



**IBU**

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

**IBU CONGRESS**

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





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# TARGET 26

# FINAL REPORT



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## FINAL REPORT

FOR THE 16<sup>TH</sup> IBU CONGRESS, BELGRADE  
SEPTEMBER 2024



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[www.biathlonworld.com](http://www.biathlonworld.com)

## RECAPPING **TARGET26**

### EMPOWERING OUR FEDERATIONS

National development is critical for the overall development of a sport. This target is focused on providing the IBU NFs with the tools they need to develop young athletes, coaches, or officials, and to attract new participants to biathlon.

### ENHANCING OUR EVENTS

The IBU events are the cornerstone of our sport, offering incredible exposure and unparalleled drama. With relatively few occasions to showcase the best of the sport, this target is focused on ensuring that our events provide the optimal experience for everyone involved.

### EXTENDING OUR REACH

Biathlon is a sport that can be practiced and followed worldwide. Work under this target seeks to ensure that our sport develops internationally, further developing its core markets and current fanbase while attracting new fans and followers.

### UPGRADING OUR GOVERNANCE

The IBU can become one of the most modern, progressive, and well-governed International Sport Federations, and serve as a model for best practice. Efforts under this target are designed to seize this opportunity.

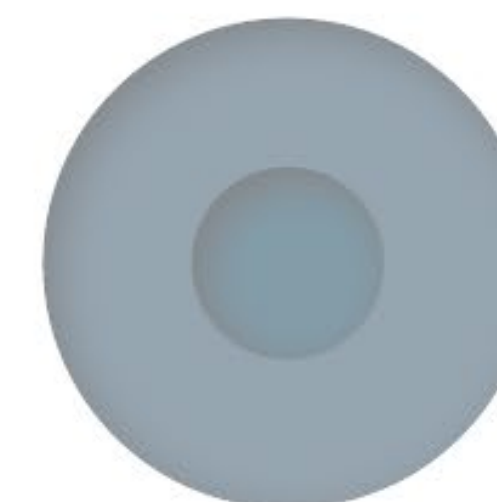
### INNOVATING OUR FUTURE

Biathlon has a history of constant innovation. This target is focused on making sure our sport can respond to the changes in our environment, be it emerging challenges posed by climate change, new technologies or changing fan and spectator preferences.

#### **DELIVERING ON THE PROMISE**

The IBU has implemented a well-structured programme management framework to ensure that Target 26 is fully executed and properly resourced to realise its potential. Each of the 15 projects – three under each of the five targets – is led by a member of the IBU management team under the guidance and oversight by designated Executive Board members. To review the interim status and implementation reports, please visit:

<https://www.biathlonworld.com/inside-ibu/governance>



**OBJECTIVE 1.1**

CREATE THE BIATHLON ACADEMY  
TO PROVIDE PRACTICAL SUPPORT  
FOR MEMBER FEDERATIONS,  
ATHLETES AND COACHES

**OBJECTIVE 1.2**

ESTABLISH A MORE EFFECTIVE  
SYSTEM OF FINANCIAL SUPPORT  
FOR ALL MEMBER FEDERATIONS

**OBJECTIVE 1.3**

ENHANCE YOUTH PARTICIPATION  
AND ACCESSIBLE PATHWAYS FOR  
YOUNG ATHLETES

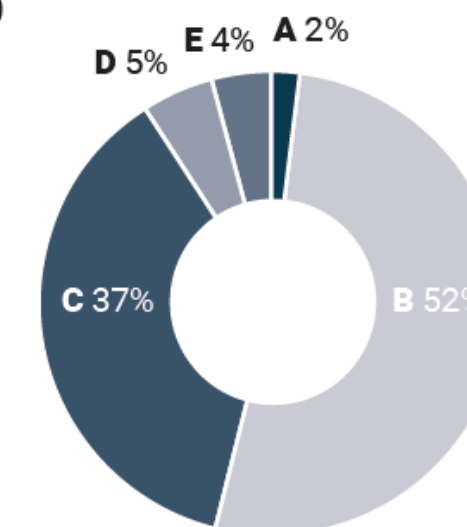
# CREATE THE BIATHLON ACADEMY

- Provides practical support for NFs, athletes & coaches
- Defined structure, mission and values
- June 21 – finalized IBU Academy Coaching Framework
- Developed dual career strategy
- Launched e-learning platforming
- 120 coaches graduated
- Looking to 2030: expand offering

## GRADUATES PER DEVELOPMENT CATEGORY

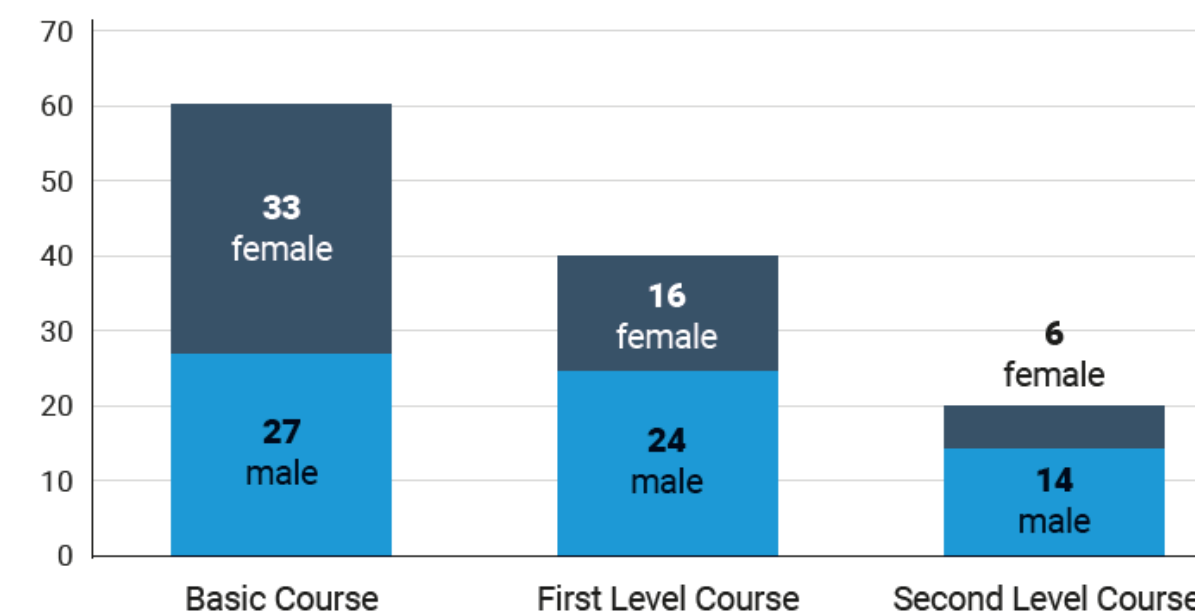
(Category according to year 2024/2025)

The IBU Academy Coach Education program aims to support National Federations from various categories. The majority of coaches who graduate from the IBU Academy come from B- and C-nations, reflecting the need to enhance the coach education in these regions.



## PARTICIPANTS PER GENDER AND PER COURSE

120 Coaches graduated from the IBU Academy Coach Education between 2022 and 2024 in Basic, First Level, and Second Level courses.



## IBU ACADEMY COACH EDUCATION 2022-2024





# FINANCIAL SUPPORT

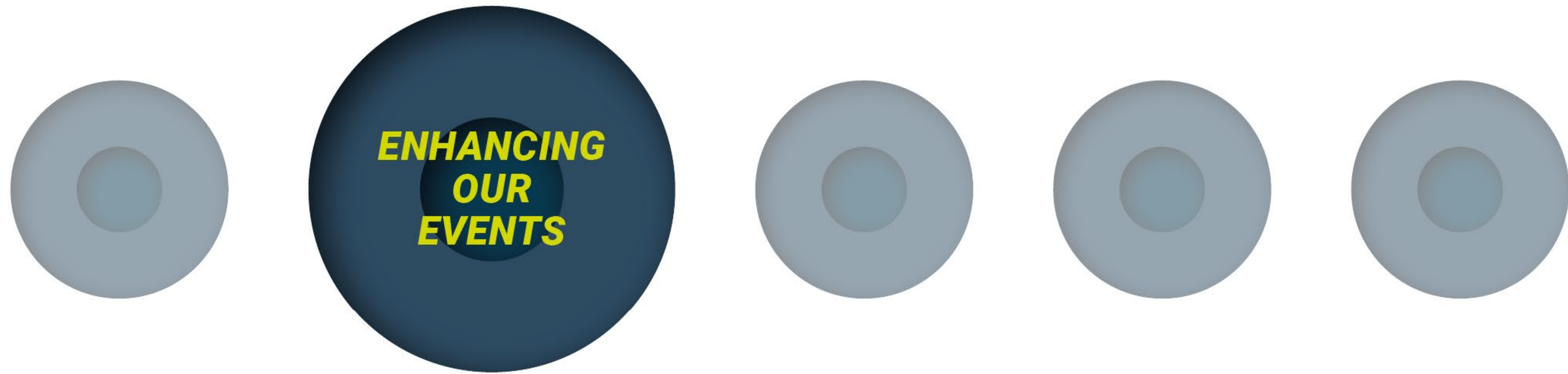
- More effective system of financial support
- Conducted full review
- Revised support system from 2022/23
- Established a transparent distribution procedure and reporting for financial support
- Olympic Solidarity funding of €620.000
- EU Funding through three Erasmus+ projects of €515,000



# ENHANCE YOUTH PARTICIPATION

- Conducted full analysis
- Expanded number of regional events
- 91 regional events supported
- Biathlon 4 All supported 41 NFs
- More work to be done on series formats
- Will provide knowledge-sharing





**OBJECTIVE 2.1**

INCREASE THE CONSISTENCY OF  
IBU EVENT STANDARDS

**OBJECTIVE 2.2**

IMPROVE FAN EXPERIENCE AT  
IBU EVENTS

**OBJECTIVE 2.3**

IMPROVE ATHLETE EXPERIENCE  
AT IBU EVENTS

# INCREASE CONSISTENCY OF EVENT STANDARDS

- Substantially increased level of support
- Applied new procedure to event application
- Launched IBU Snow Network
- Created OC Working Group
- In process of expanding knowledge exchange for OCs
- Looking to 2030: establish a new framework



# IMPROVE FAN EXPERIENCE

- Conducted regular fan surveys
- Placed fan experience at heart of digital development
- Looking ahead: implement target group approach
- Continually measure effectiveness



# IMPROVE ATHLETE EXPERIENCE

- Ensured athlete voice represented
- AC integrated into development/amendment of rules
- Conducted annual athlete surveys
- Athlete feedback inclusion in Target 2030





**OBJECTIVE 3.1**

ESTABLISH A FULLY INTEGRATED  
IBU DIGITAL ECOSYSTEM

**OBJECTIVE 3.2**

INCREASE OPPORTUNITIES TO  
SHOWCASE ELITE BIATHLON  
INTERNATIONALLY

**OBJECTIVE 3.3**

ENHANCE INTERNATIONALLY-  
VIABLE PROMOTION EFFORTS

# FULLY INTEGRATED IBU DIGITAL ECOSYSTEM

- Relaunched upgraded IBU website November 2021
- Launched first IBU App
- Reviewed social media strategy
- Reach increased to 254 million
- Engagements increased by over 100%
- Analysis of IBU digital platforms will continue
- Discussions will advance in eSports and gamification
- Athlete activations to be implemented





# SHOWCASE ELITE BIATHLON INTERNATIONALLY

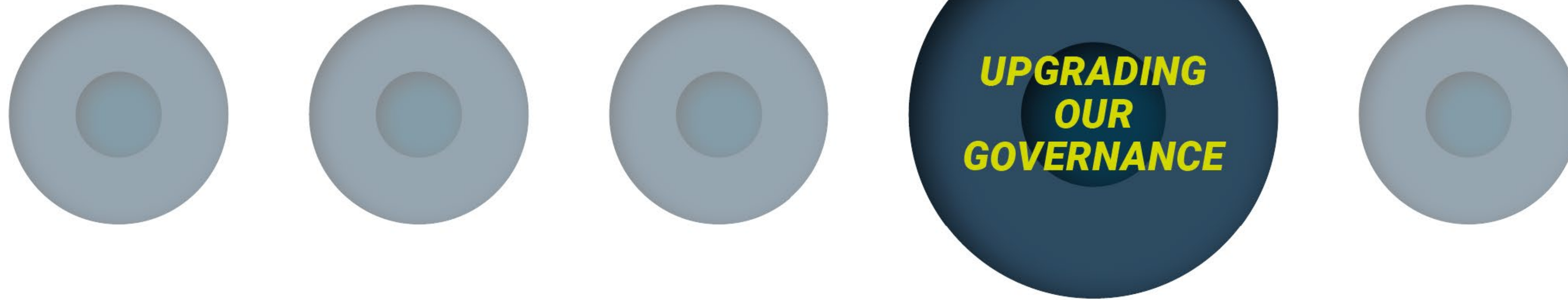
- Established strategy for expanded biathlon coverage
- Launched Biathlon Content Hub
- Integrated OTT platform with dedicated biathlon section
- Proud to extend long-term partnership with EBU to 2030
- Long-term focus on country-specific strategies



# ENHANCE INTERNATIONALLY - VIABLE PROMOTION EFFORTS

- Established direct partnerships with key partners
- Established Media & Marketing Working Group
- Looking at generating new opportunities





**OBJECTIVE 4.1**

STRENGTHEN IBU'S GOVERNING PRINCIPLES AND REGULATIONS

**OBJECTIVE 4.2**

EXPAND THE INVOLVEMENT OF BIATHLON IN INTERNATIONAL & NATIONAL SPORTING AFFAIRS

**OBJECTIVE 4.3**

INCREASE ENGAGEMENT OF ALL STAKEHOLDERS IN IBU DECISION-MAKING

# STRENGTHEN IBU'S GOVERNING PRINCIPLES

- AIOWF Governance score increased by more than 30%
- Created BIU
- Will continue to review anti-doping structure
- Intend to implement core standard on gender equality
- Launched Athlete Ambassador programme
- Staged multiple forums and workshops
- Gender equality projects integrated into Development Support Programme
- 30% female representation on EB & Technical Committee in 2026



# EXPAND BIATHLON IN INTERNATIONAL/NATIONAL AFFAIRS

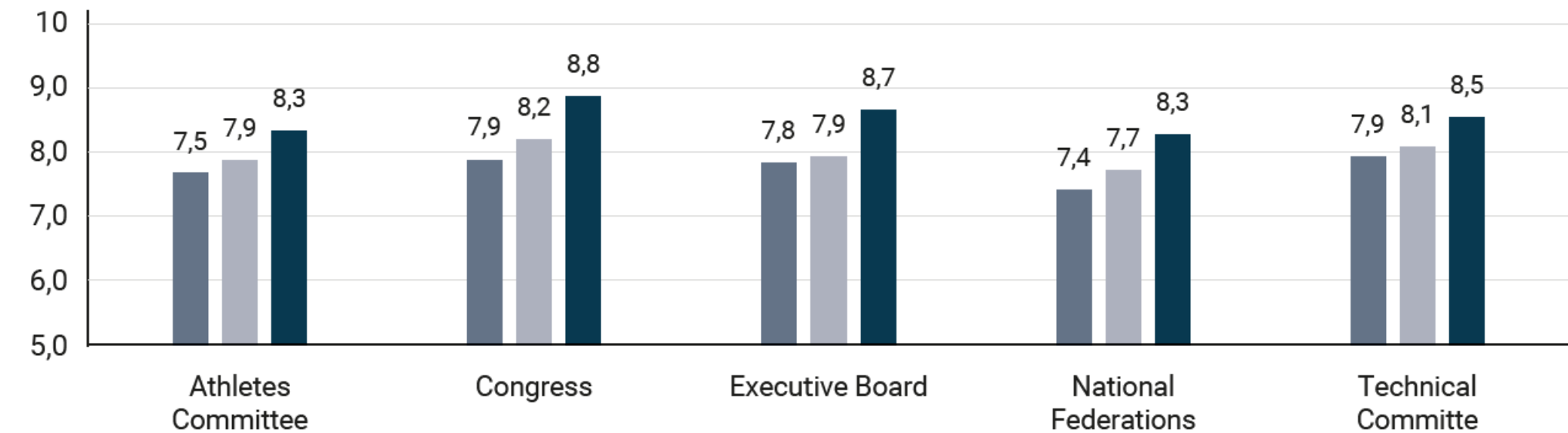
- Established monitoring system for opportunities
- Developed support framework
- Conducted full analysis of hosting opportunities
- Looking ahead: intend to host at least one annual cross-sport event



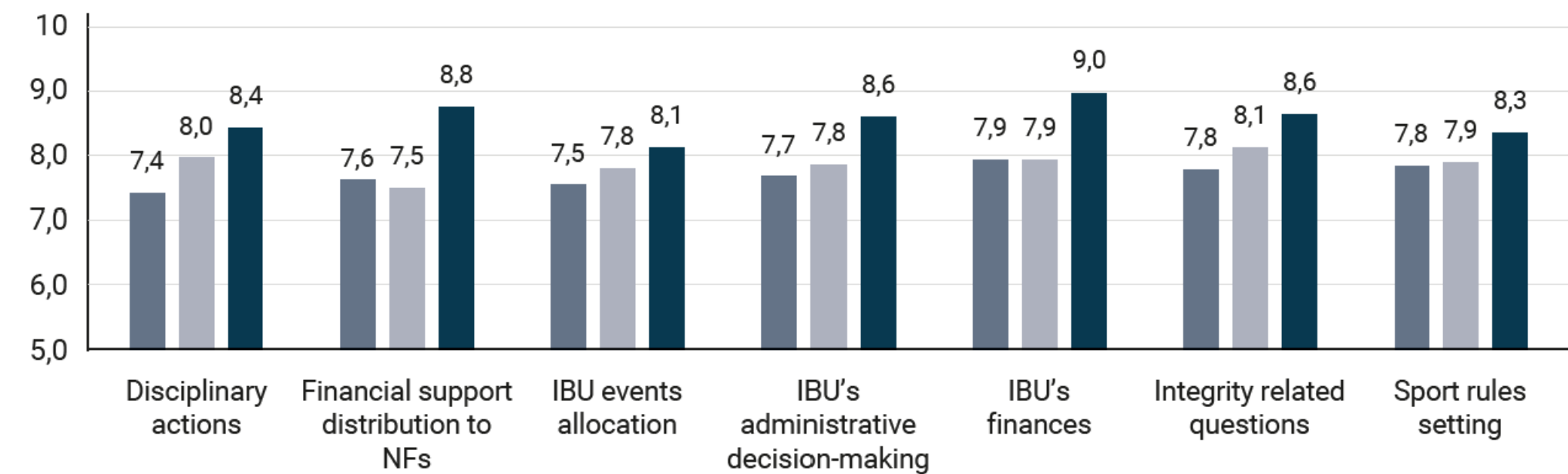
# INCREASE ENGAGEMENT OF ALL STAKEHOLDERS IN IBU DECISION-MAKING

- Delivered significant improvements
- Increased transparency with all stakeholders
- Increased opportunities for stakeholders' input
- Collected unprecedented info from regional workshops
- Will continue to hold regular feedback sessions

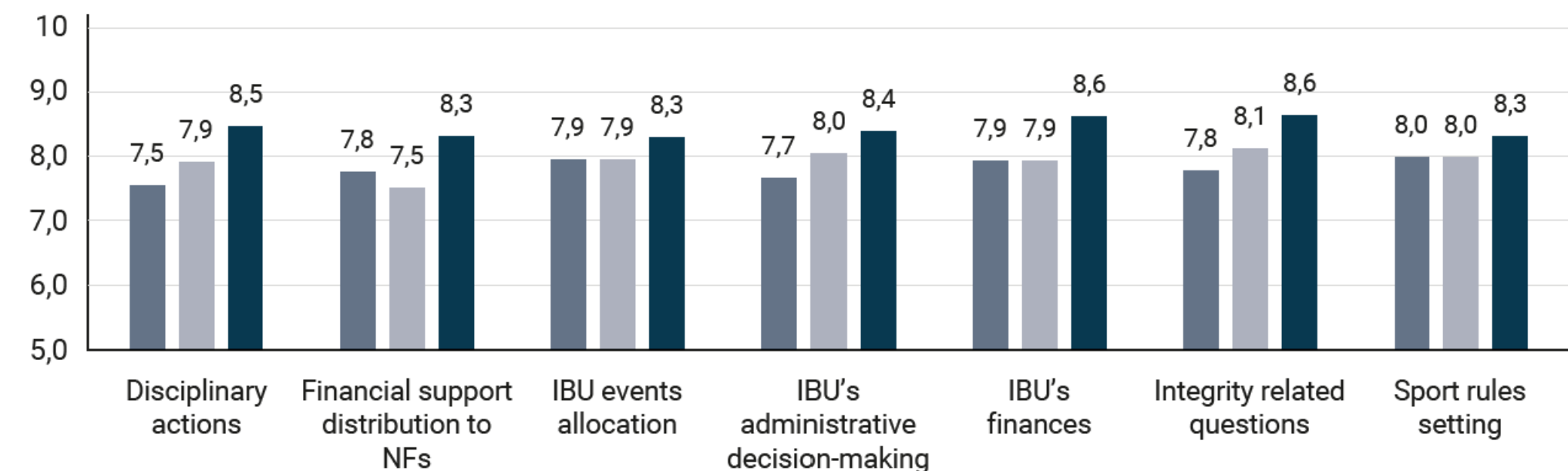
Satisfaction with the involvement in IBU's decision-making

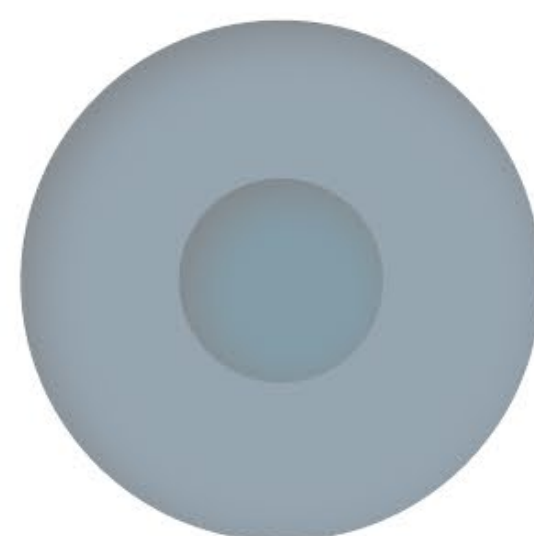


Satisfaction with the transparency of decision-making within the IBU regarding



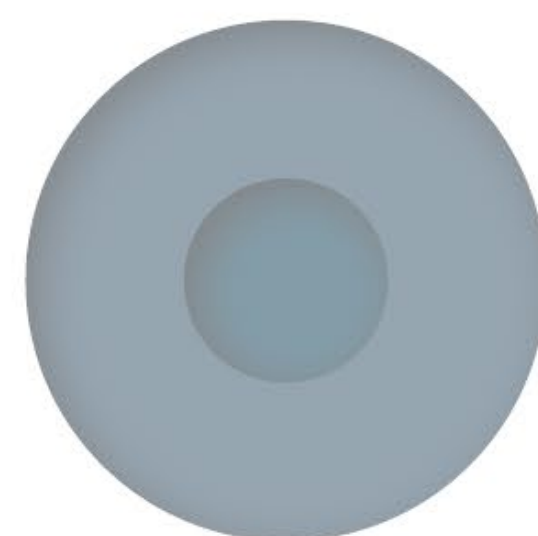
Satisfaction with the IBU decision-makers taking responsibility for their decisions regarding





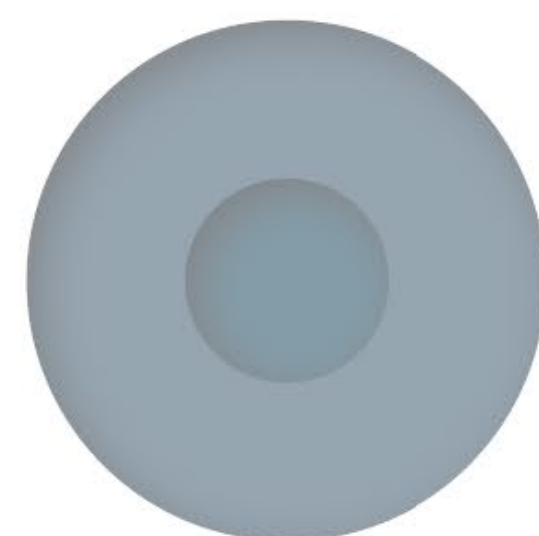
**OBJECTIVE 5.1**

DEVELOP 'STREET BIATHLON' AS  
A UNIQUE BIATHLON DISCIPLINE



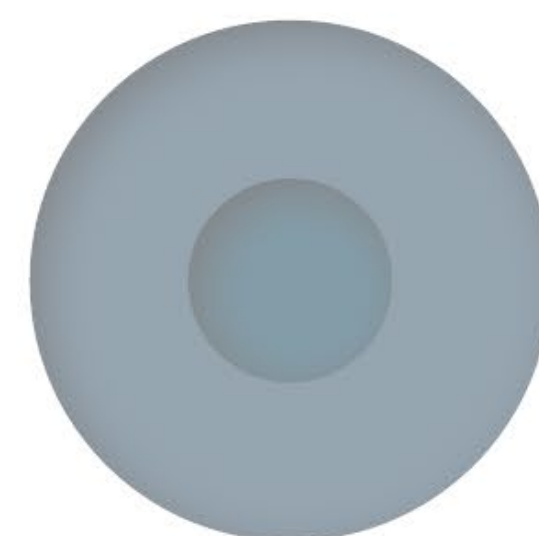
**OBJECTIVE 5.2**

DEVELOP CAPABILITIES TO  
PLACE THE IBU AT THE HEART OF  
DEVELOPMENTS IN THE DIGITAL  
WORLD



**OBJECTIVE 5.3**

ESTABLISH BIATHLON  
AS A LEADER IN PROMOTING  
SUSTAINABILITY IN SPORT



# DEVELOP STREET BIATHLON

- Surveys demonstrated varying desire to strengthen summer biathlon
- Developed Gala Mass Start
- Defined concept to strengthen summer WCHs
- Cooperation with existing events
- Developed of alternative City Event concept





# IBU AT HEART OF DEVELOPMENTS IN DIGITAL WORLD

- Evaluated digital improvement for enhanced presentation
- New TV graphics
- In process of implementing fully electronic targets
- Will continue to leverage expertise of partners for new technology solutions





IBU OC A  
EXCELLENCE  
SUSTAINABLE  
OC Meeting Pr



# ESTABLISH IBU AS LEADER IN SUSTAINABILITY

- Developed IBU Sustainability Strategy 2020-2030
- Strong progress has been made
- Climate work has been internationally recognized
- Viessmann as IBU Climate Partner enhances efforts
- Sustainable snow management project, SIEPPUR, well underway
- Launched online sustainability education course
- Created award for excellence in Sustainability for OCs
- Key progress in gender equality and inclusion



# WHAT'S NEXT?

- Huge amount of progress
- Many initiatives now part of day-to-day operations
- Target 26 on track for completion by end of 2024
- Transition towards Target 2030
- Exciting time ahead

