



**IBU**

# **TARGET** 2030

## STRATEGIC PLAN

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

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*“We have shown with Target 26 what we can achieve in the Biathlon Family when we work together. The ambitious objectives of Target 2030 will push us to take our sport even further.”* **Olle Dahlin**, IBU President



# IBU VISION

## WE ARE THE GLOBAL BIATHLON FAMILY, A SUSTAINABLE AND INNOVATIVE SPORT WITH INTEGRITY

The fact that we are a global Biathlon Family is our greatest asset, but it is not something that we can take for granted. Indeed, we will continuously need to nurture and evolve our family. We will need to be sustainable in everything we do to ensure that the future generations may enjoy winter and snowsports. We will need to be innovative to stay relevant for our stakeholders, especially the fans. We will also need to safeguard the integrity of our sport to be credible and to earn the trust of all our stakeholders.



# IBU MISSION

**THE IBU SUPPORTS, EMPOWERS AND  
INSPIRES THE BIATHLON FAMILY TO  
DEVELOP AND GROW THE SPORT.**

The mission of the IBU describes how we operate our day-to-day business and in doing so, work toward realizing our vision.



# IBU HOUSE



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

Target 2030 is the new strategic framework for the future of biathlon. It is built on the foundations established by Target 26 and takes advantage of the many achievements realised under that plan between 2019-2024, in order to propel the sport to new heights in 2030 and beyond.

However, Target 2030 also sets clear priorities identified by the IBU Executive Board that has driven its development and made important directional corrections to its emphasis.

What has not changed are the overall directional objectives:

- Grow biathlon by doubling the total number of athletes, with focus on the youth
- Ensure that the interest and commercial value of biathlon grow – double the income for the IBU
- Reduce the sport's carbon footprint by 50% and become climate neutral by 2030

Our underlying principles – Integrity, Governance and Sustainability – remain undeniably relevant and must guide all our future efforts.

Just as Target 26, Target 2030 consists of five targets:

- Empowering our Federations
- Enhancing our Events
- Extending our Reach
- Implementing Good Governance
- Innovating our Future

Notably, compared to Target 26, we now aim to move from upgrading our Governance to implementing Good Governance thanks to the consistent good work in recent years.

The detailed contents for each of the targets are divided into Objectives, Strategies and Initiatives as outlined on the following pages.

This Target 2030 plan is the result of a Biathlon Family-wide consultation and engagement process, starting with the series of NF Regional Workshops, two Presidents' Meetings and an opportunity to provide written feedback through an online survey. The Technical Committee, IBU Organising Committees and the staff were also consulted, along with other stakeholders.

The Biathlon Family has shown with Target 26 what we can achieve when we all work together. The ambitious objectives of Target 2030 will push us to take our sport even further. To deliver against those, we again need everyone's full commitment and efforts to ensuring the sport's future success.





# TARGET2030

## STRATEGIC PRIORITIES



EMPOWERING  
OUR  
FEDERATIONS

CLOSING THE  
**COMPETITION GAP**

ENHANCING  
OUR  
EVENTS

DEVELOPMENT OF A **MODERN,  
SUSTAINABLE SPORT AND EVENT  
CONCEPT**

INNOVATING  
OUR  
FUTURE

ANALYSIS OF THE **IBU'S  
COMMERCIAL MODEL**

ACROSS ALL  
**FIVE**  
TARGETS

INTEGRATION OF  
**UNDERLYING PRINCIPLES**



TARGETS

OBJECTIVES

STRATEGIES

INITIATIVES



## 1 EMPOWERING OUR FEDERATIONS

We have laid a solid foundation through the NF Development Support Programme and the IBU Academy. Going forward, we aim to provide even more targeted support and tools to develop young athletes, educate coaches, and attract more youth to biathlon.

EMPOWERING  
OUR  
FEDERATIONS





## OBJECTIVES

- 1** Increase national activities, including the number of starts, active clubs, competitions and education activities, by 50%.
- 2** Multiply the number of biathlon coaches with an IBU Academy coaching certificate.
- 3** Grow the number of IBU registered athletes from age 15 by 20%.
- 4** Increase access to biathlon by providing education and co-fund air and laser/optical rifles for all active National Federations (NFs).
- 5** Strengthen and optimise summer biathlon with focus on supporting suitable competition opportunities for all NFs.

## STRATEGIES

- 1 IBU Academy:** Support the NFs with high-quality educational programmes and activities
- 2 Development support:** Provide additional, tailored NF support aligned with overall strategic priorities
- 3 Participation:** Grow youth and ensure junior level participation
- 4 Revenue:** Enable the NFs to significantly increase their funding from sources other than the IBU

## INITIATIVES

- 1 IBU Academy:** Support the NFs with high-quality educational programmes and activities
  - Optimise IBU Academy's programme to address the diverse needs of biathlon stakeholders.
  - Deliver innovative educational programmes and high-quality activities that merge theory and practice with the help of international experts.
  - Strengthen and encourage the scientific community to investigate biathlon-related topics that promote the development of biathlon and benefit the global Biathlon Family.
  - Increase options for talented, professional elite athletes to combine an educational or career path with a sports career and develop leaders to serve all aspects of biathlon.
- 2 Development support:** Provide additional tailored NF support aligned with overall strategic priorities
  - Deliver targeted support to develop tailored long-term strategic plans for NFs.
  - Develop a customised support programme that rewards performance and NF development based a long-term strategic plan.
  - Create partnership grants for developed NFs where NF & IBU key goals align.
  - Provide targeted funding for recruiting youth and supporting junior athletes.
- 3 Participation:** Grow youth and ensure junior level participation
  - Inspire kids and youth to practise biathlon worldwide by using sustainable, safe equipment and a socially positive digital activities toolkit (Biathlon4All).
  - Create a regional competition program setup that serves the needs of NFs with clearly defined performance standards for participation and support.
  - Set up a shared international database for results and athlete information from the youth category upwards.
- 4 Revenue:** Enable the NFs to significantly increase their funding from sources other than the IBU.
  - Provide stakeholders with automated competition footage and event coverage.
  - Educate NFs about commercial opportunities around digital platforms and IBU's rights.
  - Develop efficient production capability at the IBU to promote the sport across own and stakeholder channels.

EMPOWERING  
OUR  
FEDERATIONS



## 2 ENHANCING OUR EVENTS

The international IBU event series provide the platform to showcase our product. The success and visibility of IBU events is crucial since the overall financial model of biathlon is built on their international reach and interest.

ENHANCING OUR EVENTS





## OBJECTIVES

- 1 Ensure that IBU events showcase sporting success by many diverse NFs.\*
- 2 Enable IBU events to offer a world class experience for all stakeholders - on-site, on television and digitally.
- 3 Optimise the number of spectators at IBU events relative to overall impact.
- 4 Secure a stable financial model for the Organising Committees (OCs) to deliver long-term success.

\* Strategic Priority: Closing the Competition Gap (see: Empowering our Federations)

## STRATEGIES

- 1 **Event standards:** Define and implement a modern event concept
- 2 **Event experience:** Make IBU events attractive to future generations by creating incentives for on-site sport consumption within a sustainable framework
- 3 **OC Support:** Empower the OCs to develop and implement sustainable strategies for hosting events in cooperation with NFs and the IBU, with focus on synergies

## INITIATIVES

- 1 **Event standards:** Define and implement a modern event concept
  - Develop transparent allocation criteria for events based on a long-term strategy.
  - Install a transparent evaluation and follow-up system for the implementation of defined core event areas.
  - Work with experts to benchmark, develop and audit an innovative event concept for 2030 and beyond.
- 2 **Event experience:** Make IBU events attractive to future generations by creating incentives for on-site sport consumption within a sustainable framework
  - Collaborate with NFs and OCs to create an attractive programme around the event focused on fan experience, tailored to different target groups from families to sport enthusiasts and VIPs.
  - Help NFs and OCs create activation opportunities for kids/youth and provide access to sport and recruitment options, such as Biathlon4All.
  - Integrate the principles of sustainability into the core of all top level IBU events to minimise climate and environmental impact and maximise social legacies.
- 3 **OC Support:** Empower the OCs to develop and implement sustainable strategies for hosting events in cooperation with NFs and the IBU, with focus on synergies
  - Establish a customised event contribution system based on individual situation and rewarding the implementation of the new event concept.
  - Empower OCs and NFs to generate their own / new revenue streams (e.g. common ticketing, enhanced marketing strategies).
  - Support OCs to extend their reach and enhance communications (content hub, aligned communications).

## ENHANCING OUR EVENTS



## 3 EXTENDING OUR REACH

The reach of our sport is an important determinant of our market value. In the era of digital media, a sophisticated approach is required to respond to the changing consumption patterns of our viewers and followers worldwide. The IBU will work to empower the entire Biathlon Family to grow the global fanbase.

EXTENDING  
OUR  
REACH





## OBJECTIVES

- 1 Triple the global fanbase.
- 2 Increase the global audience for broadcasting (linear/non-linear) by 25%.
- 3 Optimise the number of spectators on site at each IBU event

## STRATEGIES

- 1 **Digital business:** Monetise the IBU digital ecosystem and generate benefits for the IBU and its stakeholders
- 2 **International coverage:** Ensure access to live biathlon coverage in currently dark and strategic markets
- 3 **International promotion:** Become a media house which helps stakeholders increase their reach and creates revenues

## INITIATIVES

- 1 **Digital business:** Monetise the IBU digital ecosystem and generate benefits for the IBU and its stakeholders
  - Run a successful digital marketing programme.
  - Partner with stakeholders to create business propositions within an integrated digital ecosystem.
  - Continue to develop the IBU's owned and operated channels based on fan needs to guarantee a user experience driven product.
- 2 **International coverage:** Ensure access to live biathlon coverage in currently dark and strategic markets
  - Develop market specific development strategies with action plans.
  - Provide an attractive OTT offer.
  - Enhance national media know-how and expertise.
- 3 **International promotion:** Become a media house which helps stakeholders increase their reach and creates revenues
  - Provide stakeholders with automated competition footage and event coverage.
  - Educate stakeholders about commercial revenue opportunities around digital platforms and IBU's rights.
  - Develop production capabilities at the IBU to efficiently promote the sport across IBU and stakeholder channels.

EXTENDING  
OUR  
REACH



## 4 IMPLEMENTING GOOD GOVERNANCE

The IBU has become recognised as a modern and progressive International Sport Federation. The successful establishment of the operationally independent Biathlon Integrity Unit (BIU) has become a case study of excellence in integrity matters within the sports movement. We aim to lead the future development of international best practice for integrity and good governance while assisting the NFs to strengthen their own governance.

IMPLEMENTING  
GOOD  
GOVERNANCE





## OBJECTIVES

- 1** Become the leading winter sport in terms of good governance, gender equality and diversity.

In this way, the work of the BIU will also be strengthened in the future.

## STRATEGIES

- 1 Integrity:** Through the work of the BIU, protect and prevent harm to well-being of participants in biathlon.
- 2 NF Governance:** Proactively support NF implementation of good governance practices.
- 3 Diversity, Equality & Inclusion (DEI):** Promote gender equality and enhance inclusion and diversity across all aspects of biathlon.

## INITIATIVES

- 1 Integrity:** Through the work of the BIU, protect and prevent harm to well-being of participants in biathlon.
  - Use the dual pillars of knowledge and communication, with informed preventative measures and transparent dialogue, as the foundation for deterring poor practices across the Biathlon Family.
  - Position safeguarding as a critical aspect of integrity, embodying the IBUs commitment to protect ethical standards by actively preventing harm and misconduct.
  - Ensure accountability and adherence to high ethical standards as core of stringent governance practices.
- 2 NF Governance:** Proactively support NF implementation of good governance practices
  - Implement a culture of good NF safeguarding practice across the Biathlon Family.
  - Prevent NF corruption through enhanced transparency of financial management.
  - Promote effective best practices for NF dispute resolution via appropriate independent arbitration procedures.
  - Ensure national sport's autonomy from government interference.
- 3 Diversity, Equality, Inclusion (DEI):** Promote gender equality, and enhance inclusion and diversity across all aspects of biathlon
  - Increase diversity across biathlon from participation to decision-making.
  - Continue to progress gender equality across biathlon.
  - Actively promote inclusion as an integral part of all IBU programmes and projects.

## IMPLEMENTING GOOD GOVERNANCE



## 5 INNOVATING OUR FUTURE

The IBU needs to monitor emerging trends to ensure a timely and innovative response to new challenges. Meanwhile, we must take responsibility for our environmental impacts and use our platform to effect behavioural change while ensuring that we leave a positive social legacy.

INNOVATING  
OUR  
FUTURE





## OBJECTIVES

- 1** Develop internal capacity to leverage new technologies and innovation to benefit the sport
- 2** Reduce sport's impact in alignment with the Paris Agreement and on trajectory to Net Zero by 2040
- 3** Ensure competitive and broad-based Para Biathlon participation in the Paralympic Games 2030

## STRATEGIES

- 1 Digital accessibility:** Develop digital touch points with key target groups and ensure relevance for future generations.
- 2 Sport & event Innovation:** Explore new formats, schedule options and presentation opportunities.
- 3 Analysis of commercialisation:** Assess options and opportunities for greater commercial success.
- 4 Sustainability leadership:** Ensure biathlon remains a leader in sustainability in and beyond sport.
- 5 Para sport:** Fully integrate Para Biathlon into the IBU.

## INITIATIVES

- 1 Digital accessibility:** Develop digital touch points with key target groups and ensure relevance for future generations.
  - Build capability to assess the potential of new technologies, platforms and applications to enhance athletic performance and the digital experience of biathlon.
  - Define a dedicated STRATEGIC for gamification and monitor the development of Esports.
  - Develop a clear understanding of OTT options for biathlon.
- 2 Sport & event Innovation:** Explore new formats, schedule options and presentation opportunities
  - Regularly review and update event formats to ensure a balance between tradition and innovation, considering factors such as audience engagement, athlete participation, and media coverage.
  - Review the calendar / season set-up to react to social and environmental developments.
  - Ensure the sport's attractiveness through use of latest technology in sport presentation (e.g. electronic targets, GPS and heart rate data).
  - Evaluate the needs for adaptation of sport with view to snow security and other external challenges.
- 3 Analysis of commercialisation:** Assess different opportunities for greater commercial success.
  - Further enhance IBU internal market know-how and marketing experience.
  - Map and evaluate potential new assets for commercialisation purposes.
  - Investigate options for different go-to-market approaches.
- 4 Sustainability leadership:** Ensure biathlon remains a leader in sustainability in sport
  - Partner to create new sustainability and climate solutions with measurable impact.
  - Engage the entire Biathlon Family value chain in concrete climate action.
  - Develop and implement a biathlon climate adaptation plan.
  - Review and develop alternative marksmanship models to protect nature.
- 5 Para sport:** Fully integrate Para Biathlon into the IBU
  - Develop a high-quality event series supported by regional competitions and successful OCs.
  - Grow participation in terms of nations and athletes.
  - Provide an attractive promotional platform to stimulate and grow public interest.

INNOVATING  
OUR  
FUTURE



# NEXT STEPS

Target 2030 is the new strategic framework for the future of biathlon. By executing against this plan, we will be working towards our overall directional objectives, manifested in the IBU House.

Under the five Targets, the Target 2030 plan entails a total of 17 strategies and 59 individual initiatives. Importantly, the Executive Board has set four overarching strategic priorities. Although these priorities largely align with one of the targets, various initiatives are expected to contribute to delivering towards them. As an example, the priority of Closing the Competition Gap will mostly see initiatives under the Empowering our Federations target but will also be supported by initiatives in Enhancing our Events and Innovating our Future.

To bring the new Target 2030 plan to live, the IBU will define an action plan for all the strategic priorities and Target-specific strategies. By

the start of the 2025/2026 financial year, each key project will have its own timeline and key milestones. Each project will also have a designated Executive Board member to provide oversight and direction, and an assigned IBU management team member to manage the planning of roles and responsibilities and to identify needs for additional resources. While many of the Target 2030 will complement ongoing activities of the IBU, some will necessitate external expertise or specific funding.

The implementation of a long-term strategy is a process that will not follow a straight line. To ensure that Target 2030 plan continues to respond to the changing needs of the Biathlon Family and our environment, systematic consultation with key stakeholders will be vital. Regular reporting will be provided to the Executive Board every six months, along with a biennial update to every Congress.





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