

Target 26 Category	Empowering our federations		
Target 26 Objective	Create the IBU Academy		
Target 26 Code	1.1		
Project Owner	Development Director (DD)		
Project Mission	Create the IBU Academy to provide practical support for national federations, athletes and coaches Establish a centralized, tailored system to develop, train and educate: <ul style="list-style-type: none">• Current and retired athletes• Coaches / TOs• NF management/administration		
Stakeholders	<ul style="list-style-type: none">• NFs• Athletes		
Project Scope			
<ul style="list-style-type: none">• Define / clarify the mission, values and objectives of the IBU Academy• Develop an initial IBU Academy six-year roadmap 2020-2026 (Goal 2026)• Set up the organizational structure to manage the IBU Academy• Choose strategic partner(s) in the area of education and higher education (e.g. university, foundation, external organization)• Define IBU Academy program portfolio to support<ul style="list-style-type: none">○ Athletes (current & retired)○ Coaches○ Other roles in NFs (to be defined)• Define and Implement programs and related support by 2022• Establish an evaluation process			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Dagmara Gerasimuk	Lead	
Staff	Niklas Carlsson	Support	
Staff	Riikka Rakic	Support	
EB	Olle Dahlin	Support (Mission, values, objectives only)	
EB	Tore Boygard	Support	
EB	Jiri Hamza	Support	
External partner	University or other organization	Support	

Key Milestones	<ul style="list-style-type: none"> • Defined an initial concept with mission, values, objectives and structure as well program levels & types of support by June 2020 • Defined department structure by July 2020 • Set up an advisory group from international education professionals in May 2020 • Presented IBU Academy and development program concept to NFs in virtual Regional Workshops in June-July 2020 • Held online workshops regarding programs and educational structure in Q2-Q4 2020 • Defined of coaching certification program levels by 31 December 2020 • Present IBU Academy's two-year roadmap and activities until 2022 at Presidents Meeting in September 2021 • Initial programs launched and evaluated by Congress 2022 (athletes and coaches by 2021, other 2022)
Success Criteria	<ul style="list-style-type: none"> • Define BA KPIs: participant satisfaction, cost per participant, long term-impact, number of educated coaches and athletes, number of coaches with license, number of applicants, number of deferred grants.
Dependencies	<ul style="list-style-type: none"> • 2.1 Event standards • Potentially 4.2 International Involvement
Additional Info	<ul style="list-style-type: none"> • <i>As needed</i>

Target 26 Category	Empowering our federations		
Target 26 Objective	Establish a more effective financial support system		
Target 26 Code	1.2		
Project Owner	Secretary General (SG)		
Project Mission	Establish a more effective system of financial support for National Federations that <ul style="list-style-type: none">• is tailored to their unique circumstances• meets needs of the sport• enables NFs to grow the sport in their countries• rewards proactivity and impact• is transparent with criteria and principles regarding the distribution of support		
Stakeholders	<ul style="list-style-type: none">• NFs• Athletes• OCs		
Project Scope:			
<ul style="list-style-type: none">• Review current IBU financial support system• Based on a survey with the NFs, review the possibility to establish criteria to be used as the ratio• Define overall principles for effective distribution of financial support with focus on impact (growth), follow-up and responsible use• Develop rules, processes and timeline for implementation• Identify additional funding opportunities for NFs from third party sources• Establish an evaluation process & metrics (Goal 2026)			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Niklas Carlsson	Lead	
Staff	Margit Eidenhammer	Support	
Staff	Dagmara Gerasimuk	Support	
Staff	Riikka Rakic	Support	
EB	Olle Dahlin	Support	
EB	Jiri Hamza	Support	
EB	Tore Boygard	Support (Review current IBU financial support system)	

Key Milestones	<ul style="list-style-type: none"> • Conducted an online NF survey in March-April 2020 • Completed review of current system in Q2 2020 • Developed distribution principles and presented to EB initially in July 2020 • Present concept following EB approval at EB 157 to the Presidents' Meeting in September 2021 • Implement new system from financial year 2022/2023 onward • Identify additional funding opportunities by 1 April 2022 • Establish annual evaluation process by 1 September 2022
Success Criteria	<ul style="list-style-type: none"> • Overall increase of IBU Budget for NF Funding • Development of Biathlon based on KPIs to be agreed
Dependencies	<ul style="list-style-type: none"> • 1.1 IBU Academy
Additional Info	<ul style="list-style-type: none"> • <i>As needed</i>

Target 26 Category	Empowering our federations		
Target 26 Objective	Enhance youth participation		
Target 26 Code	1.3		
Project Owner	Development Director (DD)		
Project Mission	To enhance youth participation and create accessible pathways for young athletes by developing concrete measures to support National Federations around the world that: <ul style="list-style-type: none">• attract young people to biathlon• keep them in the sport		
Stakeholders	<ul style="list-style-type: none">• NFs• Athletes• OCs		
Project Scope			
<ul style="list-style-type: none">• Analyze existing competition formats for young athletes• Summarize and develop recommendations for future improvement• Define and develop a database of youth participation and develop recommendations for growing grassroots sport participation, potentially through a global license system• Develop a promotional program to engage young people in biathlon across the world, e.g. “Biathlon for all”• Implement a strategy for regional IBU events, focused on developing biathlon (from 3.2)• Plan to host regular international IBU events outside of the traditional central European venues (from 3.2)• Establish targets and a tracking process including a NF reporting framework (Goal 2026)			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Dagmara Gerasimuk	Lead	
Staff	Felix Bitterling	Support	
EB	Tore Boygard	Support	
EB	Max Cobb	Support	
EB	Jiri Hamza	Support	

Key Milestones	<ul style="list-style-type: none"> Conducted an initial survey with the NFs to analyze current competition formats – requires additional information to fully understand national differences Established dialogue with member NFs during virtual Regional meetings and defined a concept for IBU regional events Established a concept and implemented a Regional Event pilot for season 2020/2021 Define a concept for broad grassroots participation and launch promotional program by 1 Sept 2022 Launch youth participation database and tracking process by 1 Sept 2022
Success Criteria	<ul style="list-style-type: none"> Growth in youth participation and number of active biathletes Enhanced NF data collection / quality
Dependencies	<ul style="list-style-type: none"> TBC
Additional Info	<ul style="list-style-type: none"> <i>As needed</i>

Target 26 Category	Enhancing our events		
Target 26 Objective	Increase the consistency of IBU event standards		
Target 26 Code	2.1		
Project Owner	Sport & Events Director (SD)		
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		
Stakeholders	<ul style="list-style-type: none">NFsOCs		
Project Scope			
<ul style="list-style-type: none">Define a formal event allocation process, using transparent, quantifiable criteria and setting annual improvement targets for OCs/NFsIncrease knowledge-exchange programs between OCs, including all OC functionsReview need for greater IBU involvement in supporting OCs and providing resources (define respective roles & responsibilities; Goal 2026)			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Felix Bitterling	Lead	
EB	Tore Boygard	Support	
EB	Jiri Hamza	Support	
TC Chair	Christophe Vassallo	Support	
Key Milestones	<ul style="list-style-type: none">Event allocation process for WC 2022-2026 and lower IBU series 2022-2024 approved by EB in Feb 2020WCH application process for WCH 2024/25 approved by EB in Feb 2020Define Financial Support framework for 2022-2024 and 2024-2026 in June 2021Define frame for long-term OC event delivery obligations by September 2021 (to be discussed at the OC meeting in Bled in September 2021)Define concrete event evaluation criteria and improvement targets by June 2022 from season 2022-2023 onwardsDefine and implement a knowledge exchange program for OCs, across functions, in cooperation with the new IBU Academy from Summer 2021 onward		



Success Criteria	<ul style="list-style-type: none">• KPIs for events
Dependencies/ Interaction	<ul style="list-style-type: none">• IBU Academy 1.1
Additional Info	<ul style="list-style-type: none">• <i>As needed</i>

Target 26 Category	Enhancing our events		
Target 26 Objective	Improve fan experience at IBU events		
Target 26 Code	2.2		
Project Owner	Sport & Events Director (SD)		
Project Mission	Develop measures to recognize loyal, committed fans Implement a program to further improve event atmosphere		
Stakeholders	<ul style="list-style-type: none">• NFs• OCs• Athletes• Fan/Fan Clubs		
Project Scope			
<ul style="list-style-type: none">• Analyze current fan experience at events, cooperating with fans/IBU fan clubs (baseline survey)• Create a joint action plan among IBU, OCs and fan clubs to attract young people to events, including with new technologies• Create a fan club support system to assist with logistics• Establish a fan event experience evaluation process (Goal 2026)			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Felix Bitterling	Lead for Services	
Staff	Christian Winkler	Support / Lead for Digital Issues	
EB	Ivor Lehotan	Support	
OC	Engelbert Schweiger	Support	
OC	Vlasta Jakes	Support	
Key Milestones	<ul style="list-style-type: none">• Conducted a survey with registered fan clubs in Q2-Q3 2020• Conducted two surveys with international fans on social media in February 2020 and February 2021• Integrate fan experience in new IBU digital tools, as much as possible at launch in Nov 2021 and increasingly by Nov 2022• Present findings from Fan Surveys and define a joint action plan with OCs at OC meeting Sept 2021• Define and launch a fan / fan club support system by Sept 2022• Establish a fan satisfaction and event experience evaluation process by Sept 2022		



Success Criteria	<ul style="list-style-type: none">• KPIs for fan satisfaction
Dependencies	<ul style="list-style-type: none">• 3.1 Digital Ecosystem
Additional Info	<ul style="list-style-type: none">• <i>As needed</i>

Target 26 Category	Enhancing our events		
Target 26 Objective	Improve athlete experience at IBU events		
Target 26 Code	2.3		
Project Owner	Sport and Events Director (SD)		
Project Mission	Improve the experience of athletes and their teams at IBU events Define and implement measures to optimize the athlete experience, in order to enable top performance		
Stakeholders	<ul style="list-style-type: none">NFsOCsAthletes		
Project Scope			
<ul style="list-style-type: none">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 eventsImplement a strict enforcement of the smoking ban at the venue, with designated smoking areasDefine and establish an athlete event experience evaluation process (Goal 2026)			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Felix Bitterling	Lead	
EB	Max Cobb	Support	
EB	Clare Egan	AC Input / Support	
OC (TC)	Lorenz Leitgeb	Support	
Staff	Borut Nunar	Support	
Key Milestones	<ul style="list-style-type: none">Fully integrated Athletes' Committee in calendar planning and WCH selection processes by Q2-Q3 2020Conducted an initial assessment of the current level of athlete experience via online survey in Q2 2020Conduct a further survey together with the Athletes' Committee in Q2 2021Share survey outcomes with individual OCs to identify points for improvement, during Q2-Q3 2021Work with OCs to define a process for improvement at individual events at OC Meeting in September 2021Implement strict smoking ban at IBU events from season 2021/2022 via EHD (beginning at SB WCH; including a transition period)Establish athlete experience evaluation process by 1 Sept 2022		

Success Criteria	<ul style="list-style-type: none">• Constant cooperation/exchange between IBU and Athlete Committee• Constant evaluation: What is manageable for OCs
Dependencies	<ul style="list-style-type: none">• Financial Support 1.2 (including prize money)
Additional Info	<ul style="list-style-type: none">• <i>As needed</i>

Target 26 Category	Extending our reach		
Target 26 Objective	Establish a fully integrated IBU digital ecosystem		
Target 26 Code	3.1		
Project Owner	Communications Director (CD)		
Project Mission	Guarantee revenue streams for the future in a fast changing sports consumption environment Connect the sport of biathlon with new markets and audiences Remain ahead of the curve in the digital domain		
Stakeholders	<ul style="list-style-type: none">• NFs• OCs• Sponsors & Partners• Fans & Followers		
Project Scope			
<ul style="list-style-type: none">• Develop an innovative digital strategy, including key platforms, messaging and priority markets• Upgrade the IBU website to a one-stop shop integrating event websites and partner activation• Develop a centrally-owned IBU mobile app, featuring news on the sport and from the IBU• Conduct a full analysis into and test potential e-Biathlon and gamification experiences, ranging from a designed console game to integrated elements in an IBU-owned app (moved from 5.2)			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Christian Winkler	Lead	
Staff	Niklas Carlsson	Support	
Staff	Riikka Rakic	Support	
Staff (Digital Media Manager)	René Denfeld	Support	
Staff (Digital Project Manager)	Jouni Oksanen	Support	
EB	Ivor Lehotan	Support	
External Agency	As required	Support & develop	
Sponsors	TBC	Support on Activation & Reach	

Key Milestones	<ul style="list-style-type: none"> • Fan survey and market evaluation completed in March 2020 • Presented digital strategy to key partners (Q2-Q4 2020) • Developed new digital strategy, approved by EB in July '20 (EB152) • Employed an interim Digital Project Manager to execute/implement digital strategy from Fall 2020 • Present status and plans for digital ecosystem to OCs, NFs and athletes in Q2 2021 • Present status and plans for digital ecosystem to OCs and NFs in September 2021 at the OC meeting and Presidents' Meeting • Complete e-Biathlon and gamification analysis by Q2 2022 • Develop an IBU App by 1 November 2021 • Upgrade the IBU website by 1 November 2021
Success Criteria	<ul style="list-style-type: none"> • KPIs based on website metrics • KPIs based on App metrics • Delivery of Website and App by agreed deadlines • Acceptance of new Intranet by stakeholder groups • Partner activation/Stakeholder integration on own and shared channels
Dependencies	<ul style="list-style-type: none"> • Showcasing biathlon 3.2 • International promotion 3.3 • Enhance Youth Participation 1.3 • Developments in the digital and virtual world 5.2 • Increase engagement of all stakeholders in IBU decision-making 4.3 • IBU Academy 1.1 • Fan experience at events 2.2
Additional Info	<ul style="list-style-type: none"> • <i>As needed</i>

Target 26 Category	Extending our reach		
Target 26 Objective	Increase opportunities to showcase elite biathlon internationally		
Target 26 Code	3.2		
Project Owner	Secretary General (SG)		
Project Mission	Ensure IBU platforms share insights and encourage interest in Biathlon Increase visibility of events and athletes across the world		
Stakeholders	<ul style="list-style-type: none">NFsMedia partner		
Project Scope			
<ul style="list-style-type: none">Develop a strategy for expanding biathlon coverage in both traditional and new markets on television and online streaming platformsWork with the media rights holder to minimize number of dark territories and optimize promotion and presence in other marketsReview dark territories and select some for proactive work together with NFsReview current marketing efforts from broadcasters that have acquired rightsMaximize the use of non-linear on demand offers on a global scale			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Niklas Carlsson	Lead	
Staff	Christian Winkler	Support	
Key Milestones	<ul style="list-style-type: none">Signed new media contract for 2022 onwards – 20 Feb 2020Establish dialogue with all key broadcasters together with EBU with regard to implementation of new contract from 2022 by end of 2021Implementation of new media agreement from 2022		
Success Criteria	<ul style="list-style-type: none">KPIs on fans / viewers / spectators inside and outside traditional markets across platforms		
Dependencies	<ul style="list-style-type: none">3.1 Digital Ecosystem		
Additional Info	<ul style="list-style-type: none"><i>Note: Moved regional events related aspects to 1.3</i>		

Target 26 Category	Extending our reach		
Target 26 Objective	Enhance internationally-viable promotion efforts		
Target 26 Code	3.3		
Project Owner	Secretary General (SG)		
Project Mission	Define and apply promotional techniques to enhance awareness and perception of biathlon globally and in core markets		
Stakeholders	<ul style="list-style-type: none">NFsAthletesOCsFansIBU Marketing partner / Sponsors & Partners		
Project Scope			
<ul style="list-style-type: none">Develop a framework for international sponsorship agreements to promote the sport internationally, alongside the IBU marketing partnerReview athlete activities that have touch points across the world (Lead: Christian)Work alongside fans and fan clubs to help spread the growth of national biathlon fans across the world			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Niklas Carlsson	Lead	
Staff	Christian Winkler	Support	
EB	Jiri Hamza	Support	
Key Milestones	<ul style="list-style-type: none">Maintain continuous dialogue with marketing partnerDevelop a framework for international sponsorship agreements by 1 Sept 2022Establish concept for athlete touchpoint review by 1 Sept 2021Conduct Athlete activity review by 1 Sept 2022Fan club promotional program by 1 Sept 2022		
Success Criteria	<ul style="list-style-type: none">KPIs on awareness and brand recognition		
Dependencies	<ul style="list-style-type: none">Digital eco-system 3.1Showcase biathlon 3.2		
Additional Info	<ul style="list-style-type: none">As needed		

Target 26 Category	Upgrading our governance		
Target 26 Objective	Strengthen IBU’s governing principles and regulations		
Target 26 Code	4.1		
Project Owner	Secretary General (SG)		
Project Mission	Implement the new rules and regulations to upgrade the sport’s governing principles and policies		
Stakeholders	<ul style="list-style-type: none">NFs		
Project Scope			
<ul style="list-style-type: none">Implement a modern, progressive IBU Constitution, providing a clear division of responsibilities and a framework for future growthReview the mechanisms to implement gender equality across all IBU levels and develop gender equality tools and programs for all NFs (lead: Dagmara)Review the mechanisms to ensure good governance across all IBU levels and develop appropriate tools and programs for all NFsComplete the establishment of the operationally independent Biathlon Integrity Unit, to manage all integrity-related matters concerning biathlon (lead: Greg)			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Niklas Carlsson	Lead	
Staff	Dagmara Gerasimuk	Support, Lead on gender equality	
Staff	Riikka Rakic	Support	
Staff	Greg Mckenna	Lead on BIU and integrity matters	
EB	Klaus Leistner	Support (all)	
EB	Franz Steinle	Support (good governance, BIU)	
EB	Jim Carrabre	Support (gender equality)	

Key Milestones	<ul style="list-style-type: none"> • Presented review and action plan at EB 150 in Feb 2020 • Completed establishment of the BIU in Q2 2020 • Completed review and defined measures for enhancing gender equality in February 2021 • Complete tracking of implementation of measures for good governance by June 2021 • Present a governance toolkit at Presidents' Meeting Sept 2021 • Fully implement new constitution by 1 Sept 2022
Success Criteria	<ul style="list-style-type: none"> • KPIs on NFs for implementation • BIU with own metrics
Dependencies	<ul style="list-style-type: none"> • TBC
Additional Info	<ul style="list-style-type: none"> • <i>As needed</i>

Target 26 Category	Upgrading our governance		
Target 26 Objective	Expand the involvement of biathlon in international and national sporting affairs		
Target 26 Code	4.2		
Project Owner	Development Director		
Project Mission	IBU NF leaders are recognized as influential managers who set the direction for the development of sport in their countries and at various levels of the Olympic movement by establishing a system of monitoring opportunities and supporting individuals.		
Stakeholders	<ul style="list-style-type: none">NFsAthletes		
Project Scope (as per Target 26)			
<ul style="list-style-type: none">Establish a system for monitoring potential opportunities for IBU leaders and Biathlon Family members to be included in international cross-sporting organizations and committeesDevelop a framework of systematized support for individuals from the Biathlon Family to gain election/nomination to positions within national and international sporting bodies and political regulatory bodiesAnalyze potential hosting opportunities of cross-sport events, including specialized Seminars and Workshops			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Dagmara Gerasimuk	Lead National	
Staff / EB	Niklas Carlsson	Lead International	
Key Milestones	<ul style="list-style-type: none">Included IBU representatives in three IOC commissions for 2021Began implementing a framework for identifying international opportunities for the Biathlon familyDevelop an action plan for national level biathlon representation by end of 2021, beginning with a survey and a series of interviews to better understand the national context by Presidents' Meeting 2021Continue dialogue with JTA to increase international visibilityAssess event hosting opportunities via AIOWF, by end of 2021		
Success Criteria	<ul style="list-style-type: none">To be defined		
Dependencies	<ul style="list-style-type: none">1.1 Biathlon Academy		



Additional Info

- *as needed*

Target 26 Category	Upgrading our governance		
Target 26 Objective	Increase the involvement of stakeholders in IBU decision-making		
Target 26 Code	4.3		
Project Owner	Secretary General (SG)		
Project Mission	Understand stakeholder expectations and include their views in all governance and management processes		
Stakeholders	<ul style="list-style-type: none">• NFs• Athletes• OCs• Sponsors & Partners• Fans / Fan Clubs		
Project Scope			
<ul style="list-style-type: none">• Survey stakeholders (establish base line)• Establish an action plan for increasing transparency regarding IBU decision-making• Create additional opportunities for stakeholder input in IBU decision-making processes• Implement joint projects for IBU leadership to work alongside stakeholders to tackle specific issues			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Niklas Carlsson	Lead	
EB	Franz Steinle	Support	
EB	Klaus Leistner	Support	
Staff	Riikka Rakic	Support	
Key Milestones	<ul style="list-style-type: none">• Conducted a stakeholder survey in March/April 2020 and established a baseline for biannual surveys• Established several expert groups under Target 26 to ensure broad engagement• Held a three-part series of virtual regional meetings on governance, development and sustainability• Implemented the principle of annual Presidents' Meeting• Review the need for additional committees		
Success Criteria	<ul style="list-style-type: none">• Stakeholder survey rating increases		
Dependencies	<ul style="list-style-type: none">• TBC		



Additional Info

- *As needed*

Target 26 Category	Innovating our future		
Target 26 Objective	Develop 'street biathlon' as a unique biathlon discipline		
Target 26 Code	5.1		
Project Owner	Sport & Events Director (SD)		
Project Mission	Develop an off-the-snow, accessible, urban variation of biathlon to attract new markets and new demographics		
Stakeholders	<ul style="list-style-type: none">• NFs• Athletes• OCs• Sponsors & Partners• Fans / Fan Clubs		
Project Scope			
<ul style="list-style-type: none">• Conduct a feasibility study for street biathlon• Develop a strategy focused on attracting a distinct, youthful audience, including identifying potential venues• Define rules and regulations• Review existing procedures regarding shooting and event safety• Establish a forum for new, innovative ideas to be included in ‘street biathlon’• Implement international street biathlon events in populous, urban environments			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Felix Bitterling	Lead	
Staff	Niklas Carlsson	Support	
EB	Jiri Hamza	Support	
EB	Max Cobb	Support	
TC	Christophe Vassallo	Support	
Staff	Kristjan Oja	Support	

Key Milestones	<ul style="list-style-type: none"> • Initiated discussion on cooperation with Blink Festival, Biathlon Wiesbaden and Martin Fourcade Nordic Festival, to be continued during summer season 2021 • Discussed project direction with working group (above) • Conduct a NF survey on street biathlon (interest & expectations) in Q2 2021 • Present survey results and findings for feedback at the Presidents' Meeting in September 2021 • If required, conduct a feasibility study (timing TBC) • Assess need for a pilot during summer 2022 • The EB to consider a proposal to the Congress 2022 • Implement street biathlon (in connection with SB WCH) earliest by 1 May 2023
Success Criteria	<ul style="list-style-type: none"> • TBC
Dependencies	<ul style="list-style-type: none"> • TBC
Additional Info	<ul style="list-style-type: none"> • <i>As needed</i>

Target 26 Category	Innovating our future		
Target 26 Objective	Develop capabilities to place the IBU at the heart of developments in the virtual and digital world		
Target 26 Code	5.2		
Project Owner	Communication Director (CD)		
Project Mission	Understand value of platforms to make informed decisions in the digital/virtual field Prepare IBU for market entrance in 2028 Investigate e-sports, virtual gaming and other technological/digital solutions Develop and implement a strategy for biathlon leveraging and benefiting from these tools and platforms over time		
Stakeholders	<ul style="list-style-type: none">• NFs• Athletes• Fans• Sponsors & Partners		
Project Scope			
<ul style="list-style-type: none">• Conduct and share a full analysis of the potential of new technologies to enhance the performance of athletes and coaches (Lead: Felix)• Establish a clear strategy to build institutional capacities to monitor, understand and act on technological trends that can help promote the sport			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Christian Winkler	Lead	
Staff	Felix Bitterling	Support (Lead: Performance enhancement)	
Staff	Niklas Carlsson	Support	
EB	Ivor Lehotan	Support (analysis e-Biathlon, gamification)	
EB	Max Cobb	Support (new performance technologies)	
External Agency/ Experts	as required	Consult/Support	
Key Milestones	<ul style="list-style-type: none">• Define approach to performance technology analysis by 1 Sept 2021• Complete performance technology analysis by 1 Sept 2022 (Felix)• Complete institutional capacity strategy by 1 Sept 2024		

Success Criteria	<ul style="list-style-type: none">• Milestones met as set out on path to implementation• Analysis shared and supported by EB and Congress 2022• Foundation created for implementation 2022-2026 in defined fields
Dependencies	<ul style="list-style-type: none">• Digital Ecosystem 3.1
Additional Info	<ul style="list-style-type: none">• <i>Note: Moved gamification related aspects to 3.1</i>

Target 26 Category	Innovating our future		
Target 26 Objective	Establish biathlon as a leader in promoting sustainability in sport		
Target 26 Code	5.3		
Project Owner	Senior Project Manager (SPM)		
Project Mission	Ensure biathlon becomes an increasingly sustainable and environmentally-friendly sport and a thought leader among International Federations		
Stakeholders	<ul style="list-style-type: none">• NFs• OCs• Athletes• Sponsors & Partners• Fans		
Project Scope			
<ul style="list-style-type: none">• Conduct a full consultation and review of areas to be improved from a sustainability viewpoint, including but not limited to transport, ventilation in wax rooms, disposal of waste and energy solutions• Establish sustainability initiatives to decrease the footprint of IBU events• Establish a mechanism for identifying opportunities to promote sustainability within biathlon and international sport			
Project Resources			
Type	Name	Role	Approximate % FTE
Staff	Riikka Rakic	Lead	
Staff	Dagmara Gerasimuk	Support	
Staff	Niklas Carlsson	Support	
EB	Jim Carrabre	Support	
Key Milestones	<ul style="list-style-type: none">• Presented initial sustainability strategy at the virtual regional sessions to all NFs in August 2020• Sustainability strategy approved by EB in September 2020• Established IBU carbon footprint baseline, received IOC Dow Award for 2020• Launched Snow Management OC knowledge transfer initiative in Q1 2021• Developed an OC carbon footprint calculation tool to help establish event series footprint from season 2020-21 onwards• Developed a sustainability ambassador program concept, to launch from spring/summer 2021• Present program to Presidents’ Meeting in Sept 2021		



Success Criteria	<ul style="list-style-type: none">• High level targets for 2030 as defined in Sustainability Policy• Focus Area targets as defined in Sustainability Strategy
Dependencies	<ul style="list-style-type: none">• TBC
Additional Info	<ul style="list-style-type: none">• <i>as needed</i>