

PRESIDENTS MEETING 2024

16 FEBRUARY 2024 | 16:00 CET **NOVÉ MĚSTO NA MORAVĚ** CZE











FROM TARGET 26 TO TARGET 2030 THE NEXT PHASE OF OUR STRATEGY FOR FOCUSING, HITTING AND MOVING - TOGETHER

PRESIDENTS' MEETING, NOVE MESTO NA MORAVE, FEBRUARY 2024



FOLLOWING THE PRESIDENTS' MEETING 2023 IN VIENNA, WORK HAS CONTINUED AS PLANNED:

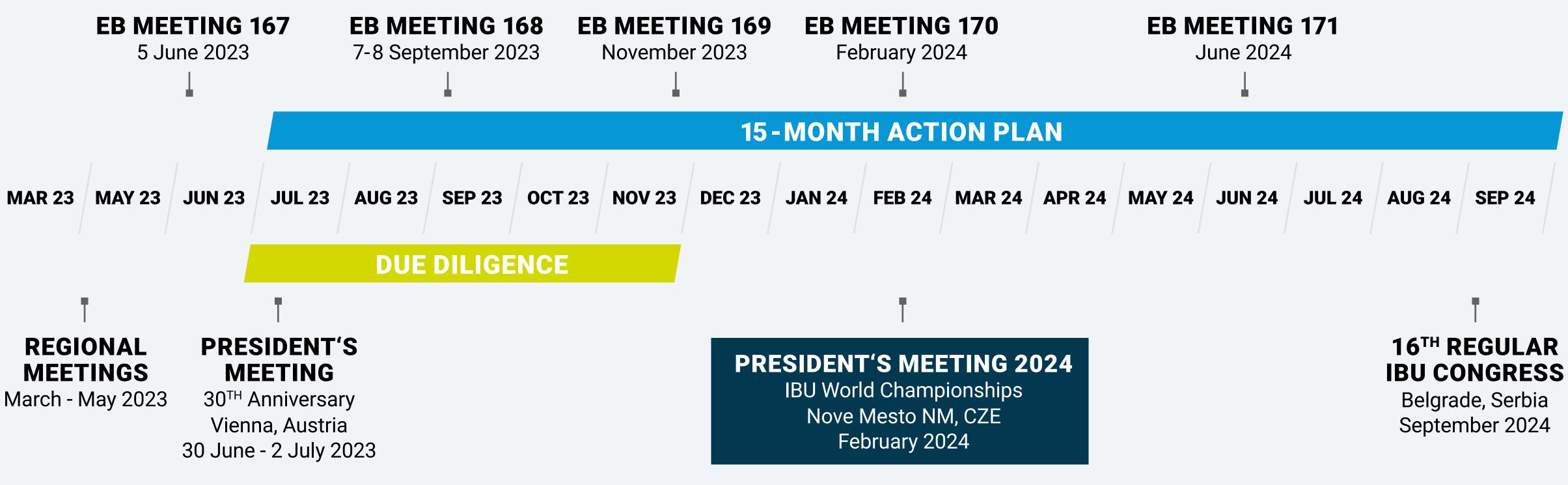
- The implementation of the 15-month action plan to complete Target 26 is underway
- The EB has reviewed the results of the due diligence analysis of IBU's overall objectives and confirmed those as directional
- The EB has prepared a proposal for a new framework for the Target 2030 strategic plan and identified top priorities

PRESIDE MEETING 2

01 JULY 2023 **VIENNA** AUSTRIA



PROCESS UNTIL CONGRESS 2024 JUNE 2023 - SEPTEMBER 2024







THE IBU VISION AND MISSION WERE APPROVED BY THE PRESIDENTS' MEETING 2021

IBU VISION

WE ARE THE **GLOBAL BIATHLON** FAMILY, A SUSTAINABLE AND INNOVATIVE **SPORT WITH** INTEGRITY

The fact that we are a global Biathlon Family is our greatest asset, but it is not something that we can take for granted. Indeed, we will continuously need to nurture and evolve our family. We will need to be sustainable in everything we do to ensure that the future generations may enjoy winter and snowsports. We will need to be innovative to stay relevant for our stakeholders, especially the fans. We will also need to safeguard the integrity of our sport to be credible and to earn the trust of all our stakeholders.



IBU MISSION

THE IBU SUPPORTS, **EMPOWERS AND INSPIRES THE BIATHLON FAMILY TO DEVELOP AND GROW THE** SPORT.

The mission of the IBU describes how we operate our day-to-day business and in doing so, work toward realizing our vision.

TOGETHER WITH THE OVERALL OBJECTIVES THEY FORM THE CORE OF THE IBU HOUSE

VISION SPORT WITH INTEGRITY

MISSION THE IBU SUPPORTS, EMPOWERS AND INSPIRES THE BIATHLON FAMILY TO DEVELOP AND GROW THE SPORT

OVERALL DIRECTIONAL OBJECTIVES

- WITH FOCUS ON THE YOUTH
- **BECOME CLIMATE NEUTRAL BY 2030**



STRATEGIC AREAS

UNDERLYING PRINCIPLES



WE ARE THE GLOBAL BIATHLON FAMILY, A SUSTAINABLE AND INNOVATIVE

• GROW BIATHLON BY DOUBLING THE TOTAL NUMBER OF ATHLETES, • ENSURE THAT THE INTEREST AND COMMERCIAL VALUE OF BIATHLON GROW -DOUBLE THE INCOME FOR THE IBU • REDUCE THE SPORT'S CARBON FOOTPRINT BY 50% AND

WHAT DOES SUCCESS LOOK LIKE?

WHERE DO WE WANT TO BE **AS AN ORGANISATION IN 2030?**





WHAT WILL A SUCCESSFUL IBU BE LIKE IN 2030?



Join at menti.com use code **4973 2812**



WHAT WILL A SUCCESSFUL IBU BE LIKE IN 2030?

- Attractive
- Innovative
- Focused
- Interesting
- Well-off
- Inspiring
- Digital
- Stable
- Stars
- Integrity



- Competitive
- Sport
- Exciting
- Popular
- Athlete-friendly
- Sustainable
- Gender-equal
- Global
- Teamwork
- Developed

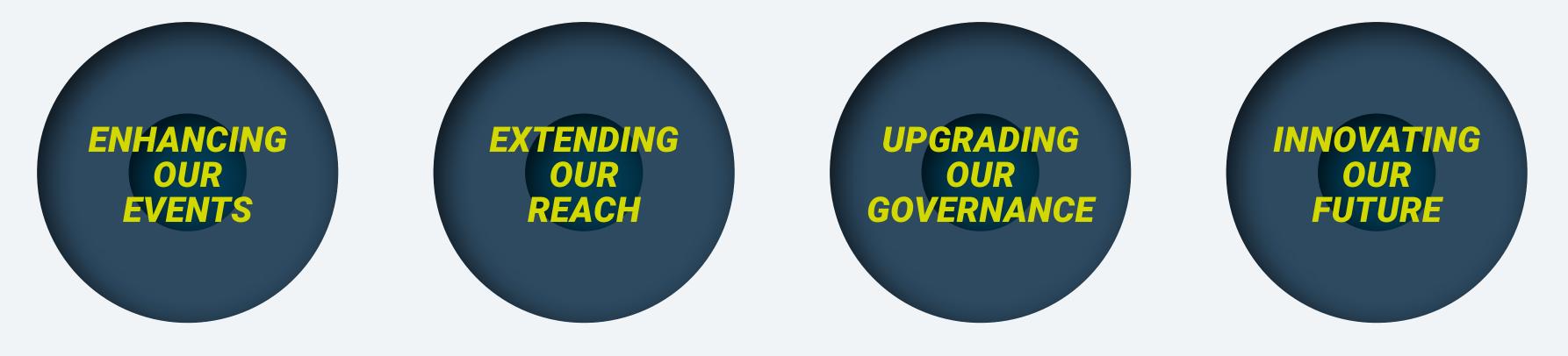
- Leading
- Wintersport
- Modern
- Diverse
- Stable
- Excellent events
- Inclusive
- Future-oriented
- World-class
- Biathlon Family



OUR STRATEGIC FRAMEWORK HAS SERVED US WELL IN THE LAST 4 YEARS....





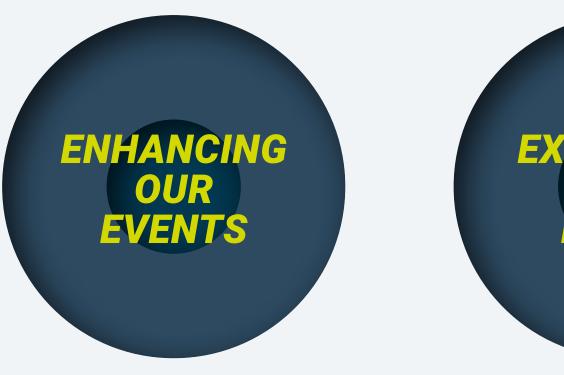


INTEGRITY – GOVERNANCE – SUSTAINABILITY



...SO WE SUGGEST TO CONTINUE TO BUILD ON THE SAME STRUCTURE, WITH UPDATED OBJECTIVES, STRATEGIES AND INITIATIVES





INTEGRITY – GOVERNANCE – SUSTAINABILITY





EXTENDING OUR REACH

UPGRADING OUR GOVERNANCE



TARGET2030

TARGETS

OBJECTIVES



STRATEGIES

INITIATIVES

TOP PRIORITIES PROPOSED BY THE EB

Closing the competition gap **EMPOWERING** OUR **FEDERATIONS**

Analysis of the IBU's commercial model

INNOVATING OUR FUTURE

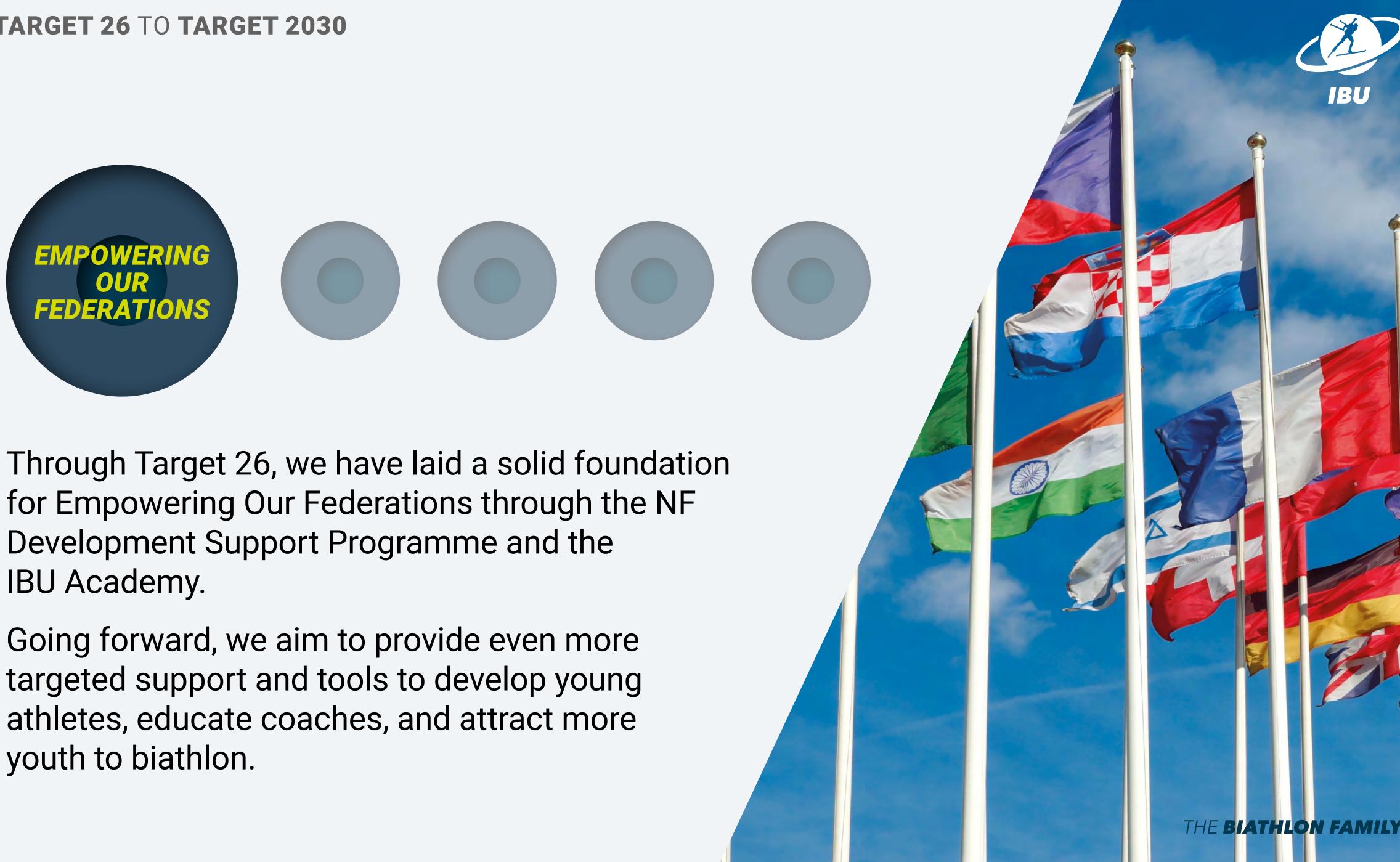


Development of a modern, sustainable sport and event concept

ENHANCING OUR **EVENTS**

Integration of underlying principles





IBU Academy.

youth to biathlon.



2030 OBJECTIVES FOR EMPOWERING OUR FEDERATIONS



2

- Increase NFs' domestic activities, for example, annual number of starts, active clubs, held competitions and provided education activities, by 50%.
- Multiply the number of biathlon coaches with an IBU Academy coaching certificate.



Grow the number of IBU registered athletes from age 15 by 20%.



Increase access to Biathlon with air and laser/optical rifles by providing education and co-funded equipment for all active National Federations (NFs).



Strengthen and optimise summer biathlon with focus on supporting suitable competition opportunities for all NFs.





2030 STRATEGIES FOR EMPOWERING OUR FEDERATIONS



IBU Academy: Support the NFs with high-quality educational programmes and activities



Development support: Provide additional, tailored NF support aligned with IBU's overall direction



- **Participation:** Grow youth and ensure junior level participation
- **Revenue:** Enable the NFs to significantly increase their level of funding from sources other than the IBU.

EMPOWERING OUR **FEDERATIONS**







2030 INITIATIVES FOR EMPOWERING OUR FEDERATIONS

IBU Academy: Support the NFs with high-quality educational programmes and activities

- of biathlon stakeholders.
- and benefit the global Biathlon Family.
- leaders to serve all biathlon sectors.





Optimize IBU Academy's programme to address the diverse needs

 Deliver innovative educational programmes and high-quality activities that join theory and practice provided with the help of international experts.

 Strengthen and encourage the scientific community to investigate various biathlon-related topics that promote the development of biathlon

 Increase the options for talented, professional elite athletes to build an educational or career path simultaneously with a sports career and develop THE BIATHLON FAMILY



2030 INITIATIVES FOR EMPOWERING OUR FEDERATIONS



aligned with IBU's overall direction

- plans for NFs.
- Develop a customised support programme that prioritises rewarding performance and development of NFs based a long-term strategic plan.
- Create partnership grants for developed NFs where NF & IBU key goals align.
- Provide targeted funding for recruiting youth and supporting junior athletes.





- **Development support:** Provide additional tailored NF support
- Deliver targeted support to develop comprehensive long-term strategic

2030 INITIATIVES FOR EMPOWERING OUR FEDERATIONS



- Inspire and encourage kids and youth to practise biathlon by using sustainable, safe equipment and a socially positive digital activities toolkit for use worldwide (Biathlon4All).
- Create a regional competition program setup that serves the various needs of NFs with clearly defined performance standards for participation and support.
- Set up a common international database for results and athlete information management from the youth category upwards.





Participation: Grow youth and ensure junior level participation



2030 INITIATIVES FOR EMPOWERING OUR FEDERATIONS



- Provide stakeholders with automated competition footage and event coverage.
- Educate stakeholders about commercial revenue opportunities around digital platforms and IBU's rights.
- Develop production capabilities at the IBU to efficiently promote the sport across IBU and stakeholder channels.





Revenue: Enable the National Federations to significantly increase their level of funding from sources other than the IBU.





to showcase our product.

SUGGESTED 2030 OBJECTIVES FOR **ENHANCING OUR EVENTS**

Ensure that IBU events exhibit high-performance sport success by many diverse NFs.*

- overall impact.

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- provides a stable platform for long-term success.
- * See Target 1: Empowering our Federations





Assure that IBU events offer a world class experience to all stakeholders, both on-site, on television and digitally.

Optimise the number of spectators at IBU events relative to the

Secure the economic model for the Organising Committees

SUGGESTED 2030 STRATEGIES FOR **ENHANCING OUR EVENTS**

within a sustainable framework.



OUR **EVENTS**



- **Event standards:** Define and implement a modern event concept.
- **Event experience:** Make IBU events attractive to future fan generations by creating incentives for on-site sport consumption
- **OC Support:** Strengthen IBU organisers to develop and implement sustainable long-term strategies for hosting future events in cooperation among OCs, NFs and IBU with focus on synergies.



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SUGGESTED 2030 INITIATIVES FOR ENHANCING OUR EVENTS

modern event concept

- Define a matrix of transparent allocation criteria and procedures for IBU events based on the IBU's long-term strategy.
- Install a transparent evaluation and follow-up system for the implementation of defined core event areas.
- Work with experts to benchmark, audit and develop an innovative event concept for 2030 and beyond.





Event standards: Define and implement a consistent,



SUGGESTED 2030 INITIATIVES FOR ENHANCING OUR EVENTS

a sustainable framework

- Collaborate with NFs and OCs to create an attractive programme around the event with focus on fan experience, tailored for different target groups from families to sport enthusiasts, and VIPs.
- Cooperate with NFs and OCs to create activation opportunities for kids/youth around the events to provide access to the sport and recruitment options such as Biathlon4All.
- Integrate the principles of sustainability into the core of all top level IBU events to minimise climate and environmental impact and maximise social legacies.





Event experience: Ensure IBU events are attractive to future fan generations by creating incentives for on-site sport consumption within



SUGGESTED 2030 INITIATIVES FOR ENHANCING OUR EVENTS

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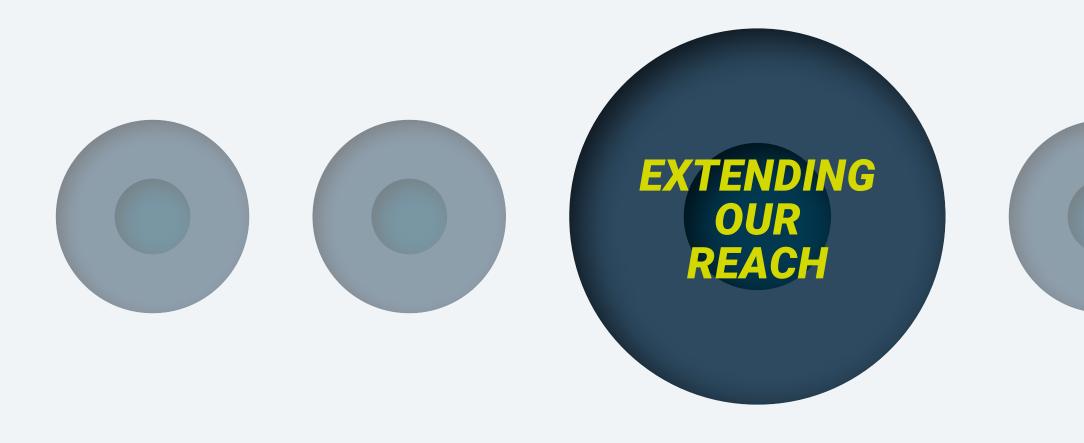
- Establish a customised event contribution system based on individual situation and rewarding the implementation of the new event concept
- Empower the OCs and NFs to generate their-own/new revenue streams (e.g. common ticketing, enhanced marketing strategies)
- Support OCs to extend their reach and enhance communications (content hub, aligned comms)





OC Support: Strengthen IBU organisers to develop and implement a sustainable long-term strategy for hosting future events in deeper cooperation and creating synergies between OCs, NFs and IBU





The reach of our sport is an important determinant of our market value.

In the era of digital media, a sophisticated approach is required to respond to the changing consumption patterns of our viewers and followers worldwide. The IBU will work to empower the entire Biathlon Family to grow the global fanbase.





SUGGESTED 2030 OBJECTIVES FOR **EXTENDING OUR REACH**



Increase the global audience for broadcasting (linear/non-linear) by 25%.



2

Optimise the number of spectators on site at each IBU event







SUGGESTED 2030 STRATEGIES FOR **EXTENDING OUR REACH**





in currently dark and strategic markets







- **Digital business:** Monetise the IBU digital ecosystem and generate benefits for the IBU and its stakeholders
- International coverage: Ensure access to live biathlon coverage
- International promotion: Become a media house which helps stakeholders to increase their reach and creates revenues



SUGGESTED 2030 INITIATIVES FOR EXTENDING OUR REACH

benefits for the IBU and its stakeholders

- Run a successful digital marketing programme
- Partner with stakeholders to create business propositions within an integrated digital ecosystem
- Continue to develop IBU's owned and operated platforms/channels based on fan needs to guarantee a user experience driven product





Digital business: Monetise the IBU digital ecosystem and generate



SUGGESTED 2030 INITIATIVES FOR EXTENDING OUR REACH



currently dark and strategic markets

- Develop market specific development strategies with action plans
- Provide an attractive OTT offer
- Enhance national media know-how and expertise





International coverage: Ensure access to live biathlon coverage in



SUGGESTED 2030 INITIATIVES FOR EXTENDING OUR REACH



- Provide stakeholders with automated competition footage and event coverage.
- Educate stakeholders about commercial revenue opportunities around digital platforms and IBU's rights.
- Develop production capabilities at the IBU to efficiently promote the sport across IBU and stakeholder channels.





International promotion: Become a media house which helps stakeholders to increase their reach and creates revenues



UPGRADING OUR GOVERNANCE

The IBU has become recognised as a modern and progressive International Sport Federation. The successful establishment of the operationally independent Biathlon Integrity Unit (BIU)has become a case study of excellence in integrity matters within the sports movement.

We seek to lead the future development of international best practice for integrity and good governance while assisting our national federations to strengthen their own governance.



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SUGGESTED 2030 OBJECTIVE FOR **UPGRADING OUR GOVERNANCE**

Become the leading winter sport in terms of good governance, gender equality and diversity.

In this way, the work of the BIU will also be strengthened in the future.





THE BIATHLON FAMILY

SUGGESTED 2030 STRATEGIES FOR **UPGRADING OUR GOVERNANCE**



- harm to well-being of participants in biathlon.
- 2

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- good governance practices.





Integrity: Through the work of the BIU, protect and prevent

NF Governance: Proactively support NF implementation of

Diversity, Equality & Inclusion (DEI): Promote gender equality and enhance inclusion and diversity across all dimensions of biathlon.



OUR

GOVERNANCE

SUGGESTED 2030 INITIATIVES FOR UPGRADING OUR GOVERNANCE

Integrity: Through the work of the BIU, protect and prevent harm to well-being of participants in biathlon.

- preventing harm and misconduct.
- as core of stringent governance practices.



 Use the dual pillars of knowledge and communication, with informed preventative measures and transparent dialogue, as the foundation for deterring poor practices across the Biathlon Family.

 Position safeguarding as a critical aspect of integrity, embodying the IBUs commitment to protect ethical standards by actively

Ensure accountability and adherence to high ethical standards



SUGGESTED 2030 INITIATIVES FOR **UPGRADING OUR GOVERNANCE**

governance practices on NF's national level

- Implement a culture of good NF safeguarding practice across the Biathlon family.
- Prevent NF corruption through enhanced transparency of financial management.
- Promote effective best practices for NF dispute resolution via appropriate independent arbitration procedures.
- Ensure national sport's autonomy from government interference.





NF Governance: Proactively support implementation of good



SUGGESTED 2030 INITIATIVES FOR UPGRADING OUR GOVERNANCE

3

across all aspects of biathlon

- Increase diversity across biathlon from participation to decision-making.
- Continue to progress gender equality across biathlon.
- Actively promote inclusion as an integral part of all IBU programmes and projects.

OUR GOVERNANCE



DEI: Promote gender equality, and enhance inclusion and diversity



Agility is key for sport to be able to respond to changes in our external environment.

The IBU must keep abreast of emerging trends to ensure timely and innovative response to new challenges. Meanwhile we must take responsibility for our environmental impacts and ensure that we leave a positive social legacy.

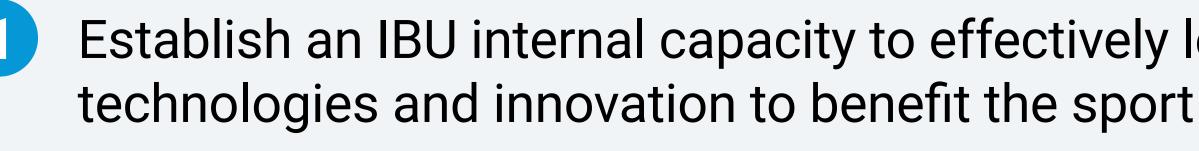




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SUGGESTED 2030 OBJECTIVES FOR **INNOVATING OUR FUTURE**



- Reduce IBU's impact in alignment with the Paris Agreement and trajectory to Net Zero by 2040
- Ensure competitive and broad-based Para Biathlon sport at Paralympic Winter Games in 2030





Establish an IBU internal capacity to effectively leverage new



SUGGESTED 2030 STRATEGIES FOR **INNOVATING OUR FUTURE**

- **Digital accessibility:** Develop digital touch points with all target groups and ensure biathlon remains relevant for future generations.
- Sport & Event Innovation: Examine new formats, schedule options and presentation opportunities.
- 3
- Analysis of commercialisation: Examine different options and opportunities for greater commercial success.



Sustainability leadership: Ensure biathlon remains a leader in sustainability in and beyond sport.



Para sport: Fully integrate Para Biathlon into the IBU.





WURTH

Heat pumps

WURTH VIESMANN Warmep

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SUGGESTED 2030 INITIATIVES FOR INNOVATING OUR FUTURE

- Build capability to analyse the potential of new technologies, platforms, and applications to enhance athletic performance and enhance the digital biathlon experience.
- Define a dedicated strategy for gamification and stay abreast of market developments in esports.
- Develop a clear understanding of fitting OTT offers for biathlon.





Digital accessibility: Develop digital touch points with all target groups and ensure biathlon remains relevant for future generations



SUGGESTED 2030 INITIATIVES FOR **INNOVATING OUR FUTURE**

and presentation opportunities

- Regularly review and update event formats to ensure a balance between tradition and innovation, considering factors such as audience engagement, athlete participation, and media coverage.
- developments.
- Ensure sport's attractiveness through inclusion of latest technology in sport presentation (e.g. electronic targets, GPS, heart rate).
- Evaluate the needs for adaptation of sport with view to snow security and other external challenges.





Sport & Event Innovation: Examine new formats, schedule options

Review the calendar / season set-up to react to social and environmental

SUGGESTED 2030 INITIATIVES FOR INNOVATING OUR FUTURE



opportunities for greater commercial success.

- Further enhance IBU internal market know-how and marketing experience
- Map and assess potential new assets for commercialisation purposes
- Investigate options for different go-to-market approaches





Analysis of commercialisation: Examine different options and



SUGGESTED 2030 INITIATIVES FOR INNOVATING OUR FUTURE



sustainability in and beyond sport

- Develop partnerships to create new sustainability and climate solutions with measurable impact.
- Engage the entire Biathlon Family value chain in concrete climate action and negative impact reduction.
- Develop and implement a biathlon climate adaptation plan.
- Review and develop alternative marksmanship models to protect nature.





Sustainability leadership: Ensure biathlon remains a leader in



SUGGESTED 2030 INITIATIVES FOR INNOVATING OUR FUTURE



- Develop and manage a high-quality international event series supported by solid regional competition structures and successful OCs.
- Grow participation in terms of nations and athletes.
- and public interest.





Para sport: Fully integrate Para Biathlon into the IBU

Provide the promotional and marketing platform to feed and grow media





PRESIDENTS MEETING 2024

16 FEBRUARY 2024 | 16:00 CET **NOVÉ MĚSTO NA MORAVĚ** CZE



IBU JAAR HALLOF HALLOF FAME

AWARDS DINNER 16 FEB 2024 | 18:30 CET

