



INTERNATIONAL
BIATHLON
UNION



TARGET26

OUR STRATEGY FOR **FOCUSING**,
HITTING AND **MOVING** - TOGETHER



SETTING THE DIRECTION FOR OUR EXCITING FUTURE

Dear IBU Members,

Biathlon faces an exciting future. Over recent years, the sport of biathlon has developed significantly, becoming one of the most exciting and popular winter sports. We have developed new competition formats, produced cutting-edge, well-rounded events, and continued to reform our organisation to ensure the sport has a stronger platform than ever.

And yet, much more is possible for our great sport. Over the past year, we have undertaken a thorough and detailed analysis of the areas in which our sport can improve. We have involved all of our stakeholders in this process, including our Member Federations, staff, commercial partners, media, fans, organising committees, coaches and of course our athletes, the heart of our sport.

Now, the result of all our analyses, discussions and considerations is here - our new Strategic Plan: Target 26. Target 26 sets out to unite the sport behind a common direction. It outlines the key areas where we can, and must, improve - providing an anticipated timeline for how such areas can be improved over the next two Olympic Cycles, culminating in the Olympic Games of 2026.

But in order to make substantial success by 2026, we must act now. Biathlon enjoys an extremely strong core of support within certain regions, and this should not be taken for granted. That said, more can be done to make our sport more attractive to the youth, the future of our sport, and to a more international base. Protecting our core while growing to a more international, younger demographic - these are the key guiding principles behind Target 26.

As we look to implement this strategy, we must also continue to work together. The 'Biathlon Family' is more than words - it is about the incredible commitment of our athletes, the passion of our fans, and the sincere engagement of all of our stakeholders.

Only with this family working together can we truly progress our great sport. With Target 26, we have the ideal platform to focus, hit our targets and move forward together. Let's get to work!



Salzburg, October 2019

OLLE DAHLIN
IBU President



WHY TARGET 26?

BUILDING UPON OUR FOUNDATION:

The IBU has made great strides since its founding in 1993 and has achieved impressive successes in a variety of areas. Such successes have created a great foundation for the sport to build upon, and this foundation must now be utilised.

Now, with more than 25 years of history, the IBU has the ideal opportunity to create a breakthrough in performance in some selected areas, led by this strategic plan. Progress made in other areas will of course continue in our daily business, but the areas included in Target 26 demand extra focus and a special push to ensure that biathlon continues to grow and develop.

ALIGNING WITH OUR BIATHLON FAMILY:

Through a comprehensive outreach programmes and analysis – the most comprehensive in the IBU’s history – five key targets have been identified which must be hit if biathlon is to ensure an even brighter future. These targets have all originated from speaking to our stakeholders and understanding their key challenges and perspectives on the future opportunities for our sport.

By keeping these targets in mind – for all meetings that we conduct, for all events we deliver, for all agreements we make – we can ensure that we make the most of the opportunities that are presented to our sport, encouraging lasting success for all members of our proud Biathlon Family.

PROVIDING A FRAMEWORK FOR FUTURE SUCCESS:

Ongoing changes in society and technology mean that our sport must continue to adapt to stay relevant in the modern world. Importantly, Target 26 offers the ideal timescale for these opportunities to be translated into true, long-lasting benefits for biathlon.

Throughout each of the key areas we have, objectives and actions have been identified that will be realised by 2022, an important milestone on the road to 2026, or by 2026 itself. Such actions typically aim to provide an overarching direction, rather than bind actions by pre-determined results. This approach enables a number of detailed reviews to commence, ensuring that progress is carefully considered and continues to involve all stakeholders.

FIVE TARGETS FOR 2026

Target 26 focuses on five distinct targets. Only by hitting each of these five targets can the IBU ensure that the sport progresses in a sustainable, dynamic way, enabling the next generations of athletes to be provided with the best possible platform to perform:

EMPOWERING OUR FEDERATIONS

When our Member Federations develop, so does biathlon.

Whether it be providing resources for young athletes and coaches, or attracting new people to biathlon, our Member Federations play a crucial role in the development of our sport across the world and must be provided with the tools they need.

ENHANCING OUR EVENTS

Events are a cornerstone of biathlon, offering incredible exposure to the sport and unparalleled drama.

With relatively few occasions to showcase the best of the sport, our events must provide the optimal experience for all involved.

EXTENDING OUR REACH

Biathlon is a sport that can be practiced across the globe, even in snow-free countries.

As the IBU, we have a responsibility to develop the sport internationally and ensure that the sport does not become over-dependent on its core markets for revenues.

UPGRADING OUR GOVERNANCE

As a relatively young federation of a sport with a long tradition, the IBU has made great strides in a short time.

As we look to the future, the IBU has the opportunity to become one of the most modern, progressive and well-governed International Sport Federations, serving as a model for best practice and providing the framework for future success.

INNOVATING OUR FUTURE

Sport is developing fast. New technologies and changes in society present both challenges and opportunities for International Federations to adapt to and prosper from.

Biathlon has a history of constant innovation and progress, and this must be continued to ensure our future development and sustainable future.

TARGET 26



**EMPOWERING
OUR
FEDERATIONS**

OBJECTIVE 1

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

Having access to elite resources relating to on and off field performance, the IBU are well-placed to provide a powerful system of centralised support focused on the development of our members. The Biathlon Academy will provide tailor-made support to current and retired athletes to ensure that they can perform at their best and transition to life after their sporting careers, to coaches to encourage their professionalisation, and to leaders of Member Federations to give them the necessary tools to make the best decisions for the development of their organisation and the sport.

**EMPOWERING
OUR
FEDERATIONS**

2019 2020 2021 2022 2023 2024 2025 2026

- ▶ Clarify the structure, mission, values and objectives of the Biathlon Academy, with a distinct IBU department set up to oversee its development.
- ▶ Develop Biathlon Academy programmes and initiatives; including the level and type of support.
- ▶ Establish a certification programme for coaches (and potentially other positions serving in the federation) to support Member Federations in their daily work and development process.

- ▶ Assess the performance of the Biathlon Academy programmes on a constant basis to keep it on the highest level.
- ▶ Expand the offering of the Biathlon Academy programmes in order to address the needs of the main recipients of the Biathlon Academy services.

OBJECTIVE 2

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

Every country is different, each with its own unique set of circumstances and biathlon needs. Through its financial support, the IBU must ensure that all Member Federations feel well-supported to grow the sport in their country, rewarding proactivity and a commitment to impact.



2019 2020 2021 2022 2023 2024 2025 2026

- ▶ Conduct a full review on the current IBU financial support system, with an outline of areas to improve.
 - ▶ 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.
 - ▶ Explore and communicate additional funding opportunities for Member Federations from third party sources.
- ▶ 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.

OBJECTIVE 3

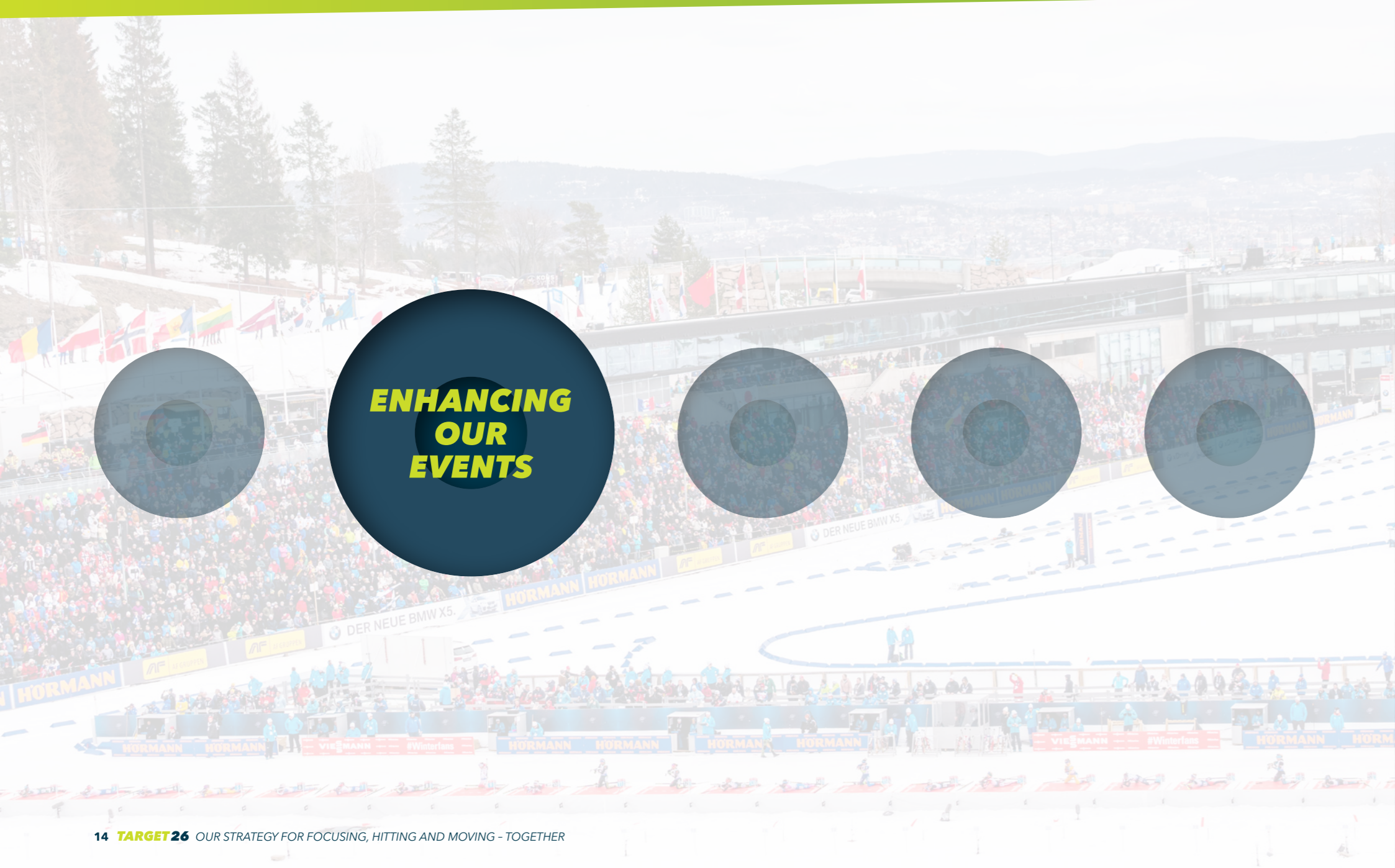
ENHANCE YOUTH PARTICIPATION AND ACCESSIBLE PATHWAYS FOR YOUNG ATHLETES

The youth are our future. With so much competition for the attention and interest of the youth, we must collectively raise our efforts to work alongside Member Federations and support them to attract young people from around the world to biathlon and keep them in the sport.



2019 2020 2021 2022 2023 2024 2025 2026

- ▶ Conduct a full analysis into the existing competition formats offered to young athletes, making sure the sport as accessible as possible.
 - ▶ Enhance efforts to promote the sport to young people across the world, included expanded use of digital and social media platforms.
 - ▶ Establish, in collaboration with the Member Federations, a clear database of youth participation, producing an analysis on youth participation in biathlon.
- ▶ Realign competition and race formats, if needed, for young biathlon athletes.
 - ▶ Provide yearly reports to Member Federations on the status of youth participation in biathlon, providing a knowledge-sharing platform for Members to learn from one another.



ENHANCING
OUR
EVENTS

OBJECTIVE 1

INCREASE THE CONSISTENCY OF
IBU EVENT STANDARDS

In such a competitive environment, IBU events must be of a consistently high quality, and continually improving. All organisational aspects to be considered prior to the event must be dealt with in an efficient manner, with the IBU offering hands-on support and facilitating knowledge-sharing.



2019 2020 2021 2022 2023 2024 2025 2026

- ▶ Conduct an initial review into the need for greater IBU involvement in offering Organising Committees additional on-the-ground support and resources.
- ▶ Increase knowledge-exchange programme between Organising Committees, including all functions of the Committees.
- ▶ Further develop a clear 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.

- ▶ 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.

OBJECTIVE 2

IMPROVE FAN EXPERIENCE AT IBU EVENTS

Biathlon benefits from an extremely loyal, committed fanbase. While the strong traditions of biathlon should not be threatened, additional efforts to improve the atmosphere at events must be made to ensure that the strong fanbase of today can become even stronger in the future.



2019 2020 2021 2022 2023 2024 2025 2026

- ▶ Conduct a full analysis of the current fan experience at IBU events, with close liaisons and joint projects alongside IBU fan groups.
 - ▶ 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.
 - ▶ Design and implement a support system for fans, designed to facilitate issues such as accommodation, ticketing and transport.
- ▶ 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

OBJECTIVE 3

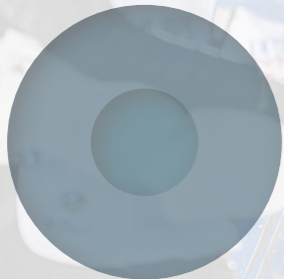
ENHANCE THE EXPERIENCE OF ATHLETES AND THEIR SUPPORT TEAMS AT IBU EVENTS

Athletes are at the heart of biathlon. IBU events must be clearly designed to in a way that optimises the experience of all athletes, ensuring that they and their team members can perform to their best level at competitions.



2019 2020 2021 2022 2023 2024 2025 2026

- ▶ Continue to integrate the Athletes' Committee into the IBU events calendar planning with a full review.
 - ▶ Work alongside OCs to identify and enact necessary actions designed to raise standards of athlete experience at events, including transport, accommodation and on-site facilities.
 - ▶ Implement a strict enforcement of the smoking ban at the venue, with designated smoking areas.
- ▶ 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.



OBJECTIVE 1

ESTABLISH A FULLY INTEGRATED IBU DIGITAL ECOSYSTEM

With the world becoming increasingly digital, the IBU has a tremendous opportunity to fully connect the sport with new, international, relatively untapped markets and audiences. The IBU has made important steps in this regard, and with ongoing changes in the digital landscape, must make sure it continues to remain ahead of the curve.

2019 2020 2021 2022 2023 2024 2025 2026

- ▶ Establish an innovative digital and social media strategy, identifying key platforms, messaging and priority markets.
- ▶ 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.
- ▶ Develop a centrally-owned IBU mobile app, providing insightful updates on the sport, including latest news from the IBU.

- ▶ Implement the digital and social media strategy, with annual reports presenting clear, measurable results.
- ▶ Conduct market research on the renewed IBU website and IBU app, making adjustments to the platforms where necessary.

OBJECTIVE 2

INCREASE OPPORTUNITIES TO SHOWCASE ELITE BIATHLON INTERNATIONALLY

The beauty of biathlon is in the competitions themselves. As much as IBU platforms can share insight and encourage interest, nothing can truly attract new fans like our events. As such, our events must be as visible as possible, featuring athletes from across the world.



2019 2020 2021 2022 2023 2024 2025 2026

- Establish a strategy for biathlon coverage to be expanded in traditional and new markets, both on television and online streaming platforms.
 - Host regular international IBU events outside of the traditional central European venues.
 - Establish a strategy for the implementation of regional IBU events, focused on developing biathlon.
- Implement the strategy for increased televised biathlon coverage.
 - Conduct a review into the IBU events held away from the traditional central European venues, to ensure sustainable progress is being made.
 - Conduct a new review into the qualification criteria systems for all IBU events, including the Olympic Games.

OBJECTIVE 3

ENHANCE INTERNATIONALLY-VIABLE PROMOTION EFFORTS

In order for biathlon to truly resonate with an international audience, additional promotional techniques must be applied that can be as applicable to a global market as the core markets. Such promotional efforts should be clearly designed to enhance the awareness and perception of biathlon.



2019 2020 2021 2022 2023 2024 2025 2026

- Develop the framework for international sponsorship agreements which promote the sport internationally, alongside the IBU marketing partner.
 - Conduct a full review of potential athlete activities that have touchpoints across the world.
 - Work alongside existing fan groups to help spread the growth of national biathlon fan groups across the world.
- Implement and improve long-term international sponsorship agreements, focused on those regions deemed especially important to biathlon's future.
 - Implement a series of athlete activations, in close cooperation with Member Federations, in and around IBU events, raising athlete profiles and encouraging fan interest.
 - Establish a complete network of national fan groups, with regular IBU communication and activations.



OBJECTIVE 1

STRENGTHEN IBU GOVERNING PRINCIPLES AND REGULATIONS

The IBU sets the framework for biathlon, providing the rules and regulations through which the sport operates. To ensure that biathlon's future lives up to its potential, the IBU must continue to upgrade its governing principles and policies.



2019 2020 2021 2022 2023 2024 2025 2026

- ▶ Establish a modern, progressive IBU Constitution, providing clear divisions of responsibility and the framework for future growth.
- ▶ 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 Member Federations.
- ▶ Complete the establishment of the operationally independent Biathlon Integrity Unit, to manage all integrity-related matters concerning biathlon.

- ▶ Conduct a review into the new constitution, proposing amendments to Members if applicable.
- ▶ Implement a core standard of gender equality across all IBU levels, to be defined following the review.
- ▶ Continue to develop and review the anti-doping structure and systems within the IBU, in coordination with the Biathlon Integrity Unit

OBJECTIVE 2

EXPAND THE INVOLVEMENT OF BIATHLON IN INTERNATIONAL AND NATIONAL SPORTING AFFAIRS

The international sports world is increasingly interconnected. In order for biathlon to fully learn from and contribute towards widespread national and international sports development, the IBU must be proactive in increasing its own involvement in international sport, and facilitating opportunities for individuals from the biathlon family to involve themselves in sport on a variety of sporting and political levels.



2019 2020 2021 2022 2023 2024 2025 2026

- Establish a system for monitoring potential opportunities for IBU leaders and Biathlon Family members to be included in international cross-sporting organisations and committees.
 - 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.
 - Conduct a full analysis into potential hosting opportunities of cross-sport events, including specialised Seminars and Workshops.
- 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

OBJECTIVE 3

INCREASE ENGAGEMENT OF ALL STAKEHOLDERS IN IBU DECISION-MAKING

Biathlon is fortunate to benefit from a wide range of stakeholders, all playing an important role in the development of the sport. The IBU must be seen to grow in-line with stakeholder expectations and take the views of stakeholders on board.



2019 2020 2021 2022 2023 2024 2025 2026

- Establish an action plan for increasing transparency with all stakeholders regarding IBU leadership decisions and decision-making processes.
 - Establish a system that creates additional opportunities for stakeholder input in IBU decision-making processes.
 - Identify and conduct a series of joint projects for IBU leadership to work alongside stakeholder groups to tackle specific issues.
- 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.
 - Review the success of joint IBU-stakeholder projects, adjusting the strategy where necessary.



INNOVATING
OUR
FUTURE

OBJECTIVE 1

DEVELOP ‘STREET BIATHLON’
AS A UNIQUE BIATHLON DISCIPLINE

With few countries able to rely on quality snow for long periods of time, biathlon must also provide competitive alternatives off the snow. The inauguration of street biathlon, offers an accessible, urban variation of biathlon, and an evolution from the existing summer biathlon. Its development should not affect the core of our sport: biathlon on snow. Rather, both disciplines should develop in parallel; with street biathlon helping to increase the total impact of biathlon worldwide - by testing new ideas and attracting a new demographic to the sport.



2019 2020 2021 2022 2023 2024 2025 2026

- ▶ 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.
- ▶ Conduct a review into existing procedures regarding shooting and event safety, establishing a forum for new, innovative ideas to be included in ‘street biathlon’.
- ▶ Establish and implement international street biathlon events, taking place in populous, urban environments.

- ▶ 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.

OBJECTIVE 2

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

The impact of technological developments on the world of sports has been tremendous in recent years. The growth of esports and virtual gaming platforms has in particular been prolific. For biathlon to truly engage with a diverse, young population, it must make a genuine effort to establish exactly where to be present on these platforms and develop the capabilities accordingly.



2019 2020 2021 2022 2023 2024 2025 2026

- ▶ 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.
 - ▶ Support and share a full analysis on the potential of new technology to enhance the performance of athletes and coaches.
 - ▶ Establish a clear strategy to build institutional capacities and dedications to monitor, understand and act on technological trends that can better promote the sport.
- ▶ Develop e-Biathlon and/or other gamification tools should they be considered advantageous in the prior analysis.
 - ▶ Implement the strategy for institutional capacities, including the recruitment of key personnel, if applicable.

OBJECTIVE 3

ESTABLISH BIATHLON AS A LEADER IN PROMOTING SUSTAINABILITY IN SPORT

Sustainability is an increasingly important and relevant issue in sports - and no sport is more affected by climate change than biathlon. The IBU must take a strong stance on becoming an increasingly sustainable and environmentally-friendly sport, becoming a thought leader among International Federations.



2019 2020 2021 2022 2023 2024 2025 2026

- ▶ 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.
 - ▶ Establish sustainability initiatives targeted to decrease the footprint of IBU events.
 - ▶ Establish a mechanism for identifying opportunities to promote sustainability within the biathlon and international sport.
- ▶ Implement and review a series of sustainability initiatives, adjusting such initiatives where sustainable.
 - ▶ Actively share the learnings of sustainability initiatives across International Sports Federations.



TARGET26

OUR STRATEGY FOR **FOCUSING, HITTING AND MOVING** - TOGETHER

EMPOWERING OUR FEDERATIONS

- ▶ Create the Biathlon Academy to provide practical support to Member Federations, athletes and coaches
- ▶ Establish a more effective system of financial support for all Member Federations
- ▶ Enhance youth participation and accessible pathways for young athletes

ENHANCING OUR EVENTS

- ▶ Increase the consistency of IBU event standards
- ▶ Improve fan experience at IBU events
- ▶ Enhance the experience of athletes and their support teams at IBU events

EXTENDING OUR REACH

- ▶ Establish a fully integrated IBU digital ecosystem
- ▶ Increase opportunities to showcase elite biathlon internationally
- ▶ Enhance internationally-viable promotion efforts

UPGRADING OUR GOVERNANCE

- ▶ Strengthen IBU governing principles and regulations
- ▶ Expand the involvement of biathlon in international and national sporting affairs
- ▶ Increase engagement of all stakeholders in IBU decision-making

INNOVATING OUR FUTURE

- ▶ Develop 'street biathlon' as a unique biathlon discipline
- ▶ Develop capabilities to place the IBU at the heart of developments in the digital and virtual world
- ▶ Establish biathlon as a leader in promoting sustainability in sport



HITTING OUR TARGETS

Target 26 outlines a number of specific goals and key objectives. By 2026, it is our vision that biathlon will have achieved practical, tangible improvements in all of these areas.

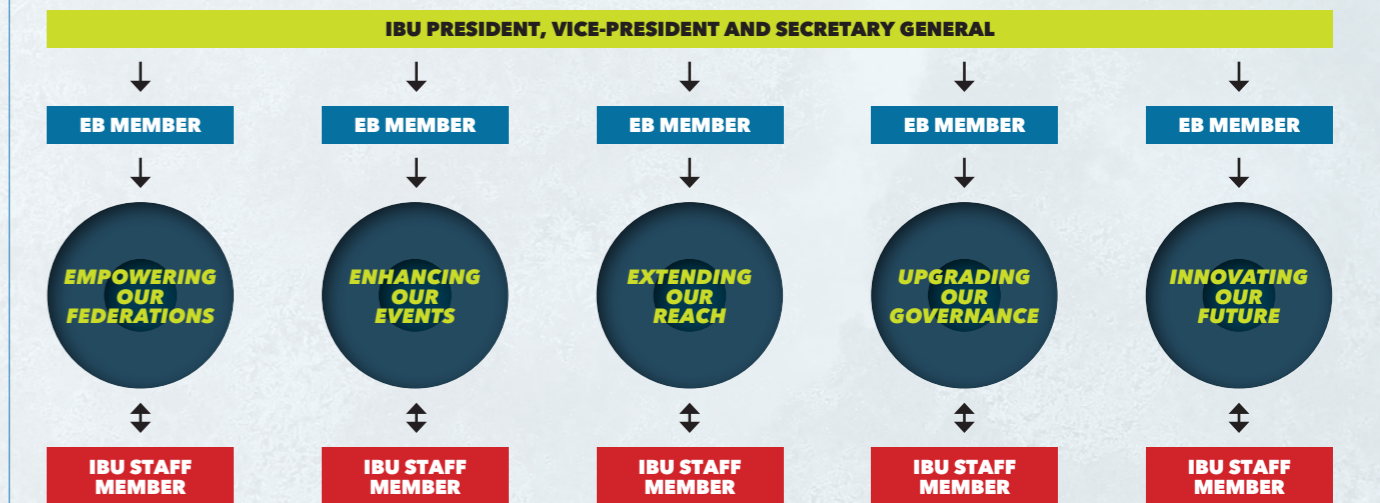
Entrenched in the Strategic Plan is the important milestone of 2022, by which time the IBU will have completed a number of actions – paving the way for established success by 2026. Indeed, Target 26 outlines five Targets, each with three objectives, which in turn have three actions to complete by 2022.

In order to tackle all 45 of these actions in an efficient and effective manner, the IBU will work according to a project-orientated approach, with each of the 45 actions - or projects - having a clearly defined timeframe and operational set-up, all aimed to compliment the existing, ongoing activities of the IBU.

LEADING THE STRATEGY The IBU Executive Board, led by the President, Vice-President and Secretary General will have overall responsibility for the implementation of Target 26, providing key oversight of all activities and ensure that progress remains on-track.

LEADING EACH PILLAR Responsibility for leading the direction of each Target will lie with an individual IBU Executive Board Member. This Board Member will set up the organisational framework for the activities and regularly report back to the IBU Executive Board to provide timely updates.

EXECUTING EACH PILLAR While the working structure of each Target will vary - depending on the actions to be completed - the IBU administration will be supporting throughout with the management and coordination of activities under each Target - each lead by a IBU staff member.



THANK YOU TO OUR BIATHLON FAMILY

Target 26 is the result of the most comprehensive and all-inclusive outreach programme the IBU has ever committed to.

All stakeholders within our sports have been repeatedly asked their opinions and suggestions for the future of biathlon. This includes:

- Athletes
- Coaches
- Member Federations
- Sponsors & Contractors
- Staff
- Media
- IBU Committee Members
- Fans
- IBU Supplying Partners
- Organising Committees
- Technical Delegates
- Broadcasters

By conducting a series of surveys, focus group meetings, one-to-one meetings and calls, and rounds of feedback, the IBU has had the opportunity of getting the unique perspectives of all of the above groups, and has never had such a complete understanding of its sport and its full potential as a result.

For the active engagement of all members of our biathlon family, we would like to say a sincere thank you. The time that has been taken to provide opinions is greatly appreciated and has been invaluable. With Target 26, biathlon has a clear direction for the future, and that is thanks to our family. **And we don't want it to stop there.**

As is specifically mentioned in the strategy, we want a process of continuing engagement with our stakeholders, up until 2026 and beyond. Indeed, it is only with this engagement that we can continue to strive. **This is our family. This is our biathlon.**

To stay updated on Target 26 please visit www.biathlonworld.com

And to keep in contact with any questions or ideas, please don't hesitate to contact target26@ibu.com



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