



**IBU**

# Target 26 Project Status

Presented to EB 154, 27 September 2020

# Target 26 Status Report

## 1. Empowering our federations - IBU Academy

### PROJECT SUMMARY

1.1 IBU Academy: Create the IBU Academy

Lead: Dagmara Gerasimuk

Working Group: Niklas Carlsson, Riikka Rakic

EB: Olle Dahlin, Tore Boygard, Jiri Hamza

Stakeholders: NFs, Athletes

### PROJECT MISSION

Create the IBU Academy to provide practical support for NFs, athletes and coaches  
Establish a centralized, tailored system to develop, train & educate athletes, coaches, NFs

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Clarify the structure, mission, values and objectives of the Biathlon Academy, with a distinct IBU department set up to oversee its development
- Develop Biathlon Academy programs and initiatives; including the level and type of support
- Establish a certification program for coaches (and potentially other positions serving in the federation) to support Member Federations in their daily work and development process

### ACTIVITIES COMPLETED

- Presented initial concept of the IBU Academy to NF Virtual Regional Meetings in June-July 2020
- Established an IBU Academy Expert Working Group to prepare a detailed overall concept for the IBU coaching certificate program
- Prepared a draft of the IBU Academy's six-year roadmap with initial programs

### NEXT STEPS AND DEADLINES

- Work with IBU-A Expert Working Group on the details of each of the Coaching certification levels
- Develop the detailed curriculum for each course w/ select experts, Q4/20
- Present the final IBU-A concept to the Prague Congress
- Appoint a Head of Education by Q1/2021
- Prepare coaching course materials by March 2021
- Finalize the six-year roadmap for IBU-A by February 2021

### EB DECISION REQUIRED

None at this time

# Target 26 Status Report

## 1. Empowering our federations - NF Support

### PROJECT SUMMARY

*1.2 NF Support: Establish a more effective financial support system*

Lead: Niklas Carlsson

Working Group: Felix Bitterling, Dagmara Gerasimuk, Margit Eidenhammer, Riikka Rakic

EB: Olle Dahlin, Jiri Hamza, Tore Boygard

Stakeholders: NFs, Athletes

### PROJECT MISSION

*Establish a NF support system that*

- *is tailored to their circumstances*
- *meets needs of the sport*
- *enables NFs to grow the sport*
- *rewards proactivity and impact*
- *is transparent*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- *Conduct a full review on the current IBU financial support system, with an outline of areas to improve.*
- *Develop more effective regulations for the distribution of financial support, focusing on creating strong, sustainable impact, with clear follow-up to ensure the responsible use of such support*
- *Explore and communicate additional funding opportunities for Member Federations from third party sources*

### ACTIVITIES COMPLETED

- Held several working group meetings, virtual and in-person
- Presented concept of revised financial support system to EB 153
- Provided a high level overview to all NFs during Virtual Regional Meetings including outlining connection with proposed IBU Development Program

### NEXT STEPS AND DEADLINES

- Present cornerstones of a new financial support system at the Prague Congress

### EB DECISION REQUIRED

None at this time. Continue dialogue with EB at 154 under 5.1.2

# Target 26 Status Report

## 1. Empowering our federations - Youth Participation

### PROJECT SUMMARY

1.3 Youth Participation: Enhance youth participation

Lead: Dagmara Gerasimuk

Working Group: Felix Bitterling

EB: Tore Boygard, Max Cobb, Jiri Hamza

Stakeholders: NFs, Athletes, OCs

### PROJECT MISSION

Enhance youth participation and create accessible pathways for young athletes by developing concrete measures that:

- attract young people to biathlon
- keep them in the sport

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a full analysis into the existing competition formats offered to young athletes, making the sport as accessible as possible.
- Enhance efforts to promote the sport to young people across the world, included expanded use of digital and social media platforms.
- Establish, in collaboration with the Member Federations, a clear database of youth participation producing an analysis on youth participation in biathlon.

### ACTIVITIES COMPLETED

- Analyzed the NF online survey results on current competition activities and formats used on national level
- Reviewed concept for IBU Development Program with all NFs at Virtual Regional Meetings
- Coordinated with plans to develop concept for new regional IBU events

### NEXT STEPS AND DEADLINES

- Develop an initial concept for 'Biathlon for All' including options for rifles to be used and different competition formats by February 2021
- Present concept to NFs at in-person Regional Workshops planned for Q2/2021

### EB DECISION REQUIRED

None at this time



#### PROJECT SUMMARY

*2.1 Event standards: Increase the consistency of IBU event standards*

Lead: Felix Bitterling

Working Group: Christophe Vassallo

EB: Tore Boygard, Jiri Hamza

Stakeholders: NFs, OCs

#### PROJECT MISSION

*Ascertain a consistently high event quality*

*Continue to improve event standards in search of excellence*

*Offer hands-on support and*

*facilitate OC knowledge transfer*

#### OVERALL PROJECT HEALTH



#### GOALS BY 2022

- Conduct an initial review into the need for greater IBU involvement in offering OCs additional on-the-ground support and resources.
- Increase knowledge-exchange between OCs, including all functions of the Committees.
- Develop a clear system for awarding events, using transparent and quantifiable measurement criteria. OCs and NFs will be asked to show clear signs of improvement year-on-year.

#### ACTIVITIES COMPLETED

- Maintained continuous dialogue with each OC with focus on individual venue specific strengths and weaknesses
- Evaluated the event hosting applications based on new bidding process and conducted inspections with candidates for World Championships

#### NEXT STEPS AND DEADLINES

- Continue to develop standard IBU venue criteria per service area by May 2021
- Continue to collect OC specific feedback (plan survey post season 2020/21) to evolve standards on a venue-by-venue basis
- Liaise with OCs at annual OC meeting, now set for Bled on 11-13 June 2021

#### EB DECISION REQUIRED

None at this time

### PROJECT SUMMARY

*2.2 Fan Experience: Improve fan experience at IBU events*

Lead: Felix Bitterling

Working Group: Christian Winkler (digital), Engelbert Schweiger, Vlasta Jakes

EB: Ivor Lehotan

Stakeholders: NFs, OCs, Athletes, Fans

### PROJECT MISSION

*Develop measures to recognize loyal, committed fans  
Implement a program to further improve event atmosphere*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a full analysis of the current fan experience at IBU events, with close liaison and joint projects alongside IBU fan groups
- Establish a working system between IBU, OCs and fan groups to identify action plans to attract and engage more young people to events, including the optimization of new technologies.
- Design and implement a support system for fans, designed to facilitate issues such as accommodation, ticketing and transport.

### ACTIVITIES COMPLETED

- Analyzed and synthesized results from different fan surveys conducted during season 2019/20
- Fed results to development process for new digital strategy

### NEXT STEPS AND DEADLINES

- Liaise with OCs at OC meeting, now set for 11-13 June 2021

### EB DECISION REQUIRED

None at this time

# Target 26 Status Report

## 2. Enhancing our events - Athlete Experience

### PROJECT SUMMARY

2.3 Athlete Experience: Improve athlete experience at IBU events

Lead: Felix Bitterling

Working Group: Lorenz Leitgeb, Borut Nunar

EB: Clare Egan, Max Cobb

Stakeholders: Athletes, NFs, OCs

### PROJECT MISSION

*Improve the experience of athletes and teams at IBU events  
Define and implement measures to optimize the athlete experience, in order to enable top performance*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Implement the full integration of the Athletes' Committee into the IBU events calendar planning and review processes (define procedure)
- Assess the current level of athlete experience and work with IBU/OCs to raise standards at events
- Implement a strict enforcement of the smoking ban at the venue, with designated smoking areas

### ACTIVITIES COMPLETED

- Included an athlete representative in the World Championship candidate inspections and evaluation process
- Integrated AC in development and amends of the new event and competition rules
- Analyzed results from two separate athlete surveys

### NEXT STEPS AND DEADLINES

- Repeat athlete survey post season 2020/21
- Continue to develop the initial IBU standard venue criteria per service area incorporating athlete feedback
- Enforce smoking ban at venues from season 2020/21 onward

### EB DECISION REQUIRED

None at this time

### PROJECT SUMMARY

*3.1 Digital Ecosystem: Establish a fully integrated IBU digital ecosystem*

Lead: Christian Winkler

Working Group: Niklas Carlsson, Riikka Rakic & external experts as needed

EB: Olle Dahlin, Ivor Lehotan, Max Cobb (Digital Steering Committee)

Stakeholders: NFs, OCs, Athletes, Fans & Followers, Sponsors & Partners

### PROJECT MISSION

*Guarantee revenue streams for the future*

*Connect the sport of biathlon with new markets and audiences*

*Remain ahead of the curve in the digital domain*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish an innovative digital and social media strategy, identifying key platforms, messaging and priority markets
- Implement an upgrading of the IBU website, ensuring it offers a one-stop shop for biathlon followers by integrating event websites and offering possibilities for partner activations
- Develop a centrally-owned IBU mobile app, providing insightful updates on the sport, including latest news from the IBU
- Conduct a full review of potential athlete activities that have touchpoints across the world (from 3.3)

### ACTIVITIES COMPLETED

- Presented draft digital strategy to EB 153
- Appointed an Interim Digital Project Manager (DPM)
- Started Recruitment process for DPM
- Initiated Request for Proposal process to find a partner to develop a new IBU website and mobile application

### NEXT STEPS AND DEADLINES

- Continue stakeholder engagement on draft strategy during Q4 2020
- Recruit Digital Project Manager
- Draft a detailed project plan
- Run tender & select development partner for app & web
- Present final digital strategy to OCs and other stakeholders
- Present final digital strategy to the Prague Congress

### EB DECISION REQUIRED

None at this time - See separate progress report under 5.1.3



### PROJECT SUMMARY

3.2 Showcase biathlon: Increase opportunities to showcase elite biathlon internationally

Lead: Niklas Carlsson

Working Group: Christian Winkler, Felix Bitterling, Dagmara Gerasimuk (FB/DG lead on regional events)

EB: Tore Boygard (regional events only)

Stakeholders: NFs, Media partner

### PROJECT MISSION

Ensure IBU platforms share insights and encourage interest in Biathlon

Increase visibility of events and athletes across the world

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish a strategy for biathlon coverage to be expanded in traditional and new markets, both on television and online streaming platforms.
- Host regular international IBU events outside of the traditional central European venues.
- Establish a strategy for the implementation of regional IBU events, focused on developing biathlon.

### ACTIVITIES COMPLETED

- Completed a regional event strategy proposal
- Established IBU Regional Events working group and held first meeting
- Prepared a concept for piloting regional events during 2020/21 season

### NEXT STEPS AND DEADLINES

- Present the regional event concept for discussion at the Prague Congress to validate the definition of regions
- Prepare a suggested calendar of events by 15 November 2020
- Decide how to implement pilot events during 2020/21 season given challenges posed by COVID-19

### EB DECISION REQUIRED

Approval of regional event concept and budget for season 2020/21. See separate report on under 5.1.3.1

# Target 26 Status Report

## 3. Extending our reach

### - International promotion

#### PROJECT SUMMARY

3.3 International promotion: Enhance internationally-viable promotion efforts

Lead: Niklas Carlsson

Working Group: Christian Winkler

EB: Jiri Hamza

Stakeholders: NFs, OCs, Athletes, Fans, Marketing Partner (sponsors & partners)

#### PROJECT MISSION

Define and apply promotional techniques to enhance awareness and perception of biathlon globally and in core markets

#### OVERALL PROJECT HEALTH



#### GOALS BY 2022

- Develop a framework for international sponsorship agreements which promote the sport internationally, alongside the IBU marketing partner
- Work alongside existing fan groups to help spread the growth of national biathlon fan groups across the world

#### ACTIVITIES COMPLETED

- Maintained dialogue with marketing partner
- Presented concept of IBU Commercial Programme to EB 153
- Initiated a research and data collection project to better understand commercial opportunities available for the global biathlon family

#### NEXT STEPS AND DEADLINES

- Develop a framework for international sponsorship agreements with the IBU marketing partner, during season 2021/2022

#### EB DECISION REQUIRED

None at this time

# Target 26 Status Report

## 4. Upgrading our governance- Governance principles

### PROJECT SUMMARY

4.1 Governance principles: Strengthen IBU's governing principles and regulations

Lead: Niklas Carlsson

Working Group: Dagmara Gerasimuk, Riikka Rakic, Greg McKenna

EB: Klaus Leistner (all), Franz Steinle (good governance, BIU), Jim Carrabre (gender equality)

Stakeholders: NFs

### PROJECT MISSION

Implement the new rules and regulations to upgrade the sport's governing principles and policies

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish a modern, progressive IBU Constitution, providing clear divisions of responsibility and the framework for future growth
- Conduct a full review into the mechanisms to create gender equality across all IBU levels, designing and sharing gender equality tools and programs for all Member Federations
- Complete the establishment of the operationally independent Biathlon Integrity Unit, to manage all integrity-related matters concerning biathlon

### ACTIVITIES COMPLETED

- Completed review, set up an advisory group and developed an initial approach for gender equality
- Reviewed governance support requirements during Virtual Regional Meetings, gathering feedback on current status on national level and needs for support
- Appointed new head of BIU, launched new BIU website

### NEXT STEPS AND DEADLINES

- Finalize the Gender Equality policy and action plan by November 2020
- Finalize an initial Good Governance toolkit for the NFs as per requests expressed during the Virtual Regional Meetings, by the Prague Congress
- Complete BIU's five year strategy

### EB DECISION REQUIRED

None at this time

### PROJECT SUMMARY

*4.2 International involvement: Expand the involvement of biathlon in international & national sporting affairs*

Lead: Dagmara Gerasimuk (NFs) / Niklas Carlsson (International)

Working Group / EB:

Stakeholders: NFs, Athletes

### PROJECT MISSION

*NF leaders are recognized as influential managers who set the direction for the development of sport in their countries*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish a system for monitoring potential opportunities for IBU leaders and Biathlon Family members to be included in international cross-sporting organizations and committees
- Develop a framework of systematized support for individuals from the Biathlon Family to gain positions within national / international sporting bodies and political regulatory bodies
- Conduct a full analysis into potential hosting opportunities of cross-sport events, including specialized seminars and workshops

### ACTIVITIES COMPLETED

- Prepared a proposal for international involvement to EB 153
- Planning meeting held with JTA about next steps
- Reviewed NF Online survey results with respect to current NF representation in decision-making of national sport organizations

### NEXT STEPS AND DEADLINES

- Develop an action plan for national and international level
- Continue dialogue with JTA to increase international visibility

### EB DECISION REQUIRED

None at this time

### PROJECT SUMMARY

4.3 Stakeholders: Increase the involvement of stakeholders in IBU decision-making

Lead: Niklas Carlsson

Working Group: Riikka Rakic

EB: Franz Steinle, Klaus Leistner

Stakeholders: NFs, Athletes, OCs, Sponsors & Partners, Fans

### PROJECT MISSION

Understand stakeholder expectations and include their views in all governance and management processes

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish an action plan for increasing transparency with all stakeholders regarding IBU leadership decisions and decision-making processes.
- Establish a system that creates additional opportunities for stakeholder input in IBU decision-making processes.
- Identify and conduct a series of joint projects for IBU leadership to work alongside stakeholder groups to tackle specific issues.

### ACTIVITIES COMPLETED

- Discussed results of baseline research related to stakeholder involvement with NFs during Virtual Regional Meetings
- Ensured broad involvement of national experts in various Target 26 projects and working groups, including athletes

### NEXT STEPS AND DEADLINES

- Continue to implement the action plan for increasing transparency and involvement in IBU decision-making

### EB DECISION REQUIRED

None at this time



### PROJECT SUMMARY

5.1 Street Biathlon: Develop 'street biathlon' as a unique biathlon discipline

Lead: Felix Bitterling

Working Group: Niklas Carlsson, Christophe Vassallo

EB: Jiri Hamza, Max Cobb

Stakeholders: NFs, Athletes, OCs, Sponsors & Partners, Fans

### PROJECT MISSION

*Develop an off-the-snow, accessible, urban variation of biathlon to attract new markets and new demographics*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a feasibility study for street biathlon and develop a strategy focused on attracting a distinct, youthful audience, and detailing potential venues as well as rules and regulations.
- Conduct a review into existing procedures regarding shooting and event safety, establishing a forum for new, innovative ideas to be included in 'street biathlon'.
- Establish and implement international street biathlon events in populous, urban environments.

### ACTIVITIES COMPLETED

- Held internal project meeting and agreed direction on next steps with IBU staff, working group and EB reps
- Gathered feedback on development needs during NF virtual regional meetings
- Developed survey questionnaire to gather more specific NF feedback on street biathlon

### NEXT STEPS AND DEADLINES

- Conduct the NF street biathlon survey, Q2 2021
- Review ECR concerning definition of biathlon (rollerblades?) / summer biathlon formats
- Complete feasibility study and prepare strategic recommendations by Q4 2021 (if supported by NF survey)

### EB DECISION REQUIRED

None at this time

### PROJECT SUMMARY

5.2 Develop capabilities to place the IBU at the heart of developments in the digital world

Lead: Christian Winkler

Working Group: Niklas Carlsson, Felix Bitterling, Riikka Rakic & external experts as needed

EB: Ivor Lehotan (e-Biathlon, gamification), Max Cobb (new performance technologies)

Stakeholders: NFs, Athletes, Fans, Sponsors & Partners

### PROJECT MISSION

*Understand value of platforms*

*Prepare IBU for 2028*

*Investigate e-sports, gaming and other digital solutions*

*Develop a strategy for biathlon to benefit from these platforms*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a full analysis and testing period into the potential of e-Biathlon and gamification, ranging from a designed console game to integrated elements in an IBU-owned app
- Analyze the potential of new technology to enhance the performance of athletes and coaches
- Establish a clear strategy to build institutional capacities to monitor, understand and act on technological trends that can better promote the sport

### ACTIVITIES COMPLETED

- Incorporated fan survey results regarding e-sports and gamification into the digital strategy
- Developed a digital strategy with a milestone plan for gamification implementation

### NEXT STEPS AND DEADLINES

- Present digital strategy at the Prague Congress
- Define approach to analyze and test potential e-Biathlon and gamification experiences, ranging from a designed console game to integrated elements in an IBU-owned app; Summer 2021-Summer 2022

### EB DECISION REQUIRED

None at this time

### PROJECT SUMMARY

*5.3 Sustainability: Establish biathlon as a leader in promoting sustainability in sport*

Lead: Riikka Rakic

Working Group: Dagmara Gerasimuk, Niklas Carlsson

EB: Jim Carrabre

Stakeholders: NFs, OCs, Athletes, Sponsors & Partners, Fans

### PROJECT MISSION

*Ensure biathlon becomes an increasingly sustainable and environmentally-friendly sport and a thought leader among International Federations*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a full review of areas to be improved from a sustainability viewpoint
- Establish initiatives targeted to decrease the footprint of IBU events
- Identify opportunities to promote sustainability within biathlon and international sport

### ACTIVITIES COMPLETED

- Joined the UN Sports for Climate Action Framework in June 2020
- Applied for the IOC / Dow Carbon Award for 2020 in Sept 2020
- Reviewed draft strategy & policy with Expert Reference Group
- Submitted initial drafts of strategy and policy to EB 153
- Collected feedback from all NFs on draft IBU sustainability strategy via a sustainability survey and a series of virtual regional meetings

### NEXT STEPS AND DEADLINES

- Continue to consult with OCs and AC
- Begin drafting implementation plans for each Focus Areas

### EB DECISION REQUIRED

5.1.4 Approve the Sustainability Policy and Strategy