



**IBU**

**16<sup>TH</sup> ORDINARY**

**IBU CONGRESS**

**26 SEP – 29 SEP 2024 | BELGRADE SRB**







**IBU**

# **TARGET** 2030

**PRESENTATION OF  
NEW STRATEGIC PLAN**



# 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





# WHAT WILL A SUCCESSFUL IBU LOOK LIKE IN 2030?





# TARGET2030

## STRATEGIC PRIORITIES

EMPOWERING  
OUR  
FEDERATIONS

CLOSING THE  
**COMPETITION GAP**

ENHANCING  
OUR  
EVENTS

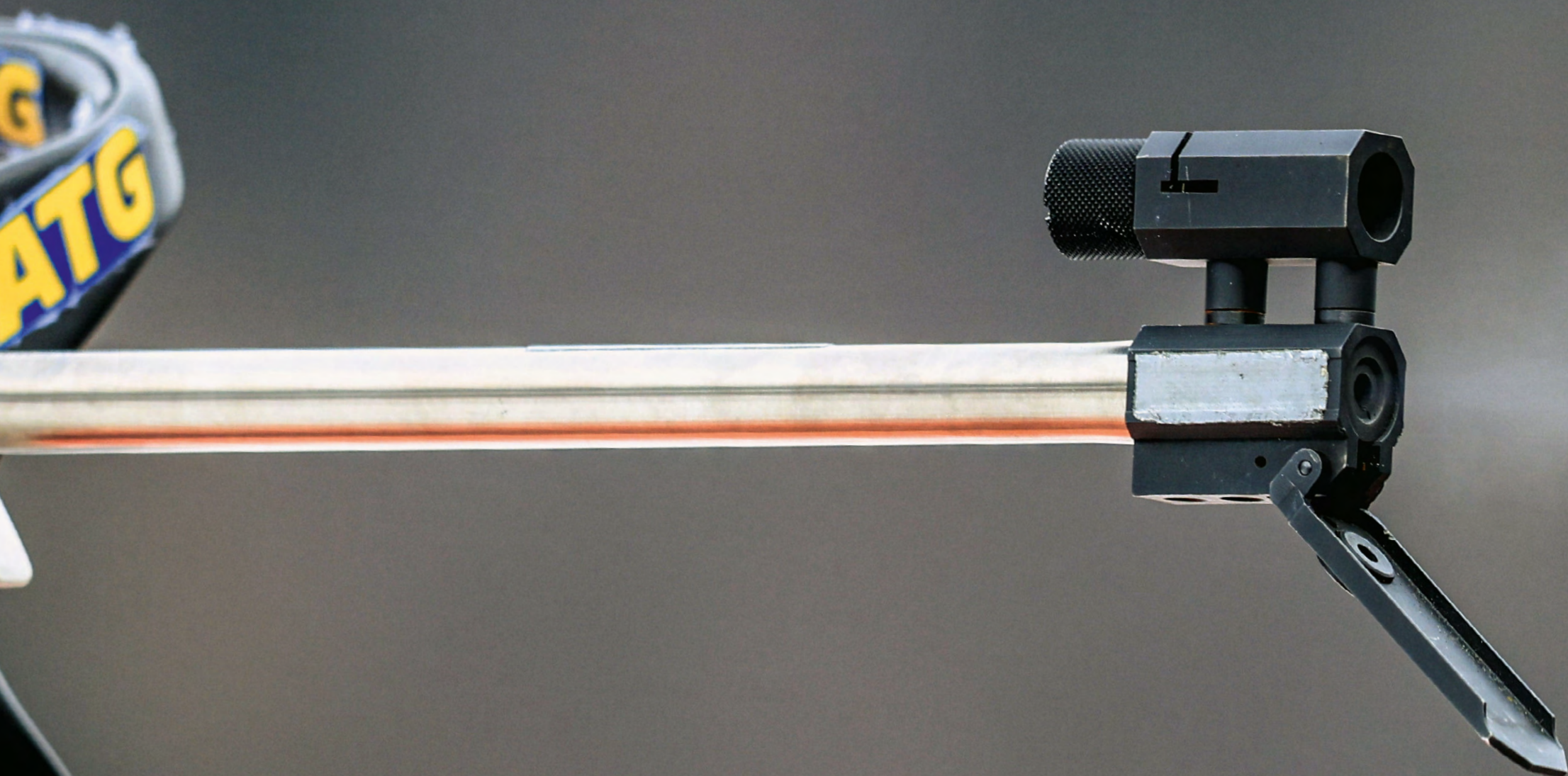
DEVELOPMENT OF A **MODERN,  
SUSTAINABLE SPORT AND EVENT  
CONCEPT**

INNOVATING  
OUR  
FUTURE

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

ACROSS ALL  
**FIVE**  
TARGETS

INTEGRATION OF  
**UNDERLYING PRINCIPLES**





## EMPOWERING OUR FEDERATIONS

- 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.



EMPOWERING  
OUR  
FEDERATIONS



## EMPOWERING OUR FEDERATIONS

### 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

EMPOWERING  
OUR  
FEDERATIONS



## EMPOWERING OUR FEDERATIONS

### 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.



## ENHANCING OUR EVENTS

- 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.



ENHANCING  
OUR  
EVENTS



## ENHANCING OUR EVENTS

### 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

ENHANCING  
OUR  
EVENTS



## ENHANCING OUR EVENTS

### 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



## EXTENDING OUR REACH

- 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

EXTENDING  
OUR  
REACH





## EXTENDING OUR REACH

### 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

EXTENDING  
OUR  
REACH



## EXTENDING OUR REACH

### 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



## IMPLEMENTING GOOD GOVERNANCE

- 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.

IMPLEMENTING  
GOOD  
GOVERNANCE





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IMPLEMENTING  
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## IMPLEMENTING GOOD GOVERNANCE

### 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



## INNOVATING OUR FUTURE

- 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

INNOVATING  
OUR  
FUTURE





## INNOVATING OUR FUTURE

### 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.

INNOVATING  
OUR  
FUTURE



## INNOVATING OUR FUTURE

### 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 strategy 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.





**IBU**