ FEBRUARY 2021

- Received the IOC / Dow Carbon Award for 2020
- Developed a carbon footprint measurement tool for event organisers
- Began development of a snow management knowledge transfer project for OCs/NFs

### MARCH 2021 ▶ JUNE 2021

- Delivered the inaugural Biathlon Climate Challenge May 2021
- Kicked off the IBU Snow Network; collected baseline information from OCs via an online survey
- Launched the IBU Athlete Ambassador programme in June 2021

### JULY 2021 ▶ NOVEMBER 2021

- Staged first IBU Snow Network workshop
- Included carbon footprint calculation in EHDs
- Launched OC Sustainability Award
- Outreach with several supplying partners and NFs
- Joined Race to Zero campaign at COP 26 in November 2021

### DECEMBER 2021 ▶ JUNE 2022

- Issued first IBU sustainability report and Sports for Climate Action 2021 report
- Received IOC / Dow Carbon Award 2021
- Included sustainability annex and code of conduct in supplying partner agreements
- Joined industry alliance on circular carbon

### JUNE 2022 ▶ SEPTEMBER 2022

- Presented first OC Sustainability Award
- In the Process of establishing high level industry cooperation with all key equipment manufacturers
- Delivered Biathlon Climate Challenge 2.0

### STATUS

- ✓ COMPLETE
- ⚙ ONGOING
- ⏸ NOT YET STARTED





## TWO BIATHLON CLIMATE CHALLENGES

Two editions of the Biathlon Climate Challenge, May 2021 & August 2022

- Over **14,000 FANS** engaged to protect the planet
- Some **1,300,000 KM OF EXERCISE** converted into trees
- **150,000 TREES** planted in Madagascar and Uganda



[Link to the Video "Carbon Fibre Circular Alliance"](#)

## CARBON FIBRE CIRCULAR ALLIANCE

- Alliance founded on Earth Day 2022
- IBU is a contributing member together with World Sailing Trust, World Sailing, and Wilson Sporting Goods. Alliance also includes ITF and UCI, and equipment manufacturers Starboard, SCOTT Sports and IBU Partner OneWay
- Sport is the 3rd largest industrial user of carbon fibre; the alliance is working to reclaim and reuse carbon fibre in sports equipment and resolve the challenge of high-level gear ending in a landfill



## IBU SNOW NETWORK

- Forum for sharing experiences and enhancing know-how of **SUSTAINABLE SNOW MANAGEMENT**
- Peer network of snow management experts of close to **30 IBU OCs**
- Annual **WEBINAR, SEMINAR**, and **DATA COLLECTION SURVEY** in 2021 & 2022





## TARGET26 - WHAT'S NEXT

The Target 26 strategic plan set out numerous clear goals for the first Olympic cycle of implementation that concluded with the Olympic Winter Games 2022 in Beijing.

The IBU Congress 2022 in Salzburg in September 2022 served as an important milestone exactly three years after the Extraordinary Congress 2019 where the plan was adopted. It also presented an opportunity to take stock of the work done and the goals that had been achieved as well as those that remain work in progress.

Following the Congress 2022, the work towards 2026 will continue. Several key Target 26 initiatives will be ongoing projects that will continue with no real end date. Development of the IBU Academy,

evolving Summer Biathlon and increasing Gender Equality are just a few examples. Other Target 26 projects, such as the new National Federation Financial Support System, have now moved to implementation and will be measured and monitored on an ongoing basis.

This halfway mark of Target 26 also provides an opportunity to assess which of the five targets need further input and potentially new goals for the upcoming Olympic Cycle until 2026. Some of the current initiatives may also require gentle refinement in view of our new realities. The time for re-focusing is now and this will require the involvement of all key stakeholders, in particular the National Federations. For the ultimate success of this strategic plan will be determined on the

national level, with the athletes, coaches, technical officials, organising committees, national federation staff and volunteers. The national engagement and activities are also what will determine our success in meeting the IBU's 2030 strategic objectives that were unanimously accepted at the Presidents' Meeting in Munich in September 2021.

The upcoming few months will see the staging of a series of regionally based consultations to encourage dialogue and to enable an in-depth understanding of the national requirements for the future. The aim is to synthesise the input from the regional meetings into a re-focused Target 26 plan for 2022-2026 and confirm this at the Presidents' Meeting that is set to take place on the occasion of the IBU's 30th anniversary in early July 2023.





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