



MINUTES

IBU Executive Board Meeting 169
7-8 December, Hochfilzen/AUT

DAHLIN, Olle	IBU	President
HAMZA, Jiri	IBU	Vice President ¹
SCHERER, Christian	IBU	Treasurer
BOYGARD, Tore	IBU	Executive Board Member
EGAN, Clare	IBU	Executive Board Member
DAFOVSKA, Ekaterina	IBU	Executive Board Member
FARCNIK, Tim	IBU	Executive Board Member
SAGUEZ, Fabien	IBU	Executive Board Member
SANTER, Nathalie	IBU	Executive Board Member
STEINLE, Franz	IBU	Executive Board Member
COBB, Max	IBU	Secretary General ²
<u>Guests:</u>		
BÖHM, Daniel	IBU	Sport & Event Director (SD)
EIDENHAMMER, Margit	IBU	Head of Finance and Administration (HFA)
GERASIMUK, Dagmara	IBU	Development Director (DD)
RAKIC, Riikka	IBU	Strategy, Sustainability & Governance
WINKLER, Christian	IBU	Communications Director (CD)

¹ Further referred to as VP

² Further referred to as SG



AGENDA

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1. President's welcome
2. Approval of agenda items + pot. conflict of interest announcement
3. Circular decisions between EB Meetings
4. Reports, General
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 - II. Other EB members
 - III. Secretary General
5. Biathlon Integrity Unit
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6. Reports, Overall and Strategy
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 - III. Report: Constitution Working Group (R. Rakic)
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 - I. Report: Media and Marketing Working Group (J. Hamza / M. Cobb)
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 - III. Decision: Event Manager/Coordinator staff position
 - II. Report: "Media" (M. Cobb / C. Winkler)
 - I. Update EBU
 - II. Content Sales and Control
 - III. Report: "Marketing" (M. Cobb / C. Winkler)
 - I. Digital Marketing Manager
 - II. Common Ticketing Platform / Data Sharing
8. Sports & Event
 - I. Report: "Sport and Event" (D. Böhm)
 - I. Update Summer Biathlon
 - II. Update Para Biathlon (R. Rakic)
 - III. Update Lead
 - IV. Issues/Proposals from Technical Committee
 - I. Decision: Approval of WC/WCH schedule 24/25
 - II. Decision: Update ToR (inclusion of Para)

9. Development

- I. Report: "Development" (D. Gerasimuk)
 - I. Update Academy
 - I. Decision Regional Pilot Basic Course
 - II. Update Biathlon for All
 - I. Decision International Biathlon Day
 - III. Update Winter Regional Events – calendar 2023/2024

10. Communication

- I. Report: "Communication" (C.Winkler)

11. Finance and Administration

- I. Report: "Finance and Administration" (M. Eidenhammer)
 - I. Forecast 2 2023/24

12. Miscellaneous

- I. Report: Presidents' Meeting and Hall of Fame, NMNM/CZE
- II. Report: Congress 2024, Belgrade/SRB
- III. Report: Membership Applications
- IV. Decision: IBU Awards

13. Meetings

- I. EB meetings
 - I. EB170, Dinner Feb 14 - Lunch Feb 16, 2024, NMNM/CZE
 - II. EB171, June 10-12, Lenzerheide/SUI
 - III. EB 172, Proposal August 20-22, Otepää/EST? tbd
- II. Other IBU meetings
 - I. Presidents' Meeting, Feb 16, 2024, NMNM/CZE
 - II. Development Commission Meeting, May, 27-28 TBD
 - III. OC Meeting, June 13-14, 2024, Lenzerheide/SUI
 - IV. Congress 2024, Sept 27-29, 2024, Belgrade/SRB
- III. Other meetings
 - I. WADA Symposium, March 12-13, 2024, Lausanne/SUI
 - II. EOC G.A., June 6-7, 2024, Bukarest/ROU
 - III. IOC Session, July 2024, Paris/FRA

14. Executive Session



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1. President's welcome

The President welcomed the Executive Board members to the last meeting of 2023 and thanked the hosts of the BWM IBU World Cup event in Hochfilzen for their hospitality.

2. Approval of agenda items + pot. conflict of interest announcement

The agenda was approved with ample time reserved for the discussion on the long-term strategy Target 2030 immediately after the reports.

There were no announcements of any conflict of interest.

3. Circular decisions between EB Meetings

On 21 November 2023, the EB approved the special arrangements with Lenzerheide and Swiss-Ski for the organisation of the World Championships 2025.

Also on 21 November 2023, the EB approved the revised Terms of Reference (ToR) for the Athletes' Committee to apply to the election of two new Athletes' Committee members during the Oslo World Cup in February-March 2024, as per the change to the Constitution approved by Congress 2022. Click [here](#) to see the updated ToR.

4. Reports, General

I. President

The President congratulated the organisers of the first World Cup competitions in for a good start for the season and referred to his written report for a detailed account of his activities since the EB meeting in Antholz.

He specially highlighted visits to Estonia and Latvia together with the Secretary General, and the signing of the IBU's 3rd university partnership in Katowice, Poland, where the University of Katowice is very engaged and keen to utilise the brand of the IBU for common projects.

The President also noted the IBU's participation in the IF Forum organised by SportAccord, which also saw the autumn meeting of the Association of International Olympic Winter Sports Federations (AIOWF) take place with all the other Olympic Winter IFs and the International Ski Mountaineering Federation (ISMF) as an observer. The AIOWF was re-named WOF (Winter Olympic Federations) and is currently working on its future strategy with strong involvement of the IBU SG.

The IBU President and Athletes' Committee Chair Clare Egan attended the recent WADA meetings of the Foundation Board and Athletes Committee respectively,



gaining great insight into the perspectives of governments from all continents that play a key role in the global anti-doping work.

The President further noted his recent attendance of a virtual meeting of the IOC Legacy and Sustainability Commission, which serves as an advisory body to the IOC Executive Board and provides a good network of contacts worldwide.

Finally, he highlighted participation for the first time in a General Assembly of an IBU National Federation, that of Australia, which has recently implemented several internal governance enhancements.

II. Other EB members

The Treasurer confirmed that the IBU's non-profit association status in Austria has been approved and extended for 4 years. The analysis of a set-up of an IBU-held company and foundation continues, as does the analysis of the IBU's insurance portfolio to optimise the cost of the premiums. He further noted the need to ensure that the IBU fully complies with the Austrian law for employment of all staff including contractors to mitigate any legal or financial risks.

Athletes' Committee Chair Clare Egan reported on the annual IBU Athletes' Meeting that was staged on Tuesday, 6 December, fully virtually, rather than in a hybrid format as planned. At least 22 nations were represented with an estimated 70+ athletes. The focus of this year's meeting was on sport and providing direct dialogue and Q&A with the sports department represented by SD and Race Director Borut Nunar. The IBU Athlete Ambassadors from all three areas (Sustainability, Integrity Matters, Gender Equality) also shared their projects. Unfortunately, it remains challenging to ensure participation by all countries, in particular by countries from the wider Asian region presumably for language reasons, although some other countries also did not show.

She further informed the Executive Board about her decision to end her term as Chair with the upcoming Athletes' Committee elections 2024. Submissions are due by 26 January 2024 for the positions of two new AC members to be elected during World Cup 7 in Oslo/NOR from 26 February 2024, followed by vetting by the BIU. She expressed her hope for a smooth transition for the new Athletes' Committee taking effect from 1 April 2024.

Fabien Saguez reported on the recent allocation of the Olympic Winter Games 2030 which will also impact plans of hosting other major events in France in the upcoming years.

Nathalie Santer congratulated the IBU on the great preparation of the implementation of the full fluor ban which has worked well. She also commented on the FISU being one of the IBU member national federations that is currently not involved with Para Biathlon in their own countries and hence not directly included in the preparation of the Paralympic Winter Games 2026 or related test events in Italy.

III. Secretary General

The SG kept his report brief, highlighting the excellent season start thanks to great cooperation with nature and the extraordinary cooperation with the NFs for the successful execution of the fluor ban, which is much appreciated.

He further noted the major discussions with the EBU and the developments in digital media and marketing, which are moving at a fast pace. These include the commercialisation of IBU's clips, cooperation with the national federations for the Content Hub, and the initial tests of virtual advertising on a geographically diversified basis depending on legal requirements in nations with live broadcast. All of these bode for interesting future opportunities.

He also reported on extensive discussions with Milano Cortina 2026 that have helped deconflict the Games schedule. However, several issues remain to be clarified for other major sports on the Olympic Winter Games programme.

5. Biathlon Integrity Unit

I. Report: "BIU" (F. Steinle)

Franz Steinle referred to the BIU's written report. He reminded the EB that as the EB's representative to the BIU Board he is *not* a member of the vetting panel.

Franz Steinle also referred to the detailed updates of the various CAS cases. He further highlighted the educational and safeguarding awareness campaign the BIU is running and the two-day intelligence workshop that the BIU recently hosted with the participation of seven NADOs that it works most closely with.

6. Reports, Overall and Strategy

I. Report: Target 26 (M. Cobb / R. Rakic)

The EB took note of the succinct update on the progress of the 15-month Action Plan to finalise the delivery of the Target 26 strategy as presented at the Presidents' Meeting in Vienna on 2 July in response to the six Regional Workshops held with 49 NFs present. Some projects in the Action Plan are included in more detail under Agenda points 7 and 9.

A final report on the implementation of Target 26 will be presented to Congress 2024 in September 2024.

II. Report: Target 2030 (M. Cobb / R. Rakic)

The President introduced the meeting's main agenda point on the planning of the IBU's new long-term strategy Target 2030, which is a key task of the Executive Board. This planning process is informed by the IBU vision and mission statements that were approved at the Presidents' Meeting 2021, and the underlying principles of the IBU House: Integrity, Governance and Sustainability.



The SG provided context for the due diligence work done by the management team since the Presidents' Meeting 2023, focused on dissecting the Overall Objectives 2030 that were set in 2021 following a broad consultation process but less quantitative analysis on their feasibility. Feedback received from the NFs in the context of the Regional Workshops showed that the Overall Objectives required scrutiny and data-based validation in terms of their feasibility.

The Executive Board engaged in a lively discussion on defining what a successful IBU in 2030 will look like. The EB underlined that that sport must be at the core of all that the IBU does.

I. Due Diligence

The SG supported by the management team presented the detailed due diligence analysis of the three Overall Objectives and all sub-points approved at the Munich Presidents' Meeting 2021 (see [here](#) for the original 2021 document).

A key discussion concerned whether organisational goals should be directional vs. literal, realistic vs. aspirational, or easily reached vs. ambitious to forge new thinking.

Despite a hugely improved access to data and information on the state of biathlon worldwide thanks to the NF online surveys 2020 and 2022, as well as data collected during the Regional Workshops, the limits of the current available data on the number of biathletes was pointed out, as were the varied definitions of an 'athlete.' Given the current geopolitical situation it was stressed that it will be important to determine whether the data will include Russia and Belarus both for current state and future targets.

The challenge of expensive infrastructure, general trends in leisure time use among youth, sport participation and drop-out in early teenage years as well as the role of national champions were also noted.

Following a detailed discussion, the EB agreed to reconvene in hybrid form for a special strategy session in early January 2024 to enable further exchange and to work on a version that will be provided for review and consultation by the NFs at the extraordinary Presidents' Meeting 2024 with hybrid participation on site at the World Championships in Nove Mesto na Morave and virtually on 16 February 2024.

The new strategic plan Target 2030 will be presented for approval at Congress 2024.

II. Strategic initiatives framework

The EB took note of an initial draft of potential objectives for Target 2030, using the existing structure of Target 26 with the five targets: Empowering



our Federations; Enhancing our Events; Extending our Reach; Improving our Governance; and Innovating our Future.

The SG and the management team will work on a new draft including potential initiatives for each proposed Target 2030 objective in time for the EB's next session in January 2024.

III. Report: Constitution Working Group (R. Rakic)

The EB took note of a written report on the work underway by the Constitution Working Group that will meet again in Ruhpolding on 12 January and will present its proposals for review by EB 170 in February 2024.

7. Media and Marketing

I. Report: Media and Marketing Working Group (J. Hamza / M. Cobb)

I. Decision: Digital Reach Bonus

The EB approved an additional payment of €9'815 for digital reach performance bonus to NF ITA, in addition to €5'000 already paid in June 2023 for live TV reach, following the receipt of digital media reports from FISJ and OC Antholz.

See Annex 1 7.1.1 Digital Reach Performance Bonus 2023_FINAL_with ITA_EB169

The EB approved the digital reach bonus criteria for season 2023/2024, to be measured during the period from 1 November 2023 – 30 April 2024, as developed in cooperation with the new Digital Reach Task Force comprising representatives of four NFs, an industry expert and IBU staff.

It further agreed to work on the criteria applied to calculate the live TV reach bonus at EB 170.

II. Sport betting

Consultations on the new sport betting rules are still underway with close partners in the marketing space; their feedback is expected by EB 170.

III. Decision: Event Manager/Coordinator staff position

The EB approved the new role of Event Manager/Coordinator beginning during the new fiscal year, as proposed by the EB Media & Marketing Working Group. A job description is to be finalised at EB 170, with recruitment to commence post-season and the start of the new staff member to follow ideally in Summer 2024.

An overall staffing plan for the next 24 months aligned with the high-level



strategic plan Target 2030 will be presented at EB 170 to allow for efficient budget planning until 2026.

II. Report: "Media" (M. Cobb / C. Winkler)
I. Update EBU

The EB Negotiations Group has held several meetings with the EBU to find a solution to the repercussions of the Russian war of aggression in Ukraine to the IBU's broadcasting contract and biathlon coverage in RUS and BLR. The IBU remains committed to ensuring guaranteed visibility on public television in the long term, and to a partnership with the EBU to achieve this.

A proposal for changes to the financial arrangements is being worked out, with the goal of having a final agreement in February 2024 at Nove Mesto/CZE.

II. Content Sales and Control

CD reported on the work that has started with the current season by a company called Online Control to monitor the IBU's online content use. New for this season are also sales of rights to use such content in video clips, including by existing IBU stakeholders. This is novel for all involved parties and the priorities might need re-evaluation after the 2023/24 season.

III. Report: "Marketing" (M. Cobb / C. Winkler)
I. Digital Marketing Manager

An experienced digital marketing expert, Lorenzo Giovacchini of Italy will start in the new position of IBU Digital Marketing Manager on 1 January 2024. The recruitment process for this new position showed that the market is extremely competitive for experienced digital professionals.

II. Common Ticketing Platform / Data Sharing

The EB Media and Marketing Working Group recommended to assess opportunities for the OCs via a common ticketing platform or at least sharing of data via a common hub. This work will be further scoped after the season and as part of the hiring process for the new Event Manager/Coordinator.

8. Sport & Event

I. Report: "Sport and Event" (D. Böhm)

SD referred to his written report. He noted that some of the concepts currently under review by his department as well as by the TC will require an open mind by all involved parties. Discussions will continue during the season and at its next meeting,



the TC will reconsider the future series set-up, such as the future positioning of the IBU Junior Cup (15-month Action Plan project).

The event allocation process for the Olympic term beginning with the season 2026/27 will commence in the spring. The application documents are currently being prepared and internally reviewed, with presentation planned at EB 170 and allocation during Summer 2024. The EB is asked to provide strategic direction and priorities.

The IBU organised charter flights during the season are more expensive than expected and cannot be fully refinanced. This difference is already included in Budget Forecast II.

The implementation of the full fluor ban has worked out well thanks to a great job by Tomasz Bernat and his team, and excellent cooperation with the NFs.

I. Update Summer Biathlon

SD presented a detailed analysis demonstrating that the new summer biathlon concept tested during the summer 2023 and at the SBWCH 2023 has not delivered as expected. As a result, the TC recommended the elimination of the SBWCH in the current format.

The EB supported the further development of a detailed concept for a new season opening event, including a stakeholder engagement plan with key partners and target groups, and a parallel review of the future of the SBWCH together with the EB Summer Biathlon Working Group.

II. Update Para Biathlon (R. Rakic)

The planning of the Para Biathlon and Para Cross-Country World Cup season 2023/2024 led by FIS has been disappointing. The calendar only includes one World Cup event in Martell/ITA for Para Biathlon, in addition to the Para Biathlon World Championships and Season Finals in Prince George/CAN.

IBU Para Biathlon Coordinator Tomi-Pekka Riihivuori began work in a part time role on 1 October and is assisting, where possible, given the delayed season planning.

The IBU proposed a different model of future cooperation at the IBU-FIS Steering Group meeting on 15 November 2023. FIS has yet to provide official feedback. Provided an agreement can be reached, such a new cooperation will require a revision of the IBU-FIS current agreement. The EB will be asked to review options if no agreement can be found.

III. Update Lead

The European Commission is expected to provide a first full draft of the wording of a new directive on the use of lead in sports to the REACH



Committee in January 2024. Key NFs have been briefed and are liaising with government representatives in their countries involved in the work of the said Committee.

IV. Issues/Proposals from Technical Committee

I. Decision: Approval of WC/WCH schedule 24/25

The EB approved the schedule of the World Cup and World Championships schedule in season 2024/2025, including starting times. See Annex 2: 8.1.4.1._Decision_WC calendar 2024-25

II. Decision: Update ToR (inclusion of Para)

The EB approved the amended Terms of Reference for the Technical Committee, establishing a separate annex for Para Biathlon as part of the IBU Event and Competition Rules (ECR) and the Para Biathlon Working Group under the IBU TC. Click [here](#) to view the updated ToR.

9. Development

I. Report: "Development" (D. Gerasimuk)

I. Update Academy

DD referred to her written report. See Annex 3 9.I EB 169_Report_Development

She highlighted the great cooperation with the NFs in the delivery of the IBU Academy programmes in 2023 and noted that more than 90 coaches are planned to be educated in 2024.

The IBU's university partnerships will grow with a cooperation with the Salzburg University to be signed in Spring 2024. A new Journal of Biathlon Coaching will launch in January 2024.

The special development support project driven by the NF NOR for several NFs, combined with the famous Liatoppen festival, has been requested by seven NFs.

The regional events are launching into the third winter season and will include a new detailed reporting procedure.

The Biathlon for All (B4A) project now includes 42 NFs. A feedback report is expected by all participating nations, including details on the technical capabilities of the laser rifles being tested.

The Development Commission meeting in Östersund in November provided great input to the work of the Development Department in various areas. See minutes [here](#).

I. Decision Regional Pilot Basic Course

The EB approved the concept of regional pilot basic course for coaches, with the budget for the first course to be presented as part of the regular budgeting process.

II. Update Biathlon for All

I. Decision International Biathlon Day

The EB approved the concept for the International Biathlon Day (part of the 15-month Action Plan), with the budget for the campaign to be presented as part of the regular budgeting process.

III. Update Winter Regional Events – calendar 2023/2024

The DD referred to the calendar in the written documentation.

10. Communication

I. Report: “Communication” (C.Winkler)

CD referred to his written report. He highlighted the opening week in Östersund with a positive trend already visible in the online reach statistics year-on-year.

The OTT solution being built by Eurovision is expected to launch this season.

11. Finance and Administration

I. Report: “Finance and Administration” (M. Eidenhammer)

HFA referred to her written report on current projects in the department, including full implementation of SharePoint and the CRM system.

I. Forecast 2 2023/24

The EB took note of the Forecast 2 and a current state analysis of the IBU's reserves.

12. Miscellaneous

I. Report: Presidents' Meeting and Hall of Fame, NMNM/CZE

The Presidents' Meeting on 16 February 2024 is planned as a hybrid meeting during the World Championships 2024 in Nove Mesto na Morave and there will be no travel support hence virtual participation will be fully possible.

The goal of the meeting is to present the key findings of the strategic planning process and initial plans for Target 2030 to gather feedback from the NFs. The meeting will be limited to 90 min as this is an extraordinary meeting since Presidents' Meetings are normally only held in years when no Congress takes place.

The EB will be involved in the presentations as at Congress 2022.

The second Hall of Fame celebration will take place after the Presidents' Meeting in the VIP Tent. Two NF representations are invited, with some more representatives from the NFs whose athletes are recognized. The large available space will enable the integration of more media during this year's celebration. EB involvement in the planning of the Hall of Fame evening is welcome.

II. Report: Congress 2024, Belgrade/SRB

Congress planning is progressing as planned. The dinner locations have been confirmed, including a night boat trip to a special venue on the second night.

III. Report: Membership Applications

There are several countries interested to become new provisional members of the IBU.

IV. Decision: IBU Awards

The EB asked the awards that require new funding to be presented as part of the regular budgeting process at EB 170.

13. Meetings

I. EB meetings

- I. EB170, Dinner Feb 14 - Lunch Feb 16, 2024, NMNM/CZE
- II. EB171, June 10-12, Lenzerheide/SUI
- III. EB 172, Proposal August 20-22, Otepää/EST? tbd

II. Other IBU meetings

- I. Presidents' Meeting, Feb 16, 2024, NMNM/CZE
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III. Other meetings

- I. WADA Symposium, March 12-13, 2024, Lausanne/SUI
- II. EOC G.A., June 6-7, 2024, Bukarest/ROU
- III. IOC Session, July 2024, Paris/FRA

14. Executive Session

An informal discussion only with Board members present took place during the meeting. Among other topics, the current staffing plan was reviewed, and a listing of external service providers and contractors was shared.

Confirmation of the final minutes for EB 169



Olle Dahlin, President
Jan 16, 2024



Max Cobb, Secretary General
Jan 16, 2024