

***PROPOSAL FOR
IBU VISION, MISSION
AND OBJECTIVES***

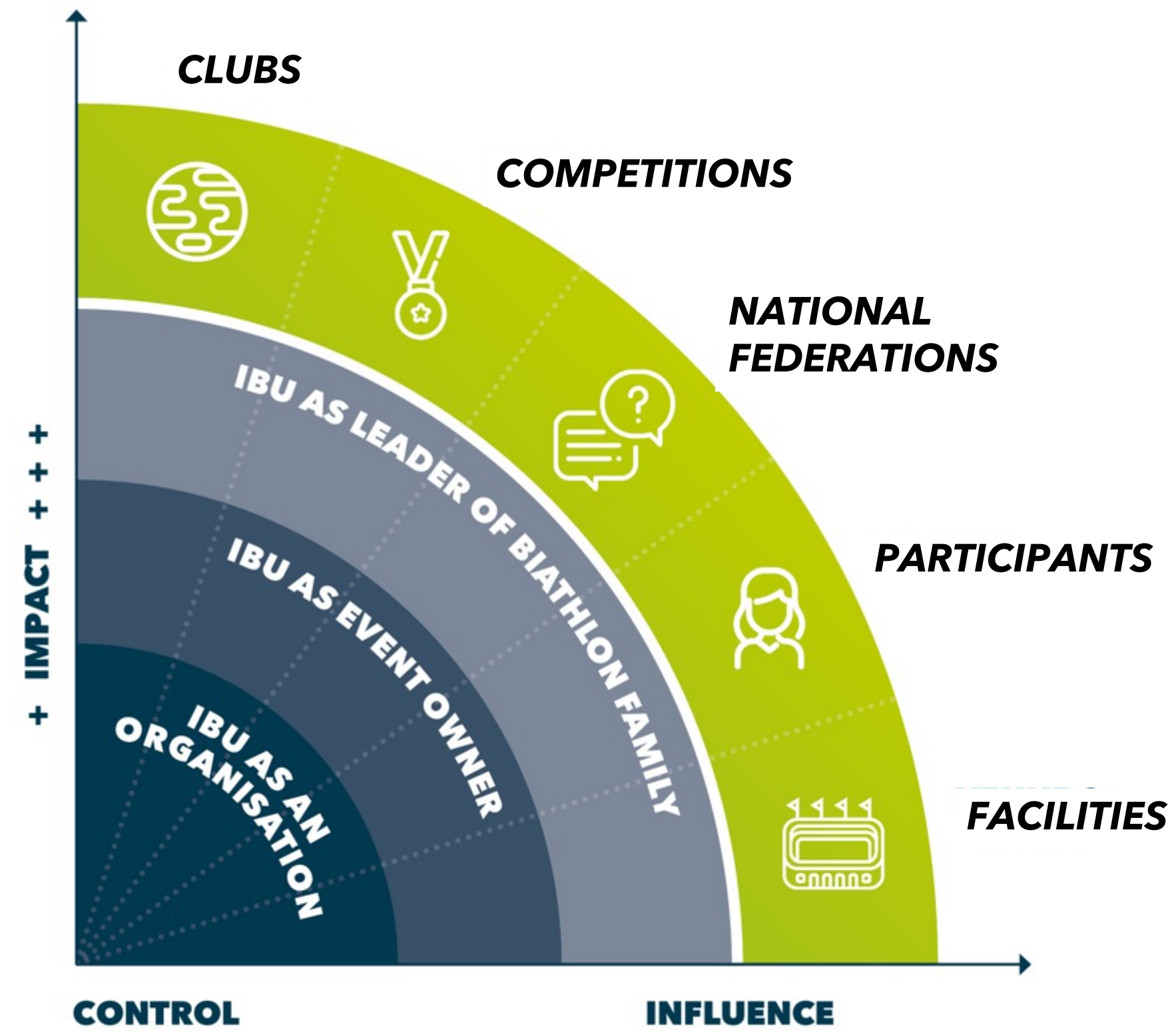


INTRODUCTION

- One of the main responsibilities of the International Biathlon Union is to govern the sport of Biathlon. This includes the responsibility to guide the Biathlon Family towards its future goals.
- In late 2019, we together with you, the National Federation members, created and approved our strategic plan, Target 26, which is currently being executed.
- To support the implementation of Target 26 and to provide an even more structured and longer-term strategic framework for our work, we have since initiated the process to define the overall Vision, Mission and Objectives for the Biathlon Family.
- The aim is to develop a House of Biathlon that is built on such a strong foundation that when it grows or the world around it changes, it will remain unshaken.
- This process started in the Executive Board a year ago, with a workshop to discuss its frames and related strategic questions. This spring, the National Federations, Athletes' Committee and Technical Committee were invited to a series of virtual workshops to collect initial input and guidance on our strategic direction. Meeting in Munich in September.

- All this input was shared with the Executive Board, which held another two workshops in May and June to prepare draft Vision, Mission and Objectives for discussion at the Presidents' Meeting 2021.
- Please find below the Executive Board's proposals for our Vision, Mission and Objectives for your review and input at the Presidents' Meeting in Munich in September.

IBU FRAMEWORK



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 VISION

**WE ARE THE
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- **Is this a relevant vision for us?**
- **Does it motivate and inspire you?**
- **Do you support the vision?**

IBU MISSION

**THE IBU
EMPOWERS THE
BIATHLON FAMILY
TO DEVELOP AND
GROW THE SPORT**

- **Is this a relevant mission for us?**
- **Does it motivate and inspire you?**
- **Do you support the mission?**

IBU OBJECTIVES FOR 2030

Our objectives for 2030 lend additional direction for the implementation of our strategic plan. They provide key performance indicators for the various programs and activities that are mandated by Target 26.

PARTICIPATION/GROWTH

Grow Biathlon by doubling the total number of athletes, with focus on the youth

- Increase access to Biathlon through the use of air and laser rifles by providing education and co-funding equipment for all active National Federations.
- Increase National Federations' domestic activities (annual number of starts, active clubs, held competitions and provided education activities) by 50%.
- Double the number of biathlon coaches with a coaching certificate.
- Grow the number of IBU registered athletes by 20%.
- Establish a high-level summer biathlon series of 3-4 events for all interested athletes and National Federations.

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● **Are these objectives relevant for us?**

● **Are they set too low?**

● **Do you support the direction?**

FANBASE / INCOME

Ensure the interest and the commercial value of biathlon to grow - double the income for the IBU

- Increase the global fanbase by ten.
- Increase the global fanbase for broadcasting (linear/non-linear) by 25%.
- Grow the number of spectators on site at the IBU event series by 25%.
- Enable the National Federations to significantly increase their level of funding from sources other than the IBU, while doubling the absolute level of support.

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SUSTAINABILITY

Reduce the sport's carbon footprint by 50% and become climate neutral

Reduce the carbon footprint of biathlon as a sport according to science-based targets (4.5% p.a.) to become climate neutral by 2030, and climate positive latest by 2034.

- **Is this objective relevant for us?**
- **How do we get there?**
- **Do you support the direction?**

TARGET 26 STRATEGIC AREAS

Our five strategic areas of focus for the two Olympic cycles culminating in the Olympic Winter Games 2026 were already set by Target 26, which we launched in October 2019:

- ***Empowering our Federations***
- ***Enhancing our Events***
- ***Extending our Reach***
- ***Upgrading our Governance***
- ***Innovating our Future***

UNDERLYING PRINCIPLES

As the foundation of our house, there are three underlying principles that we believe are integral to the conduct of the Biathlon Family members and must be at the core of all our activities and undertakings.

INTEGRITY | GOVERNANCE | SUSTAINABILITY

THE IBU HOUSE

Do we want to do this?

Can we do this?

Will we do this?

VISION

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

MISSION

THE IBU EMPOWERS THE BIATHLON FAMILY TO DEVELOP AND GROW THE SPORT

OVERALL OBJECTIVES 2030

- 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

STRATEGIC AREAS

EMPOWERING OUR FEDERATIONS

ENHANCING OUR EVENTS

EXTENDING OUR REACH

UPGRADING OUR GOVERNANCE

INNOVATING OUR FUTURE

UNDERLYING PRINCIPLES

INTEGRITY

GOVERNANCE

SUSTAINABILITY



IBU

PRESIDENTS' ***MEETING***

10 SEP - 12 SEP 2021 | **MUNICH** GERMANY





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IBU MISSION

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

- Our mission should describe how we operate our day-to-day business and in doing so, work toward realizing our vision.

THE IBU HOUSE

Put together, all these elements make up the IBU House, which represents both the foundation and overall direction for developing Biathlon.

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