

Module 1. Launching the Strategic Plan

Once you have dedicated significant effort to developing the plan, the next crucial step is ensuring that all stakeholders (internal and external) are well-informed about it. This necessitates the implementation of a thoughtfully crafted rollout launch plan.

Launching a strategic plan requires effective communication, engagement, and execution to achieve the desired outcomes. It serves as a starting point for organisational change, aligning efforts and resources towards shared goals and objectives. In this module, we will explore the critical aspects of launching and effectively communicating a strategic plan within the dynamic realm of sports organisations.

We will examine the importance of developing a comprehensive launch strategy, securing executive sponsorship, and articulating a clear vision and purpose. Understanding how to engage stakeholders effectively and employ a range of internal communication tools, such as team meetings and digital platforms, will also be explored.

Moreover, we will investigate the external dimension of strategic plan communication. Crafting a compelling message tailored for different stakeholders, leveraging various communication channels, and using visual aids and storytelling techniques will be covered. Additionally, we will explore the significance of engaging with the media, establishing thought leadership, and forging strategic partnerships to amplify the impact of the plan beyond the organisation's boundaries.

Unit 1.1 The importance of launching and communicating the strategic plan

Now that the strategic plan is ready, launching and effectively communicating on the strategic plan is essential. I have seen different organisations not launching it, keeping it private, and it became something confidential which lacked empowerment. Here are several reasons why it is important to launch it officially:

- **Alignment and clarity.** Launching the strategic plan helps align the entire organisation around a common set of goals, objectives, and priorities. It provides clarity to employees, stakeholders, and partners regarding the organisation's direction, purpose, and strategic



intent. By communicating the plan, everyone understands what needs to be achieved and how their efforts contribute to the overall strategy.

Shockley-Zalabak (2011) says that effective communication is the bridge that spans the gap between confusion and clarity. This emphasises the critical role communication plays in ensuring clarity, coordination, and understanding among team members and within the organisation.

Within an organisation, there are numerous channels of communication, including formal meetings, emails, memos, presentations, and informal interactions. When communication is ineffective or inadequate, it can lead to confusion, misunderstandings, and inefficiencies.

- Mobilising resources and support. A strategic plan requires the allocation of resources, both financial and human. Launching the plan and effectively communicating its objectives and benefits can help mobilise the necessary resources and gain support from stakeholders. It encourages commitment and buy-in from employees, investors, board members, and other key stakeholders who play a crucial role in the plan's successful implementation.

- Inspiring motivation and engagement. Clear communication of the strategic plan can inspire motivation and foster a sense of purpose among employees. When employees understand the organisation's strategic direction and their role in achieving it, they are more likely to feel engaged, motivated, and aligned with the organisation's goals. Effective communication creates a shared vision and promotes a sense of ownership and accountability.

Remember what Sir Alex Ferguson, the legendary former manager of Manchester United FC, used to say about communication: it is not only about talking, but also about ensuring that the message is understood and embraced by the players.

The idea highlights the importance of effective communication in ensuring that messages are not only delivered, but also comprehended and embraced by employees within the organisation. In a team or organisational setting, communication involves more than simply conveying information through words. It involves a process of transmitting messages that are clear, concise, and meaningful, while also considering the perspectives and understanding of the recipients.

- Managing change. Strategic plans often involve significant changes in processes, structures, or approaches. Launching the plan and communicating about it helps manage the change process effectively. It prepares employees and stakeholders for the upcoming changes, provides rationale behind the decisions, and addresses any concerns or



resistance that may arise. Transparent communication builds trust, and it facilitates smoother implementation of the strategic initiatives.

- **Stakeholder engagement.** Launching the strategic plan is an opportunity to engage stakeholders and create a sense of inclusion. By involving stakeholders in the planning process and communicating the plan's key elements, organisations can gather feedback, address concerns, and foster collaboration. Engaged stakeholders are more likely to actively support the plan and contribute to its success.

James Humes (2013), an author and former presidential speechwriter, used to say: 'The art of communication is the language of leadership'. This quote highlights the importance of effective communication in the realm of leadership. It suggests that strong leadership skills are closely tied to the ability to communicate effectively.

By referring to communication as the 'language of leadership', Humes (2013) emphasises that leaders must possess excellent communication skills to convey their vision, inspire others, and influence positive change. Effective communication allows leaders to articulate their ideas, values, and goals in a way that resonates with their team or followers.

- **Accountability and measurement.** Communicating the strategic plan sets the stage for accountability and measurement of progress. By making the plan public and transparent, organisations create a benchmark against which they can evaluate their performance. Regular updates and progress reports based on the plan help track achievements, identify gaps, and adjust as necessary.

- **External reputation and perception.** Launching and effectively communicating the strategic plan can positively impact on the organisation's external reputation and perception. It demonstrates the organisation's commitment to strategic thinking, long-term planning, and goal-oriented decision-making. This can enhance credibility among customers, investors, partners, and other stakeholders.

James Humes (2013) also stated that 'The art of communication is the art of influence'. With this, he wanted to express the idea that effective communication is closely tied to the ability to influence others (Humes, 2013). When leaders or individuals communicate effectively, they have a greater chance of inspiring, persuading, and motivating others to act or adopt a particular viewpoint. By effectively using language, tone, and non-verbal cues, communicators can engage with their audience, build trust, and influence their thoughts, decisions, and behaviours. The art of communication encompasses the skills and techniques required to convey messages in a persuasive and impactful manner.



Overall, launching and communicating on the strategic plan is crucial for aligning, engaging, and mobilising the organisation toward its strategic objectives; it sets the foundation for successful implementation, fosters a culture of accountability, and enhances the organisation's overall effectiveness and performance.

Unit 1.2 Ways to launch a strategic plan

Communication is the lifeline of any team, according to Phil Jackson (2013), known for his successful coaching stints with the Chicago Bulls and the Los Angeles Lakers. He emphasised the significance of open and effective communication among team members, and recognised that strong communication fosters trust, collaboration, and cohesion within a team, leading to improved performance on the court (Jackson, 2013). Jackson (2013) believed that effective communication allows players and coaches to openly share ideas, strategies, and feedback, and that it also helps in understanding each other's roles, responsibilities, and expectations, creating a shared vision and purpose.

Launching the strategic plan requires careful consideration and should not be underestimated. Given the expectations of stakeholders and the potential positive impact on teams, its significance cannot be overlooked. It requires careful planning and effective communication to ensure maximum impact and engagement. In the following table, some of the best practices and ways to launch a strategic plan are presented.

Table 1. Best practices and ways to launch a strategic plan

Way to launch a strategic plan	Description
Development of a launch strategy	Create a comprehensive launch strategy that outlines the key steps, milestones, and communication channels for introducing the strategic plan. Identify the target audience, including employees, stakeholders, and partners, and tailor the launch approach accordingly.
Executive sponsorship	Gain executive sponsorship and support for the strategic plan launch. Engage top-level leaders to champion the plan, communicate its significance, and demonstrate their commitment to its success. Their involvement adds credibility and fosters a sense of importance among stakeholders.
Clear vision and purpose	Clearly articulate the vision, purpose, and goals of the strategic plan. Explain why the plan is essential, which is the value it brings, and the positive impact it will have on the organisation,



	employees, and stakeholders. Ensure that the messaging is inspiring, relatable, and aligned with the organisation's mission.
Engagement of stakeholders	Involve stakeholders throughout the planning and launch process. Seek their input, feedback, and ideas to build a sense of ownership and collaboration. Tailor the communication messages to address the interests and concerns of different stakeholder groups.
Internal communication	Develop a comprehensive internal communication plan to engage and inform employees about the strategic plan. Use a mix of communication channels, such as town hall meetings, departmental presentations, emails, intranet updates, and video messages. Clearly communicate how the plan aligns with the organisation's values and how employees can contribute to its success.
Visualisation of the plan	Use visual aids, such as infographics, charts, or videos, to visually represent the strategic plan. Visuals help simplify complex information and make it more accessible and memorable for stakeholders. Consider creating a visual roadmap highlighting key objectives, initiatives, and milestones.

Source: own source.

By following these best practices, organisations can effectively launch their strategic plans, generate enthusiasm, and foster a shared commitment to achieving the desired outcomes. Once the plan is launched, work is not over: it is just the start of the communication programme. Here are some ways to keep the momentum towards the success of the plan implementation:

- **Cascade the plan.** Ensure that the strategic plan is cascaded throughout the organisation. Communicate how each department and individual's work aligns with the plan's goals. Encourage managers to have open dialogues with their teams, linking individual goals to the plan.

- **Training and education.** Provide training and educational sessions to help employees understand the strategic plan and its implications. Offer workshops or resources that equip employees with the knowledge and skills needed to contribute effectively to the



plan's execution. Training is not just about imparting knowledge; it is about empowering teams to reach their full potential and achieve extraordinary results. Training teams is a transformative power. Training goes beyond simply sharing information or skills and is a means to unlock the hidden potential within teams and enables them to surpass expectations and achieve remarkable outcomes.

- Celebrate milestones. Celebrate milestones and achievements related to the strategic plan. Recognise and appreciate teams and individuals who have contributed to the plan's success. Celebrations foster a positive and supportive culture around the plan, encouraging continued engagement and commitment.

- Ongoing communication and updates. Maintain regular communication about the strategic plan even after the initial launch. Provide progress updates, share success stories, and address any challenges or adjustments along the way. Keep stakeholders informed and engaged throughout the plan's lifecycle.

1.2.1 Internal communication tools to promote the strategic plan

'In communication, repetition is not a sign of a lack of creativity; it is a sign of effectiveness', wrote Simon Sinek (2014). So do not be afraid to repeat the messages, since it is part of good communication. It transforms information into knowledge, and knowledge into action.

Several internal communication tools and channels can be used to effectively promote a plan within an organisation. In the following table, some commonly used tools are presented.

Table 2. Internal communication tools and channels to promote a plan within an organisation

Tool	Description
Email	Email remains one of the most widely used communication tools in organisations. It allows for detailed messaging, attachments, and the ability to reach many employees simultaneously. Use email to announce the plan, provide updates, and share important documents or resources related to the plan.
Intranet	An intranet is a secure internal website or portal that provides centralised access to information, resources, and communication channels for employees. Use the intranet to create dedicated pages or sections for the plan, including key objectives, progress updates, FAQs, and relevant documentation. Encourage employee



	engagement by allowing comments or discussion forums related to the plan.
Team meetings	Regular team meetings are an excellent opportunity to communicate and promote the plan directly. Allocate time on the meeting agenda to discuss the plan, its goals, and progress. Encourage team members to ask questions, provide feedback, and share their perspectives. Use visual aids, such as slides or charts, to illustrate key points.
Town hall meetings	Town hall meetings are larger-scale gatherings that bring together employees from across the organisation. Use town hall meetings as a platform to present and discuss the plan at a broader level. Allow for interactive Q&A sessions and encourage participation to ensure understanding and engagement.
Newsletters	Internal newsletters are an effective way to provide regular updates on the plan. Include dedicated sections or articles focused on the plan's progress, success stories, upcoming milestones, and relevant news. Ensure the newsletter is visually appealing, engaging, and easy to navigate.
Internal social media platforms	Several organisations have internal social media platforms, such as Yammer, Workplace by Facebook, or Microsoft Teams. Use these platforms to create groups or channels dedicated to the plan. Encourage employees to share updates, ask questions, and engage in discussions related to the plan. These platforms facilitate real-time communication, collaboration, and knowledge-sharing.
Digital signage	If your organisation has digital signage displays in common areas or employee hubs, use them to showcase key messages and updates related to the plan. Display visual graphics, quotes, or success stories to reinforce the plan's importance and create awareness.
Webinars or online training	Host webinars or online training sessions focused on the plan. Use these platforms to provide in-depth explanations, answer questions, and facilitate interactive discussions. Record the sessions for those who could not attend and make them available for on-demand viewing.
Project management tools	If your organisation uses project management tools like Asana, Trello, or Jira, use them to create dedicated boards or tasks related to the plan. Keep team members informed of updates, progress, and deadlines within these tools. Use comments and notifications to encourage collaboration and communication.
	Ensure that leaders and executives regularly communicate about the plan through personalised messages. This can be in the form of



Leadership messages	emails, videos, or blog posts. Hearing directly from leadership about the plan's importance, progress, and impact can foster a sense of commitment and alignment among employees.
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Source: own source.

Figure 1. Communicating values in a sports organisation office



Source: LOSC, 2022, <https://bit.ly/3Eo7arG>.

The choice of internal communication tools will depend on the organisation's size, structure, culture, and technology infrastructure. It is important to select tools that best suit the organisation's needs and ensure that the chosen tools are accessible, user-friendly, and facilitate effective communication and engagement.

Figure 2. Digital signage in a sports organisation office



Source: LOSC, 2022, <https://bit.ly/3Eo7arG>.

1.2.2 Content inclusions

The table below includes a breakdown for each component and can be used to assist you to determine those sections that you should consider including in your own strategic plan.

Table 3. Content inclusions

Strategic plan section	Context
Cover sheet	A cover sheet includes: <ul style="list-style-type: none"> • Name of the organisation • Address of the organisation • Telephone, fax details • Directors' names • Date, stated as the strategic plan for the three-year period beginning XX.XX.XX
Signature page	A signature page states the names of both the Director and the key personnel within the organisation, and it requires each of their signatures to show their commitment and ownership of the strategic plan.
Executive summary	Information to be included in an executive summary includes:

	<ul style="list-style-type: none"> • An overview of the organisation's line of business • A brief outline of planned major events • The strategic direction of the organisation
Table of contents	List the content of the strategic planning documents and relevant page numbers.
Major assumptions	Clearly detail all assumptions made to determine goals, objectives, strategies, and action plans.
Critical success factors and issues facing the organisation	Clearly detail all assumptions made to determine goals, objectives, strategies, and action plans.
Organisation history	A short overview of historical milestones and past successes of the organisation.
Vision of the organisation	Express the vision.
List of goals and objectives over the long term	Provide a straightforward summary of the long-term goals and objectives that have been formulated or that are necessary for the organisation. It would be beneficial to categorise them according to key performance areas, such as Finance, Facilities, Marketing, Membership, and others.
Tables identifying key performance areas, goals, objectives, strategies, and action plans	Present a clear and concise table that outlines the strategies and action plans intended for implementation to attain the long-term goals and objectives.
Management structure	Display an organisational chart that illustrates the interconnectedness and hierarchical relationships between various segments of the organisation, including the board, committees, and management.
SWOT analysis	An analysis of the strengths, weaknesses, opportunities, and threats that exist within the current environment
Financial data	Financial data generally included in a strategic plan includes elements such as assumptions, balance sheet, income projections (profit and loss statements), 'three-year summary', detail by month for the first year, detail by quarters for the second and third years of the strategic plan, statement of cash flow.
Appendices	Relevant supporting information

Source: NSW Government, 2018, p. 15.

1.2.3 Communication responsibilities matrix

The next table must be completed annually by the board of each key performance area.



Table 4. Communication responsibilities matrix

Question	Answer	Action
Who has the responsibility for executing the strategic plan?		
Who is accountable for accomplishing the goals and objectives?		
Who oversees assessing performance in relation to the goals and objectives?		
How frequently will you assess your strategic plan and verify if your action plans are effectively meeting your defined goals and objectives?		
In what manner will you disseminate your strategic plan to the appropriate stakeholders?		
How will you communicate the progress made towards the goals and objectives outlined in your strategic plan to the relevant stakeholders?		

Source: NSW Government, 2018, p. 19.

1.2.4 Communication responsibilities checklist

The following checklist will help with determining your understanding of your organisation’s strategic plan.

Table 5. Communication responsibilities checklist

Question	Yes	No	Action
Do you possess a comprehensive comprehension of the future direction of your organisation within the upcoming 3 to 5 years?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you understand how and why goals and objectives have been developed?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you understand your role and responsibilities regarding the	<input type="checkbox"/>	<input type="checkbox"/>	



implementation of the strategic plan?			
Do you have a comprehension of the process involved in implementing the plan?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you know how often status updates will be done?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you understand the timeframe allocated for achieving each target?	<input type="checkbox"/>	<input type="checkbox"/>	

Source: NSW Government, 2018, p. 20.

1.2.5 Engaging external stakeholders

External communication is important as well. Sharing your new strategic plan effectively in external communication requires a thoughtful approach to ensure the message reaches and resonates with the intended audience. In the next table, there are some strategies for sharing your new strategic plan effectively.

Table 6. Strategies for sharing your new strategic plan effectively

Strategy	Description
Develop a clear and compelling message	Craft a concise and compelling message that clearly communicates the purpose, goals, and benefits of your strategic plan. Keep the message simple, avoiding jargon or technical language. Use plain language to ensure understanding by a wide range of stakeholders.
Tailor the message for each audience	Adapt your message to different external stakeholders to address their specific interests, concerns, and motivations. Customise the messaging to resonate with customers, investors, partners, community members, or other relevant audiences. Highlight how the plan aligns with their needs and how it will benefit them.
Use various communication channels	Employ a variety of communication channels to reach a broader audience. This may include press releases, media interviews, social media platforms, the organisation's website, newsletters, webinars, or industry events. Use a mix of channels to ensure the message reaches different segments of the target audience.
Tell a compelling story	Frame the strategic plan as a compelling narrative that captures the attention and interest of external stakeholders. Explain the journey that led to the plan's development, the challenges it addresses, and the positive impact it aims to



	achieve. Use storytelling techniques to make the plan relatable and memorable.
Use visuals and infographics	Enhance the external communication with visual elements, such as infographics, charts, or diagrams. Visuals make complex information more accessible and engaging. Use visuals to illustrate key points, highlight the plan's objectives, and showcase its potential impact.
Engage with media	Reach out to relevant media outlets and journalists to share the strategic plan. Offer interviews, press releases, or guest articles that provide insights into the plan's objectives, strategies, and anticipated outcomes. Engaging with the media can help broaden the reach of your message and generate additional coverage.
Leverage thought leadership	Position key leaders within your organisation as thought leaders in the industry. Encourage them to publish articles or participate in speaking engagements that discuss the strategic plan and its implications. Establishing the organisation's expertise and thought leadership adds credibility to the external communication efforts.
Engage in industry networks and partnerships	Participate in industry networks, associations, or partnerships to share your strategic plan with a targeted audience. Leverage these platforms to present at conferences, lead panel discussions, or contribute to industry publications. Engaging with industry stakeholders enhances visibility and credibility.
Seek endorsements and testimonials	Secure endorsements and testimonials from influential stakeholders who support your strategic plan. This can include customers, partners, industry experts, or community leaders. Their positive feedback and support lend credibility to your plan and can attract attention from a wider audience.
Monitor and respond to feedback	Actively monitor external feedback and respond to inquiries, comments, or concerns regarding the strategic plan. Engage in dialogue with stakeholders to address their questions or address any misconceptions. Demonstrating openness and responsiveness builds trust and strengthens relationships.

Source: own source.

Remember, consistency in messaging and regular updates are key to effectively sharing your strategic plan. Continuously evaluate and refine your external communication efforts to ensure your message is well-received and aligned with your strategic objectives.



Figure 3. Basketball Ireland launched their five-year plan



Source: [untitled image of Basketball Ireland], (n. d.), <https://bit.ly/3PmBp8L>.

Unit 1.3 Ideas to celebrate milestones

Celebrating milestones is an important way to acknowledge achievements, motivate teams, and foster a positive and rewarding work environment. Mia Hamm, one of the greatest female football players of all time and a pillar in the success of the United States Women's National Soccer team, said: 'Celebrate what you have accomplished, but raise the bar a little higher each time you succeed' (Hamm and Heifetz, 1999, para. 10).

Celebrating milestones is a way to build on victories to get more. In the next table, there are some ideas on how to celebrate milestones effectively.

Table 7. Some ideas on how to celebrate milestones effectively

Activity	Description
Recognition and appreciation	Give individual and team recognition for reaching milestones. Express sincere appreciation for their efforts, hard work, and contributions. This can be done through public recognition during team meetings, personalised messages, or thank-you notes.
Team events or gatherings	Organise team events or gatherings to celebrate milestones. This could include team lunches, dinners, or social outings where team members can come together to relax, socialise, and enjoy each other's company. These

	events provide an opportunity to acknowledge milestones in a relaxed and enjoyable atmosphere.
Certificates or awards	Present team members with certificates or awards to commemorate their achievement. These can be personalised with the team member's name, milestone reached, and a brief description of their accomplishment. The physical recognition serves as a tangible reminder of their success.
Share success stories	Share success stories or case studies highlighting the milestones achieved. This can be done through internal newsletters, company-wide emails, or intranet updates. Sharing success stories not only celebrates the specific milestone, but also inspires and motivates others by showcasing what can be achieved.
Team building activities	Engage in team building activities or games that celebrate the milestone. These activities can be designed to be fun and engaging, while also reinforcing the lessons learned or skills acquired during the milestone achievement. This helps reinforce the significance of the milestone and promotes team cohesion.
Employee rewards and incentives	Consider providing special rewards or incentives for reaching significant milestones. This could include bonuses, gift cards, additional time off, or other meaningful rewards that align with the organisation's culture and employee preferences.
Appreciation messages from leadership	Have leaders or executives personally acknowledge the milestone through appreciation messages. This can be done through emails, video messages, or even in-person speeches during team meetings. Hearing words of appreciation directly from leadership reinforces the significance of the milestone and boosts morale.
Commemorative items	Provide commemorative items, such as custom-designed merchandise or tokens, that symbolise the milestone. These items can serve as mementoes and reminders of the team's accomplishment and can be displayed in the workplace or taken home by team members.
Continuous improvement discussions	Use milestone celebrations as an opportunity to engage in continuous improvement discussions. Reflect on the journey, lessons learned, and opportunities for further growth. Encourage open dialogue among team members to share insights and ideas for future improvement.



Personalised celebrations	Tailor celebrations to the preferences and interests of team members. Consider their individual motivations and interests when planning milestone celebrations. Personalised celebrations make team members feel valued and appreciated.
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Source: own source.

Remember, celebrations should be inclusive and considerate of diverse team members. It is important to create an environment where everyone feels recognised and appreciated for their contributions to the milestone achievement.

Conclusion

In conclusion, launching and effectively communicating a strategic plan is crucial for the success of the plan. Launching the plan officially aligns the entire organisation around common goals and provides clarity to stakeholders. It mobilises resources and support, inspires motivation and engagement, manages change effectively, engages stakeholders, ensures accountability and measurement, and enhances the organisation's external reputation and perception.

To launch a strategic plan, it is important to develop a launch strategy, gain executive sponsorship, articulate a clear vision and purpose, engage stakeholders, use internal communication tools, and visualise the plan. Additionally, maintaining momentum after the launch involves cascading the plan, providing training and education, celebrating milestones, and ensuring ongoing communication and updates.

When it comes to engaging external stakeholders, it is important to develop a clear and compelling message, tailor the message for each audience, use various communication channels, tell a compelling story, use visuals and infographics, engage with media, leverage thought leadership, and seek feedback and collaboration from external stakeholders.

By following these strategies and practices, organisations can effectively launch and communicate their strategic plans, generating alignment, engagement, and support to achieve their desired outcomes.

It is important to mention that what happens in a sports team or sports organisation happens in a company. As the highly successful American football coach Bill Belichick stated several times, communication is about understanding, not just conveying information; it is about connecting with the players and fostering a sense of unity.



Belichick (2021, as cited in Dominique, 2023) believes that successful communication is instrumental in building strong relationships and fostering unity within a team. By connecting with players on a personal level, understanding their perspectives, and effectively conveying the team's goals and strategies, a sense of unity and purpose can be cultivated. This unity, in turn, enhances trust, collaboration, and cohesion within the team, leading to improved performance on the field. And all of these can be applied in a company as well, the same elements would enhance any organisation's performance.

In the next module, we will analyse the relevance of leadership in an organisation and why it is vital to establish a culture of performance.

Case study

To illustrate what we saw in this module, we will see the strategic plan launched by the United States Olympic Committee (USOC) to rebrand itself as the United States Olympic & Paralympic Committee (USOPC) in 2019. This strategic move aimed to reflect a broader and more inclusive mission to support both Olympic and Paralympic athletes in the United States (United States Olympic and Paralympic Committee [USOPC], 2019).

The launch of this strategic plan involved various elements, including a new visual identity, messaging, and a shift in organisational focus. The USOPC sought to enhance its support for Paralympic athletes and create a more unified and cohesive approach to the Olympic and Paralympic movements.

The strategic plan included extensive research, stakeholder engagement, and collaboration with athletes, coaches, and administrators. The organisation conducted surveys, interviews, and focus groups to gather insights and ensure the plan aligned with the needs and aspirations of the athletes and the wider sports community.

The launch of the strategic plan involved unveiling the new name, logo, and brand identity, accompanied by a comprehensive communications campaign. The USOPC aimed to communicate the expanded vision and commitment to inclusivity, highlighting the shared values and goals of both the Olympic and Paralympic movements.



Figure 4. The USOPC



Source: [untitled image of the USOPC], (n. d.), <https://bit.ly/45WVHuz>.

This strategic shift required collaboration and alignment across various departments within the USOPC, as well as with external partners, sponsors, and the International Olympic and Paralympic Committees. It involved revising policies, updating organisational structures, and implementing new initiatives to support and promote Paralympic athletes.

By launching this strategic plan and rebranding effort, the USOPC demonstrated its commitment to advancing the Paralympic movement and fostering greater inclusion within the Olympic and Paralympic family. The strategic plan aimed to strengthen the organisation's position, increase funding opportunities, and provide better support for athletes across both Olympic and Paralympic sports.

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