



IBU

DEVELOPMENT INFO DAY 2024

**27 MARCH 2024
ONLINE VIA ZOOM**



HOUSEKEEPING



MUTE YOUR MICROPHONES DURING THE SPEAKER'S PRESENTATIONS



SHARE YOUR QUESTIONS WITH US USING THE Q&A FUNCTION OR RAISE YOUR HAND DURING THE Q&A TIME



CHOOSE YOUR PREFERRED LANGUAGE VIA "INTERPRETATION"

(ВЫБЕРИТЕ ПРЕДПОЧИТАЕМЫЙ ЯЗЫК ЧЕРЕЗ «УСТНЫЙ ПЕРЕВОД»)

WELCOME from OLLE DAHLIN IBU PRESIDENT

01 IBU DEVELOPMENT PRINCIPLES 2024/2025

02 NFs DEVELOPMENT PROJECTS SUPPORT

03 IBU-IOC CAMPS + MATERIAL DISTRIBUTION

04 IBU SCOPE 2.0

05 IBU ACADEMY

06 IBU REGIONAL EVENTS and NATIONAL EVENTS

07 IBU UPCOMING EVENTS and more

AGENDA

01 INTRODUCTION

IBU DEVELOPMENT TEAM & DEVELOPMENT PRINCIPLES 2024/2025



Dagmara Gerasimuk
Development Director

Gerold Sattlecker
Head of Academy

Christoph Gressenbauer
Education Manager

Anna Kitzbichler
Development Project Coordinator

Maija Ruotsalainen
Development Project Coordinator

Riikka Rakic
Strategy, Sustainability and Governance

Theresa Heinsinger
Sustainability Manager

DEVELOPMENT & SUSTAINABILITY

More info can be found here [International Biathlon Union - Inside IBU DEVELOPMENT \(biathlonworld.com\)](https://www.biathlonworld.com/development)

THE BIATHLON FAMILY

NF CLASSIFICATION CRITERIA AND AVAILABLE DEVELOPMENT SUPPORT 2024/2025

DEVELOPMENT CATEGORY	CLASSIFICATION CRITERIA	IBU DEVELOPMENT SUPPORT
<p>A ADVANCED STRUCTURE</p>	<p>1. Combined WC NC points ranked 1-5</p>	<p>1. Development project support 2. IBU Regional Events support 3. IBU Academy activities</p>
<p>B DEVELOPED STRUCTURE</p>	<p>1. Participation WC / both genders 2. IBU venue A/B License 3. Combined WC NC points ranked 6-25</p>	<p>1. Development project support 2. IBU Regional Events support 3. Equipment and material on request 4. IBU Academy activities</p>
<p>C PROGRESSING STRUCTURE</p>	<p>1. Participation of both genders in YJWCHs or IBU Cup or IBU Continental Cups or IBU Regional Cups or IBU Junior Cup 2. Hosting annual national Championships in all IBU categories</p>	<p>1. Development project support 2. IBU Regional Events support 3. Equipment and material on request 4. IBU Academy activities 5. IBU IOC Camps</p>
<p>D BASIC STRUCTURE</p>	<p>1. National competition with at least 4 national athletes or Participation at IBU YJWCH or IBU Junior Cup 2. Sports facility / basic sports 3. Biathlon coach or cross country skiing coach with training programme in shooting and rifle safety</p>	<p>1. Development project support 2. IBU Regional Events support 3. Equipment and material on request 4. IBU Academy activities 5. IBU IOC Camps</p>
<p>E INCOMPLETE STRUCTURE</p>	<p>New NFs with a strong will to become full members - basic structures have to be put in place first, knowledge transfer from professionals necessary, and active members</p>	<p>1. Development project support 2. IBU Academy activities</p>
<p>F INACTIVE MEMBERS</p>	<p>1. NF that doesn't take part in any of IBU event series for 2 seasons in a row 2. NF that doesn't have minimum 4 athletes to organize National championships (Youth and Juniors) during winter or summer 3. NF that doesn't have any training venue 4. NF that doesn't have a biathlon coach</p>	

Development Categories for the fiscal year 2023/2024

Category A - Advanced Structure:

GER, NOR, FRA, SWE, ITA (5 NFs)

Category B - Developed Structure:

AUT, BUL, CAN, CZE, EST, FIN, KAZ, KOR, LTU, LAT, POL, ROU, SLO, SUI, SVK, UKR, USA (17 NFs)

Category C - Progressing Structure:

AUS, BEL, BIH, CHN, CRO, DEN, ESP, GBR, GRE, GRL, HUN, JPN, MDA, MGL, SRB, TUR (16 NFs)

Category D - Grassroot Structure:

ARG, CHI, BRA, GEO, KGZ, MKD, NED, NZL (8 NFs)

Category E - Incomplete Structure:

IND, ISL, LBN, MEX, POR, THA, TPE (6 NFs)

Category F - Inactive Members:

AND, ARM, IRL, CYP, DOM, LIE, UZB (7 NFs)

Suspended: RUS, BLR



send your national champs results

(In total: **61** nations)

Group	IBU DEVELOPMENT SUPPORT 2024-2025					
A. Advanced	1. Coaches' Scholarship for the IBU Academy courses 2. Mentorship Programme (GE budget, courses budget) 3. Biathlon for All	Customized development co-projects with the contribution to IBU stakeholders and/or contribution to IBU Academy	1. Sustainability, 2. Gender equality, 3. Athletes' involvement after sport career Max IBU support per NF 25 000 EUR and max 15 000EUR per project; 50/50	NFs Partnership (A and B projects leaders) a max IBU support 20 000 EUR; without own contribution possible collaboration between A&B NFs	IBU Regional Event Support summer and winter +city events	IBU IOC International Youth Camp
B. Developed		Financial support for NF development project applications (HR, Youth and Junior Development, support of training venues)				
C. Progressing					Financial support to expert support	IBU-IOC Camps 2-3 overall camps SPRING/AUTUMN/WINTER and regional camps; IBU Academy 'students' with obligatory practice during the camps
D. Basic		Max IBU support per NF 25 000 EUR				
E. Incomplete structure (non-developed)						
F. Inactive members						

02 NFs DEVELOPMENT PROJECTS

PROJECT PRINCIPLES



PROJECT OVERVIEW

- **Youth and Junior athletes´ development**
 - Identification and training of youth and junior athletes
 - Popularisation of biathlon among kids
- **NF partnerships**
- **Biathlon expert support** (*open for all; experts can be provided by IBU*)
- **Support of training venue**
- **Sustainable business development**
 - Athletes´ involvement after sport career
 - Sustainability
 - Gender Equality
- **Customised development project with contribution to all stakeholders** (*only for A category NFs*)

GENERAL PRINCIPLES

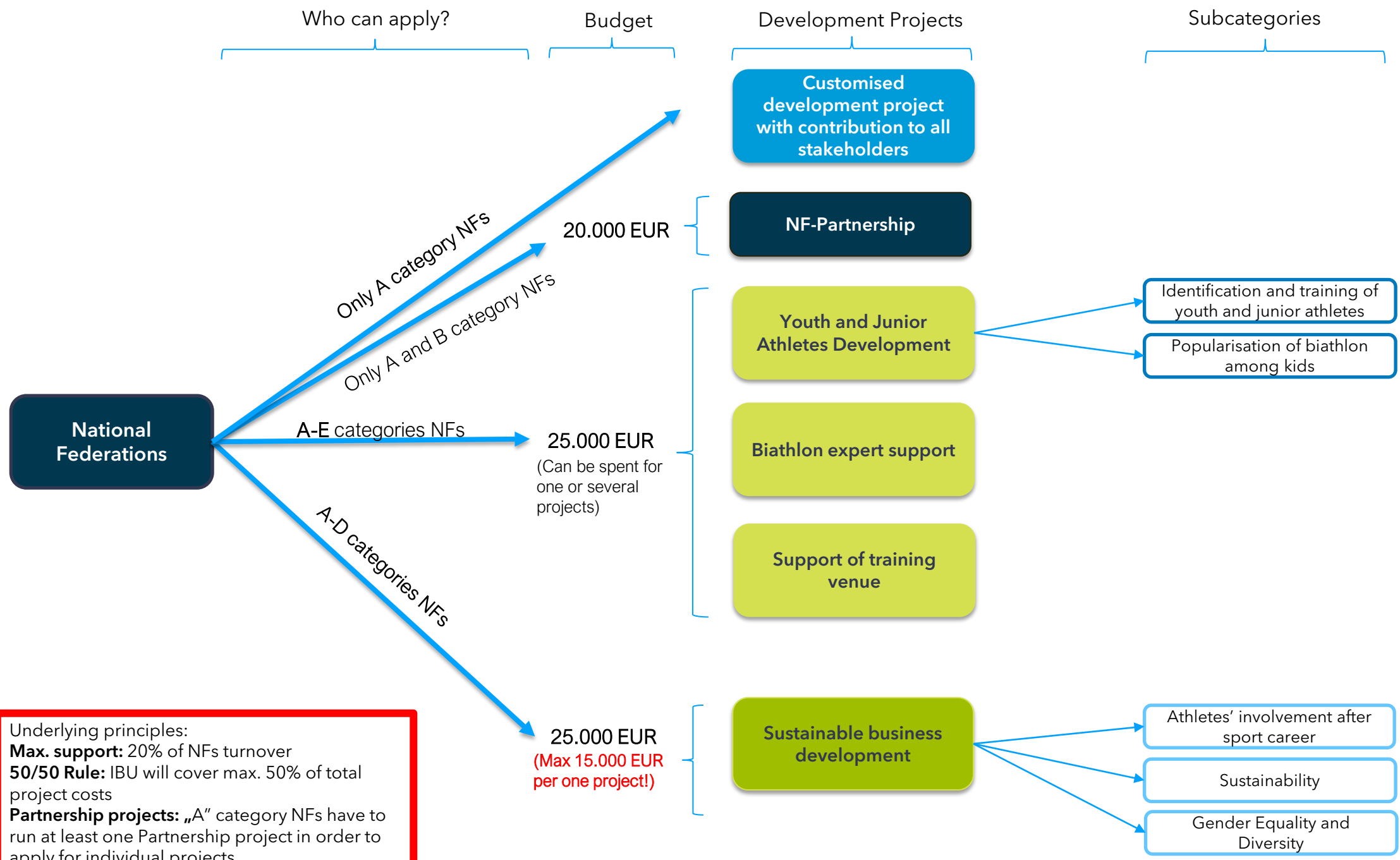
- The budget allocated to the national federation project(s) will be a maximum of **25,000 EUR** for *individual project(s)*, **25,000 EUR** for *Sustainable business development projects* and **20,000 EUR** per *Partnership Projects* (max. 3 projects)
- Partnership projects must be led by A or B-category NFs partnering with federations from B, C, D and E-category NFs.
- NFs from the A and B categories may lead a **maximum of 3 partnership projects**.

Example:

Applying for 25.000€ support for individual project(s) → 25.000€ NF contribution required (this can be 12.500€ from NF and 12.500€ from voluntary work, stadium rent, third party contribution...)

- The IBU financial support shall not exceed **50%** of the total project costs (to ensure own financial activities from the NFs). **Donated services and voluntary work** can be up to 50% of NF contribution. If the applicant reduces the budget during project execution, the IBU contribution may be reduced accordingly due to the 50% rule.
- The total development support can not be more than **20% of the NF's turnover** from the previous year

Total turnover: 100.000 € → 20% is 20.000€ max. support from IBU

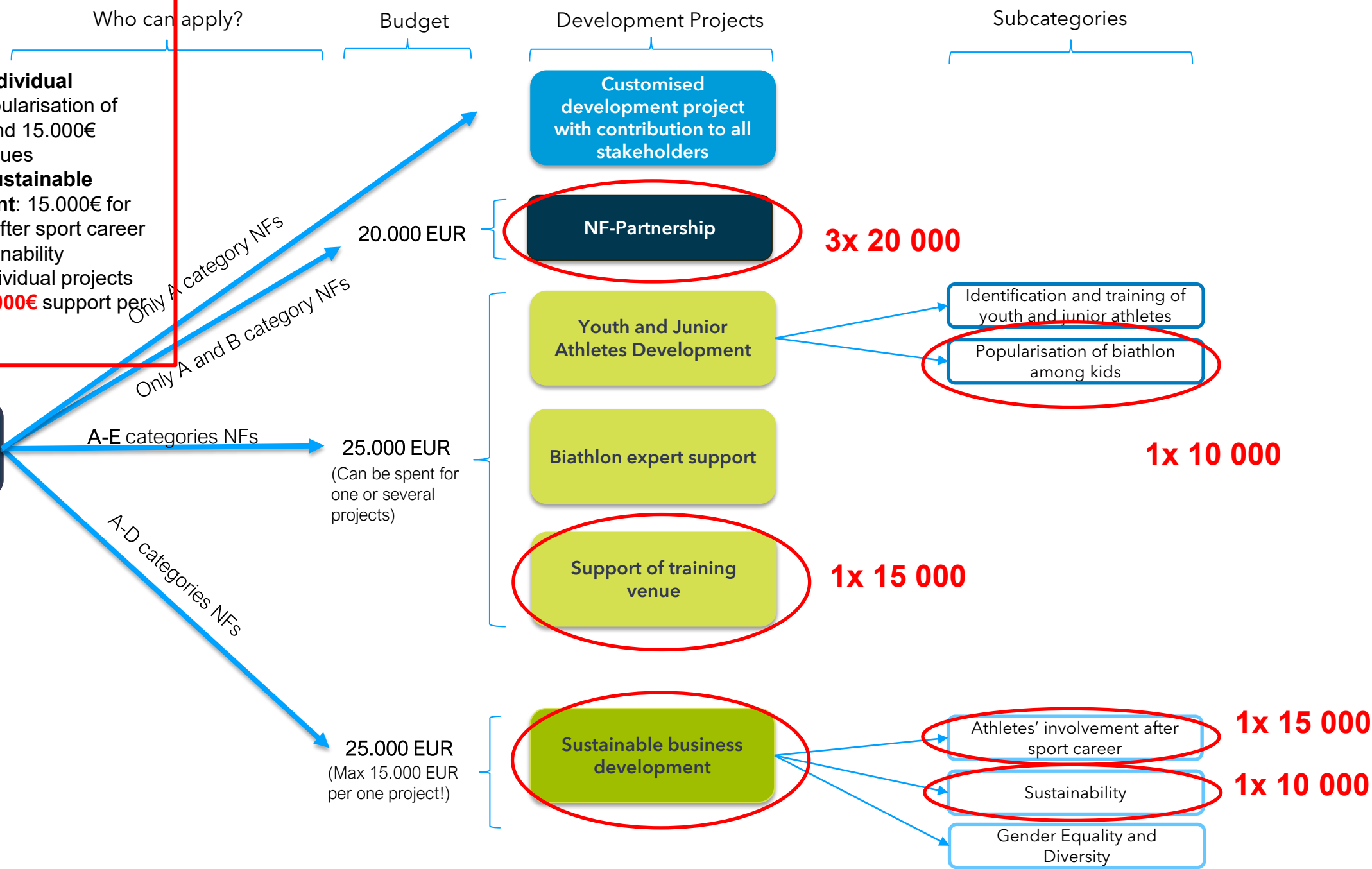


Underlying principles:
Max. support: 20% of NFs turnover
50/50 Rule: IBU will cover max. 50% of total project costs
Partnership projects: „A“ category NFs have to run at least one Partnership project in order to apply for individual projects

Example:
NF ABC
 Turnover >1.000.000€

- 25.000€ support for **individual projects**: 10.000€ Popularisation of biathlon among kids and 15.000€ Support of training venues
- 25.000€ support for **Sustainable business development**: 15.000€ for Athletes involvement after sport career and 10.000€ for Sustainability
- **50.000€** support of individual projects
- NF partnerships**: **20.000€** support per partnership project

National Federations



GENERAL PRINCIPLES

- The following projects **are not considered** for any development support:
 - stadium constructions
 - stadium maintenance
 - renovation of targets
 - material requests
 - car purchase
 - Team equipment and any materials already provided through the yearly Material distribution
- The applications have to be submitted via **IBU Scope 2.0**
- **50%** of the financial support will be transferred after the project has been approved, and the other **50%** will be transferred after the project report has been accepted
- As long as a project from the previous season hasn't been completed in IBU Scope, ***new applications will not be analysed***
- Therefore, keep in mind the deadline for this season:
Friday, 15th of April 2024

IDENTIFICATION AND TRAINING OF YOUTH AND JUNIOR ATHLETES

- Co-financing may cover the following costs:
 - Transport for participants
 - Accommodation
 - Insurance of project participants, coaches
 - National coach-coordinator fee
 - Transportation of sport equipment
 - The applications must be submitted through **IBU SCOPE** and include the following information:
 - Description of a long-term national strategy
 - Proposed action plan based on the expected objectives
 - Dates and deadlines of the various phases/activities of the projects
 - Detailed budgetary proposal covering all expenses, accommodation costs, and fees agreed upon with the coach or coordinator of the project
 - Other parties included in the project, especially Olympic Solidarity (OS) funds, if applicable
- NOTE:** Costs related to the participation of athletes in national and international events will not be approved!

Example projects:

- (Series) of public events to recruit kids to biathlon
- Laser/optical/Air-rifle activities in schools, clubs...
- BIATHLON 4 ALL activities

POPULARISATION OF BIATHLON AMONG KIDS

- Co-financing may cover the following costs:
 - Transport for participants
 - Accommodation
 - Insurance of project participants, coaches
 - National coach-coordinator fee
 - Transportation of sport equipment
 - **Project promotion costs**
 - **Other approved by IBU**
- The applications must be submitted through **IBU SCOPE** and include the following information:
 - Description of a long-term national strategy
 - Proposed action plan based on the expected objectives
 - Dates and deadlines of the various phases/activities of the projects
 - Detailed budgetary proposal covering all expenses, and accommodation costs, and fees agreed with the coach or coordinator of the project
 - Other parties included in the project, especially Olympic Solidarity (OS) funds, if applicable

NOTE: Costs related to the participation of athletes in national and international events will not be approved!



Example projects:

- Expert support to create NF structure and long-term development plan
- Expert support to educate NF about biathlon principles and rules
- Expert support to build a biathlon venue
- Expert support to set up a training programme
- Expert support to close the gap to leading federations

BIATHLON EXPERT SUPPORT

- Co-financing may cover the following costs:
 - Organisational costs
 - Expert's transport costs
 - All the costs linked to the presence of the expert in the country (accommodation, food, domestic transport)
 - Expert's fee
 - Health and accident insurance

- The applications must be submitted through **IBU SCOPE** and include the following information:
 - Dates and deadlines of the various phases/activities of the projects
 - CV of the experts, if the NF proposes the person
 - Detailed budgetary proposal covering all expenses, including the travel and accommodations costs, and fees agrees with the expert

NOTE: The experts may be proposed by the NFs or appointed by the IBU

SUPPORT OF TRAINING VENUES

Example projects:

- Purchase of laser rifles to recruit kids to biathlon
- Purchase of biathlon targets for biathlon venue
- Purchase of air rifles to support Youth athletes and kids
- Purchase of a moveable event set up (laser/optical rifles, shooting mats, biathlon targets, etc.)

- Co-financing may cover the following costs:
 - Biathlon targets (a maximum of 10 targets)
 - Laser/optical or air rifles
 - Moveable shooting range

- The application must be submitted through **IBU SCOPE** and includes the following information:
 - Documentation that approves the existing training facility for the biathlon targets
 - Information about the laser/optical or air rifle users
 - Dates and deadlines of the various phases/activities of the projects
 - Detailed budgetary proposal
 - Other parties included in the project

NF PARTNERSHIPS

- Co-financing may cover the following costs:
 - Organisational costs
 - Travel and accommodation costs
 - Expert's fee during the seminars and workshops
 - Health and accident insurance
- ✓ Partnership projects possible between A and B-category NFs and B and B-category NFs
- ✓ **NOTE:** The partnership project will not support single athletes; the project must show a clear, long-term approach to biathlon development in the developing country.
- ✓ The project may involve a 2-year partnership with interim reporting and funds transfer for each year accordingly.

Example projects:

- Joint Camps combined with educational programmes
- Invite Dev. Federation to own conferences to learn about biathlon development
- Invite Dev. Federation to a technician's seminar
- Organise joint referee seminars
- Exchange program for NF Staff

- The application must be submitted through **IBU SCOPE** and includes the following information:
 - Plan of the exchange program
 - Dates and deadlines of the various phases/activities of the projects
 - Draft of the seminars and other educational activities agenda
 - Detailed budgetary proposal covering all expenses, including the travel and accommodations costs and fees agrees with the experts
 - Statement of the third party (NF) about participation in the project

ATHLETE INVOLVEMENT AFTER SPORT CAREER

- Co-financing may cover the following costs:
 - Athlete's education or training related to the sports organizations work (sport management, coaches at a different level, etc.).
 - Athlete's remuneration in the NF in sport or administrative area
- The application must include the following information:
 - Dates and deadlines of the various phases of the projects
 - CV and motivational letter of the athlete
- **NOTE:** Applications with same athlete **max. 3 seasons;** athletes who are already fully employed by the federation are not considered
- Athletes must have the following profile to be considered for financial support:
 - Represents NFs at the international level in senior categories for a minimum of 2 seasons period
 - Athlete should have retired from **sport max. 5 years ago** (but flexibility for case-by-case decisions)
 - **Athletes in their final competing season are also eligible (flexibility for case-by-case decisions in case of good arguments)**
 - Only athletes who have not been convicted of a doping offence or sanctioned for actions contrary to standards of sporting ethics

GENDER EQUALITY

- Co-financing may cover the following costs:
 - Organisational costs
 - Expert's (lecturer) transport costs
 - Expert's or lecturer's fee
 - Preparation and production of materials (e.g. Brochure)
 - Cover fee of female coaches or technicians
 - **Support of pregnant athletes or support postnatal exercise programs and psychological support to help athletes manage the transition to motherhood after giving birth two years ago, as well as childcare during the training and competing periods.**
 - Other approved by IBU

Example projects:

- Organise unconscious bias training
- Organise activities to recruit women to biathlon
- Apply for expert support to improve on GE matters
- Organise a mentorship programme
- Develop a media campaign to encourage females into the sport
- Apply for financial support to pregnant athletes

- The application must be submitted through **IBU SCOPE** and includes the following information:
 - Proposed action plan based on the expected objectives
 - Dates and deadlines of the various phases/activities of the projects
 - Draft of seminars/workshops agenda
 - Detailed budgetary proposal
 - Other parties included in the project

SUSTAINABILITY

- Co-financing may cover the following costs:
 - Organisational and administrative costs
 - Expert's travel costs
 - Expert's fees
 - Preparation and production of materials (e.g. policy or calculation or campaign materials)
 - Other approved by IBU

NOTE: IBU will not financially support the purchase of carbon offset credits!

Example projects:

- Apply for an expert to help you set up an NF Sustainability strategy
- Apply for an expert to help you calculate your NF carbon footprint
- Organisation of Sustainability seminars or webinars to educate your stakeholders
- Implementation a Sustainability action plan (e.g. apply for financial support to integrate recycling bins at events ...)

- The application must be submitted through **IBU SCOPE** and includes the following information:
 - Proposed action plan based on the expected objectives
 - Dates and deadlines of the various phases/activities of the projects
 - Definition of external expertise required
 - Detailed budgetary proposal
 - Other parties included in the project

Best Practices Webinar: NF Sustainability Projects (4 April)

With applications for IBU Development Projects 2024/25 due in April, we invite you a

Best Practices Webinar on
4 April 2024 at 15 CET

where select National Federations share their experiences in season 2023/24 to implement different Sustainability initiatives with this funding.

Join for some inspiration for your own Sustainability initiatives - Please register **latest by 2 April 2024**:
<https://www.surveymonkey.com/r/SustBestPractice>

Time	Presentation
03:00 – 03:05pm CET	Theresa Heinsinger (IBU Sustainability Manager) Introduction to the webinar
03:05 – 03:20pm CET	NF POL, Agnieszka Cyl, Sport Director: Creation of a NF Sustainability Strategy
	Q & A
03:20 – 03:40pm CET	NF NOR, Anne-Grete Haugen, Biathlon Club Fossum: Calculation of NF carbon footprint baseline
	Q & A
03:40 – 04:00pm CET	NF USA, Jack Gierhart, President US Biathlon: Joint Sustainability initiatives between NF and OC Soldier Hollow
	Q & A

CHANGES IN DEVELOPMENT PROJECT PRINCIPLES – SUMMARY

- ✓ **20.000€** for Partnership projects (only A+B category NFs can apply); Partnership projects now also possible between A and B category NFs and B and B category NFs; no single athlete support in partnership project; A category NFs must at least run one partnership project to be allowed to apply for individual projects; **possible to apply for 2-year partnerships**
- ✓ **25.000€** for NF development projects + **25.000€** for NF Sustainably Business Development
- ✓ *the maximum support per ONE sustainable business development project is 15,000 EUR (you can apply for more than one up to 25,000 EUR).*
- ✓ **Athlete recruitment:** Athletes who are up to 5 years retired (**for case-by-case decisions**)
- ✓ **Gender Equality:** Support of pregnant athletes + **support postnatal exercise programs and psychological support to help athletes manage the transition to motherhood after giving birth two years ago, as well as childcare during the training and competing periods**
- ✓ The **50/50 rule** applies to all projects besides the partnership project (no financial contribution from NF required); up to 50% of the contribution of NF can be valued in kind
- ✓ **Customized development projects** open for application only for A-nations
- ✓ **Copy-paste projects** from previous seasons will not be accepted

DEADLINES

02 APRIL – 12 MAY 2024

Call for applications

**FROM 01 JUNE 2024
TO 31 MARCH 2025**

Duration of projects

**27-28 MAY 2024
12 JUNE 2024**

Applications proceeding dates

14 JUNE 2024

Announcement of results

15 APRIL 2025

Deadline for reports submission

02

BIATHLON 4 ALL



Biathlon for All 2023/2024



Questionnaire about laser/optical rifle usage



ACTIVITIES UNDER 'BIATHLON FOR ALL' pilot 2023/2024



IBU Development Program for NFs supporting NFs with laser/optical rifles, activities toolkit and (side) events rules.

Promotional campaign with communication materials designed for national tailoring and implementation.

Laser/optical rifles specification.

NOW

2025



'International Biathlon Day'

'Biathlon for All label' rewarding and working with schools/clubs that develop biathlon and introduce biathlon to kids and youths.

NEXT

'Biathlon for All Athletes Ambassadors' working with professional athletes on promoting biathlon for kids and youths with laser/optical rifles advocacy campaigns.

NEW Application CALL OPENS summer 2024

03 IBU IOC CAMPS

PROJECT PRINCIPLES



GENERAL PRINCIPLES

- National Federations from **C&D category** are invited to participate with 1 Coach + 4 Athletes (Summer Camp) and 1 Coach + 4 Athletes (Winter Camp)
- National Federations from **B,C&D category** are invited to participate with 1 Coach + 4 Athletes (International Youth Camp)
- We encourage sending **young coaches** (< 35 years), preferably not the same coaches who participated in previous camps and coaches from IBU Academy
- **Athletes (age 15-23)** should know how to ski (roller ski) and shoot with a small-bore rifle, preferably youths and first-year juniors
- **Registration** by numbers for the Camps via [IBU Scope](#) (*from 02 April 2024*)
- Accommodation and full board are **paid by IBU**, as well as travel contributions for all participants
- **Please note** NFs who registered to take part in the Camps and cancel their participation later than 1 week before Camp starts will be excluded from the Camps for 1 year; NFs who arrive at the Camps with insufficient equipment will get a warning and will also be excluded for 1 year in case this happens twice

OVERVIEW CAMPS 2024

IBU-IOC Summer Camp Otepää, EST

12-19 August 2024 (before SBWCHs)

NF participants: 1 NF Coach + 4 athletes (2 male, 2 female)

International Youth Camp NMNM, CZE

21-26 October 2024

NF participants: 1 NF Coach + 4 athletes (2 male, 2 female)

IBU-IOC Winter Camp TBD (Junior Cup Ridnaun)

23 November – 01 December 2024

NF participants: 1 NF Coach + 4 athletes (2 male, 2 female)



03 MATERIAL DISTRIBUTION

PROJECT PRINCIPLES



Material Distribution

11-12 December 2024, Hochfilzen (AUT)

Requirements:

- ✓ B, C, D and E Nations
- ✓ At **least 4 athletes** competing in a minimum of **2 IBU Competitions** (incl. IBU Regional events)
- ✓ Equipment packages based on:
 - ✓ Number of athletes competing in IBU Events in season 23/24
 - ✓ Wishlist from NF
 - ✓ Available equipment from P&S
- ✓ **Questionnaire**
- ✓ **Wishlist** collected via IBU Scope 2.0 from 02 April until 31 May 2024



06 IBU REGIONAL EVENTS



REGIONAL AND NATIONAL EVENTS

National Championships results

- Winter season 2023/2024
- Deadline 19 April 2024

National Summer Events calendar

- Summer season 1 July – 31 October 2024
- Deadline 14 June 2024

IBU Summer Regional Events and City Events

- Call for applications 17 April - 31 May 2024
- Duration of projects 1 July – 31 October 2024
- Announcement of results 14 June 2024

IBU Winter Regional Events

- Call for applications 20 June – 15 September 2024

IBU REGIONAL EVENTS SUPPORT

PRINCIPLES

- The maximum support per **Regional Summer Event is 7,500 EUR.**
 - Travel contribution is 100 € per youth and junior athlete per event for the host NF and 200 € for the guest NFs. (Maximum 2.500 € per NF)
- The City Events organizers may apply for 20,000 EUR support.
- Participation of a minimum of three NFs in one IBU Regional Event or City Event is required
- IBU support is intended as partial support for organizers
- The project's duration is from the **1st of July 2024 to the 31st of October 2024.**

07 UPCOMING EVENTS





INVITATION
UNCONSCIOUS BIAS
ONLINE WORKSHOP



09 & 18 APRIL 2024 | ONLINE VIA ZOOM



IBU

KIDS AND YOUTH RECRUITMENT FORUM

22-24 MAY 2024 | ÖSTERSUND SWE





IBU



**IBU & SHESKILLZ GLOBAL
MENTORSHIP PROGRAMME 2024**

GAME CHANGERS

08-10 JUNE 2024 | LENZERHEIDE SUI



IBU

PARA BIATHLON DEVELOPMENT FORUM 2024

7-9 JUNE 2024 | LENZERHEIDE SUI



SAVE THE DATE

Hotel Sarain, Lantsch-Lenz

Registration: <https://www.surveymonkey.com/r/ParaBiathlonForum>



IBU AWARDS

CONGRESS 2024

**SEPTEMBER 2024
BELGRADE SRB**

**APPLICATIONS DEADLINE:
31 MAY 2024**



WHAT? NEW IBU AWARDS FOR EXCELLENCE IN
SUSTAINABILITY, GENDER EQUALITY AND SOCIAL MEDIA

WHEN? APPLICATIONS BY 31 MAY 2024

HOW? ONLINE APPLICATIONS VIA IBU WEBSITE

WHY? HIGHLIGHT YOUR GREAT WORK AND WIN GLOBAL
PRAISE & €€€€

3RD NF ONLINE SURVEY WILL BE SENT ON 15 APRIL 2024

DEADLINE: 15 MAY 2024

DEADLINES

2nd and 3rd Level Courses IBU Academy

- 31 March 2024

Development Projects

- 12 May 2024

3rd NF ONLINE SURVEY

- 15 May 2024

Summer IBU-IOC Camp

- 31 May 2024

Wishlist Material Distribution

- 31 May 2024

IBU AWARDS

- 31 May 2024

Summer Regional Events

- 31 May 2024

International Youth Camp

- 31 July 2024

Winter Regional Events

- 15 September 2024

Biathlon for All

- 15 September 2024 (TBC)

Mentorship Programme 3rd edition

- 15 September 2024 (TBC)

Winter IBU-IOC Camp

- 30 September 2024

CONTACT US

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- Olympic Solidarity support
- EU Fundings support and project proposal

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- Development projects support
- Regional Events
- Biathlon for All
- IBU-IOC Camps

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- IBU Academy
- Learning Suite

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- Sustainability projects support
- Gender Equality
- Athletes Ambassador Programme

More info can be found here [International Biathlon Union - Inside IBU DEVELOPMENT \(biathlonworld.com\)](https://www.biathlonworld.com/development)

DEVELOPMENT

THINK STRATEGIC

BE CREATIVE

COOPERATE