



**IBU**

# TARGET26

## FINAL REPORT

FOR THE 16<sup>TH</sup> IBU CONGRESS, BELGRADE  
SEPTEMBER 2024

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## DEAR IBU MEMBERS,

It has been almost five years since we, the global Biathlon Family, unanimously supported the adoption of Target 26 in October 2019.

Target 26, as we know very well, was a first-of-its-kind strategic plan for the IBU. It reflected our collective ambition to enter into a new era and to unlock our sport's huge potential. It laid out a clear framework across five key strategic targets – Empowering our Federations, Enhancing our Events, Extending our Reach, Upgrading our Governance, and Innovating our Future.

Our ambition was to have implemented the plan and its transformational projects by 2026. But two years ahead of schedule we find ourselves having delivered faster than planned. Many Target 26 initiatives have already become part of the IBU's everyday business and are now fully integrated into our operations. As you will see in this Final Report, we have much to be proud of. We would not be in this position without the collective efforts of everyone in our Biathlon Family. It is now time to look to the future; to set new targets that will push us to strive for even more and respond to the ever-changing world.

As you know, since our 30th anniversary last year we have undertaken a process to develop a new Target 2030 plan. This has been done in parallel with the execution of our 15 month action plan to ensure that we bring Target 26 to a conclusion. The action plan was born out of the Regional Workshops held at the end of 2022 and start of 2023 which engaged 49 National Federations and identified four key areas of work: How to Become a Biathlete, How to Become a Coach, How to Compete More, and How to Expand National Competence in Media and Marketing. The action plan has been successfully implemented and this Congress mark its conclusion and the conclusion of an important chapter in our history. But it will also mark the start of an important new chapter: Target 2030.

We are grateful to everyone for their contributions and tireless work over the last five years in turning Target 26 into reality. Let us celebrate these achievements but let us also harness this momentum to invigorate our efforts moving forward. We have an exciting future ahead and Target 2030 will ensure we continue to challenge ourselves and aspire for the very best for our athletes and our sport.



A handwritten signature in black ink, which appears to read 'Olle Dahlin'. The signature is fluid and cursive.

**OLLE DAHLIN**  
IBU President







# RECAPPING **TARGET26**

## THE IBU'S STRATEGY FOR FOCUSING, HITTING AND MOVING TOGETHER

These five distinct targets were defined to deliver sustainable and dynamic progress while providing the next generations of athletes with the best possible platform to perform:



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.



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.



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.



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.



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.

For each of these five targets, three objectives and various goals were identified to be realised either by 2022 or by 2026. The vision of the Target 26 Strategic Plan was to achieve practical, tangible improvements in all these areas over the two Olympic Cycles until 2026.

The overall responsibility for the implementation of Target 26 lied with the IBU Executive Board, led by the President Olle Dahlin, Vice-President Jiri Hamza and Secretary Generals Niklas Carlsson (2019-2022) and Max Cobb (2022-2024). From February 2020, Target 26 as well as setting up Target 2030 was coordinated by Riikka Rakic. The direction for each of the fifteen objectives was provided by an IBU Executive Board Member. While the working structure of each objective varied, the activities were coordinated by a named IBU staff member with the support of various Biathlon Family members and stakeholders.

# DELIVERING **TARGET26**

As a strategic framework, Target 26 provided the Biathlon Family with a common direction, rather than binding actions with pre-determined results. This approach entailed regular reviews involving all stakeholders over the last five years, while facilitating important alignments at key milestones. Such a crucial alignment was the approval of the so-called IBU House, including the long-term vision, mission, directional objectives and underlying principles, in September 2021.

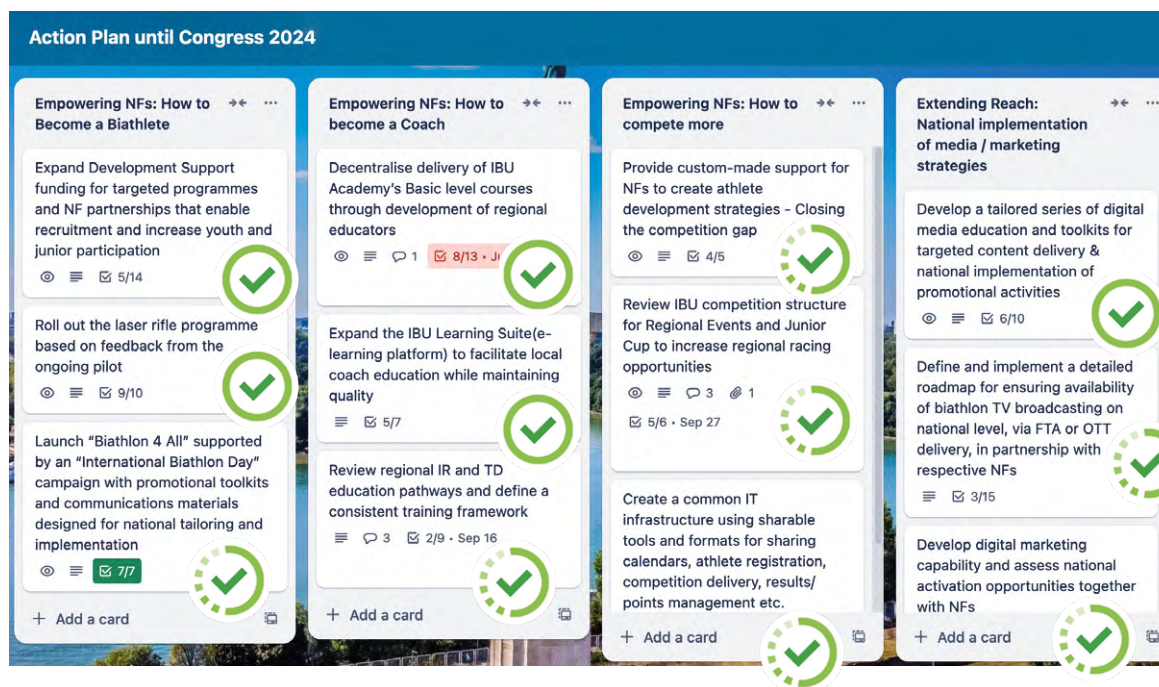




# REALISING **TARGET26**

As outlined in the following pages, the majority of the 2022 and 2026 goals have been realised ahead of time. 9 of the 15 objectives have already become part of the IBU’s core operations while the others continue to merit strategic focus and thus remain part of the new Target 2030 strategy albeit with adjusted goal-setting and some shifts in emphasis. The projects under the 15-month action plan until end of 2024 are all either complete or in progress close to completion.

- 2030 **1.1 IBU ACADEMY**
- ⚙️ **1.2 NF SUPPORT**
- 2030 **1.3 YOUTH PARTICIPATION**
- 2030 **2.1 EVENT STANDARDS**
- 2030 **2.2 FAN EXPERIENCE**
- ⚙️ **2.3 ATHLETE EXPERIENCE**
- ⚙️ **3.1 DIGITAL ECOSYSTEM**
- ⚙️ **3.2 SHOWCASE BIATHLON**
- 2030 **3.3 INTERNATIONAL PROMOTION**
- ⚙️ **4.1 GOVERNANCE PRINCIPLES**
- ⚙️ **4.2 INTERNATIONAL INVOLVEMENT**
- ⚙️ **4.3 STAKEHOLDER INVOLVEMENT**
- 2030 **5.1 STREET BIATHLON**
- ⚙️ **5.2 DIGITAL WORLD**
- ⚙️ **5.3 SUSTAINABILITY**



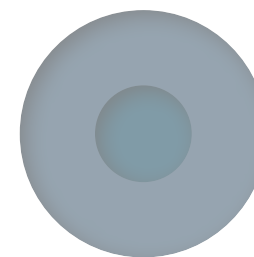
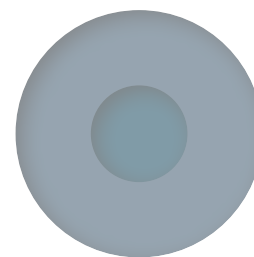
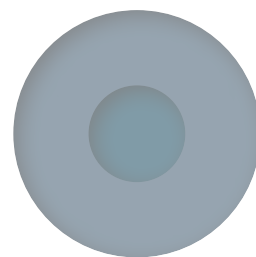
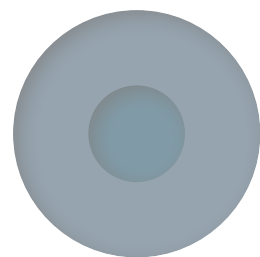
**STATUS**  
✔ COMPLETE  
⚙️ IN PROGRESS

**STATUS**  
✔ COMPLETE  
⚙️ PART OF CORE OPERATIONS  
2030 EXTENDED INTO TARGET 2030









**OBJECTIVE 1.1**

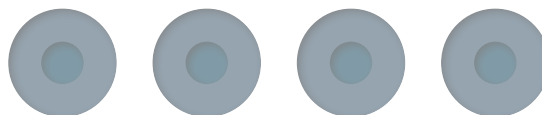
CREATE THE BIATHLON ACADEMY TO PROVIDE PRACTICAL SUPPORT FOR MEMBER FEDERATIONS, ATHLETES AND COACHES

**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



2030

## 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 (formerly), Gerold Sattlecker, Riikka Rakic and support by the IBU Academy Expert group

**IBU ACADEMY EXPERTS GROUP FROM MAY 2020** Matthias Ahrens (CAN), Bernd Eisenbichler (GER), Prof. Marko Laaksonen (FIN), Dr Harri Luchsinger (NOR) (until December 2022), Kaisa Mäkäräinen (FIN) (until December 2022), Wolfgang Pichler (GER), Vegar Rolfsrud (NOR)(until December 2022)

**IBU ACADEMY EXPERTS GROUP FROM FEBRUARY 2023** Anais Bescond (FRA), Guri Knotten (NOR), Barbara Petrahn (HUN), Knut Kuvås Brevik (NOR), Jonas Johansson (SWE)

### STAKEHOLDERS

- ✓ National Federations officials
- ✓ Athletes
- ✓ Coaches
- ✓ NF Staff

## 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 were finalised. After implementing the IBU Dual Career Policy, strategy and action plan were developed. The plans for future webinars and seminars were discussed regularly with the IBU Academy Expert Group. The second cycle of the Research Grant was started, and the first cycle was successfully finished.

### STATUS



COMPLETE



PART OF CORE OPERATIONS



EXTENDED INTO TARGET 2030





**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. Information about the educational activities in the member countries is systematically collected to support development of coaches 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. IBU Academy programmes will be recognised by the International Council for Coaching Excellence (ICCE).



**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.

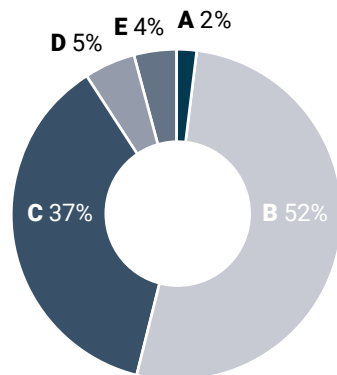
## KEY ACHIEVEMENTS 2020 - 2024

- Established IBU Academy Expert Working Group for the coaching certificate programme in May 2020
- Finalised IBU Academy Coaching Framework in June 2021
- Launched first Basic and 1st Level certificate courses in April/May 2022
- Developed and approved Dual Career policy in June 2022
- Developed Dual Career strategy and action plan in September 2022
- Finalised first cycle of the Research Grant Programme in September 2022
- Signed first partnership agreement with Mid Sweden University in March 2023
- Certified coaches of the Pilot 1st Level course in March 2023
- Academy's educational programs recognised and financially supported by Olympic Solidarity
- Signed partnerships with the Norwegian School of Sports Science in June 2023
- Launched the Education of Educators project in August 2023
- Established cooperation with successful coaches as Academy mentors
- Started first 2nd Level course in September 2023
- Launched e-learning platform "Learning Suite" for the public in October 2023
- Signed partnership with the Academy of Physical Education in Katowice in November 2023
- Released 1st edition of the Journal of Biathlon Coaching, a biannual publication that unites coaching and academic experts, in January 2024
- Certified coaches of the Pilot 2nd Level course in July 2024
- Conducted Pilot Regional Basic Course in July 2024
- Set up the Academy website for better communication of educational offers from September 2024

## GRADUATES PER DEVELOPMENT CATEGORY

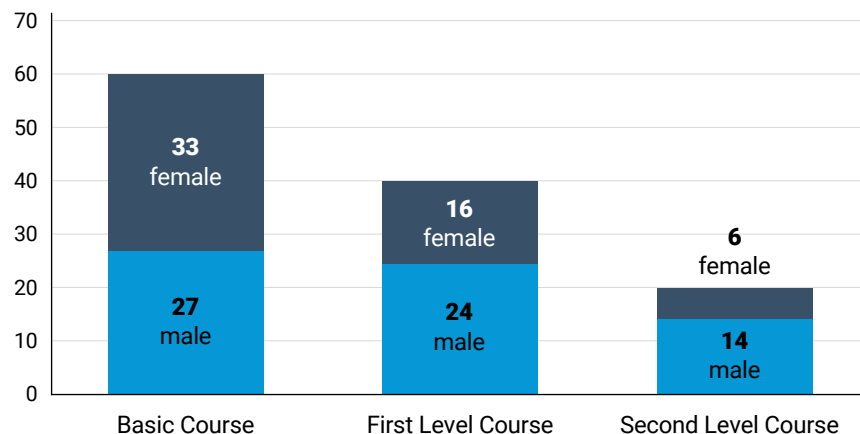
(Category according to year 2024/2025)

The IBU Academy Coach Education program aims to support National Federations from various categories, The majority of coaches who graduate from the IBU Academy come from B- and C-nations, reflecting the need to enhance the coach education in these regions.



## PARTICIPANTS PER GENDER AND PER COURSE

120 Coaches graduated from the IBU Academy Coach Education between 2022 and 2024 in Basic, First Level, and Second Level courses.



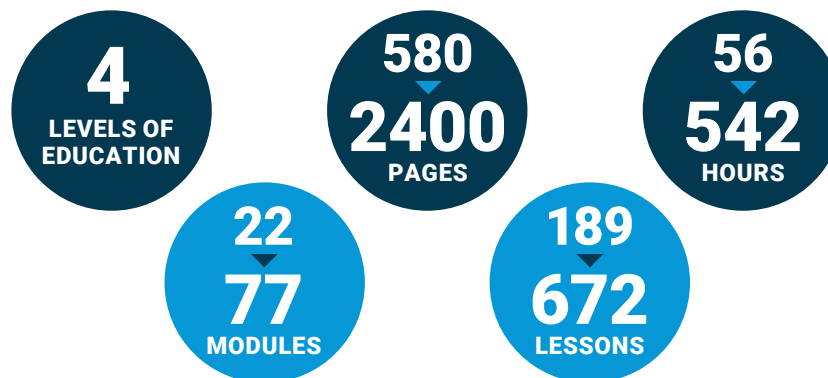
## IBU COACH EDUCATION VENUES

<b>CHIEMGAU ARENA</b>	Ruhpolding	GER
<b>UNIVERSITY AND STATE SPORTS CENTER</b>	Salzburg/Rif	AUT
<b>OESTERSUND SKIDSTADION</b>	Oestersund	SWE
<b>BIRKEBEINEREN SKI STADIUM</b>	Lillehammer	NOR
<b>DOLNOSLASKIE CENTRUM SPORTU</b>	Jakuszyce	POL
<b>HSV HOCHFILZEN</b>	Hochfilzen	AUT
<b>NATIONAL SKI CENTER</b>	Shchuchinsk	KAZ
<b>ARENA AM RENNSTEIG</b>	Oberhof	GER

## IBU ACADEMY EXPERTS FROM 14 NFs

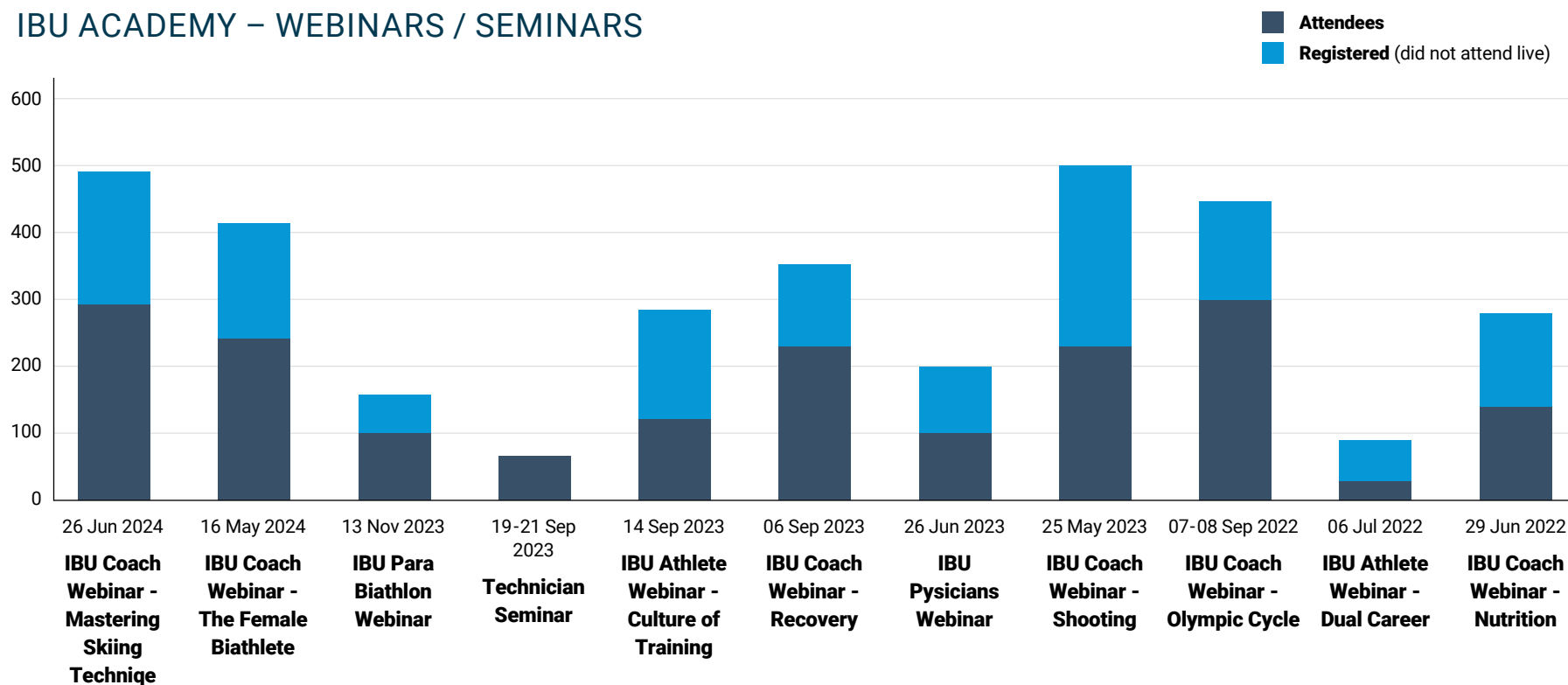
<b>EXPERTS</b>	<b>25</b>
<b>SPORTS SCIENTISTS/RESEARCHERS</b>	<b>22</b>
<b>BIATHLON COACHES</b>	<b>19</b>

## IBU ACADEMY COACH EDUCATION 2022-2024





## IBU ACADEMY – WEBINARS / SEMINARS



## DUAL CAREER

Programs available for athletes

PROGRAMME	NO. OF ATHLETES
Mentorship programme for former female athletes	12
NFs Development Support - 'Athletes recruitment after sport career'	31
Access to LearningSuite - Public Biathlon Content & IBU Sustainability Education	1,600

## E-LEARNING PLATFORM “LEARNING SUITE”

COURSES / HUBS	SPECS
Public Biathlon Content	Chosen lessons from our Coach Education Courses, <b>6 modules</b> and <b>75 lessons</b>
Webinars and Seminars	Recordings from all IBU Webinars and Seminars, <b>11 Webinars</b> , over <b>25 hours of content</b>
Research	Access to scientific databases and all research from the <b>IBU Research Grant Programme</b>
Journal of Biathlon Coaching	All issues from the <b>Journal of Biathlon Coaching</b>



## 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 Max Cobb (formerly 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 previous 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 its proactive approach to Olympic Solidarity, the IBU obtained financial support for IBU Academy coach education, Development of the National Sports System and Youth Athlete Development projects that contribute directly to 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.

The new financial support system was implemented from the 2022/2023 season and will continue to be evaluated regularly. Each NF receives a detailed annual report of financial support they have received under each programme. Full details of funding available and provided through each IBU supported programme are published on the IBU website.



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

Most of the IBU's income is tied to the Olympic terms. Any needs for updating and amending will be considered at the end of the first four-year cycle.



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

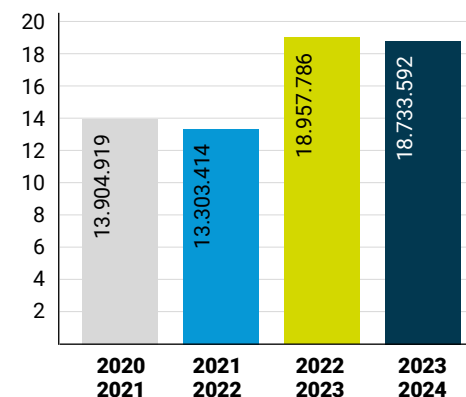
The IBU has successfully developed annual income streams based on third party sources, such as Olympic Solidarity (OS) and EU Erasmus+ funding. These were facilitated through regular dialogue with key staff at OS and a partnership with the EOC EU Office providing training and support for funding applications.

## KEY ACHIEVEMENTS 2020 - 2024

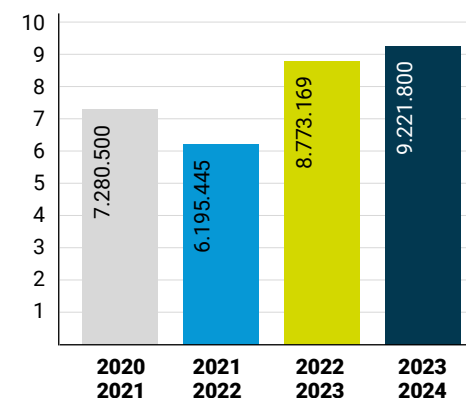
- Approved a revised financial support system concept to apply from financial year 2022/23 onward
- Identified opportunities to obtain Olympic Solidarity funding, amounting to a total of 620.000 EUR since 2020
- Received EU Funding through three Erasmus+ projects for a total of €515.000
- Implemented a new process for digital reach measurement, including the NFs with individual bonus based on performance across website and owned social media channels
- Continued work on identifying new funding opportunities for NFs, e.g., with Olympic Solidarity
- Established a transparent distribution procedure and reporting for financial support with each NF receiving a detailed annual report of their IBU-provided support

*The IBU's financial support to the NFs, OCs and athletes grew from €26.2 million to €34.0 million from 2020/2021 until 2023/2024. Notably, funding for the NF Development Projects Support increased from €0 to €2.4 million over the four-year period. In the 2020/2021 season, NF Support included an additional €2.0 million in extraordinary Covid support. During the Olympic season 2021/2022, the IBU's direct financial support was impacted by the Olympic Winter Games Beijing 2022 replacing the World Championships.*

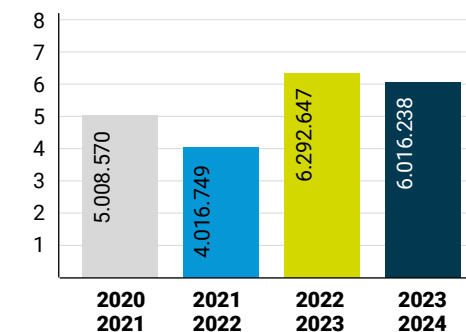
### NF Support incl. bonus (Euro)



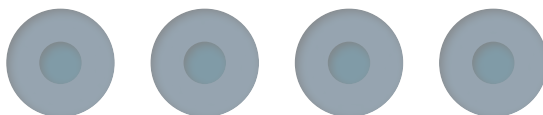
### Prize Money (Euro)



### OC Support (Euro)







## 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), Christoph Vassallo (TC) and support by the Regional Event Working group until September 2022

**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) Until December 2022

**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)

**FROM APRIL 2023** replaced by IBU Development Commission: Christian Borch (DEN), Thomas Braun (GER), Lilya Budzulyak (UKR), John Farra (USA), Rikard Grip (SWE), Carlos Lanner (ESP), Aliona Sosunova (LTU)

### 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 collects information and overview 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, air rifle and small bore rifle purchases. Via the IBU Camps and by promoting NF partnerships that focus on young athletes, IBU provides comprehensive support. IBU provides NFs with sustainable, safe equipment and an activities toolkit for worldwide use under the Biathlon for All project.

### STATUS

- COMPLETE
- PART OF CORE OPERATIONS
- EXTENDED INTO TARGET 2030

## GOALS 2026



**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 surveys in 2020 and 2022. In addition, the focus is on gathering data after each season from the IBU Regional Events. The base line for the further analysis were set.



**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. The Regional Events concept was deeply discussed with TC and the future directions were set.



**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.



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

Adjusting competition and race formats for young athletes to ensure that they are not overburdened and that their development remains sustainable. This realignment would allow for a focus on skill-building and endurance appropriate to their age and experience. It also ensures that young athletes remain engaged and motivated by making competitions fair and accessible.



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

Annual reports on youth participation can help National Federations (NFs) understand trends, successes, and challenges in developing young talent. This initiative promotes collaboration and sharing of best practices among NFs, fostering a more unified and effective approach to nurturing future biathlon athletes. Such transparency and knowledge exchange can help address gaps and create a stronger, more inclusive environment for youth development.



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

Reviewing IBU events outside of central Europe can help assess their effectiveness in promoting the sport globally and ensure that they contribute to sustainable growth. This review can identify opportunities to increase participation, improve accessibility, and enhance local engagement in biathlon. The goal is to balance the sport's geographic representation and inclusivity, expanding its reach and popularity.



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

Reviewing qualification criteria for IBU events and the Olympics ensures that they are fair, transparent, and inclusive, allowing the best athletes to compete. This process can identify any biases or barriers that may hinder equal opportunity and ensure that the criteria align with the sport's evolving nature and diversity.

## KEY ACHIEVEMENTS 2020 - 2024

- Analysed competition formats based on an NF survey 2020 and developed a strategy for regional events, establishing a working group and planning for pilot events starting from 2020/2021
- Launched and evaluated a pilot season for IBU Regional Events, leading to improvements in the event concept
- Established the DRG, revised the Regional Event concept for summer and winter
- Proposed a review of the Regional Event series' strategic role by the TC
- Launched a grassroots participation pilot project to boost local engagement in biathlon.
- Continued support for Regional Events,
- Developed the "Biathlon 4 All" initiative
- Introduced youth-focused programs such as the Liatoppen Biathlon Festival
- Expanded the "Biathlon 4 All" project
- Revised the Regional Events strategy, and increased funding and support for these events.
- Improved communication of NFs promotional activities by creating a dedicated Biathlon 4 All website.
- Develop the the guidelines for the results transmission from regional events to IBU Datacenter.

## FACTS: REGIONAL EVENTS

- **Season 2020/2021**  
**8 winter Regional Events** (17 NFs participating)  
**689 participants** - youth and juniors
- **Season 2021/2022**  
**19 winter and 7 summer Regional Events** (24 NFs participating)  
**2826 participants** - youth and juniors
- **Season 2022/2023**  
**19 winter and 11 summer Regional Events** (31 NFs participating)  
**3079 participants** - youth and juniors
- **Season 2023/2024**  
**15 winter and 12 summer Regional Events** (27 NFs participating)  
**3051 participants** - youth and juniors

REGIONAL  
EVENTS

91

SUPPORTED  
BY IBU  
2020-2024





# BIATHLON 4 ALL

## FACTS: BIATHLON 4 ALL

- IBU supports 41 NFs with 365 laser/rifle sets



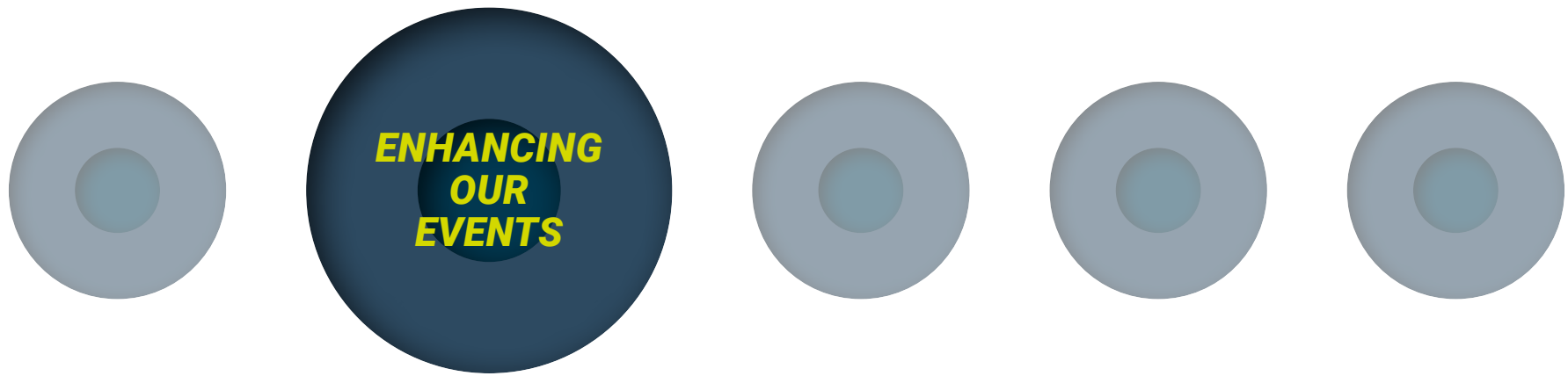


BAUHAUS 100% ELECTRIC

ÖSTERSUND

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**OBJECTIVE 2.1**

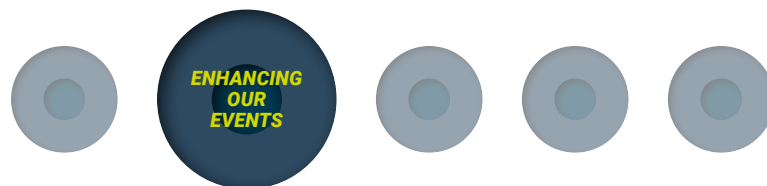
INCREASE THE CONSISTENCY OF  
IBU EVENT STANDARDS

**OBJECTIVE 2.2**

IMPROVE FAN EXPERIENCE AT  
IBU EVENTS

**OBJECTIVE 2.3**

IMPROVE ATHLETE EXPERIENCE  
AT IBU EVENTS



2030

## 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.

Announced at the OC Meeting 2021 in Bled, IBU substantially increased the level of support for all IBU events, starting with season 2022/23, with clear commitment until the end of the season 2025/26. The IBU continues to review on-the-ground support and resources for OCs 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 paved the way to improve the level of communication between IBU and Organising Committees by establishing an 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 accommodation, improving event advertising via digital platforms, etc.

### STATUS

- ✓ COMPLETE
- ⚙️ PART OF CORE OPERATIONS
- 2030 EXTENDED INTO TARGET 2030



2030

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

2030

Establish a new framework for working alongside Organising Committees, with a clear division of responsibilities.

The development of a modern, sustainable sport and event concept in cooperation with the Organising Committees is one of the main priorities of the new Target 2030 strategic plan. Conceptual work has already commenced and will involve input from within and outside of the Biathlon Family.

2030

Review the measurement criteria for awarding events, realigning such criteria if applicable.

The process of planning the long-term calendars from 2026-2030 included an extensive analysis of potential criteria to apply to the allocation process. The formalisation of such criteria will be part of implementing Target 2030.



## KEY ACHIEVEMENTS 2020 - 2024

- Applied the new procedure to event application and application procedure with awards for WCH 2024 and 2025
- Allocated World Cup events until season 2025/2026 applying the new long-term procedure
- Launched the IBU Snow Network, a knowledge exchange programme for OCs on sustainable snow management in May 2021
- Defined and implemented a new long-term concept for IBU OC financial support and delivery framework
- Redefined the annual OC Meeting to include workshops and educational sessions from July 2022
- In the process of defining a knowledge exchange programme for OCs, across functions, in cooperation with the IBU Academy
- Established the OC Working Group, a small core group of elected OC representatives from all event series as think-tank for general event improvement



2030

## 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** Formerly Ivor Lehotan

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

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

### STAKEHOLDERS

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

## GOALS 2022

2030

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.

2030

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.

2030

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.

2030

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

2030

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

Identifying concrete ways to enhance the experience for various target groups among the fan community is at the core of the development of the new sport and event concept as part of the Target 2030 plan.

2030

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

Measurement of the impact will be integrated to ensure long-term sustainable development of the new event concept.

2030

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

A review of the current processes and practices is integral to the development of the new event concept envisioned as part of Target 2030.

2030

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

As part of the ongoing analysis, the modern fan and their behavioural patterns concerning event attendance are under investigation, including to understand whether the traditional fan group concept is still relevant. Consequently, the IBU's future approach to interaction with fan groups will be defined.

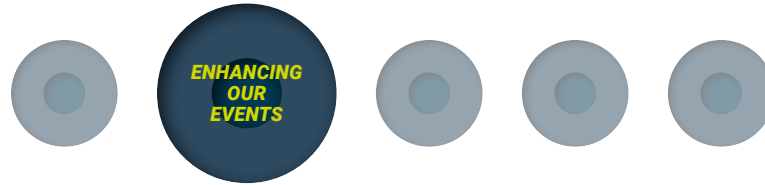
### STATUS

- ✓ COMPLETE
- 🔄 PART OF CORE OPERATIONS
- 📅 EXTENDED INTO TARGET 2030



## KEY ACHIEVEMENTS 2020 - 2024

- Incorporated fans into the prototyping of the new IBU App and website
- Included OCs into the development of the new IBU Digital Ecosystem and new IBU digital strategy
- Initiated regular online fan surveys beginning with the WCH 2020
- Conducted regular surveys with attending spectators starting with the 2021/22 season
- Included an Event App as part of the IBU App to serve fans with local details



## 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 an early stage so that input can be integrated before the final approval by the Technical Committee and Executive Board. This step assures the understanding and acceptance of all stakeholders.



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 standards in core areas while considering 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 (EHDs) as obligation for OCs. Such a ban enforced in all public areas, especially any spectator areas close to the course. All areas shall be designated as "smoking-free," highlighted by announcements and signage at the venue. Dedicated smoking areas shall be set-up at sufficient distance to the field of play.



## GOALS 2026

2030

Present a renewed calendar with clear and well-defined principles, based on the review.

The process of planning the long-term calendars from 2026-2030 included an extensive analysis of potential criteria to apply to the allocation process. The formalisation of such criteria will be part of implementing Target 2030.



Implement and measure initiatives targeted towards enhancing athlete experience at events.

Based on the regular interaction with the Athletes' Committee and its representation in the Technical Committee, supported by the annual surveys and dialogue with the OC Working Group, athlete feedback is regularly considered and integrated into the current operations. Athlete input will also be formally included in the implementation of the new event concept under Target 2030.

## KEY ACHIEVEMENTS 2020 - 2024

- Athlete representative as part of the WCH candidate inspections, where possible, & evaluation process
- AC well integrated in the development and amendment of event and competition rules
- Annual athlete surveys a standard procedure, results shared with OCs
- Regular early season communications to inform athletes about season planning and procedures
- Continuous dialogue between AC & IBU (based on IBU-NF set-up)
- Smoking ban at venues enforced as part of EHDs from season 2021/22 onwards

### STATUS

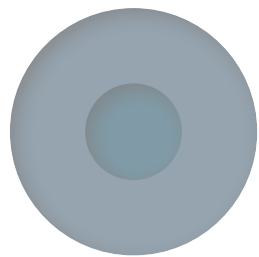
- ✓ COMPLETE
- ⚙️ PART OF CORE OPERATIONS
- 🕒 EXTENDED INTO TARGET 2030





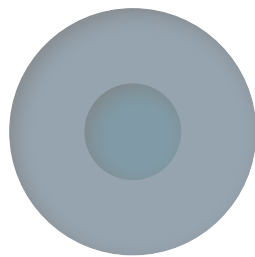






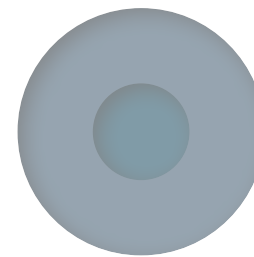
**OBJECTIVE 3.1**

ESTABLISH A FULLY INTEGRATED  
IBU DIGITAL ECOSYSTEM



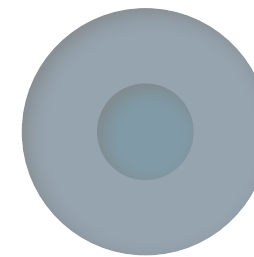
**OBJECTIVE 3.2**

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, Max Cobb, formerly Ivor Lehotan (as a IBU Digital Steering Group member)

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

**SUPPORT** Niklas Carlsson (formerly), 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 focusing 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 Autumn 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 content for IBU Stakeholders.

### STATUS

- ✓ COMPLETE
- 🔄 PART OF CORE OPERATIONS
- 📅 EXTENDED INTO TARGET 2030

## 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 was conducted in 2022 and presented to Congress in September 2022.



**Conduct a full review of potential athlete activities that have touchpoints across the world (from 3.3)**

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



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

The implementation of the digital strategy begun in 2020. Clear KPIs are set for website and social media for every season/year. Performances are reviewed and the digital content strategy is adjusted accordingly. In the summer 2023 the IBU ran a full external audit of its published content, which led to a further refinement of the content strategy with great results on social media channels as well as the IBU app and website. Moreover, the IBU database with reachable fan contacts is close to the 200'000 mark.



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

IBU Website analytics are state of the art and the data is monitored daily, including weekly and trimester reports to adjust content creation throughout the season. The IBU conducts regular surveys to understand if its owned products are satisfying fan needs and to find out which features/tools are missing in IBU's digital portfolios. After its release in 2021, the IBU website and App have constantly been developed according to these findings and aligned with the IBU's business goals.



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

At the Congress 2022 an analysis was presented, which detailed several options how to handle e-sports and gamification. One of the main findings was that a licensed mobile biathlon game, which would be developed with external partners in a low-risk financial scenario was the most promising approach for IBU. The EB's Media & Marketing Group together with the Communications department is evaluating the options under this scenario.



**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)**

The IBU has undertaken a series of actions in the digital space to bring the athletes closer to the fans. Prominent athlete profiles on IBU's owned platforms, a dedicated content creator to help top athletes generate personal content from events, wider access and filming rights for content creators at events and the option to retrieve competition footage right after the competitions for athletes' and NF's social media channels are all aimed at increasing athlete profiles and encourage fan interest.



## 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** Secretary General Max Cobb (formerly 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.

In the process of implementing country-specific strategies to lit grey markets. Work will continue with a long-term focus beyond 2026.

### STATUS



COMPLETE



PART OF CORE OPERATIONS



EXTENDED INTO TARGET 2030







**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 Max Cobb (formerly 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.

The EB established a Media & Marketing Working Group to define and implement a new, focussed marketing strategy designed to grow reach and define new marketing and revenue-generation opportunities. The work of the M&M WG is in progress, with its focus set for generating new opportunities for 2030 and beyond.

**STATUS**

- ✓ COMPLETE
- 🔄 PART OF CORE OPERATIONS
- 📅 EXTENDED INTO TARGET 2030





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 ANNECY

LE GRAND-BORNAND



THE **iX1**

100% ELECTRIC





## KEY ACHIEVEMENTS 2022 - 2024

**3.1** IBU Digital Ecosystem, Owned, Operated (Co-Operated/Owned)

**3.2** Showcase Biathlon

**3.3** International Promotion



**THE  
OFFICIAL  
IBU APP**



### AUTUMN 2022

- Launch of Biathlon Content Hub to allow stakeholders to exploit competition footage within the reserved rights agreement with EBU
- Release of 1.3. IBU App, including event features

### WINTER 2023

- First edition of IBU WCH Predictor Challenge to increase fan engagement.

### AUTUMN 2023

- IBU Social Media Content Audit – reestablishing social media strategy 2023 November

- Release of 1.4. IBU App, with new personalization and notification option + video content 2024 February
- Launch OTT Platform Eurovisionsports.com by EBU to improve streaming offer with dedicated biathlon section

### WINTER 2024

- Hiring of a Digital Marketing Manager 2023-2024
- Creation of IBU Marketing Deck
- Shooting Range Camera Testing and integration of the camera into the footage available in the Biathlon Content Hub to help traditional and new markets to cover the sport better. The footage has proven to be highly effective as content format on social media.

### 2024 JULY

- Prolongation of IBU EBU Media Rights Contract until 2030

### SUMMER 2024

- Search Engine Optimisation Audit of biathlonworld website
- Graphics Overhaul on operated channels
- Integration of OTT Platform on biathlonworld.com for registered users to create a proposition for web users to create an account with biathlonworld.com
- Hiring of a Junior Content Creator & additional freelancers to create additional content for stakeholders of the biathlon family
- Outreach to existing biathlon sponsors and suppliers with digital sponsorship opportunities

### AUTUMN 2024

- Webinar Series “Social Media in Action” to help biathlon content creators increase their reach

## SOCIAL MEDIA ▶ ABSOLUTE GROWTH COMPARED TO LAST SEASON

	SEASON 2023/2024	SEASON 2022/2023	SEASON 2021/2022
<b>Impressions</b>	<b>278M</b> (+130%)	<b>121M</b>	<b>57M</b>
<b>Reach</b>	<b>254M</b> (+152%)	<b>101M</b>	<b>33M</b>
<b>Engagements</b>	<b>12M</b> (+103%)	<b>6M</b>	<b>4M</b>
<b>Video Views</b>	<b>169M</b> (+210%)	<b>55M</b>	<b>11M</b>

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SOCIAL MEDIA  
FOLLOWER  
GROWTH 2021-2024

**300 K**  
▼  
**480 K**

CONTACT  
DATABASE  
2021-2024  
**0 ▶ 200 K**

AVERAGE  
SESSION TIME  
WEB 2021-2024

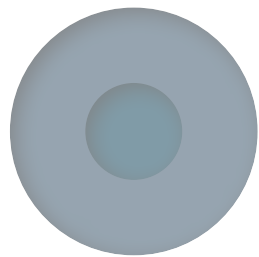
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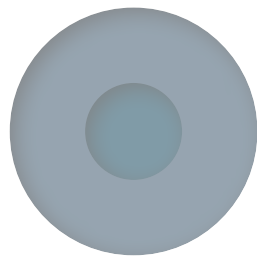






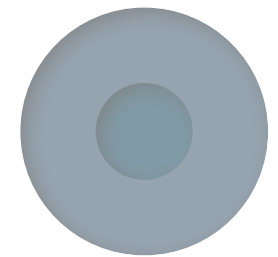
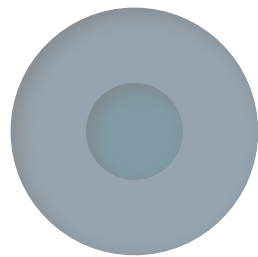
**OBJECTIVE 4.1**

STRENGTHEN IBU'S GOVERNING PRINCIPLES AND REGULATIONS



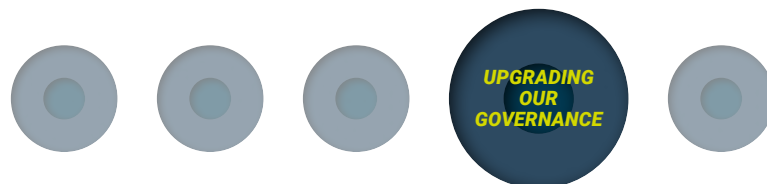
**OBJECTIVE 4.2**

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 LEAD** Franz Steinle (good governance, BIU), formerly Jim Carrabre (gender equality)

**WORKING GROUP PROJECT OWNER** Secretary General Max Cobb (formerly Niklas Carlsson)

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

**UNTIL DECEMBER 2022, 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 implemented 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, the 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. The Constitution Working Group resumed its work in Summer 2023, submitting several additional amendments to the Constitution and other Rules for consideration by Congress 2024.



**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. Data analytics inform our picture of the threat from doping and athletes are provided enhanced education, which includes a requirement to complete a Whereabouts Certificate. The BIU publishes comprehensive reports detailing all activities, from the number of doping tests conducted to the outcomes of specific cases and progress on integrity initiatives. Prevention is central, with emphasis on education and communication.

## KEY ACHIEVEMENTS 2020 - 2024

### BIU

- Fully operational by July 2021.
- Finalised BIU 5-year strategy in June 2021.
- Launched Athlete Ambassador programme for integrity matters in June 2021.
- Approved safeguarding strategy and action plan in November 2021.
- Developed and implemented enhanced reporting mechanism in October 2023.
- In September 2022, introduced the Integrity Certificate, now completed by 1825 Support Personnel.

### GOOD GOVERNANCE

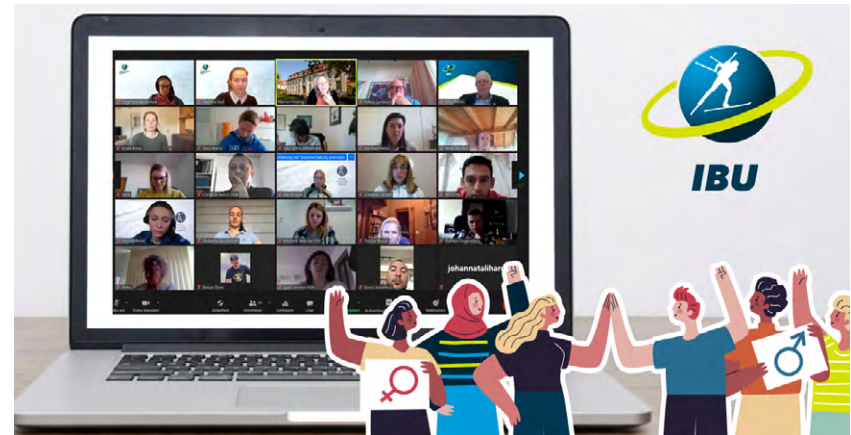
- Implemented a Risk Assessment process for IBU including BIU, from Autumn 2020
- Developed an NF Good Governance self-assessment tool to gauge baseline
- Implemented initial amends to Constitution at Congress 2022 and extensive changes at Congress 2024
- Developed and implemented a Good Governance roadmap from 2022-2024
- "The IBU's comprehensive governance reforms were recognised in the fourth AIOWF Governance of Winter Sports reported conducted by iTrustSport, as the federation moved up from Group B into Group A2 (scale D-A) with an overall score increase of more than 30%."

### GENDER EQUALITY

- Launched a series of 'Unconscious bias' training in April 2021 and edition 2.0 in April 2024
- Approved gender equality strategy and action plan in June 2021
- Launched Athlete Ambassador programme for gender equality in June 2021
- Launched a Gender Equality mentorship programme for NFs, with first cohort starting in November 2021 and the second in November 2023, with altogether 29 mentees for an 8-month programme each
- Staged Gender Equality Forum with IBSF in May 2022 to discuss and address gender-related challenges in winter sports
- Integrated gender equality projects into its Development Support Program, allocating a dedicated budget to support initiatives aimed at promoting gender parity within the sport.
- Realised the quota for 30% female representation in the Executive Board and Technical Committee, including the Athlete representatives, from 2026
- Increased the number of female Technical Delegates from 7% in 2021 to 20% in 2024
- Employed the Breaking Boundaries campaign to challenge traditional gender norms and stereotypes within the sport
- As of March 2024, 44% of coaches in the IBU Academy's Coach Education programme are female, with modules addressing female specificity in training.



## GE SEMINARS AND WEBINARS



### UNCONSCIOUS BIAS WORKSHOP 2021

**49 people** from **40 NFs** registered; **33 participants** from **29 NFs** participated; 24% male and **74% female participants**

### IBU COACH WEBINAR

Female specificity in training in September 2021  
**335** registered, **170** attended live

### IBSF-IBU GENDER EQUALITY FORUM 2022

**95 Participants** with **59% female** participation and 41% male participation;  
**33 NFs** from IBU side

### UNCONSCIOUS BIAS WORKSHOP 2024

**90 registrations; 40 different NFs; 45 participants** who attended both sessions; 71% men and 29% women

### IBU COACH WEBINAR

**focusing on female athletes** in May 2024 **419** registered; **245** attended live

**2**  
MENTORSHIP  
8-MONTH  
PROGRAMMES



*"By setting a rule that requires a certain number of females on the board, simply making it more diverse, sports organisations can make leadership fairer and more inclusive. This is important because it reflects the values of our society, improves how the organisation works, and shows a good example for the whole sports community."*

**NATHALIE SANTER** Executive Board member



*"We have so many good women working in biathlon, but we need to take care of them, give them the possibility to work in leading positions and trust them because they are doing a great job."*

**ULRIKA ÖBERG** Technical Committee member

## NUMBER AND NATIONALITIES OF GE ATHLETE AMBASSADORS

### 2021-2023

**6 Ambassadors** from **5** different nationalities (USA, CZE, EST, GBR, ITA)

### 2023-2025

**4 Ambassadors** from **4** different nationalities (EST, USA, MDA, GBR)

**29**  
MENTEES  
REPRESENTING  
**22 NFs**



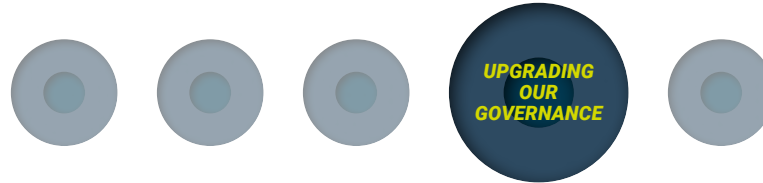


## GENDER EQUALITY PROJECTS WITHIN DEVELOPMENT PROJECT SUPPORT

- **30 projects supported from 18 NFs** between 2021 and 2024 with a total budget approved **265.975 EUR**
- **17 projects approved** in 2024/2025 from **17 different NFs** with a total budget approved **192.650 EUR**







## 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** Secretary General Max Cobb (formerly Niklas Carlsson)

**PROJECT OWNER** Secretary General Max Cobb (formerly Niklas Carlsson)

**LEAD INTERNATIONAL** Max Cobb (formerly 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 began creating 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 WOF (AIOWF) and IBSF.

## GOALS 2026



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

A review of involvement opportunities in international sports organisations revealed a need for a strategic approach to engagement where opportunities are most promising. Representatives of biathlon are now active in organisations such as several IOC Commissions, WADA Foundation Board, WADA Athlete Council, WOF (AIOWF) and ASOIF working or consultative groups and similar.



**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 WOF (AIOWF) and ASOIF collaboration. Our approach is inclusive and collaborative, involving specially devised workshops for the most common sports topics.

### STATUS



COMPLETE



PART OF CORE OPERATIONS

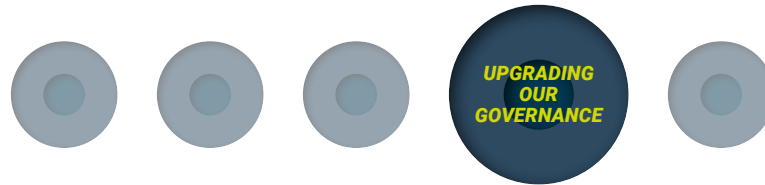


EXTENDED INTO TARGET 2030

## KEY ACHIEVEMENTS 2020 - 2024

- Olle Dahlin appointed a member of the IOC Sustainability and Legacy Commission in 2022
- Olle Dahlin appointed as WOF (AIOWF) representative to the WADA Foundation Board in 2022
- Martin Fourcade elected to the IOC Athletes' Commission in 2022
- Clare Egan elected to the WADA Athlete Council in 2022





**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 Max Cobb (formerly 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 made several suggestions. The OC and coaches working groups have been established followed by the establishment of the IBU Development and Sustainability Commissions by the EB as from April 2023.



**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.**

The initial action plan was augmented by an IBU governance roadmap since 2022, introducing further detailed measures for implementation over time. Two additional Forums for NF representatives, the IBU Development (DC) and Sustainability Commissions (SC), were established in April 2023, consisting of seven NF members each.



**Conduct regular feedback sessions with all stakeholders on the direction of the sport and future ambitions**

A series of six regional workshops with the involvement of 49 NFs was conducted between November 2022 and May 2023, collecting an unprecedented amount of information and gaining an in-depth understanding of varying national circumstance. Regular dialogue underway with existing Committees (TC, AC), Commissions (DC, SC) and various working groups. The NF Online survey conducted biannually since 2020.



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

Based on the results of the NF Online Survey (see graph), the continuing work to increase stakeholder engagement has borne fruit.

### STATUS



COMPLETE



PART OF CORE OPERATIONS



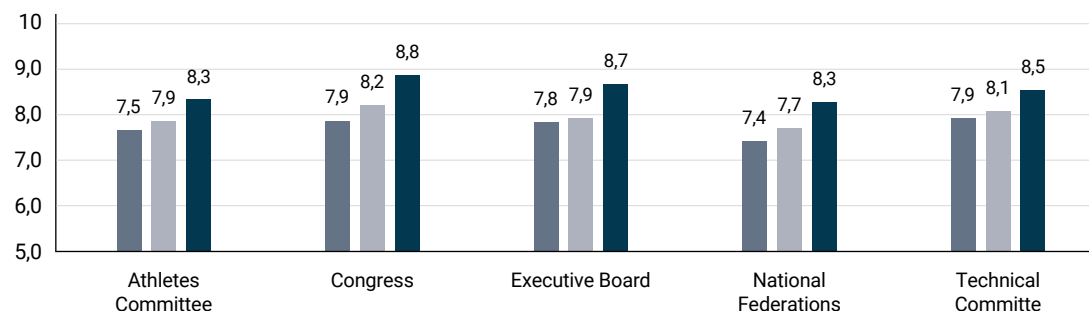
EXTENDED INTO TARGET 2030

## SIGNIFICANT IMPROVEMENT 2020-2024

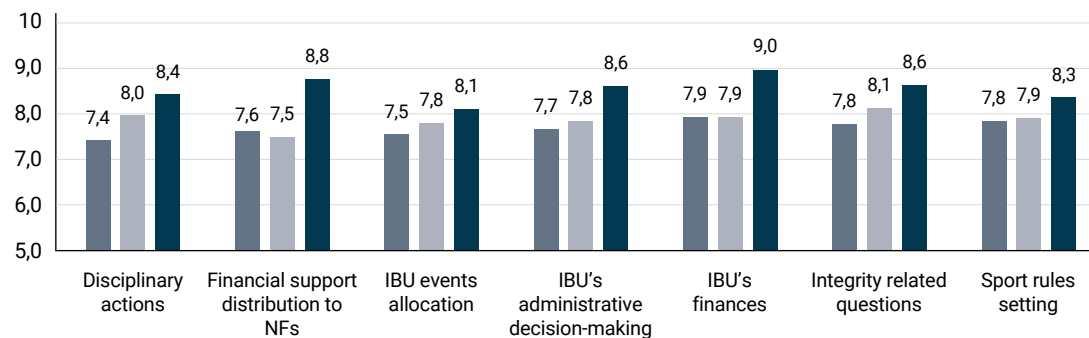


The results of the NF Online Surveys 2020, 2022 and 2024 show a marked increase in the satisfaction with stakeholder involvement, transparency, and accountability of IBU decision-making.

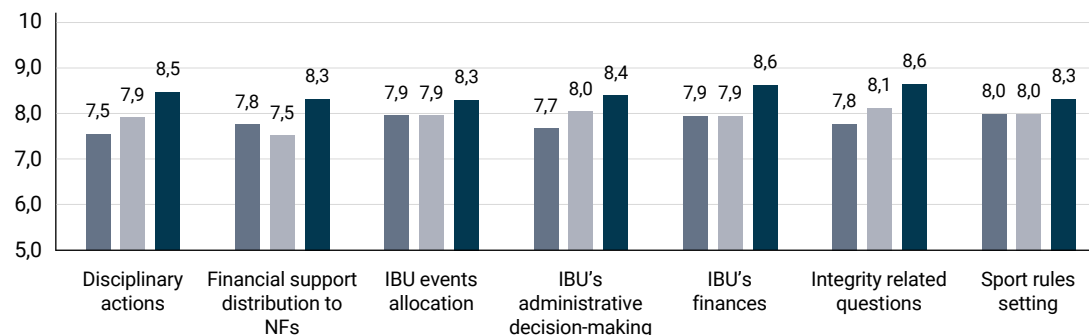
### Satisfaction with the involvement in IBU's decision-making



### Satisfaction with the transparency of decision-making within the IBU regarding



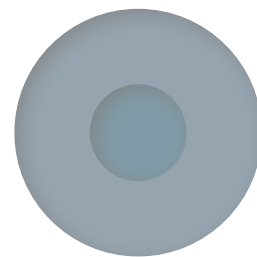
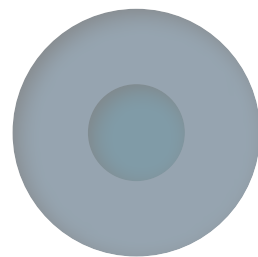
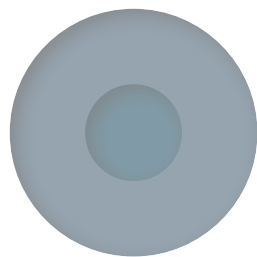
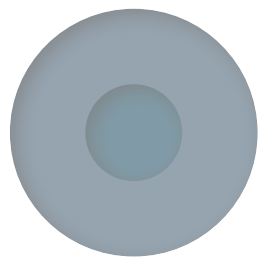
### Satisfaction with the IBU decision-makers taking responsibility for their decisions regarding











**OBJECTIVE 5.1**

DEVELOP 'STREET BIATHLON' AS  
A UNIQUE BIATHLON DISCIPLINE

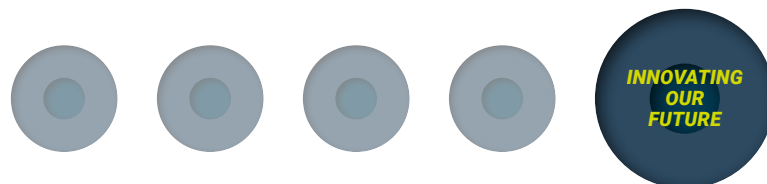
**OBJECTIVE 5.2**

DEVELOP CAPABILITIES TO  
PLACE THE IBU AT THE HEART OF  
DEVELOPMENTS 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 LEAD** Jiri Hamza

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

**SUPPORT** Secretary General Max Cobb (formerly 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 to be refined in dialogue with involved stakeholder groups. A survey of interest among fans to be conducted and based on the outcome, the rules and regulations 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 extended with a German event in 2023 under the regional event structure. This setup shall be reviewed in the coming years to ensure the best possible synergies.

## GOALS 2026



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

Re-assessed approach to summer competitions following a pilot cooperation with existing summer events during Summer 2022. Varying interest among leading nations to compete in a series of events along with a concluding summer championships led to the development of an alternative City Event concept at a late Autumn time. Refinement of concept in progress, with a first implementation planned for October 2025 provided the financial concept proves viable.



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

Following in-depth analyses of several past seasons and subsequent discussions in the Technical Committee and Executive Board, a proposal to amend the IBU event series setup was prepared. Goal is to provide a more flexible and efficient event structure for the IBU Junior Cup and Regional Event while ensuring the long-term appeal of the sport and offering better, more sustainable competition options for a growing number of athletes.

### STATUS



COMPLETE



PART OF CORE OPERATIONS



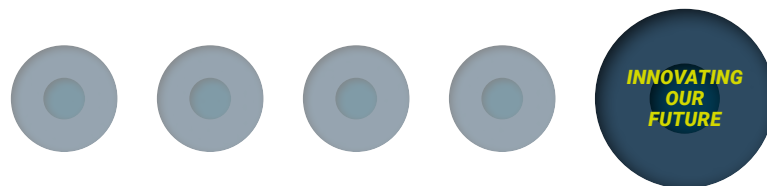
EXTENDED INTO TARGET 2030

## KEY ACHIEVEMENTS 2020 - 2024

- Conducted a series of virtual regional meetings and a NF street biathlon survey, season 2020/2021
- Prepared a summer biathlon concept for Presidents' Meeting 2021
- Developed Gala Mass Start for SB WCH 2022 in Ruhpolding
- Piloted a cooperation with existing invitational events during summer 2022
- Defined a concept to strengthen SBWCH from 2023 onward
- Reassessed concept during NF regional workshops between November 2022-May 2023
- Re-evaluated NF interest and revised approach to SBWCH based on TC recommendation in Autumn 2023
- Conducted a detailed analysis of seasonal data to revise the IBU competition series set-up, season 2023/2024







**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** Christian Winkler (CD), Riikka Rakic, Borut Nunar, Christian Winkler (Siwidata) (formerly Niklas Carlsson) & 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, 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.



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. Cross-sport comparison through dialogue with other international federations, EBU and event visits at different sports will help establish an ongoing knowledge exchange.

## GOALS 2026



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

Leveraging both existing and emerging know-how through long-term partnerships with strategic partners such as EBU and Siwidata to ensure that the IBU remains abreast of developments in the digital world. Reviewed organisational structure to enhance capacity, adding an internal role for event development from Summer 2024.

An annual workshop was implemented for knowledge exchange under the coordination of the EBU with the participation of EBU, Amaury Sport Organisation (A.S.O. - Tour de France organiser), Kitzbühel OC (Alpine) and IBU.



### KEY ACHIEVEMENTS 2020 - 2024

- During 2020/2021 season, evaluated digital improvements with potentially positive effect on the future presentation of biathlon:
  - shot coordinates
  - reliable “shooting time” and “time to shot 1”
  - reliable lane assignment on the shooting range
- Implemented new TV graphics for the 2022/2023 season
- In the process of implementing fully electronic targets at the highest-level events along with approving a new target system for use
- Additional project in review and pending economic model finalisation during 2023/2024:
  - GPS transponders for multiple use cases

#### STATUS



COMPLETE

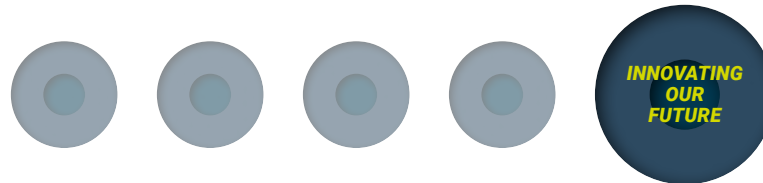


PART OF CORE OPERATIONS



EXTENDED INTO TARGET 2030





## 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** Tim Farcnik, Fabien Saguez (formerly Jim Carrabre)

**WORKING GROUP LEAD** Riikka Rakic

**SUPPORT** Max Cobb, Secretary General (formerly Niklas Carlsson), Dagmara Gerasimuk

**EXPERT REFERENCE GROUP UNTIL DECEMBER 2022** 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)

**IBU SUSTAINABILITY COMMISSION** Katrina Galas (CAN), Gunhild Kvistad (NOR), Sari Jormanainen (FIN), Marlen Marconi (SUI), Martin Ohlsson (SWE), Klaus Rambach (GER), Jan Skricka (CZE)

### 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 by industry experts as members of an 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 since the 2021/2022 season. Initial measurements have showed that transition to renewable energy across all functions is 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.

### STATUS

- ✓ COMPLETE
- 🔄 PART OF CORE OPERATIONS
- 📅 EXTENDED INTO TARGET 2030



**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 is an established member of 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.**

The IBU continues to develop new initiatives to decarbonise events, reduce climate impact and enhance positive legacies year-by-year. Through participation in three Erasmus+ projects, GAMES, SIEPPUR and BENCHES, it is also taking advantage of external funding for its sustainability pursuits. A key strategy is to use partnerships and collaborations to create more impact.



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

The IBU participates in a number of industry working groups for international federations and other sports organisations and is regularly invited to present at seminars, webinars and workshops. The IBU has also been recognised for its sustainability leadership in various industry awards and academic publications.

## KEY ACHIEVEMENTS 2020 - 2024

### CLIMATE

- Joined the UN Sports for Climate Action Framework in June 2020
- Approved IBU Sustainability Strategy & Policy in September 2020
- Joined Race to Zero campaign at COP 26 in November 2021
- Received IOC / Dow Carbon Award 2021
- Viessmann becomes IBU Climate Partner in August 2022

### SPORT

- Kicked off the IBU Snow Network in May 2021, with annual workshops since September 2021
- Co-founded industry alliance on circular carbon in April 2022
- Included sustainability annex and code of conduct in supplying partner agreements from 2022
- IBU Snow management project SIEPPUR approved for funding by the EU
- Full fluor ban in effect from 2023/2024 season

### COMMUNICATION & AWARENESS

- Delivered the Biathlon Climate Challenge Ed 1.0 May 2021 and Ed 2.0 in August 2022
- Launched the IBU Athlete Ambassador programme in June 2021
- Issued first annual IBU sustainability report in February 2022

### VENUE & EVENT

- Developed a carbon footprint measurement tool for event organisers during season 2020/2021
- Included carbon footprint calculation in EHDs since season 2021/2022
- Launched the IBU OC Sustainability Award from season 2021-2022
- Joined the EU Erasmus+ projects GAMES, SIEPPUR AND BENCHES



### PEOPLE

- Publication of Gender Equality Policy and Strategy in early 2021
- Launch of the IBU Regional Events concept in Autumn 2020
- First IBU Mentorship programme launched in late 2021
- IBU-IBSF Gender Equity Forum held in Munich in May 2022
- Approval of 30% female representation in decision-making bodies from 2026
- Biathlon 4All Initiative launched in 2023



## VISSMANN BECOMES IBU CLIMATE PARTNER

- Viessmann became IBU Climate Partner in August 2022. The partnership involves joint projects, such as applying Viessmann's know-how to IBU venues for improving their energy efficiency and implementing long-term climate solutions.
- During the Oberhof 2023 World Championships, the IBU and Viessmann launched the Climate Club Trophy with the aim of recognising biathlon clubs with impactful sustainability initiatives. The winning biathlon club - the Deutscher Alpenverein Section Ulm - received a €24,000 Viessmann voucher.



## IBU RATIFIED AS MEMBER OF INTERNATIONAL PARALYMPIC COMMITTEE

- The IBU joined the International Paralympic Committee (IPC) family during the 2023 IPC General Assembly in Manama, Bahrain
- The IBU's inclusion follows its governance takeover of Para Biathlon in July 2022 and will involve a step-by-step integration of para sport into IBU's operations

## FULL FLUOR BAN IN EFFECT FROM 2023/2024 SEASON

- Announced in March 2023, the IBU implemented a full ban of ski preparation products containing fluor at all its event series from the 2023/2024 season onwards.
- The ban is in line with EU Regulations valid since 2020, which prohibit the handling of high-carbon fluorine waxes based on the apparent health risks and associated environmental concerns.
- Using an effective testing device developed and tested together with partners, the IBU ensures that skis are fluor-free, guaranteeing the integrity of the competitions and a level playing field.



## IBU REWARDS OC EXCELLENCE IN SUSTAINABILITY

- Launched in September 2021, the OC Award for sustainability promotes the implementation of sustainable practices that are high-impact, highly replicable and aligned with the IBU's Sustainability Strategy 2020-2030
- So far, the Organising Committees of Kontiolahti, Finland, and Oberhof, Germany in the World Cup category, and Arber-Bayerischer Wald, Germany, and Martell, Italy, in the IBU/ Junior Cup category have received the Award along with the prize money.



## IBU LAUNCHES ONLINE SUSTAINABILITY EDUCATION COURSE

- Created in collaboration with experts and launched in 2023
- Hosted on the IBU Academy's E-Learning platform "LearningSuite", the course spans four hours with three modules on various sustainability aspects
- It promotes the idea that "every job is a sustainability job" and offers an interactive learning experience through text, images, videos, and podcasts



## IBU SNOW MANAGEMENT PROJECT SIEPPUR APPROVED FOR FUNDING BY THE EU

- Partnering with six other parties, IBU received €400,000 in EU Erasmus+ funding for a 30-month snow management project called SIEPPUR
- The project builds on the work of the IBU Snow Network to enhance sustainable snow making practices.
- The project partners include the IBU NFs in Poland, Slovenia and Sweden along with Peak 63, the WSL Institute for Snow and Avalanche Research SLF, and the Sustainable Mountain Alliance. For more information, visit <https://sustainablesnow.sport/>





## EXECUTING THE 15-MONTH ACTION PLAN

In response to feedback collected at the six Regional Workshops where 49 NFs participated between November 2022 and May 2023, the Presidents' Meeting 2023 in Vienna approved a 15-month action plan from July 2023 until September 2024 to respond to the most critical issues raised by the National Federations. The following represents the status of implementation as of 1 September 2024 with most projects on track for completion by the end of 2024.

### EMPOWERING OUR NFS: HOW TO BECOME A BIATHLETE

Expand Development Support funding to targeted programmes and NF partnerships that enable recruitment and increase youth and junior participation

- Reviewed existing support programmes
- Defined criteria and KPIs for additional funding introduced for 2024



Roll out the laser rifle programme based on feedback from the ongoing pilot

- Reviewed 2023 pilot programme feedback
- Refined approach for 2024 and implemented full programme with reporting



Launch "Biathlon 4 All" supported by an "International Biathlon Day" campaign with promotional toolkits and communication materials designed for national tailoring and implementation

- Finalised concept for Biathlon 4 All
- Defined participation criteria and procedure
- Defined elements of the International Biathlon Day campaign
- Defined brand and promotional approach



### EMPOWERING OUR NFS: HOW TO BECOME A COACH

Decentralise delivery of IBU Academy's Basic Level coaching courses through development of regional educators

- Defined approach and requirements for regional delivery of Basic Level course
- Identified and trained regional educators
- Defined quality criteria and application procedure
- Delivered pilot in Kazakhstan in Summer 2024



Expand the IBU Learning Suite e-learning platform to facilitate local coach education

- Selected content for public hub
- Launched public offer at end of 2023
- Updating / adding content for all stakeholders
- Included Research Grant Programme results



Review regional IR and TD education pathways and define a consistent training framework

- Prepared Learning Suite section for referees
- Piloted IR exam with Para IRs
- In the process of developing courses for IRs and TDs and developing a shooting safety course



### EMPOWERING OUR NFS: HOW TO COMPETE MORE

Provide custom-made support for NFs to create athlete development strategies – Closing the competition gap

- Defined approach and initial budget
- Defined procedure for NF participation
- Launched consultation process



Review IBU competition structure for Regional Events and Junior Cup to increase regional racing opportunities

- Conducted analysis and prepare proposal for TC 63
- Following further reviewed, prepared final proposal for EB171



Create a common IT infrastructure using sharable tools and formats for calendars, athlete registration, competition delivery, results/points management etc.

- Implemented national calendar sharing on the IBU website
- Reviewed requirements for regional event integration in Datacenter
- Reviewed specs for centralised athlete registration in Membercenter
- Reviewed template for results import



**STATUS**

- ✓ COMPLETE
- ✓ IN PROGRESS

**EMPOWERING OUR REACH:  
NATIONAL IMPLEMENTATION OF  
MEDIA / MARKETING STRATEGIES**

Develop a tailored series of digital media education and toolkits for targeted content delivery & national implementation of promotional activities

- Developed webinar series for Fall 2024
- Implementation from Sep 2024



Define and implement a roadmap for ensuring availability of biathlon TV broadcasting on national level, via Free-To-Air or OTT delivery, in partnership with NFs

- Initiated a "REACH 26" initiative to grow broadcast reach before and during the OWG 2026



Develop digital marketing capability and assess national activation opportunities together with NFs

- Provided Content Hub access to NFs
- Developed an app for accessing competition footage
- Planning various educational opportunities for key NF staff









## FROM **TARGET26** TO **TARGET2030**

The six Regional Workshops held in Copenhagen, DEN; Prague, CZE; Schuschinsk, KAZ; Los Angeles, USA; Sarajevo, BIH; and Munich, GER between November 2022 and May 2023 were designed to collect feedback on the first phase of Target 26. They also provided an opportunity to compare the different structures and improve the IBU's understanding of the diverse circumstances in the 49 participating nations. The member nations were highly engaged in the process, helping outline their constraints and opportunities to develop biathlon on the national level.

The Regional Workshops were equally important in establishing a direct connection between the delivery against the Target 26 plan and the 2030 objectives set in the IBU House.

Notably, the workshops provided a platform for reality testing the long-term objectives of "Doubling the number of biathletes" and "Doubling IBU's income and multiplying its reach."

As a concrete response to the feedback provided by the members, a 15-month action plan was developed to pave the way for a transition to a new strategic framework. This plan, presented to the Presidents' Meeting 2023 in Vienna, concentrated on the key national concerns: how to become a biathlete, how to become a biathlon coach and how to compete more, while extending the sport's media and marketing reach.

Armed with an unprecedented knowledge of NF status, priorities and aspirations, the Executive Board conducted a due diligence assessment of the 2030 objectives to ensure that ambitious but achievable long-term objectives are adopted. Simultaneously, a new Target 2030 strategy was elaborated to drive biathlon forward. A draft plan was presented to the hybrid Presidents' Meeting during the Nové Město na Moravě 2024 World Championships, followed by an online survey for written feedback. The Technical Committee, the Organising Committees and the IBU staff were also consulted, along with other stakeholders.

The final version of the Target 2030 strategic plan now be presented to the Congress in Belgrade for approval.

While the extended plan sets adjusted priorities and new areas of emphasis, the foundation of the sport remains the same: Biathlon relies on its National Federations to develop and grow the sport in their countries. The IBU has ambitious targets to achieve by 2030. Success in this effort will need everyone in the Biathlon Family to do their part!



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SINGLE MIXED RELAY (WOMEN)

Rank	Name	Time
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