

School of Human Kinetics  
Faculty of Health Sciences  
University of Ottawa

*EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT*



MEMOS XXV  
2022-2023

*“Internal Communication Strategy in Sports Organizations a case study of OCA Organization”*



Wissam Trkmani

Tutored by Professor Luc Vandeputte



# Table of Contents

1	INTRODUCTION (PRESENTATION OF THE PROBLEM, RESEARCH AIMS, RESEARCH QUESTIONS ADDRESSED).....	5
1.1	A REVIEW OF EXISTING KNOWLEDGE .....	8
2	JUSTIFICATION AND EXPLANATION OF YOUR DATA COLLECTION TECHNIQUES .....	11
3	RESULTS AND EVIDENCE OBTAINED - DATA COLLECTION.....	14
3.1	WHAT IS THE CURRENT SITUATION OF INTERNAL COMMUNICATION IN OCA? .....	14
3.1.1	<i>Internal Interview – Qualitative Analysis</i> .....	14
3.1.2	<i>Outcome of Internal Questionnaire - Quantitative Analysis</i> .....	14
3.2	HOW DO OTHER SIMILAR NGOS IN ASIA AND SIMILAR SPORTS ASIAN GOVERNING BODIES DEAL WITH INTERNAL COMMUNICATION .....	23
3.2.1	<i>Outcome of Internal interviews with the National Olympic Committees and Asian Sport” Federation</i> .....	23
4	BENCH LEARNING .....	31
5	DISCUSSION THE EVIDENCE (CROSS ANALYSIS) .....	33
6	RECOMMENDATIONS FOR MANAGEMENT AND POLICY .....	35
7	CONCLUSIONS .....	41
8	REFERENCES .....	44
9	APPENDICES .....	45

## **Acknowledgments**

First and foremost, praises and thanks go to God, The Almighty, for His blessings.

I Would like to express my deep and sincere gratitude to the Acting President of the Olympic Council of Asia Mr. Raja Randhir Singh and to the Acting Director General of the Olympic Council of Asia Mr. Vinod Tiwari for them continuous support and encouragements.

I offer my sincere appreciation to the professors of this Memos who were devoted throughout all this program. Big thumbs up to them for giving the best of them and adapting new ways of learning to adjust and enhance the situation.

I am extremely grateful for my family without whom the accomplishment of this project wouldn't have been possible.

Finally, my thanks to my colleagues and all the people who have supported me directly or indirectly.

The main objective of the OCA is to develop sport, culture, and education of Asian youth as well as to promote international respect, friendship, goodwill & peace through sports. The General Assembly is the final authority which determines all matters concerning the OCA. It also holds specific power to enforce the fundamental principles, objectives, rules, regulations, and bylaws which are laid down in the OCA Constitution.

The administration is conducted by the Director General, who is appointed by the President of the OCA. The director general is responsible for the day-to-day administration and financial affairs of the OCA HQ and appointment of its staff.

With an increasing number of events and projects aimed at promoting a healthy lifestyle and sport, the organization has grown bigger, in terms of both staff members and office space just after the pandemic of COVID-19.

This overall positive and quite speedy evolution has also created some gaps and difficulties in the internal communication of the OCA. Therefore, the MEMOS 25 project was aimed at finding out what the organization could improve to achieve a more effective and efficient plan for internal communication in terms of sharing information among its staff members and the executive board as good internal communication is vital for any kind of establishment.

This topic is far more developed in business organizations as they need to keep their staff highly engaged in order to make a profit. Therefore, the sources used for this project covered mainly internal communication processes in the commercial sector. These processes are very inspirational for Olympic sport organizations.

This research and analysis were divided into two main parts. The first part analyzed the status of internal communication of the Olympic Council of Asia. A comprehensive questionnaire distributed among 39 staff members of the OCA was used to collect data (quantitative method) as well as to give everyone an open floor to contribute with their own ideas (qualitative method).

- The second part focused on peer learning from the Five National Olympic Committees from different zones in Asia (Iran Olympic Committee, Jordan Olympic Committee, Saudi Olympic and paralympic Committee, Sri Lanka Olympic Committee and Asian Football Confederation)

These organizations were chosen for their different cultures and various zones in Asia.

The second part covered the communications approach, tactics, channels, and tools of Internal Communication used in these organizations.

The main outcome of this project is a communication plan, which builds on existing recommendations (literature review) and on original data (results of the status quo analysis). The Olympic Council of Asia intends to implement this plan.

# 1 Introduction (presentation of the problem, research aims, research questions addressed)

## Background

“The purpose of Internal Communication isn’t telling people what to do, it’s to create a shared understanding and meeting.”

## The Olympic Council of Asia



The Olympic Council of Asia is an international organization comprised of 45 National Olympic Committees (NOC) from across Asia (OCA, n.d.). The mission of the OCA is to promote and develop the Olympic Movement and to ensure permanent growth, by encouraging all countries in the region to participate in it. The Council's vision is for Asia to be a leading continent in Olympic sports through sports development and promotion programs adapted to local conditions. The OCA will strive to promote fair play and to protect the rights of athletes. The Council will also ensure that all participating countries comply with the rules of the Olympic Charter and that they are eligible to participate in the games.

The Olympic Council of Asia was founded in 1982, after three years of negotiations between the International Olympic Committee (IOC) and the Asian National Olympic Committees (NOCs). The idea for its formation was brought up during a meeting of IOC members representing Asia during the 1980 Moscow summer Olympics. The first meeting was held in New Delhi, India, in 1982 and the Olympic Council of Asia came into being after sports leaders in Asia decided to change the name from Asian Games Federation (OCA, n.d.). The statutes of the new organization were ratified at the second Council meeting in Bangkok, Thailand in 1983. The constitution and the by-laws have since been amended several times. The OCA is headquartered in Kuwait City, Kuwait and is presided over by Raja Randhir Singh in acting capacity, substituting HRH Sheikh Ahmad Al-Fahad Al-Sabah, who is also a member of the International Olympic Committee (IOC) and the Association of National Olympic Committees (ANOC) (Insidethegames, n.d.). The OCA's organization structure has been set up to respond to the challenges and opportunities offered by the Olympic Movement. It is designed to be flexible and responsive to the needs of all member countries.

## Internal communication within the Olympic Council of Asia

Internal communication is divided into two main areas, administrative and development. The Administrative area encompasses the day-to-day running of the organization, including information,

documentation, and record keeping. The Development area covers research, working with other organizations, and sports promotion work.

The Olympic Council of Asia has established several bodies to help in the provision of communication between the members. These include the Olympic Movement Secretariat, the Committee for Relations with International Sports Federations, and other related bodies and stakeholders.

The organization has experienced a lack of communication between different departments/staff members on different levels which is affecting the organization's performance. This was prompted by a poor communication strategy, which is not driven by any of the department heads, resulting in poor allocation and utilization of resources to achieve desired outcomes. All departments have been given responsibilities to implement what they believe would improve communication. However, this has not resulted in any improvement in communication of information between all the departments as it will only lead to re-inventing the wheel.

Internal communication is an important part of any organization, as it is what takes an organization from a collection of individuals to a cohesive team. Poor communication within just one department can affect the entire organization.



## **Statement of the Problem**

The problem that was addressed in this study is the internal communication challenges that exist in sports organizations. This study used the OCA organization as the case study. A need exists regarding how organizational managers effectively communicate with employees, build better relationships, and improve workplace attitudes and behaviors. Vasilev and Arabadzhieva (2020) found that managers are often reluctant to strategize their communication practices. Over the years, internal communications have become a challenge in most organizations that do not have proper internal communication strategies.

This study also examined organizations' challenges while implementing best communication practices. Internal communication increases trust in organizations, which is often associated with business success. According to Ratigan (2020), internal communication is important for developing trust within an organization. Ratigan (2020) also found that it is quality, not quantity, of information that best predicts trust in the relationships with co-workers and supervisors. Interestingly, in contrast, the quantity is significant in the relationship with top management rather than the quality of information. Therefore, it is clear that organizations should pay significant attention to internal communication as it affects the organization positively.

Therefore, the aim of this project was to consider the benefits of proper internal communication, the strategies, processes, and tools that should be used, and their effects on communication at the Olympic Council of Asia (OCA). This study also sought to determine how the OCA Administration, Executive Board can avoid issues such as:

1. Potential conflict between employees
2. Absence of a teamwork and spirit
3. Taking a wrong decision
4. Find difficulties to lead
5. Less productivity
6. Conflict in schedule and Calendar
7. Lack of sharing information, news, and data
8. Decreased loyalty and commitment
9. Employee frustration
10. Loss of control between departments

### Research Question

The main research question was therefore defined as “How could a SMART internal communication plan improve the OCA internal communication to achieve its goals?”

The additional questions were:

1. What is the current situation of internal communication in the OCA?
- 2- How do other similar NGOs in Asia and similar Sports Asian Governing bodies deal with internal communication?
- 3- What are relevant internal communication plans and tools that could fit with our culture and our goals?

In general, quantitative, qualitative, and SWOT analysis methods were used for this research. Additionally, findings from other organizations were used.

- a) In order to collect complex data as well as to allow the Olympic Council of Asia staff members to give their feedback on the topic of the current situation of internal communication in OCA, that is, success or failures and to contribute their opinions to this subject, an internal questionnaire mixing closed and open questions was designed and distributed among 39 staff members and executive boards cooperating with the Olympic Council of Asia daily. Of all 39 respondents, 100% filled in the questionnaire. *For the template of this questionnaire see Appendix (2).*

In addition, three interviews were conducted with a division manager in the Olympic Council of Asia, the Chairman of a standing committee in the Olympic Council of Asia, and an executive board member. *For the template of this questionnaire see Appendix (3).*

- b) The question **How do other similar NGOs in Asia and similar Sports Asian Governing bodies deal with internal communication? What tools and strategies do they use?** was explored through interviews conducted either in person, via zoom or e-mail with Four National Olympic Committees (NOCs), Jordan Olympic Committee and Saudi Olympic and Paralympic Committee in west Asia, Sri Lanka Olympic Committee in South Asia, Iran Olympic Committee in Central Asia, and with one Asian Sports Federations: Asian Football Confederation (AFC). *These interviews were conducted*

*according to an interview guide (set of topics, questions, and tools) distributed to the respondents before the interview via email. This guide can be found in Appendix (3).*

- c) A bench learning from the World Organization of the Scouts Movement's desktop research was used to identify the ways in which a leading organization in the field or industry approaches some process.
- d) For the question **What are relevant internal communication plan and tools that could fit with our culture and our goals?** A focus group, formed as a type of qualitative research where small, consistent groups of people are brought together to informally discuss specific topics under a guidance of a moderator, was used. The purpose of this group was to identify issues, themes, and interesting information. The group selection consisted of 6 key persons, SG, three division managers, one "committed" staff, and one side of an HQ executive board.

## **Significance of this Study**

This study sought to resolve the issue of the internal communication Plan and lack of communication between the Executive Board members, different departments, and staff members on various levels, which affected the organization's performance. Communication is the backbone of organizational success; hence it is involved with and assigned to various departments including management, human resources, public relations, or marketing. Thus, this study is significant since it developed a plan to help the organization's internal and external relations.

### **1.1 A review of existing knowledge**

When I started looking for books related to internal communication, I searched for key words related to the topic. There are many excellent resources, books, and articles associated with internal communication and the key words related to it.

The literature review focused on several key terms:

- Linking sports organization to a business organization
- Definition of internal communication strategy in sports
- Importance of internal communication plan in sports organization for (officials, administration, coaches, and athletes)
- Training of sports strategic communication
- Strategic sport communication model
- Internal communication tools in a sports organization
- How to create an effective internal communication strategy in an organization (organizational performance and structure)
- Project management software

*(See Appendix 1: Review of Existing Knowledge)*

Most of the resources focused on internal communication, resulting from a need for a sports business to keep their employees and associates highly engaged, to improve and enhance productivity, and to ensure



that employees and associates know and understand the strategies, goals, and objectives of the organization.

### **Employment engagement in sports organization**

An organization's commitment to engagement can be measured through the level of employee satisfaction and their commitment to the organization. Engagement is a process of motivation in employees. This is when people are voluntarily motivated to contribute to their full potential. The Olympic Council of Asia (OCA) organizes large sporting events. These events include Asian games, World championships, sports training camps, and so forth in different countries around Asia. The OCA employees are supposed to have great commitment to the organization. Research shows that engagement is an important way to measure customer relations.

According to a book by Robert Vance (2006), employees who are engaged and committed to their organization give their organizations a competitive advantage, such as lower employee turnover and higher productivity (Vance, 2006). Commitment opportunities help organizations recruit and retain employees; however, these advantages depend on effectively management can engage their employees Vance examined the key components of employee engagement, such as the degree to which employees are dedicated to their work and their level of commitment to their role and their employer. Vance also explored the methods organizations can use to measure employee engagement, the relationship between the practices of the employer and employee's commitment, and how to design engagement initiatives. This book helped address the study question, "What are common and up to date internal communication strategies in non-profit organizations as well as in the business sector and how do they implement it?" Internal communication is an integral part of employee engagement in organizations.

### **Internal communication in for-profit organizations and non-profit organizations**

Internal communication is a process of conveying information, ideas, or feelings between individuals or groups inside an organization. A paper by Eva Tariszka- Semegine (n.d), describes communication as the base for the functionality of any organization. It further states that internal communication in an organization can be downward, upward, lateral, mass, or diagonal (Tariszka-Semegine, n.d.). Downward communication is a process whereby information or ideas flow from top management to lower levels of an organization; this is also known as downward informational flow. The purpose of downward communication is to provide information to the lower-level teams, in order for them to make appropriate decisions. This type of communication plays an important role in the organization, especially in guiding managers and employees in understanding their tasks, requirements, and goals.

Upward communication is a process whereby information or ideas flow from lower levels of the organization upwards. The purpose of upward communication within an organization is to promote the values and views of the upper levels within the organization and this thereby motivates them through recognition. This type of communication is seen as a reward for employees who achieve their goals within the organization.

Lateral communication is a process whereby information or ideas flow between individuals or groups at the same level of the organization. The aim of communicating laterally within an organization is to build an effective relationship between peers, allowing teams to see their similarities and promote unity among

organization members. Mass communication involves the broadcasting of information throughout the organizations using different channels, such as face-to-face, handouts, and memos. Diagonal communication entails the flow of information between different hierarchies in different departments of an organization.

The role of internal communication is vital for the success of organizations. Tariszka-Semegine further explains that internal communication needs to be worked out and should be based on philosophy, mission, and organizational strategic goals. When employees are engaged in their work, they communicate more with co-workers and share the same ideas; this results in creating social capital. Sharing information within organizations fosters growth and development because employees implement change based on the ideas they share with others. Organizations are more likely to obtain external support through information sharing as opposed to controlling their operations through strict rules. Internal information sharing is one of the most efficient ways of communication within an organization. It helps in clarifying roles and positions for each employee so they can effectively contribute to the organization.

### **Technology tools related to Internal communication.**

Technology tools have been of great help in promoting internal communication within an organization. An article by Pickel.com presents tools like emails, mailing lists, instant messages, voice mail, employee social networks, video conference, intranet forums, and digital signage as some of the tools that are used in different organizations to help facilitate internal communication (Pickel, 2022). It is important for organizations to implement a strategic communication system within the workplace that is tailored to the interests and work preferences of their employees. This is very useful since it allows employees to view the information at their own convenience. Employees in the organization can access this information at any point, which enables them to make suitable decisions.

Sports organizations should similarly have internal communication tools strategically designed to reduce the time spent communicating about issues and ensure seamless exchange of information. Pickel's article is relevant to the study as it helps to answer the research question, "what are the best tools for internal communication that is systems, soft skills among others that could fit with our culture and our goals?."

### **Olympic Council of Asia organization Structural Chart**

The OCA is an organization with a wide range of committees and sub-committees who act as the decision-making unit of the organization. As per the constitution of the OCA, the general assembly, the executive board, and the president exercise the powers of the council (OCA, 2019). The decisions of the general assembly regarding enforcement of objectives, rules, regulations, fundamental principles, and bylaws are final. The main tasks of the Executive board made of the president, vice-presidents, chairmen of the standing committees, and the director general are to carry out, oversee, coordinate, and monitor all activities of the OCA to ensure that they are performed in accordance with the general and specific objectives set out in various national laws, regulations, and policies as well as other directives. The Executive board meetings are important meetings which allow the top management to discuss and make decisions. The board also engages in the strategic direction of the OCA and has a function of ensuring that all functions of the OCA are performed optimally.

## 2 justification and explanation of data collection techniques

In general, succeeding in enhancing an internal communication plan in sports organization requires the developer to understand carefully and rightfully what the receiver requires from the service to be produced.

Communication is the glue that holds a society together. The ability to communicate enables people to form and maintain personal relationships. And the quality of such relationships depends on the caliber of communication between the parties (Brennan, 1974).

Communication is the process of sharing ideas, information, and messages with others in a particular time and place. Communication includes writing and talking, as well as nonverbal communication (such as facial expressions, body language, or gestures), visual communication (the use of images or pictures, such as painting, photography, video, or film), and electronic communication (telephone calls, electronic mail, cable television, or satellite broadcasts). Communication is a vital part of personal life and is also important in business, education, and any other situations where people encounter each other (Encarta, 1998).

This research used both quantitative methods, which consisted of questionnaires and face to face meetings with key people in OCA and qualitative methods, which consist of Interviews with National Olympic Committees across Asia, as well as a SWOT analysis and an examination to determine what the other organizations use as a bench learning.

This research design is adopted to fully comprehend the relationship between internal communication and employee performance, its impact on employees, and internal communication challenges in organizations.

Research Questions to be addressed:	Collection Method:	Data to be collected	Target Group
<b>What is the current situation of internal communication in OCA?</b>	Interviews	Success, failures, and suggestions	<b>3 Key people in OCA:</b> 1- OCA Executive Board member: Mikako Kotani 2- OCA Chair – Media Committee: Lo Keng Chio, Charles 3- OCA Division manager – Head of Athletes Development Department and Special Projects Mr. Tony Tarraf
	Electronic Online Survey with closed and open questions		+/- 40 Employees & Executive Board member of OCA
<b>What is the internal communication Background in OCA?</b>	SWOT Analysis		OCA Employee and Executive board member

How do other similar NGOs in Asia and similar Sports Asian Governing bodies deal with internal communication?	Interviews	Tools, communication channels and strategies used.  Suggestion or Idea for Internal Communication feel it works in our ERA.	<b>NOCs Management: -</b> 1- Iran NOC – CEO: MR. Farid Fatahian an interview was conducted 31 January 2023 2- Jordan NOC – Secretary General: Mr. Nasser Majali
How do other similar NGOs in Asia and similar Sports Asian Governing bodies deal with internal communication?	Questionnaire		<b>NOCs Management: -</b> 1- Saudi NOC– Director of Communication and Marketing: Mr. Abdulaziz Al Baqous 2- Sri Lanka NOC – Secretary General: Mr. Maxwell de Silva 3- Asian Football Confederation – Deputy Secretary General: Mr. Vahid Kardany
	Bench learning		World Organization of the Scouts Movement
What are relevant internal communication plan and tools that could fit with our culture and our goals	Focus Group	Challenging the potential tools based on the Data Collections Exchanging Ideas and Experiences	1- Kuwait NOC Dep Secretary General: Mr. Ali Al Marri 2- OCA Deputy Director General: Mr. Haider Farman 3- Head of Athletes Development Department: Mr. Tony Tarraf 4- IT Director: Mr. Waleed Mubarak 5- External Expert: Mr. Henrick Hozsvart PHD in Sport management & Onside EB in HQ

The employees and the Executive Board of the OCA organization were the target population of this study. In the first data collection phase, the researcher requested permission from the administration of the Olympic Council of Asia organization. The researcher then sent consent letters to the participants to accept

or reject the participation. Online surveys were then sent via email or other social platforms to all those participants who agreed to participate in this study.

The survey consisted of five questions and took approximately 30 minutes for the participants to fill in all questions (*see Appendix 2 Internal Questionnaire*). All the data collected from each participant was analyzed and will remain confidential. A focus group gathers key people to challenge the output of the data collected and the first proposed solutions.

### 3 RESULTS AND EVIDENCE OBTAINED- DATA COLLECTION

#### 3.1 What is the current situation of internal communication in OCA?

##### 3.1.1 Internal interview – qualitative analysis

Interviewed participants stated that their organizations dealt with internal communication in many ways. When I asked participants **about the current situation of internal communication in the Olympic Council of Asia**, responses were varied, with some organizations performing well and others struggling. However, there is a growing recognition of the importance of effective internal communication and a movement towards more formalized and structured communication processes has become essential.

Mr. Charles Lo the OCA EB member and President of Sports and Olympic Committee of Macau, China feels *“that it is so important to keep all staff members in the loop in all aspects of management and operations so that everyone is familiar with the daily issues when we have our meetings.”*

From the point of **how Sports Asian Governing bodies deal with Internal communication**, the three respondents recognize the importance of effective communication with their members and stockholders and indicated a need to establish a communication strategies or plan to guide their communication efforts. These strategies may include a focus of transparency, consistency, and timely communication and may include tactics as described by Mrs. Mikako Kotani the OCA EB member and OCA Athletes Committee Chairman who stated *“that many sports Asian Governing bodies start to have investment in Digital communication tools such include (newsletters, social media updates, press release, internal server for instant messaging... to facilitate communication between stakeholders who may be located in different regions or countries”*.

Everyone agreed that Internal communication is very important in any organization. There are several **tools used for internal communication in sports organizations** to ensure the effectiveness of communication and collaboration between stakeholders. Overall, this study found that the tools used for internal communication in sports organizations vary depending on the organization size, structure, and level of professionalism. However effective communication tools are essential to ensuring that stakeholders remain informed and engaged and that the organization operates efficiently.

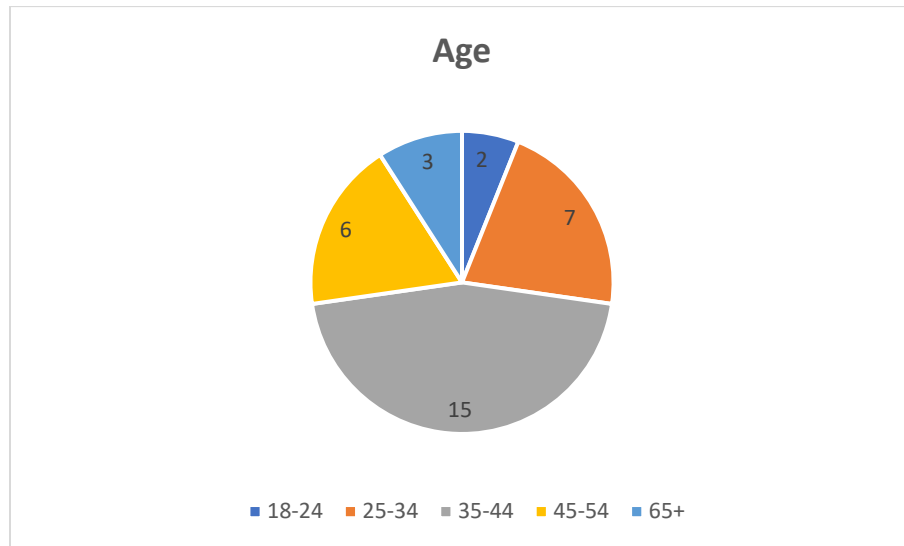
- (Transcriptions in Appendix 3)

##### 3.1.2 Outcome of Internal Questionnaire - Quantitative analysis

The data are presented using charts, figures, and tables and interpreted. The data were analyzed using excel software. Thirty-nine respondents participated in the survey, accounting for a 100% response rate. The survey was also meant to pinpoint areas of improvement to help sports organizations improve the ever-growing impacts of a changing work environment. Staff involved in the survey were categorized as junior management employees, middle management employees, senior management employees, senior management volunteers, or executive board volunteers. At the same time, the questionnaire intended to identify areas where staff need to be informed. Additional goals of the survey questionnaire were to assess tools used, discover how OCA workplace has adopted the Workplace as a communication channel for employees, and collect a wide range of ideas and observations held staff members concerning the OCA's internal communication.

- (Internal Questionnaire in Appendix 2)

## Age



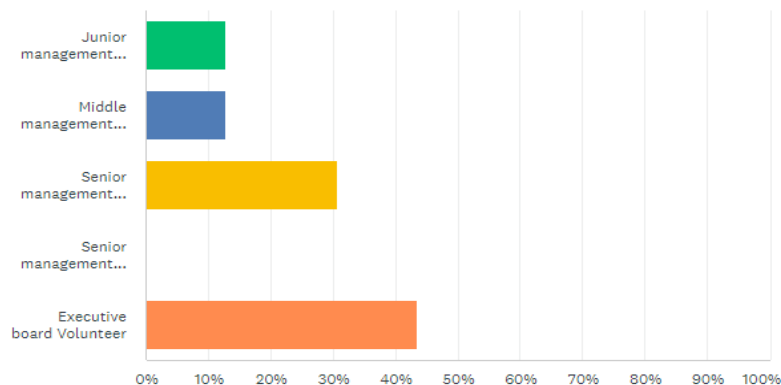
**Figure 1: Respondents' age range**

According to Figure (1), most staff members of the OCA (38%) are aged between 35-44 years old.

15 respondents (38%) were aged between 35-44 years, which is the majority age group. The remaining age groups were 2 participants (5%) aged between 18-24 years, 7 respondents (18%) aged between 25-34 years, 6 respondents (15%) aged between 45-54 years, and the remaining three respondents were aged 65 years and above.

This shows that the data was reliable since it was collected from participants of different age groups.

## Respondents' Positions at OCA

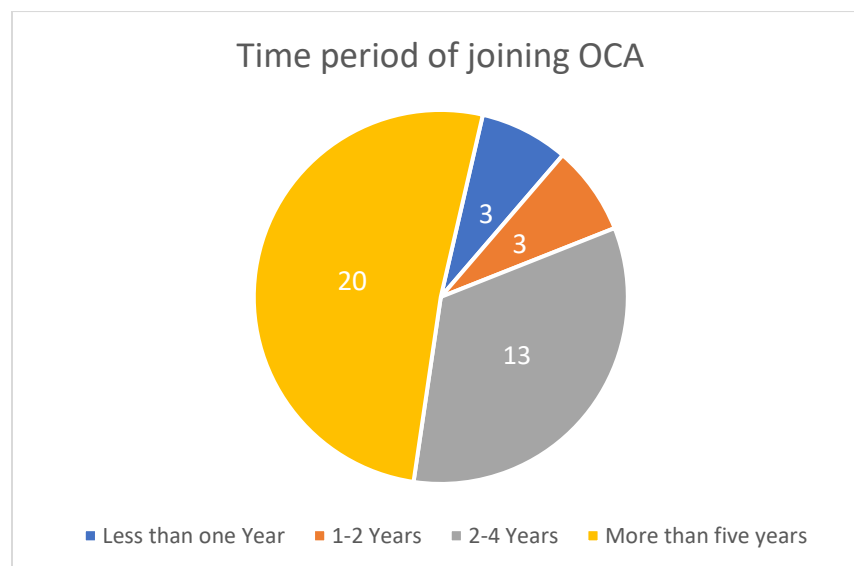


**Figure 2: Respondents' Positions at OCA**

According to Figure (2), most participant staff members of the OCA (47%) were executive board volunteers.

17 respondents (47%) were executive board volunteers, making this the majority position category. The remaining position categories consisted of 5 respondents (13%) in the junior management category, 5 respondents (13%) in the middle management category, and 172 respondents (31%) who identified themselves as senior management employees. The senior management volunteer category had no respondents.

## Experiences in sport Organization



**Figure 3: Respondents' length of membership in the Olympic Council of Asia.**

When asked about the time they joined the organization, staff members were offered the chance to choose from less than a year, between 1-2 years, between 2-4 years, and for more than five years. According to Figure (3), 21 respondents (54%) were involved with OCA more than five years ago which is the majority. The remaining time categories were 3 (8%) participants who got involved in the OCA less



than a year ago, 2 participants (5%) joining the organization between 1-2 years, and 13 (33%) joined the organization between 2-4 years ago.

Figure 3 depicts the answers of respondents regarding the time they joined OCA.

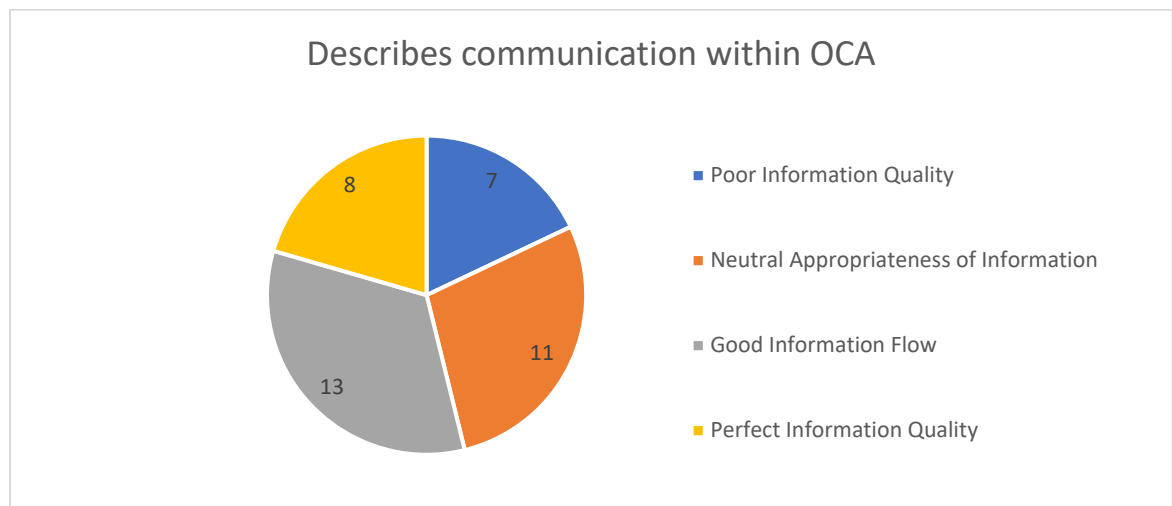
### Quality of Communication

Participants in were also asked about their opinion regarding the concept that best describes communication within OCA. Here, they were given choices that included the following:

- Information quality
- Appropriateness of the information
- Information flow

Participant responses were further divided by those who considered each concept *absolutely poor*, *poor*, *neutral*, *good*, and *perfect*.

Figure 4 depicts the answers of respondents regarding the quality of communication with the OCA.

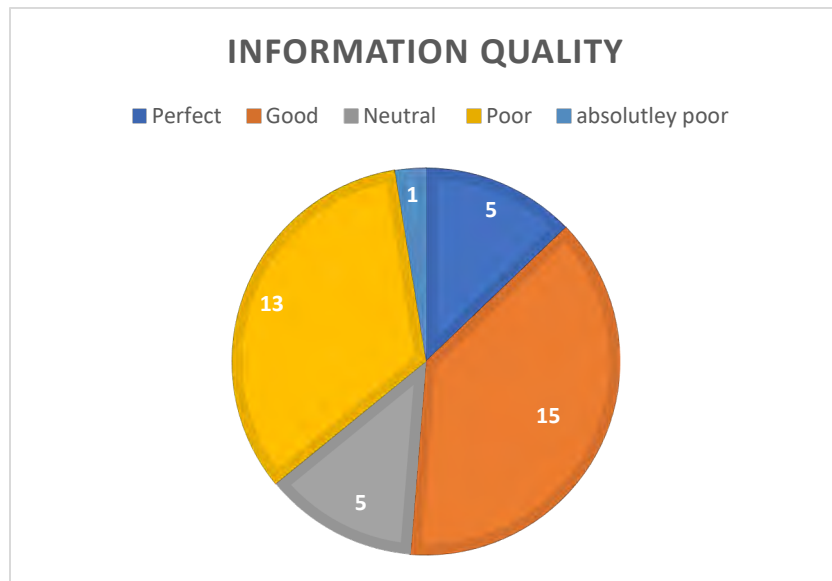


**Figure 4: Quality of communication within OCA**

According to the description of the communication in OCA, the Internal Communication of the OCA could be especially enhanced in terms of the quality of information. Furthermore, the OCA needs to treat information as a product that is intentionally produced for those who will use the information. This means the OCA should actively manage information content and quality.

## Information Quality

Figure 6 depicts the answers of respondents regarding the quality of information in OCA communications.



**Figure 6: Information quality response**

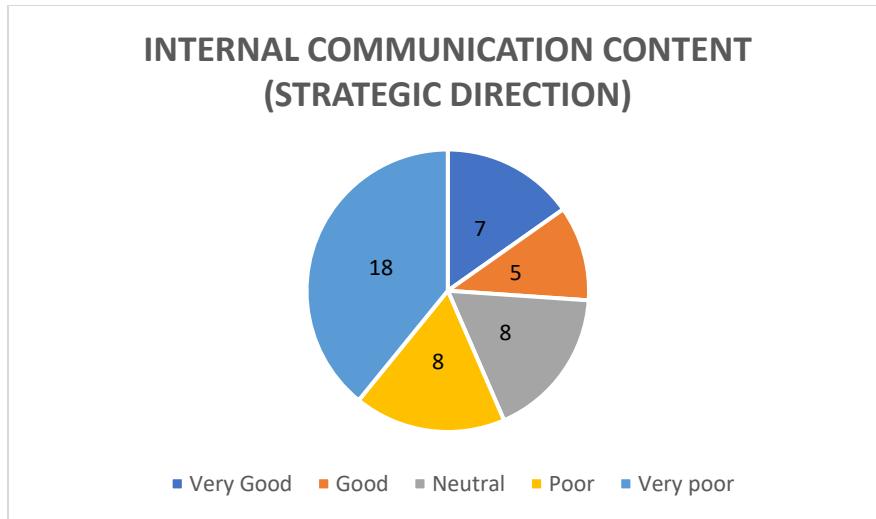
According to the results, nearly half (36%) of the staff members are not happy with the information quality in the Olympic Council of Asia, rating it poor or absolutely poor. Additionally, 5 participants (13 %) observed that information flow is neutral, 15 respondents (38%) termed it as a good practice at the organization.

This means that the OCA could enhance information flow by advancing the quality of information including the accuracy, completeness, relevance, and timeliness of the information provided.

## Internal Communication Content

The question of how respondents would rank the internal communication content at the organization was also presented. Participants were asked to rate strategic direction, imperatives, internal meetings, projects, and happenings.

Figure 7 depicts the answers of respondents regarding the quality of strategic direction content within the OCA.

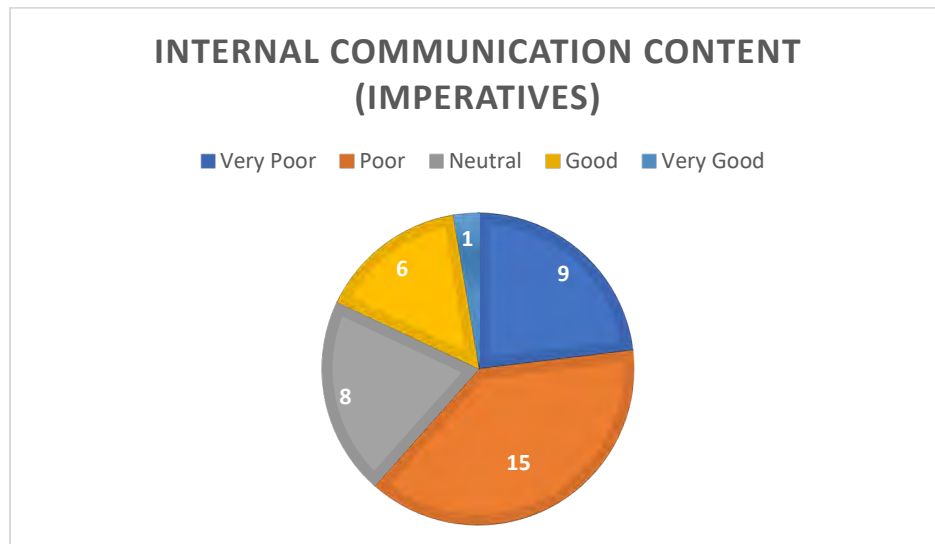


**Figure 7: Internal communication content (Strategic Direction)**

The Internal communication content (Strategic Direction) survey results demonstrate that the majority respondents rated internal communication content as poor, which means that OCA have several steps that could be taken to enhance the situation:

- Develop a communication strategy.
- Develop a communication plan.
- Develop a communication policy.
- Develop a communication training program.
- Establish a communication culture.

Figure 7 depicts the answers of respondents regarding the quality of imperatives content within the OCA.



**Figure 8: Internal communication content (Imperatives)**

According to the results of the Internal Communication content (Imperatives) question, the majority of the respondents rated the communication as poor, indicating that most participants were not

satisfied with the quality of communication within the organization, which means OCA could enhance the effectiveness of communication within an organization.

Figure 8 depicts the answers of respondents regarding the quality of internal meeting content within the OCA.

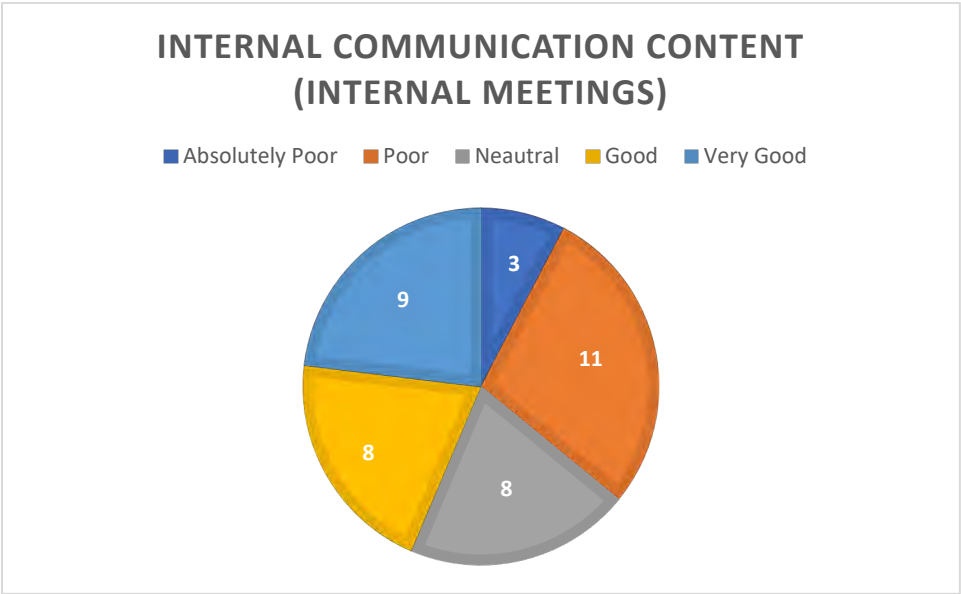


Figure 9: Internal communication content (Internal Meetings)

According to the survey results, half of the participants describe their opinion of internal meetings as poor, indicating that there is a balance between participants who are satisfied and those who are not satisfied with the content of internal meetings.

Figure 9 depicts the answers of respondents regarding the quality of projects content within the OCA.

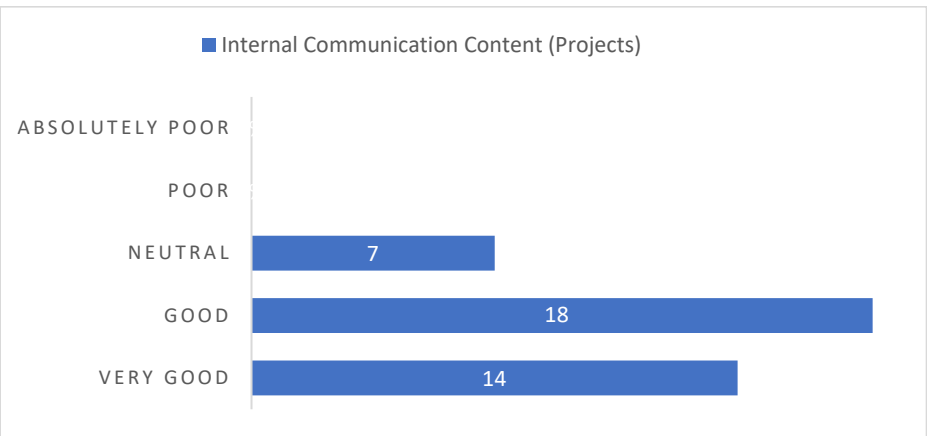


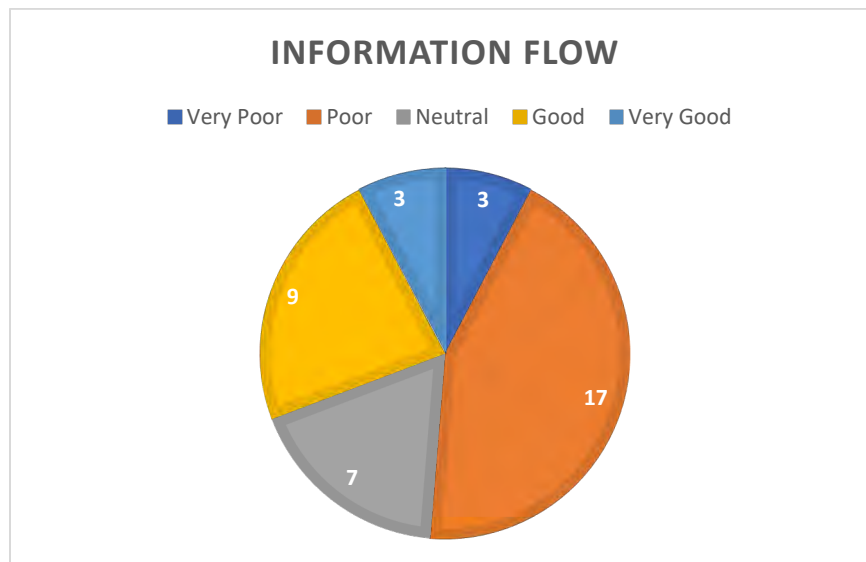
Figure 10: Internal Communication content (Projects)

Among the respondents who gave their opinion on projects, the majority are satisfied with the projects in the Olympic Council of Asia.

Participants were also asked to justify their responses regarding whether information quality, appropriateness of the information, or information flow best describes communication at the organization. In this question, seventeen participants gave their responses. The most common weaknesses at OCA are:

- Poor sending and receiving of messages among interrelated individuals.
- Low coordination between departments
- No awareness about sharing information among professionals.
- Need for urgent reconstruction of internal communication, and a poor reporting system.

### Information Flow



**Figure 6: Information Flow**

Accordingly, happenings involving events, board meeting forums, and projects were also rated by participants, with the majority 17 indicating Poor and 3 indicating very poor, which means half of the participants were not satisfied with the information flow in the OCA.

Some of the participants provided justifications for their responses, recommending that the organization build a good understanding of EB and employee priorities, and indicating a need for secretarial support and cohesion, a need to enhance efforts to collect each department's information, and a need for connection and coordination of departments.

When asked about suggestions for how to improve open communication, some of the recommendations involved creating an internal communication department, holding monthly communication meetings, and establishing a secretariat to improve team communication.

### Summary of the internal data collected.

Based on the survey results, here are some summary pillars:

- The data clearly indicated that some staff members looked at internal communication of the Olympic Council of Asia from an overall point of view, while others dealt with the survey questionnaire only from a personal perspective.

- The data revealed that half of the staff members are satisfied with the Internal communication, while the other half are not happy with it.

The questionnaire was very interesting to the staff members and the data collected was complex, allowing for strong conclusions and recommendations to be made. 39 staff members and Executive boards members approached the questionnaire and indicating that this topic is relevant and important to each respondent. The questionnaire was distributed to participants in February 2023.

The overall results demonstrated that there is a considerable need for improvement of Internal Communication in the Olympic Council of Asia. Furthermore, the staff members and executive boards who indicated they are satisfied with the current state of communication are open to seeing more development in the Internal Communication of the OCA.

#### ▪ **SWOT ANALYSIS (Internal Communication of the Olympic Council of Asia)**

Based on the data collected from the OCA employees and Executive Board members, a SWOT analysis was conducted to evaluate the organization's strength, weaknesses, opportunities, and threats.

The process involved analyzing the internal factors that affect the organization operations.

Internal Communication of the Olympic Council of Asia	
<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>• The leadership team, including the current president of OCA, has been instrumental in leading the OCA's strategic direction on social innovation.</li> <li>• The staff are well engaged and are therefore committed to developing and implementing their vision, stimulates and supports the organizational structure in a unique way.</li> <li>• OCA has a work improvement system and a strong infrastructure.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>• Communications management practices and communication channels are utilized. Though OCA has been successful in implementing a number of initiatives and programs, there is no clear way to communicate this to the staff and other stakeholders.</li> <li>• OCA does not have an official communication department, which negatively affects internal communications. It is also still in a stage of transformation when it comes to strategic and long-term planning.</li> <li>• There is no clear way to communicate the strategic goals of the organization.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• The OCA's communication management practices allow for the creation of a strategy that can be implemented through plans.</li> <li>• The OCA's communications strategies can assist it in meeting its mission.</li> <li>• There is a possibility to enhance the Internal Communication by finding an outsource expert.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>• The OCA has a poor on-boarding process, resulting in employees who are unaware of the organizational goals, and lack the right management tools.</li> <li>• Employees are unaware of the Internal Communications plan.</li> </ul>

### 3.2 How do other similar NGOs in Asia and similar Sports Asian Governing bodies deal with internal communication.

#### 3.2.1 Outcome of Internal interviews with the National Olympic Committees and Asian Sport Federation.

This study analyzed different sport organizations to find out how effective the organization is in terms of internal communication. The researcher did an interview with the managers and CEO of the Jordan National Olympic Committee (JOC) and Iran National Olympic Committee (NOC). Questionnaires were also given to different managers from various organizations such as Sri Lanka National Olympic Committee, Saudi National Olympic and Paralympic Committee, and Asian Football Confederation (AFC).



#### **Jordan Olympic Committee**

- **An interview was conducted with the Jordan Olympic Committee** Secretary General to find out the communication strategies of the JOC. Below is a summary of findings regarding the internal communication of the JOC:

#### **Executive body communication:**

- Regular meetings: JOC conducts meetings every two weeks, whether in person or through Zoom, it allows for face-to-face interaction and discussion.
- non-regular meetings: JOC conducts additional meetings as needed to address specific topics or urgent matters.
- Regular reporting: JOC provides weekly reports on project activities and work progress to keep everyone informed.
- All-staff meetings: JOC conducts semi-annual in-person meetings to bring the entire staff together for updates and communication.
- Announcements using Zoho People: JOC utilizes the JOC HR System to make ongoing announcements and disseminate important information.
- Social events: JOC organizes multiple social events throughout the year to foster team building and camaraderie.
- Managers' meetings: JOC holds regular meetings specifically for managers to discuss departmental matters and coordination.
- Emails: JOC uses email communication for day-to-day correspondence and sharing important information.

#### **Institutional body communication:**

Board of Directors meeting: JOC schedules meetings every two months for the board to discuss strategic matters and decision-making.

Executive office regular monthly meeting: JOC conducts monthly meetings to align the executive team and ensure effective communication.

General Assemblies: JOC organizes ordinary and extraordinary General Assemblies to discuss key organizational matters and engage stakeholders.

Non-official meetings: JOC arranges additional meetings as required to address specific issues or opportunities.

Newsletter: JOC publishes a periodic newsletter to update stakeholders on organizational activities and achievements.

### **Tools and strategies:**

Align with JOC goals: JOC ensures that the chosen communication tools and strategies are in line with the JOC's objectives and mission.

Digital platforms: JOC utilizes internal digital platforms such as Zoho People, emails, and instant messaging apps like WhatsApp or Slack for efficient communication.

Website and social media: JOC leverages the JOC website and social media platforms for ongoing announcements and external communication.

Reports and publications: JOC prepares and distribute reports, surveys, impact studies, and annual reports to provide comprehensive information to stakeholders.

Media appearances: JOC arranges regular media appearances for management and leadership staff to enhance visibility and share updates with the public.

### **Sharing meeting points and summaries:**

Detailed minutes of meetings: JOC assigns someone to take detailed minutes during meetings, covering all the points discussed.

Action points: JOC includes a list of action points with due dates and responsibilities in the minutes to track progress.

Monitoring and evaluation: JOC established a system, managed by the SG office and the monitoring and evaluation department, to monitor the progress of action points and ensure their completion.

### **Best communication channels in JOC:**

Messaging Tools:

- a. Formal communication: JOC uses email for official and formal communication, ensuring clarity and traceability.
- b. Announcements: JOC utilizes Zoho People or similar platforms for sharing announcements and important updates with the team.
- c. Informal communication: JOC leverages instant messaging tools like WhatsApp or Slack for quick and informal communication among team members.

### **Onboarding process:**

Recruitment: JOC follows a transparent recruitment process, including public announcements and interviews, based on qualifications and budget.

Onboarding: JOC welcomes new employees with an official email, introducing them to the team, and providing orientation and capacity-building if necessary.



## **Recommendation to enhance the Internal Communication Plan**

To improve internal communication, the following recommendations are suggested:

- Embrace digital technologies: Explore new digital tools and platforms to enhance communication speed and engagement within the organization.
- Video conferencing: Utilize video conferencing tools for virtual meetings, especially for remote or geographically dispersed teams.
- Collaborative platforms: Implement collaborative platforms that facilitate real-time communication.

### **Iran National Olympic Committee:**

- Based on the provided responses of the **interview with the Iran National Olympic Committee** the following findings were produced:

### **Internal Communication Approach:**

The NOC relies on official bureaucracy and notices for internal communication. The nature of communication depends on whether it involves the federation, organization, ministry, or other domestic bodies.

### **Tools and Strategies:**

The NOC primarily uses letters, surveys, face-to-face talks, and interviews as common tools for communication. These methods align with the goals and objectives of the NOC and its external communication efforts. The organization utilizes various channels and tools for internal communication, including:

1. Personal contact:
  - Personal conversations
  - Word-of-mouth
2. Collaborative tools:
  - Meetings: Both team and managerial meetings conducted in person and remotely via platforms like Teams, Zoom, and Meet.
3. Newsletters: No printed or electronic newsletters are used.

### **Understanding Receiver's Knowledge and Background:**

According to this study, the sender and receiver of communication in the NOC typically have a mutual understanding based on existing collaboration. The level of knowledge, communication skills, attitude, and background of the receiver depends on the specific goals, nature, and reason for the relationship.

The NOC communicates with various audiences, including athletes, coaches, office bearers at different levels, media, families, and society as a whole. Each audience has its own mindset, which may involve sports, professionalism, monetization, grassroots development, future targeting, or regional and local development.

### **Information Sharing:**

According to the findings of this study, the organization shares board meeting information with staff through letters by NOC managers. Also, meeting information is communicated with staff whereby official meetings involving managers, SG, and President are shared transparently with other staff members.

### **Internal Communication of the Organization:**

Existence of communication manual and procedures: The Statute and country rules define the basic manual, and the Administrative Affairs Department provides instructions and rules on payment, insurance, communication, and collaboration.

Focus on improving internal communication: According to the respondent the organization uses an ongoing expert assessment and review.

Support for dialogue: The organization supports dialogue through face-to-face talks or official communication.

Communication skills training: The study found out that the organization provides training through specific courses for staff, managers, and involved personnel.

### **Recommendation to enhance the Internal Communication Plan**

To improve internal communication in the new era, the following recommendations are suggested:

- Provide language training for local staff to overcome language barriers.
- Involve experts and staff in decision-making processes based on their level of expertise.
- Facilitate higher education and professional skill development opportunities for personnel.
- Clarify roles, responsibilities, self-esteem, self-marketing, and better representation.
- Increase the budget for salaries and wages.
- Balance tasks with organizational definitions.
- Focus on purposeful recruitment of staff rather than relying solely on instructions.
- Implement quality-oriented management processes and fair elections.



This study consisted of an interview conducted with a **manager in the Asian Football Confederation**. The respondent holds the position of Deputy General Secretary - Member Associations within the AFC. The participant is involved in the internal communication of the organization on a daily basis. The AFC has 230 staff members. Communication within the AFC involves a lot of cross-departmental communication on a daily basis. The organization has a dedicated HR department and manager. Here is an analysis of how the AFC deals with internal communication:

### **Tools and Strategies:**

Staff within the AFC use various communication methods such as email, phone calls, video calls, meetings, and face-to-face interactions. Technological tools like Zoom and Microsoft Teams are used for online meetings and discussions. The AFC is in the process of implementing the use of ClickUp, a project management tool, for internal communication. These tools and strategies align with the AFC's goal of maintaining a clear message when communicating both internally and externally. Personal contact through conversations and word of mouth is used.

Meetings, both in person and remote via platforms like Skype, Zoom, and conference calls, are conducted regularly. Minutes of meetings are taken and distributed via email. Written and printed documents, emails, WhatsApp groups, and sharing platforms like Google Docs, Teams, and Dropbox are utilized for communication and document sharing. Social media platforms like Twitter, Facebook, and Instagram were not mentioned as being used for internal communication. Chat platforms like WhatsApp, Viber, and Telegram are used. Voice and visual communication tools such as phone calls, FaceTime, Zoom, and WhatsApp are employed.

### **Internal Communication Practices**

This study found that most communication within the organization is carried out through phone calls and emails. Communication workshops have been provided in the past for managers. There are regular department meetings where coordination takes place. According to the respondent the organization does not have a specific communications manual nor does it concentrate on improving internal communication Information Sharing.

The respondent further stated that the relevant information from board meetings and managerial meetings is shared within the departments by the Head of Department. Plans of events are shared verbally, through presentations, and through capturing meeting minutes. Important information and good news are shared with staff members through the top management, who inform their respective staff.

### **Onboarding Process:**

The AFC has a formal onboarding process where new staff members are briefed on the organization and its various processes and divisions/departments. There is a formal process of education and succession, where staff can apply for courses to improve themselves, and performance is evaluated twice a year.

### **Recommendation to enhance the Internal Communication Plan:**

The AFC acknowledges that technological communication systems are at an advanced stage and intends to move into these fields to better coordinate work internally. To further enhance internal communication in the new era, the AFC could consider the following:

- Implement a comprehensive internal communication strategy that integrates various channels and tools effectively.
- Provide communication skills training to all staff members, including managers and team leaders.
- Encourage dialogue and foster collaboration among departments through regular meetings and team-building activities.
- Utilize digital platforms and internal apps to streamline communication, document sharing, and collaboration.

- Establish a communication manual and procedures to provide clear guidelines for internal communication processes.

### **Saudi Olympic & Paralympic Committee**



This study sought to understand the internal communication methods in Saudi NOC and found out that NOC in Saudi Arabia is divided into departments. These departments include the Human Resource department, which is responsible for internal announcements within the organization, the MARCOM department which handles news and media-driven announcements. An open-door policy at the NOC encourages employee-to-employee communication and allows for group meetings when needed.

#### **Tools and strategies:**

This study found out that Saudi NOC uses different tools and strategies which include:

1. Personalized content: The Saudi NOC focuses on keeping employees involved in new developments and fostering connections among them.
2. Open and collaborative environment: The Saudi NOC encourages employees to break barriers, work together in groups, and solve problems collectively.
3. Understanding the receiver: The senders in the Saudi NOC are aware of the receiver's knowledge, communication skills, attitude, and background within the NOC.
4. Receiver audiences and mindset: Differences in professional backgrounds exist among receivers in the Saudi NOC, which may influence their understanding of certain topics.

#### **Recommendations to enhance the Internal Communication:**

Saudi NOC recommends maximizing the use of IT infrastructure for efficient communication. Additionally, the Saudi NOC recommends encouraging both digital and face-to-face interactions to foster relationships within the organization.

### **Sri Lanka NOC**



This study did an investigation on how the Commonwealth Association of Sri Lanka deals with internal communication and found the following findings.

#### **Channels of Internal Communication:**

The organization utilizes various channels for internal communication, including:

1. Collaborative tools
2. Person-to-person meetings: Face-to-face discussions among staff members.
3. Remotely meetings

#### **Conference tools:**

1. Online meetings: Virtual meetings conducted through platforms like Zoom or Skype.

**Messaging tools:**

1. Emails: Electronic mail is used for formal communication and sharing detailed information.
2. Messages (WhatsApp): Instant messaging platform used for quick communication.
3. Phone (messages): Communication through phone calls and text messages.

**Information tools:**

1. Bulletin (newsletters): Periodical newsletters shared among staff members.
2. social media: source of other OCA departments information on social media platforms

**Tools and Strategies:**

The organization employs a range of tools and strategies to facilitate internal communication, such as:

- Devices used for communication purposes including computers, smartphones, laptops, and cell phones.
- Web-based tools for collaboration and sharing documents such as Google Drive.

These tools and strategies were found to align with the organization's goals and external communication by ensuring efficient and effective communication among staff members. The use of technology allows for quick dissemination of information and enables remote communication when necessary.

**Understanding Receivers**

The senders in the organization understand the receiver's knowledge, communication skills, attitude, and background within the NOC. This understanding helps tailor the communication approach and content to ensure effective communication.

**Receiver Audiences:**

There are different receiver audiences within the organization, categorized based on authority, roles, and responsibilities. These include governance, management, administration, technical staff, interns, and office assistants. Each group may have a different mindset and require tailored communication approaches.

**Internal Communication Responsibility:**

The Secretary General, along with staff members who share the responsibility, is involved in the internal communication of the organization. Internal communication has evolved from primarily relying on person-to-person meetings to incorporating technological communication interventions.

Overall, the organization emphasizes regular staff meetings, person-to-person communication, and the use of various channels and tools to facilitate internal communication effectively.

**Recommendations to enhance the Internal Communication:**

To enhance internal communication in the new era, the following recommendations are suggested:

- Embrace efficient and immediate e-communication methods and technologies.
- Ensure that all members of the organization are aligned and have access to necessary information.
- Establish clear communication protocols and guidelines.

- Foster a culture of open and transparent communication.
- Provide communication training and support to staff members.
- Explore innovative tools and platforms to streamline communication processes.

➤ **SUMMARY OF NGO'S findings**

The study utilized the following Five National Olympic Committees from different zones in Asia:

- Iran Olympic Committee
- Jordan Olympic Committee
- Saudi Olympic and paralympic Committee
- Sri Lanka Olympic Committee
- Asian Football Confederation

These organizations were chosen for their different cultures and distinct zones in Asia.

This study stemmed from the problem of internal communications impediments in sports organizations, using the OCA organization as a case study. There is a need for organizational managers to develop policies and procedures including an Internal communication plan to communicate effectively with employees, to build relationships based on trust, and to alleviate workplace behaviors and attitudes. Previous studies demonstrate that managers usually need to strategize their communication practices more. Internal communications have been a challenge in most organizations with improper communication channels. The study also reveals challenges in the implementation of best practices in communication. Internal communications increase trust within the organization. Other scholars have also shown that the quality rather than the quantity of information will determine trust within the organization between employees.

Conversely, quantity is critical in relationship with the higher management levels rather than the quality of information. Thus, organizations should prioritize internal communication as it affects the organization positively. The study, therefore, considers the qualitative analysis of the benefits of updated and effective communication, strategies, procedures, and tools utilized, as well as their impacts on the communication channels at the OCA.

Sports Organization face several **internal communication challenges** that can impact their operation and overall effectiveness. Some sports organizations have multiple locations which can create communication barriers. Coordinating communication across different locations and ensuring that all stakeholders receive timely and accurate information can be challenging.

From the three respondents, the study found out that addressing these challenges requires proactive measures, including establishing clear communication channels, clear policies and procedures, fostering a culture of open communication, providing language and cultural training, investing in appropriate technology and infrastructure, and promoting collaboration and teamwork across departments. Regular evaluation and improvement of internal communication processes can help overcome these challenges and enhance overall organizational effectiveness.

- *NOCs Interview Questions are shown in Appendix 4.*

-*NOCs Interview Transcripts are shown in Appendix 3.*

## 4 Bench learning

To Capture the best results from the bench learning exercise we benchmarked against one similar organization **the World Organization of the Scouts Movement (WOSM)**. Our analysis was sourced with their official website.

WOSM CSE has three operating areas – Internal Communications, External Communications, and Strategic Engagements – that are of equal importance. and operationally executed separately as required. The operating approach to each area can be summarized as follows:

- Internal Communications: NSOs are the priority stakeholders.

The vast majority of WOSM efforts and resources in this area will be focused on facilitating active global dialogue **with and between NSOs through** a Global Communications Network. WOSM will provide a platform for Scouts to engage and share good practices with each other, however communication with individual members is primarily the role of NSOs.

The current situation was analyzed using the predefined factors, and the following key conclusions were drawn.

Elements	WOSM
<b>Internal Communication Keys</b>	<p>The overall objective of WOSM Communication Strategy and strategy Engagements is to inform and inspire all WOSM's stakeholders to:</p> <ul style="list-style-type: none"><li>• Create positive social impact in line with the Mission of Scouting, while building effective internal communication that promotes shared values and the unity of the Scout Movement.</li></ul> <p>Focus of resources is on individual members, both young people and adult volunteers, as the aim of WOSM's work should be:</p> <ul style="list-style-type: none"><li>• Simply amplify and reinforce messages from NSOs. It is the role of NSOs (not WOSM) to communicate directly with individual members.</li><li>• Encourages members to promote their own events to local media</li><li>• Inspire the development and unity of the Scout Movement by consistent messaging, e.g., on WOSM policy matters, and open and transparent communication</li><li>• Prioritize active global dialogue with and between NSOs, sharing best practices and speaking accurately and transparently about activities in a timely manner.</li></ul>
<b>Internal Communication Platform</b>	<p>Provide effective platforms (scout.org website, social media, mobile app, intranet, etc.) for sharing accurate and timely information that promotes transparent dialogue between WOSM and NSOs and encourages dialogue and sharing between NSOs.</p>

## Summary of Benchmark

Benchmarking Component	OCA	WOSM	Key Takeaway
<b>Internal Communication Keys</b>	The OCA is a mature organization in terms of policy development, with a comprehensive set of rules and regulations in place and are in process to establish a clear policy for Internal communication	WOSM have include a key of internal communication in their strategy and have objectives of internal communication to inform and inspire all WOSM's stakeholders.	<ul style="list-style-type: none"> <li>OCA can improve and enhance their policies and can establish a clear policy for internal communication.</li> <li>OCA can define roles and responsibilities for stakeholders and staff members to ensure effective Internal Communication and effective governance and successful collaboration</li> </ul>
<b>Internal Communication Platform</b>	OCA is advanced in terms of technology and applications maturity. Always looking for the latest technology and application.	WOSM focused on resources by Providing effective platforms to aid in the sharing accurate and timely information, which promotes transparent dialogue between WOSM and NSOs, and encourages dialogue and sharing between NSOs	<ul style="list-style-type: none"> <li>Working more and learning from the other organization to create an updated platforms can fit with our Era in promoting internal communication within an organization.</li> <li>Taking an advantage of the latest technology capabilities to stay ahead of the management and competition and offer their stakeholders the best service within the organization</li> </ul>



## 5 DISCUSSION THE EVIDENCE (CROSS ANALYSIS)

The key findings below help to answer my project questions and helps to provide recommendations:

- Disagreements and conflicting interests among members
- Changes in leadership and shifts in direction and priorities create barriers.
- The OCA needs to clearly define roles and responsibilities for stakeholders and staff members to ensure effective Internal Communication, effective governance, and successful collaboration.
- The OCA needs to develop and implement policies and procedures, an Internal Communication Platform, an organizational chart, and departmental procedures
  - Define the role and responsibilities and the departmental objectives.
  - Developing the organizational chart to fit a sport organization.
  - Creating an internal communication tool that can facilitate and fit with the new Era and the new generation.
- To boost global competition, some businesses are creating new management approaches, which could have an impact on crucial corporate choices.
- Internal Communication is crucial for problem solving, meeting planning, and helping with significant projects for the firm.
- Internal Communication platform tools such social media, digital platforms, and professional information integrate employees' workdays, allowing coordination and encouraging specified organizational behaviors that significantly impact employee performance and, more broadly, the performance of the company.
- Enhancing the flow of communication typically allows for the sharing of opinions, ideas, conventions, and emotions. In actuality, working is an activity that necessitates discursive practices and communication skills, both of which are essential to participants' professional identities and occupations.
- From the findings, internal communication depends heavily on **upward communication**. When they pay close attention to the complaints, issues, recommendations, and opinions of employees, managers become effective.

From this study, internal communication in a sports organization plays a crucial role in its success and effectiveness. It involves the exchange of information, ideas, and feedback among various stakeholders, including athletes, coaches, management, support staff, sponsors, and fans.

Effective communication in a sports organization can have several benefits, such as improved teamwork, enhanced performance, increased fan engagement, and better overall organizational cohesion. Effective communication in a sports organization ensures smooth coordination, improves performance, engages fans, and enhances the overall image and success of the organization. It requires clear and concise messaging, active listening, feedback mechanisms, and the use of appropriate communication channels to reach various stakeholders effectively.

Therefore, the data collected from key people in OCA and the NGOS and the results of the benchmarking:

- Clearly shows the lack of clear policies and procedures.

- Highlights that an effective internal communication plan will help to clarify and structure what the organization expects from employees in terms of behavior, actions, and processes they take in specific scenarios.
- Shows that policies help new employees quickly acclimate to the organizational values and mission, as well as defining the specific ways they should complete various tasks.
- Demonstrates that policies also create consistency throughout the organization and improve employee performance.
- Indicates that procedures help to understand the organization's views and the values of specific issues.
- Reveals that procedures allow management to guide operations without constant intervention.
- Highlights that robust policies and procedures can ensure your organization is in compliance with laws and regulations.

Results of the internal questionnaire carried out among the staff members and executive board members of the OCA, as well as inspiring practices from other national Olympic committees and Asian Sport federation (NGOS), are great building stones. Therefore, the sports organization stems the problem of internal communications impediments in sports organizations can use OCA organization as the case study.

In addition, the result of my literature review helps me to situate my research within existing knowledge and demonstrate my familiarity with the Internal Communication topic. The literature review also helped to identify gaps in the literature and areas where further research is needed.

Based on the literature: Shelton, K., Social Media Week, 2018. *What Is the Best Office Collaboration Tool?* Which describes how an online article compares web/mobile applications for workplace communication that are currently used most often.

The Case study helped the Olympic Council of Asia begin using the Workplace platform and identify other options comparable to it.

The project plan shall be based on several recommendations to help enhance the Internal communication and shall be prepared mainly by the project managers from different departments (IT, Marketing, HR, development, International Relations, sports, and DG office) in the Olympic Council of Asia in very close cooperation with the Director General of the OCA.

The plan is based on the following suggestions under the question: "What are relevant internal communication plan and tools that could fit with our culture and our goals" and was tested by a focus group composed of Staff members ranging from Directors to managers staff, the Secretary General and possibly some expert members in the sport movements.

## 6 Recommendations for management and policy

Results of the Internal questionnaire carried among staff members and the Executive board members of the Olympic Council of Asia as well as inspiring practices from other sport organizations are great building stones for preparing a plan to enhance the internal communication of the Olympic council of Asia.

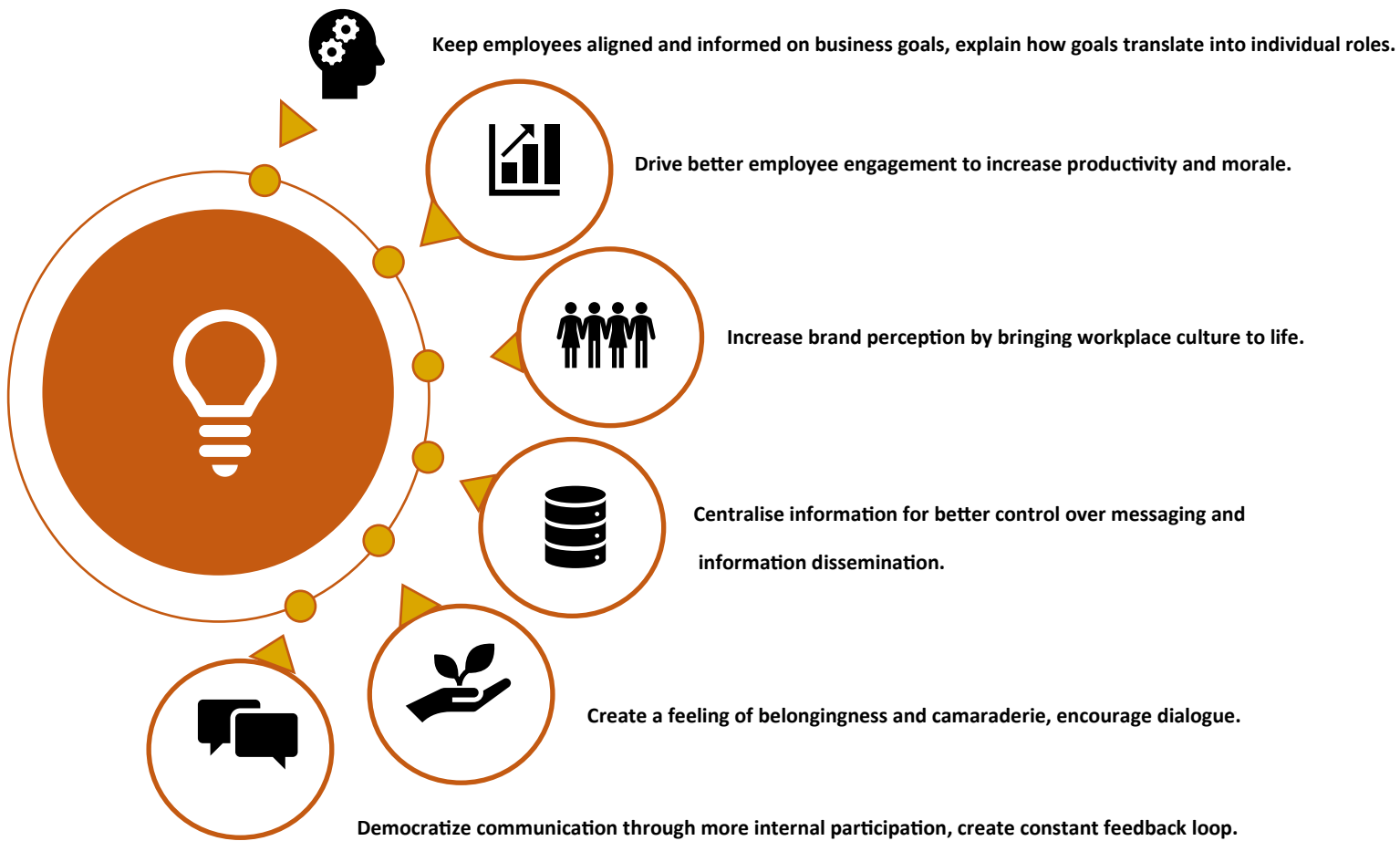
This plan shall be based on subsequent recommendations and shall be prepared mainly by the departments including specific information and communication Technologies (ICT) as one committee in very close communications with the OCA Director General. The plan shall be based on the following suggestions from a focus group composed of staff members ranging from directors to administrative staff.

The Management of the Olympic Council of Asia are ready and happy for any development to take the organization to a higher level of progress as mentioned in the basic universal principles of good governance within the Olympic Movement Principles (3) Ethical and Integrity Standards point (3.12) (Internal Communication and regular meetings at all levels within the organization should be promoted so that timely and informed decisions can be taken).



Source: created by researcher.

## Communications Objectives Defined



## KEY COMMUNICATION MESSAGES

Organization core values, business imperatives, performance, standing in market	New company policies, business initiatives, product launch	Work culture, code of conduct
Organization restructuring, mergers, achievements	Employee stories / achievements, customer appreciations, employee growth journey	New wins, success stories
Function level goals and performance	Regular check on employee sentiments through surveys, meetings	Fun office moments

Source: created by researcher

<b>Recommendation</b>	<b>Action</b>	<b>Lead</b>	<b>Resources</b>	<b>Timescale</b>	<b>Critical success factor</b>
Build a good understanding of Executive board members priorities and goals	<ul style="list-style-type: none"> <li>• Monthly meetings where peers are actively engaged in projects, allowing them to bring value to the table.</li> <li>• A clear agenda for each meeting, allowing everyone to come prepared. Each standing committee head shares updates a day before the meeting.</li> <li>• This can be a great forum to illustrate interdepartmental dependencies as executives communicate with each other</li> </ul>	Director General	<ul style="list-style-type: none"> <li>• Zoom meeting (for people who are not in the same location) – everyone in the same office can join a meeting room</li> <li>• Meeting discussion points - someone in the Director General's office to take responsibility to collate updates from every leader and circulate it to all meeting attendees a day before the call for pre-read</li> <li>• Internal Digital Application can track the tasks and projects</li> </ul>	Ongoing (monthly) kick-start in November 2023 – once the Asian Games end on 8 of October	<ul style="list-style-type: none"> <li>• 100% participation in all meetings</li> <li>• Smooth and faster execution of projects</li> </ul>
Involve each executive member in defining the corporate and functional level strategies	Annual retreat / strategy meeting where executives come together to brainstorm and define company strategy – both at the corporate level and also at functional level (aligned with goals at corporate level)	President Office	<ul style="list-style-type: none"> <li>• Travel and stay arrangement at the chosen venue</li> <li>• Time (2-3 days where each department head can exchange ideas, solutions, share best practices and define respective function goals, and get time to bond with each other at personal level. (E.g., at evening party, dinner etc.)</li> </ul>	Ongoing (annually) - kick-start in NOV 2023 so that by the time new fiscal year starts, the company strategy and each function priority is defined for the next year	<ul style="list-style-type: none"> <li>• Achievements in line with the target defined for each department.</li> <li>• Better rapport among the executive members</li> <li>• Faster execution of projects due to collective decision and validation from peers.</li> </ul>

Implement the OCA policies and procedures development project.	<ul style="list-style-type: none"> <li>• Development and Athlete Performance Policies and Procedures</li> <li>• Finance Policies and Procedures</li> <li>• General Service Policies and Procedures</li> <li>• Human Resource Policies and Procedures</li> <li>• International &amp; NOC Relations Policies and Procedures</li> <li>• IT Policies and Procedures</li> <li>• Marketing and Sponsorship Policies and Procedures</li> <li>• Media and TV Broadcasting Policies and Procedures</li> <li>• Medical &amp; Anti-Doping Policies and Procedures</li> <li>• Procurement &amp; Contract Policies and Procedures</li> <li>• Operations Policies and Procedures</li> <li>• Internal Communication plan</li> </ul>	Director General & Each Department head to lead	<ul style="list-style-type: none"> <li>• Develop policies for the effective management and operation of the organization, including Gaming sports, financial management, Projects &amp; Operations, Logistics, International Relationships, Human resources, and Information technology.</li> <li>• Develop procedures and guidelines: we will develop procedures and guidelines, and provide specific instructions on how the OCA should operate and how policies should be implemented and followed</li> </ul>		<ul style="list-style-type: none"> <li>• Established a collective approach</li> <li>• Builds leadership team trust and decrease resistance and barriers</li> <li>• Increases its collective performance through healthy debate and clarity of purpose and roles.</li> <li>• Promotes norm adoption followed by the team</li> </ul>
Develop a new organizational chart & Establish roles and responsibilities	<ul style="list-style-type: none"> <li>• This chart should clearly show the distinct roles and how they relate to each other, as well as the lines of authority and communication within the organization.</li> </ul>	President	Senior management time to discuss and agree		<ul style="list-style-type: none"> <li>• Defines the specific responsibilities of stakeholders</li> <li>• Outlines how decisions will be made and communicated</li> </ul>

Make collaboration and employee engagement a KPI.	<p>Regular 360-degree reviews twice a year for each executive to have feedback for each other about their development focus.</p> <ul style="list-style-type: none"> <li>Use employee engagement surveys.</li> </ul>	HR	<ul style="list-style-type: none"> <li>360-degree review format / questionnaire</li> <li>Dedicated team to manage the process including follow-ups, feedback results</li> </ul>	Bi-annual	<ul style="list-style-type: none"> <li>Enhances managerial skill development</li> <li>Promotes organizational culture change</li> </ul>
Internal Communication platform with Prompt conversations that support company culture, generate innovative ideas, achieve common goals, improve problem solving. (See appendix 6)	<ul style="list-style-type: none"> <li>Share updates on events / celebration.</li> <li>Revise the reward scheme to allow cross functional employees to reward their peers for a job well done.</li> <li>Podcasts from sales / account team on their strategy and cross functional collaboration to win a sale deal.</li> <li>Regularly share customer appreciation to individuals / teams with the wider team for a job well done</li> <li>Share employee achievements – personal / professional level</li> <li>Senior management participation in various employee volunteering activities will give employees a chance to know them better as a person and create a bond.</li> </ul>	Dedicated staff for each department	<p>People directory with rich profiles that help staff find peers with shared interests, specific skills etc.</p> <p>Internal social media channel, discussion forums on intranet)</p> <p>Podcasts</p> <p>Newsletters</p>	ongoing NOV 2023 appendix 6	<ul style="list-style-type: none"> <li>Encourages mutual recognition.</li> <li>Empowers employees and ensures working conditions are conducive to achieving business goals.</li> <li>Equips employees with everything they need to perform their roles efficiently.</li> <li>Ensures each employee profile is complete and updated often.</li> <li>Strengthens social bonds between staff members.</li> </ul>



## 7 Conclusions:

Creating this Internal communication plan for the sports organization was interesting, but also challenging in different ways. The OCA organization had not previously had any communication plan conducted.

The first given recommendation was to hire one person to start handling the communication instead of having it as a side job of many different employees. Communication needs time and cannot be done well if a person has other responsibilities or more important roles.

In my opinion, management, alongside the executive board were confused about their role in daily communication. Since the OCA is a fast growing organization, this was a good time to investigate this matter. The different responsibilities related to communication need to be clarified; each “communicator” must be aware of their own communication responsibilities and understand how to use various communication channels. This was the starting point for my thesis process.

Since OCA did not have a previous communication plan, I did the planning based on theoretical knowledge. I did research and read a large number of theory books and various expert articles which I then used as a base for the communication plan. I found it challenging to summarize the theory when writing a plan and connecting it to the OCA. There is a significant amount of theory and information; however, not all sources were useful for this case. If other sources were to be included, the work would have been too broad.

The communication plan can be used to share information through different internal channels. For the communication plan to remain a functional and up-to-date document, it needs to be updated regularly as the information contained in it is likely to change.

The objective of my functional thesis, the communication plan, is in my opinion useful and contains practical examples that the OCA can use to improve and enhance not only its internal communication but also its external communication. The communication plan contains the topics which are most useful for the OCA. The communication plan and the created documents were also delivered electronically to the OCA, so that in future they can be easily updated and used.

In my opinion, I succeeded in joining the functional and theoretical parts of the thesis process smoothly together into one entity. In the interview process I succeeded in keeping an objective viewpoint and my experience with the OCA did not significantly affect the interview's responses. For this reason, the analysis cannot be considered completely reliable, as another interviewer may not have exactly the same result.

I am also pleased with the communication plan because it will serve the OCA, the national Olympic committee, and all sports organizations in general by serving as a workshop. As the Olympic Council of Asia has the responsibility to develop their members, the Asian national Olympic committee can accomplish this through the creation of the platform for Internal communication. An additional point to mention is that during my study and during my travel around Asia implementing projects with NOCs I discovered that there is no IC Plan written in any of Asia's NOCs even in the Asian Sports Federation, which has pushed me more to study this topic.

**To improve the internal communication plan within the Olympic Council of Asia (OCA)** and achieve the OCA's goals, this study found several strategies that can be implemented. The first strategy is to set clear communication goals. Clearly defined communication goals of the OCA, aligning them with the overall organizational objectives, provide a clear direction for internal communication efforts. The second strategy found by this study is to create policies and procedures for each department aligned with developing a comprehensive communication plan. Creating a detailed communication plan involves outlining the objectives, target audience, key messages, communication channels, and timeline.

The leadership within the OCA should demonstrate a commitment to effective internal communication. Leaders should actively engage in communication, provide regular updates, and encourage a culture of openness and collaboration. By implementing these strategies, the internal communication plan within the OCA can be strengthened, leading to improved collaboration, engagement, and overall organizational effectiveness.

Overall, effective internal communication within the OCA sport organization is vital for the organization's success. Effective internal communication helps to ensure that all stakeholders are aligned with the organization's goals and objectives and have access to relevant information that can help them perform their roles effectively.

## **FURTHER STUDIES RECOMMENDED**

### **OCA Digital Platform External digital platform:**

- Access to all messages / videos / comms at a central place
- Interactive technology for all hands meeting
- Explore tools like Yammer, news ticker app etc.
- A weekly newsletter on a fixed day / time to share consolidated news from across locations and functions.
- Include interactivity in newsletter / intranet / digital mediums – thus allowing people to rate, comment, like, share etc.
- Explore enterprise social networks like Yammer, Workplace etc. where people can collaborate and share their individual stories, achievements etc.
- Form an internal communications steering committee with people from the core comms team along with a representative from each function. Conduct monthly meetings to understand the comms requirement / current performance. This will help formulate a strategy for future success.
- Reiterate company values, vision etc. through screensavers.
- Use news ticker app to push important reminders, deadlines, training dates etc., which will massively reduce email overload.
- A pop-up on intranet as soon as someone logs in, highlighting what is new on the site on a particular day (new announcement, content, resource etc.)
- Encourage frequent employee recognition – in all-hands meetings, newsletters, posters etc.
- Create a wall of fame in office to recognize top performers of the month – a simple format with employee pic, name, department, and contribution (in two lines)
- Celebrate wins (at office level) – cake cutting, leadership team present in office to gather and thank team for contribution etc.

## References:

Dolphin, R. R. (2005). *Internal communications: Today's strategic imperative*. *Journal of marketing communications*, 11(3), 171-190

OCA, 2019. *Olympic Council of Asia constitution and rules*. [Online]

Available at:

[https://ocasia.org/media/oca\\_files/OCA\\_CONSTITUTION\\_AND\\_RULES\\_19052022\\_new\\_gTkELZw\\_UF20vN2\\_yDjwveH.pdf](https://ocasia.org/media/oca_files/OCA_CONSTITUTION_AND_RULES_19052022_new_gTkELZw_UF20vN2_yDjwveH.pdf)

[Accessed 31 December 2022].

Pickel, 2022. *12 tools to fix internal communication pain points in 2022 & beyond*. [Online]

Available at: <https://www.pickcel.com/blog/best-internal-communication-tools/>

[Accessed 31 December 2022].

Tariszka-Semegine, E., n.d. *Organizational internal communication as a means of improving efficiency*. *European scientific journal*.

Vance, R. J., 2006. *Employee engagement and commitment: A guide to understanding, measuring, and increasing engagement in your organization*. SHRM foundation's effective practice guidelines.

Athanasios, L. (2005). *Communication problems in professional sports: The case of Greece*. *Corporate Communications: An International Journal*, 10(3), 252–256.

<https://doi.org/10.1108/13563280510614500>

Wagner, S., Mendez, D., Felderer, M., Graziotin, D., & Kalinowski, M. (2020). *Challenges in survey research*. *Contemporary Empirical Methods in Software Engineering*, 93–125.

[https://doi.org/10.1007/978-3-030-32489-6\\_4](https://doi.org/10.1007/978-3-030-32489-6_4)

52007DC0391 - EN - EUR-Lex <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52007DC0391&rid=1>

Strategy and policy frameworks <https://pjp-eu.coe.int/en/web/pss/strategy-policy-frameworks>

2006 Report <https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/IOC/Who-We-Are/Commissions/Olympic-Solidarity/2006-Report-Balancing-our-Strengths.pdf>

UPDATE: International Sports Law - GlobalLex

[https://www.nyulawglobal.org/globalex/International\\_Sports\\_Law1.html](https://www.nyulawglobal.org/globalex/International_Sports_Law1.html)

Pan American Games - Wikipedia [https://en.wikipedia.org/wiki/Pan\\_American\\_Games](https://en.wikipedia.org/wiki/Pan_American_Games)

Survey Monkey <https://www.surveymonkey.com>

Rio de Janeiro from Vale's global headquarters to Olympics host city

<http://www.vale.com/oman/EN/aboutvale/news/Pages/rio-de-janeiro-vale-global-headquarters-olympics-host-city.aspx>

I.O.C 110th SESSION AMENDMENTS TO THE OLYMPIC CHARTER

<https://www.yumpu.com/en/document/view/439057/ioc-110th-session-amendments-to-the-olympic-charter>

20132016 quadrennial plan FINAL REPORT

<https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/IOC/Who-We-Are/Commissions/Olympic-Solidarity/2013-2016-Final-Report.pdf>

2003 Report [https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/IOC/Who-We-Are/Commissions/Olympic-Solidarity/2003-](https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/IOC/Who-We-Are/Commissions/Olympic-Solidarity/2003-Report-Racing-Ahead.pdf)

[Report-Racing-Ahead.pdf](https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/IOC/Who-We-Are/Commissions/Olympic-Solidarity/2003-Report-Racing-Ahead.pdf)

I.O.C 110th SESSION AMENDMENTS TO THE OLYMPIC CHARTER

<https://www.yumpu.com/en/document/view/439057/ioc-110th-session-amendments-to-the-olympic-char>

## Appendix 1: Review of existing Knowledge

### Create an effective communication plan to enhance the Internal Communication Strategy of the Olympic Council of Asia

Full Reference of Publication	Description of content – Key Points	Useful for your project
Olympic Council of Asia, Administrations Structural <a href="https://ocasia.org/council/administration/">https://ocasia.org/council/administration/</a>	Key Documents of the Olympic Council of Asia describes its overall the bodies and structural units of the OCA	Yes – helps to describe the structure of the OCA Administration and to highlight some of the key stakeholders of Internal Communication the OCA. Also helps to describe position of the OCA within the OCA Sports environment.
International Olympic Committee, Olympic Charter in Force as From 17 July 2020 <a href="https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/General/EN-Olympic-Charter.pdf">https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/General/EN-Olympic-Charter.pdf</a>	Key document of the Olympic Movement. It contains Fundamental Principles of Olympism Rules and byelaws anyone involve in the Olympic Movement has to comply with.	Yes – Internal Communication of the Olympic Council of Asia must follow to Fundamental Principles of Olympism. The Olympic Charter also sets out of the position of the OCA within the Olympic Movement.
MEMOS XXII / 2018–2019 Barbora Žehanová Tutored by Professor Luc Vandeputte	Building a communication plan to enhance internal communication of the NOC of the Czech Republic -	YES – helps a lot in how I can create the thesis structure and open to a new idea related to enhancing internal communication.
Pedersen, P. M., Laucella, P., Geurin, A., & Kian, E. (2020). Strategic sport communication. Human Kinetics Publishers.	This book examines the evolving field of sports communication. It provides a complete approach to the interrelated and multifaceted application of sports communication to help the reader understand modern trends of communication in sports and industry demands.	Yes- It talks about strategic sport communication which is in line with the thesis topic of internal communication strategy in sports organization.
Stoldt, G. C., Dittmore, S. W., Ross, M., & Branvold, S. E. (2020). Sport public relations. Human Kinetics Publishers.	This book comprehensively examines the practice and value of public relations in sports. It reflects on the evolution of the field of public relations using modern applications across a vast range of media channels.	Yes – It provides readers with knowledge on the importance of brand communication and the management of both internal and external organizational relationships which are relevant to the project.
Parent, M. M., Naraine, M. L., & Hoye, R. (2018). A new era for governance structures and processes in Canadian national sport organizations. Journal of Sport Management, 32(6), 555-566.	The paper examines the impact of the numerous changes that have been happening in the sports systems landscape governance of national sports organizations in Canada since the 1990s.	Yes- It looks at the governance processes and structures in the Canadian National sports Organizations. Internal communication is a key component in the governance of an organization.

Scott, D. (2021). Contemporary leadership in sport organizations. Human kinetics.	This eBook provides information from research on contemporary leadership in sports organizations to give the reader the knowledge of skills and practices that are necessary in the sports industry.	Yes. It looks at the importance of good communication among leaders and players in order to create a strong team that is able to effectively interact with each other. It provides sports-specific examples to help one learn effective approaches to leadership thought, strategy, and action which are relevant to the thesis topic.
Kalinina, O., Suschenko, V., Shchegolev, V., & Barykin, S. (2018). Logistic development and use of personnel motivation system based on the chosen strategy of sports organization. In MATEC Web of Conferences (Vol. 193, p. 05063). EDP Sciences.	The paper discusses how to improve logistics in a sports organization. It also provides some information about personnel motivation systems to help with this process. The chosen strategy that was discussed was used in soccer organizations and how it has helped them become more successful in their career.	Partly – Proper internal communication is a requirement in personnel motivation within an organization. It is somehow relevant to my paper because it talks about sports organizations.
Krieger, J. (2020). The foundation and early years of the Olympic Council of Asia: A controversial body making controversial politics. In The Routledge Handbook of Sport in Asia (pp. 107-117). Routledge.	The chapter outlines the foundation of the Olympic council of Asia and its link to national politics.	Yes – It provides useful information about the Olympic council of Asia which is the case study organization for the project.
Wenner, L. A. (2021). Media, sports, and society. In Research Handbook on Sports and Society (pp. 111-126). Edward Elgar Publishing.	The author looks at the importance of interdisciplinarity in the socio-cultural study of mediated sport. The author provides a summary of the key considerations to understanding mediasport fan experiences and narratives, mediasport interpellation, among other key considerations.	Yes – The paper reveals the tensions and opportunities used to consider the complementary and offset priorities of the dispositions to studying sports communication and debates in studying new media impacts.
Salgado, P. (2021). Communication and Sport. Strategic Communication in Context: Theoretical Debates and Applied Research, 399.	The paper presents a model of strategic sports communication with an aim of encouraging researchers to look deeper into the field of sports communication.	Yes – The paper's main focus is for there to be more strategic communication within the sports industry which is applicable to my project.
Tariszka-Semegine, E., n.d. Organizational internal communication as a means of improving efficiency. European scientific journal.	The paper looks at how internal communication within an organization improves efficiency. It provides a definition of organizational communication, the levels of internal	Yes- It provides an assessment of how to improve efficiency through organizational internal communication.

	communication, and the effect model of internal communication.	
Vance, R. J., 2006. Employee engagement and commitment: A guide to understanding, measuring and increasing engagement in your organization. SHRM foundation's effective practice guidelines.	This book acts as a guide to understanding, measuring, and increasing employee engagement and commitment in an organization.	Yes- Organizations that have well engaged and committed employees have a competitive advantage over those that do not. Internal communication is a key ingredient in employee engagement.
Pickel, 2022. 12 tools to fix internal communication pain points in 2022 & beyond.	This article provides a detailed description of examples of technology tools that are used to facilitate internal communication in organizations and how they are used	Yes- It helps in answering the research question on the best tools for internal communication in organizations.
OCA, 2019. Olympic Council of Asia constitution and rules.	The constitution for the Olympic council of Asia contains the rules, regulations and laws governing the performance and governance of the Olympic council of Asia.	Yes – It contains almost all the necessary information required to understand the case study organization selected for the project.
Borozan, D., & Reic, J. (2020). MANAGEMENT AND MARKETING AS PROGRESS GENERATORS IN NON-PROFIT SPORTS ORGANIZATIONS. Economic and Social Development: Book of Proceedings, 194-200.	This book focus on the formation and maintenance of positive, enduring, and mutually advantageous relationships between professional athletic organizations and their stakeholders." They clarify that professional sports organizations have various stakeholder types, each with particular demands and expectations. Relationship marketing aims to create strategies that target each market (group of stakeholders) in order to forge bonds and establish relationships with them.	Yes –Owing to a lack of research on internal communication in sports, in this paper, we have borrowed ideas from business organizations but on a non-profit organizational term, as described by (Borozan, & Reic, 2020), who argue that sports marketing and communication in non-profit organizations must be regarded as an integral sector of sports management since management without a marketer and effective communication cannot make a good and top results (Borozan, & Reic, 2020)..
Riemer, M. J. (2007). Communication skills for the 21st century engineer. Global J. of Engng. Educ, 11(1), 89-100.	Interesting book about Internal Communication in Sports and how Athletes in Asia belong to their respective Regional Federations through which they get their disseminated information. Since there is no direct communication channel that proves there are limited ways in which athletes express their opinions to their federations (Riemer, 2007).	Yes – its helps to ensure that all the Olympics activities and ideals are adhered to, and the goals and visions are well promoted to their audience, the communication commission advises the body about every session about the progress and what comes next. These are all presented to the OCA president on strategic communication.

	However, on the other hand, athletes have a limited understanding of the roles of federations.	
Men, L. R. (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. Management communication quarterly, 28(2), 264-284.	A deliberate and thorough communication plan is essential to successful change or successful development. The idea of a communication strategy is that it is a functional strategy that gives the communication function direction and concentration.	Yes - A professional acting as a communication manager at the functional organizational level facilitates it. It results from strategic decision-making by senior communication professionals and top managers about the administration of and interaction with strategic stakeholders. Strategic communication is known as the deliberate practice of delivering ideas in a clear, concise, and persuading manner. A strategic use of communication skills is essential to a manager in any organization like sports organization, and this should be an intentional effort, that should also be consistent with the mission, values, and strategies of the OCA organization.
Cox, D. (2017). Delivering effective internal communications—delivering ROI through employee engagement: industry benchmark analysis & best practice advice.	By definition, a strategy serves as the foundation for organizational behavior. It articulates an organization's goals, outlines its preferred course of action, and lists the key activities and projects required to carry out its mission. In the business world, communication strategies are frequently used in business plans to describe how to communicate with diverse groups of individuals. A single company may have several strategies for several individuals, including customers, investors, rivals, or staff. Some businesses even have internal communication strategies for communication within the company itself. These approaches are used to choose the information to communicate with clients or investors as well as the format in which that information should be presented. The organizational body's lifeblood is knowledge, insight, and information	
<ul style="list-style-type: none"> <li>- Richard et al. (2009) organizational performance</li> <li>- Riveros, 2015 organizational performance</li> <li>- Stegăroiu &amp; Talal, 2014 organizational performance</li> </ul>	The books related to organizational performance focus on how the communication must be included in any strategy that is used to improve performance, a Clear communication strategy is one of the most important	Yes, definitely the Communication tactics influence the motivation for change and improvement. While providing feedback on progress, effective communication keeps everyone focused on goals and priorities. Effective communication



	<p>recipes of any organization that has achievable objective.</p> <p>Result oriented behaviors should also be added to the performance measures as tools and concepts from training and education like leadership training and management development which are important in skill development required attitudes for performance management.</p> <p>A successful strategy ties to corporate objectives. Aligned initiatives frequently improve organizational effectiveness.</p>	<p>strategies, systems, and practices have a huge and direct effect on organization learning and innovation.</p>
<ul style="list-style-type: none"> <li>- Thompson (1965), Organizational Structure</li> <li>- Goldhaber et al. (1984) Organizational Structure</li> </ul>	<p>According to Thompson (1965), organizational structure refers to the internal hierarchy of relationships, power, and communication within the organization. Likewise, organizational structure is described by Goldhaber et al. (1984) as "the network of links and roles existing across the organization." The established network of connections between the various parts of an organization is known as its structure. In this context, the term "organization structure" refers to the web of connections between people and roles inside an organization.</p>	<p><b>Very important that OCA must enhance the Organization structure</b>, is the formal system of task and reporting relationships that manages, directs, and inspires staff members to collaborate and work as a team to accomplish organizational objectives. Actually, the organizational framework is described by the organizational structure. The hierarchy of authority inside the organization also affects how well communications work which is we don't have in OCA.</p>
<p>Scott, D. (2021). Contemporary leadership in sport organizations. Human kinetics.</p>	<p>Important book describes the Internal Communication Strategy as a well-laid plan for the transmission of information to the internal stakeholders in an organization. Effective internal communication is the backbone of success in an organization. Effective internal communication aids in management as it provides clear and understandable information. Successful internal communication needs all the persons involved to acknowledge the need for a communication strategy</p>	<p>This book contains main information about the definition of effective internal communication and about its key principles – all are applicable to the project.</p>

<p>Kalinina, O., Suschenko, V., Shchegolev, V., &amp; Barykin, S. (2018). Logistic development and use of personnel motivation system based on the chosen strategy of sports organization. In MATEC Web of Conferences (Vol. 193, p. 05063). EDP Sciences.</p>	<p>The book presents knowledge in Sports administrators have numerous responsibilities in sports organizations. They oversee every aspect of the sports organization. Most areas involve communication, including; coordinating and monitoring the coaches, formulating budgets with financial planners, interviewing potential organization employees and athletes, and holding meetings with investors, among other officials</p>	<p>OCA must improve internal communication to maximize productivity and enhance employee morale. OCA administrators need to support open communication in the workplace to enhance positive working environments that can lead to more effective organizations.</p>
<p>Wenner, L. A. (2021). Media, sports, and society. In Research Handbook on Sports and Society (pp. 111-126). Edward Elgar Publishing.</p>	<p>This book states that there are few writings about strategic sport communication that can help explain the execution of practical strategic sport communication efforts. Strategic communication experts need to understand how a particular industry function. With the rise of social media, sports communication strategists need to know where to channel their training. Understanding the sports industry is paramount for a person to train in strategy in sports communication.</p>	<p>Yes - in sports governance, sports experts need to be the ones leading in various areas. Communication strategists having sports education will help steer sports organizations forward and help them achieve their goals. Such an expert will help in the internal communication of the entire organization and help the management, the coaches, and the players to work together in harmony and achieve the best of their talents. An organized sports administration will help in gaining the trust of the fans and parents, and this is very important in the sports organization.</p>
<p>Salgado, P. (2021). Communication and Sport. Strategic Communication in Context: Theoretical Debates and Applied Research, 399.</p>	<p>The model illustrates the uniqueness of communication in sports. The sports communication model is influenced by communication perspectives and sports-related areas in the communication field. The areas can include; management and marketing, as these two affect sports organizations. Sports communication has three main components: Personal and Organizational Communication, Mediated Communication, and Sport Communication Services (Salgado, 2021). The models use modeling to</p>	<p>The model uses many perspectives in communication and sports. While implementing such in a sports organization, one needs to understand different communication perspectives, the communication process, and communication theory and apply it in sports. Sports communication is a process that does not occur in a vacuum, and there must be a context. In this case, the context can be personal, such as face-to-face or small-group communication. It can also be in an organization setting, between or</p>

	show the process and the components of sport communication. It is also affected by the applied communication areas such as the communication needs of sports organizations, ways of improving internal communication between sports managers and their employees, and ways of addressing the public, among other communication perspectives.	among sports organizations; the context can also be mediated type of communication which uses the new media. Additionally, the context can be sports communication support services such as sports public relations podcasts, among others. Other components of the model offer a detailed segmentation of the whole field of sport communication.
Salgado, P. (2021). Internal Communication Tools in a Sports Organization	Every organization has communication tools, which can be grouped into internal and external. In this case, internal communication tools that can be used in sports organizations can be further grouped into different classifications based on how they facilitate internal communication. They include; collaborative, file management, messaging, conference, digital boards, and task management (Collaborative Tools, Conference Tools, File Management tools, messaging tools, project management Software and Digital Boards)	Very important tools can helps with the lack of communication in OCA, try to find the missing tools to be helpful during a later stage of the project.
Survio.com, 2013, Kvantitativní výzkum (Quantitative reaserch). <a href="https://www.survio.com/cs/blog/serialy/kv">https://www.survio.com/cs/blog/serialy/kv</a>	A series of articles on an online platform that offers various surveys tools.	Yes – this series covers basic principles of quantitative research. Also, some parts about qualitative surveys useful for the research part of my project can be found here.
Shelton, K., Social Media Week, 2018. Workplace by Facebook, Slack, or Yammer: What Is The Best Office Collaboration Tool. <a href="https://socialmediaweek.org/blog/2018/07/facebook-workplace-slack-or-yammerwhat-is-the-best-office-collaboration-tool/">https://socialmediaweek.org/blog/2018/07/facebook-workplace-slack-or-yammerwhat-is-the-best-office-collaboration-tool/</a>	An online article that compares web/mobile applications for workplace communication that are currently used most often.	Yes – As OCA help to Start using the Workplace platform to observe other options comparable to it. After reading this article I will look into Workplace's options and tools much more in detail

## **Appendix 2: Internal Questionnaire**

### **OCA Employees and Executive Board**

In the frame of the MEMOS XXV ([www.memos.degree](http://www.memos.degree)), I will have to deliver a final project focusing on:

- a) The internal communication background in Olympic Council of Asia
- b) What are the most appropriate tools to enhance the Internal Communication in OCA

The questionnaire which you hold in your hands is anonymous. Its purpose is to analyze several aspect of your experience:

#### **1) RESPONDENT DETAILS**

- a. Age\*:
  - 18-24 years
  - 25-34 years
  - 35-44 years
  - 55-64 years
  - 65+ years
- b. Your Work status\*:
  - Employee (Full Time)
  - Employee (Part time)
  - Volunteer (Board Member or Manager)
  - Volunteer (Events, Projects)
- c. Position within the Organization\*:
  - Junior management employee
  - Middle management employee
  - Senior management employee
  - Senior management Volunteer
  - Executive board Volunteer
- d. When did you get involved (Employee or volunteer) in the Olympic Council of Asia\*?  
(Choose from the drop-down menu)
  - Less than a year
  - Between 1-2 years
  - Between 2-4 years
  - More than 5 years

## 2) Overall Internal Communication

a. Which of these bests describe communications within Olympic Council of Asia?

	Absolutely Poor 1	Poor 2	Neutral 3	Good 4	Perfect 5
Information Quality					
Appropriateness of information					
information flow					

if you wish you can give justification of your answer

--

b. How would you rank the internal communication content:

	Very Poor 1	Poor 2	Neutral 3	Good 4	Very Good 5
Strategic Direction					
Imperatives					
Internal meetings					
Projects					
Happening (events, board meeting Forum, projects, news)					

if you wish you can give justification of your answer

--

c. Ongoing communication at OCA:

	Absolutely irrelevant 1	Irrelevant 2	Neutral 3	Relevant 4	Very relevant 5
Timing of the communication.					
Relevance of the Communication					
Quality of Content mix					

*Any suggestions on the communication frequency, content, format?*

e. OCA is committed to have an 'open door' policy to foster communication between management and employees.

*Disagree          neutral          Agree.*

*Any suggestions on how we can improve open communication.*

### 3. Communication content

a. Which information do you feel it is important to receive information on (you can make multiple selections):

	Not Important 1	Slightly important 2	Neutral 3	important 4	Very important 5
OCA strategy and future direction					
OCA games					
OCA projects					

Overall company performance					
Press activity and presence.					
Human resources policies and employee benefits					
Technology developments					
Issues and trends affecting our business.					
Company success stories					
Competitive initiatives					
Marketing programs					
Community involvement					
People updates.					

#### 4. Communication channel preference and format

a. How do you typically get information about OCA including Olympic Charter, code of ethics, events plan, new initiatives, announcements etc?

	Totally inadequate 1	inadequate 2	Neutral 3	Adequate 4	Totally adequate 5
From OCA website					
From email					
formal letter					
From external sources (social media pages)					
From internal app					
From my manager					
Others (pls specify)					

b. What drives you to open emails / newsletter?

--

c. Which online tool(s) do you use to share documents and tasks with your colleagues? Select top two preferences. \*

	Rarely 1	Occasionally 2	sometimes 3	frequently 4	Very frequently 5
Server					
E-mail					
Dropbox					
Google docs					
WhatsApp					
Telegram					
Internal App					
Others					

d. Do you have information about projects or events you are not directly involved in? \*

Yes

NO

If you wanted to share some information that matter to you with all your other colleagues, what tool do you use for it the most? (More channels allowed)

	Rarely 1	Occasionally 2	sometimes 3	frequently 4	Very frequently 5
E-mail					
Workplace					
Phone call					



WhatsApp group					
Other					

How did you feel about your communication channels?

Very satisfied   Satisfied   Neutral   Unsatisfied   Very unsatisfied

### 5) Field for comments

As much as this questionnaire is meant to be comprehensive, it cannot cover all topics of internal communication of the Olympic Council of Asia from everyone's point of view. Please, feel free to elaborate on any thoughts you have about what we could do better to enhance our internal communication, to fulfill your expectations, about what you are missing or what do you like.

*In your view, what are the top three things that can make our internal communications more effective?*

## Appendix 3

### Internal interview – qualitative analysis

#### What is the current situation of internal communication in OCA?

##### 1. OCA Chair – Media Committee and President of Macau Olympic Committee,

**Mr. Lo Keng Chio, Charles**

We at the national Olympic Committee in Macau, China, have an office manager, finance manager, and office assistants. All incoming correspondence is shared among the staff and discussed with the president before making any decision. Since a small team constitutes the Committee in Macau, it is vital to keep the staff members on the know-how in all management and operational aspects, ensuring that each staff member is apprised of the daily issues during the meetings. We at the committee in Macau conduct internal communications via email, text, or telephone calls and even print posters on the notice board. The Committee of Macau adopts communication tools such as social media, text messages, WhatsApp groups, telephone calls, and staff meetings.

Our strategies include inclusive, open, and transparent communication channels that enable every member to be in the loop on what is going on and how to prepare for its mission and future impediments. Regarding external communication, we ensure that important matters such as correspondence with the OCA are conducted via the president's approval on any communication. We also conduct the same in draft letter amendments, and final drafts are looked at before communication is circulated under the president's name. The Macau Olympic Committee distributes information to teams through handbooks, books, guides, and manuals that staff bring from overseas meetings, such as the Chef de mission seminar stored within the office. We ensure that critical information and pages such as timelines and deadlines for accommodation are also highlighted. These critical dates are also transferred to the office noticeboard. The office manager makes notes and minutes, and reviews sent to all the members in attendance at the meeting. Staff members can suggest any changes and additions before the final report is forwarded to the president for approval and incorporated into the minutes.

We also undertake a briefing for all the staff by the representative attending the meeting that is conducted at the available opportunity. Hence, every person is aware of the developments and emerging issues. We at the Macau Olympic Committee rarely deals with issues of team cohesion and conflict since it only has three employees who understand the need to be team players and help each other each staff member is aware of their daily duties and may also take on additional tasks such as preparation to host the GA and the Executive board meetings these events also cultivates team spirit and the necessity to work and bond with colleagues both within and outside the work environment hence cultivating positive team spirit. Regarding managing calendar events, the committee hosts informal lunches for staff once every month to discuss calendar events, entry timelines such as entry by sport, number, and name for OCA games, and allocate tasks as need be. These informal quasi-social events bring staff together and encourage discussion and ideas. In case of erroneous decisions, we discuss and deal with them in a friendly manner and are dealt with professionally on an equal footing among staff to ensure everyone

benefits and learns from their mistakes. These critical dates are written on calendars and wall charts within the office so staff members can keep up with the requisite timelines. Where a vacancy arises within the committee, we encourage staff members to recommend qualified candidates, and those that are unknown to staff members are recruited with impeccable references that can be easily followed up.

We at the Macau Olympic committee prefer holding meetings where staff members can make notes formally or with the executive in the board room or informal gatherings such as staff luncheons. The Macau Olympic committee selects new staff through a competitive process and give specific task so that they are at liberty to use their initiative and not wait to be told what to do. In selecting new staff, we highlight the growth of the sports movement in Macau, the facilities, and the achievements of our athletes in the Asian games and world championships. The same is to make staff feel part of the success while introducing them to the national sports associations affiliated with the Olympic committee. The Macau OCA official recommends the use of WhatsApp groups and informal lunch meeting. He suggested the adoption of Microsoft Teams, which provides video calls, chats, and effective sending of files and photos and scheduling calls with staff members. The media committee meetings are effective for the Macau committee to appraise members on the works of the OCA, such as through the website, sporting Asia Magazine, social media trends, and media services and TV broadcasts preparation for upcoming events.

The NOC officials routinely check the OCA websites to view new guidelines and statements and reads the reports for the Standing Committee and Executive Board. The OCA is also quick to transmit official correspondence to the president regarding EB matters and meetings, enabling the NOC to prepare passports, photos, and details of the staff who will attend. The Macau committee official opines that the communication lines with various OCA departments are always open. We conduct our business in a friendly, professional manner on both sides, highlighting the unity and spirit of collaborations with the Asian Olympic sporting Community.

## **2. OCA Head of Athletes Development Department and Special Project, Mr. Tony Tarraf**

Internal Communication is very important in any organization; this question was asked in order to find out how internal communication is important in organizations and how employees currently deal with the currently communication strategies. Mr. Tony Tarraf from OCA one of the interviewees stated: “if I want to summarize how I would like to deal with Internal Communication I can say it’s good for everyone to be informed when he or she should be informed using the right means of communication and ahead of time. especially for information that shouldn’t be disclosed outside the organizations when we have hot topics or news and also for upcoming events and meetings for everyone to be ready in case, he or she should attend or be involved in one way or another”. From Mr. Tony tarraf response it is clear that communication is of great importance especially when there is a structure for both the management and employees to pass their ideas or any information clearly. Thus, when it comes to individuals they should always communicate with their colleagues when they are directly connected with a project daily in order not to miss any information that will affect the flow of work efficiency.

The head of the Athletes Development Department and special projects avers that communication is critical and that we deal with internal communication to inform every person when they should be informed and the correct avenue of conveying information on time. The same ensures that communication is kept confidential and staff members are ready before any meetings. Individual communication is maintained with colleagues directly involved in a project so as not to be exempted

from any information that may directly impact workflow and efficiency of executing their mandates. The OCA head of athletes' development and special projects uses formal and informal communication, including verbal and written communication, depending on the issues and the requisite formalities. The committee uses email, memos, or internal platforms that are very critical, although the same needs to be in line or clear. OCA prefers using email or one on one meetings. As the OCA head of athletes' development shares the summary of meetings via email since it is its formal communication channel.

The OCA official noted that the onboarding and introduction process should be more adequate due to lack of communications or standards and means. The OCA official suggests weekly and monthly meetings as an organization and a weekly meeting for top management, heads of departments, and directors. He suggested using emails to avoid conflicts and make communications clear and transparent. The OCA department notes that communication has been positive. Internally communication with its team is conducted timely, using the right channels and conducting monthly and weekly meetings. We also keep our members and members of other departments informed. We schedule calendar events on time, and external communication is smooth with the stakeholders and is clear and straightforward.

### **3. OCA Executive Board member and Japan's National Olympic Committee Member Mrs. Mikako Kotani**

At the JOC we do not have tools for communication. Notably, we only keep the NOC goals in mind during meetings. The senior executive member of JOC attends various meetings under JOC, and effective communication aids JOC staff through physical attendance of the entourage commission and Olympic movement commission. We at the Japanese NOC attempts to share the information via meetings and has a close and casual relationship with the staff members, thus giving out the information to them through personal mail or lines. The Japanese committee obtains information from various meetings and shares the information in every meeting. The Japanese Olympic committee has no onboarding issue since we have no policy on the same. We at the JOC commends the staff for joining the local beach cleaning activity as part of the SDG agenda. The same is also a good opportunity for us to bond and feel the value of the sports or Olympic together at the beach since this cultivates teamwork. We at the Japanese NOC has a positive view of communication. The same has enabled our staff to know the OCA better, particularly by attending the OCA general assembly and online meetings. The experience is effective since OCA has the athletes' development department as a group not only to support Asian athletes but to communicate with the NOC athlete's department.

### **Conclusion**

It is evident from the interviews that each country's committee ensures that they maintain communication channels with its staff members to inform them of the critical developments and to prepare them for upcoming meetings and events. However, some committees such as the Japanese and OCA did not have elaborate mechanisms to deal with internal conflicts and especially the Japanese NOC lacked the tools to disperse information. notably Japanese and the Macau Olympic Committee did have in place elaborate mechanisms and tools to handle conflicts, to disperse information and to ensure that its staff and members were properly prepared and informed of upcoming events, for meetings and recent developments. These two national Olympic committees have demonstrated advancements in dealing with conflicts, onboarding processes for new employees and their competitive selection process.

The committees also show that communication paradigm of the OCA with their NOC is critical in ensuring smooth implementation and effective functioning of their Olympic committees.

From the findings internal communication depends heavily on upward communication. Because they pay close attention to the complaints, issues, recommendations, and opinions, managers become effective. To boost global competition, some businesses are creating new management approaches, which could have an impact on crucial corporate choices. Horizontal communication is crucial for problem solving, meeting planning, and helping with significant projects for the firm.

Social media, digital platforms and professional information integrates employees' workdays, allowing coordination and encouraging specified organizational behaviors that significantly impact their performance and, more broadly, that of the company. This enhances the flow of communication that typically allows sharing opinions, ideas, conventions, and emotions. In actuality, working is an activity that necessitates discursive practices and communication skills, both of which are essential to participants' professional identities and occupations.

---

## Appendix 4:

### An Interview guide for peer learning

- 1- Can you please let me know how you deal with Internal Communication in in you NOC?
- 2- What tools and strategies do you use? It is aligned with the NOC goals and External Communication?
- 3- How did you distribute the information need it to your team
- 4- Regarding all the meetings held by the NOC for the different departments how you share the points and the summary meetings with the team?
- 5- What is the best communication channel you use to let everyone aware about what's going on?
- 6- Please let me know the onboarding process in you NOC. Did you introduce well the new colleague? Do you give enough information about the NOC and what kind of information you give?
- 7- Could you suggest any ideas or changes for internal communication you feel it work in our Era?
- 8- How to avoid your NOC team from the issues such as:  
(Potential conflict between employees, Absence of a teamwork and spirit, taking a wrong decision, find difficulties to lead, Less productivity, Conflict in schedule and Calendar Lack of sharing information, news and data and etc...)
- 9- As OCA Athletes Committee Chair and OCA Executive Board member, please describe OCA from the Communication part with your NOC , OCA standing Committee and as Executive board?

#### **1) Respondent**

- Position within the organization?
- How much are you involved in the internal communication of your organization?
- How long have you been with your organization?
- How did internal communication of your organization evolve throughout that time?

#### **2) Organization**

- In case of NOCs – NOC and/or confederation?
- Number of staff: (if exact number could not be provided, then comparison to the OCA more or less than 50 employees/long-term external co-workers?)
- What is the composition and landscape of your staff? Do you have many different target groups you have to communicate internally to? (age, levels etc.)?
- Location: (one office / more offices in one city / more destinations in one country / abroad representation...)
- Do you have a specific department/staff member(s) responsible for internal communication? (No special department / comms department / HR / CEO or SG / shared responsibility etc.) + connected question: Does your organization have a dedicated HR department/manager?

- If you have a special department / staff member(s) responsible for internal communication, since when do you have it? Why did you establish it? Did you use some special audit before establishing it?

### **3) Internal communication of your organization**

- Do you have a specific communications manual and procedures in your organization? Is it set in stone, or informal?
- Do you concentrate on improving your internal communication? How? Why? What kind of benefits does it bring to your organization? How do you measure results?
- Do you support dialogue in your organization? If yes, what tools do you use for that mostly?
- Do you provide your managers or team leaders (or other staff members) with communication skills training?

### **4) Information**

- How do you share information from your board meetings with your staff?
- How do you share information from your managerial meetings with your staff?
- How do you share plans of events with your staff members?
- How do you share important information (top managers leaving, budget cuts and other key info with your staff?
- How do you share good news (e.g. about your projects) to your staff members?

### **5) Tools and channels of internal communication**

Which of the channels/tools mentioned below are used in your organization? How do you use them?

#### **Personal contact**

- Personal conversations
- Word of mouth
- Communication department
- Teambuilding's and/or events (if yes, how often?)
- Having lunches together provided by the organization
- Other....

#### **Meetings**

- How often do you conduct meetings in person?
- What kind of meetings do you conduct (managerial, teams etc.)
- How often do you conduct remote meetings via Skype, Zoom, conference calls or etc.?
- Do you have a specific structure and set up for meetings? (Seating, presentations etc.)
- Do you use special tools to engage participants actively in the meeting ?

- Do you take minutes of a meeting? If yes, what communication channel do you use to distribute them?

- Written and printed documents
- E-mail
- Internal App
- WhatsApp Group
- Other

#### **Newsletters**

- Printed
- Electronic
- Both

#### **Electronic communication**

- E-mails (any policies on how and when to use e-mail?)
- Workplace
- Other...

#### **Sharing documents**

- Server
- E-mail
- Google Docs
- Teams
- Dropbox
- Internal App
- Other

#### **Social media for internal use**

- Twitter
- Facebook
- Instagram
- Other

#### **Chats**

- Messenger
- WhatsApp
- Viber
- Telegram
- Other

#### **Voice and visual communication**

- Phone calls
- FaceTime



- Zoom
- WhatsApp

### **6) On-boarding process**

This is a topic connected much more with HR, but it can influence internal communication a lot.

- Do you have a formal on-boarding process for your new staff members and materials you give them?
- Do you have a formal process of education or succession?

### **7) Communication with key stakeholders**

- Do you consider NFs as being part of your internal communication, or not?
- What kind of communication tools do you use to communicate with your NFs?

## APPENDIX 5

### Internal Communication within other organization

---

#### 5.1 Summary of Research

The research project “How do other similar NGOs in Asia and similar Sports Asian Governing bodies deal with internal communication? A Case study of OCA” was premised on six major sections, including an interview and a questionnaire design to understand the connection between the Attractive National Olympic Committees peers from different zone in Asia to learn and have chance to realize and compare the culture and to compare the processes and tools used.

For the last research method, interviews, and Questionnaire from six different organizations were collected.

Among these organizations are:

- 1- Iran National Olympic Committee.
- 2- Jordan National Olympic Committee
- 1- Saudi National Olympic Committee
- 2- Sri Lanka National Olympic Committee
- 3- Asian Football Confederation

#### 5.2 NOCs MEMOS peers Interview

##### Jordanian Olympic Committee:

The Jordanian Olympic Committee Secretary General indicate that there are two arms of internal communication: the executive communication body conducts regular fortnight meetings in person or through zoom. There are also nonregular meetings on a needy basis. There are weekly reports on project activities and the progress of tasks and regular biannual in-person meetings by staff members. The Secretary General of the Jordanian Olympic committee implemented open external communication to keep the public and sport sector stakeholders apprised of sporting activities. Our communications and strategic tools include a quarterly newsletter, social media platforms and websites, annual reports, ongoing publications encompassing national sports strategy, impact studies, and annual surveys. The Jordanian Olympic Committee also conducts regular media pressers for management and leadership staff. The Jordanian Olympic committee distributes information to our team through regular meetings and digital avenues such as Zoho people, emails, and WhatsApp. We at the Jordanian Olympic committee ensures that for each meeting, there are detailed minutes of the proceedings covering all the critical points discussed during the meeting and a list of action points with due dates and mandates.

These mandates are monitored through the SG office in collaboration with the evaluation and monitoring department. We at the JOC prefer sharing information through meetings or personal emails and lines. The JOCs governance policy is transparent in the employment process, which is divided into two phases.

The initial phase is recruitment which includes public announcement, a set of interviews, clear selection process premised on qualification and budget. The second phase is the onboarding process which includes an official email to all staff welcoming the new employee with their photo attached, giving the employee a tour around the JOC and formal in-person introduction to staff members, and conducting a week-long orientation and capacity building where needed. The Jordanian Olympic committee suggests using digital platforms and technology to expedite communication and increase engagement throughout the organization and beyond. At the JOC our HR system also makes announcements using Zoho people HR System, various social events that occur throughout the year, management meetings, and communication is also done via email. The board of directors conducts meetings every two months regarding JOC's institutional body of communication. There are regular meetings of the executive office twice a month. Emergency meetings are conducted on a needy basis, and there is the ordinary general assembly and the extraordinary general assembly. JOC also conducts non-official meetings, and messages are conveyed using newsletters. As the secretary-general I involve JOC staff members in our activities, such as inviting them to the OCA meetings to motivate them and supporting them to ensure cohesion and team spirit.

On the other hand, we at the OCA distribute the information to our team via email and conduct weekly or daily briefings and one on one and team meetings. At the JOC we prefer formal communications via emails announcing people and informal communication through WhatsApp and Slack, which was stopped due to a lack of certain features, such as voice recording and has an effective archiving system. At the Jordanian Committee we have good communication in terms of newsletters and official communications channels. When things need to be clarified, OCA's friendly staff have built a good relationship with them and is available to respond to any emerging issues. Regarding the EB voting letters, the OCA circulates the same to the board the deadline to respond needs to be revised. The OCA sports committee members have only met occasionally since the committee's inception. This is because the committee has a lot of items to be deliberated upon concerning the Hangzhou 19th Asian Games. Previously we faced challenges where circulations were sent out to the NOC, including decisions that the sports committee unanimously agreed upon. However, no communications were sent to the committee concerning the same. We observe that remaking such decisions and announcements should be properly circulated and received by NOCs, as the same is critical in governance matters.

#### **Iran Olympic Committee:**

In an interview with Mr. Farid Fatahian from Iran National Olympic Committee stated: "It deals with internal communication through official bureaucracy and official notices depending on the nature of communication i.e it is a federation, organization, ministry or other domestic bodies." Hence the information must appropriately move across an organization and at the right time, regardless of your communication channel or tool, whether it be an SMS alert system, email, intranet, or instant messaging

program. Stifled or hampered communication can negatively impact production, staff morale, and employee retention.

Mr. Farid Fatahian stated: “When it comes to decision making; based on the NOC Statute, decisions are thought and brainstormed by the Executive Board. If needing official approval, depending on the subject, they will be submitted to the General Assembly. Letters, surveys, face-to-face talks, interviews are the most common tools used for communication. YES, all of them are in line with the Statute, goals and objectives of the NOC and external communication” This study found that considering textual communication, electronic communication such as blogs and email, newsletters, and publications, among other things. Furthermore, notice boards and other forms of social interaction could be used to announce information like events and news. Organizations have access to various internal communication channels, including phone conferences and video conferences.

Lastly Mr. Farid Fatahian from Iran National Olympic Committee recommended the following should be implemented in order to enhancing the Internal Communication in Sport Organization in the new Era: “Removal of language barrier: training local staff in developing a second language learning; direct involvement of the experts and staff in decision making procedure based on their level; facilitating higher education for the personnel and professional skill development courses; clarification on the roles, responsibilities, area, self-esteem, self-marketing and better representation; increasing the budget in terms of salaries and wages; balancing the tasks with definitions of the organization; purposeful recruitment of the staff rather than instructed staff acquisition and lastly quality-oriented process of management and election rather than selection and personal connections. From the finding Communication must be included in any strategy that is used to improve performance. Clear communication strategy is one of the most important recipes of any organization that has an achievable objective. Employee engagement and alignment with the organization's business objectives are two characteristics of a well-defined plan.

### **5.3 NOCs MEMOS peers Questionnaire**

#### **1. KSA Saudi Arabia NOC**

In the interview with Saudi NOC KSA on how they deal with internal communication, they responded that the Saudi committee communicates internally through the human resource department. Internal announcements are made via the MARCOM department for news, media announcements, and employee-to-employee communication. The offices apply an open-door policy, and all employees can conduct group meetings. The tools and strategies ensure they keep up with novel developments. It connects them with personalized content that ensures they get acquainted with each other. The SOPC operates a closely knit unit that encourages employees to break all barriers, deliver work and solve problems as teams. SOPC ensures senders understand the receivers' knowledge, communication, skills, and attitude, including their background in NOC. Regarding the receivers' mindset and the audiences, the diversity falls within the professional background. At times, the sender is talking of an expected service that needs specific knowledge about IT that may not apply to the receiver.

In recommending how to enhance internal communication in sports organizations in the novel era, SOPC suggests a need to deploy IT infrastructure and similarly encourage a face-to-face gathering to humanize relationships within the organizations. The respondent is the executive director of Marketing and Corporate Communication, who is involved in more than the communication aspect. He is 10% involved in internal communication. The respondent has been with the organization for the past six years and has witnessed the internal communication of the organization evolve through the online transformation that has changed internal communication just as external communication in recent years. The organization is NOC, with approximately 120 employees. It consists of various managerial levels and departments and is located in one Olympic Complex. There is a specific department, such as Human Resources; however, no special department or staff is responsible for internal communication.

In terms of internal communication, the organization adopts informal communication and concentrates on improving internal communication through continuous face-to-face meetings. The organization supports dialogue and is used in immediate problem-solving to keep a friendly and family environment. It also maintains staff and team leaders who have communication training. Regarding information, meetings are conducted, and information is shared via e-mail to share information on managerial meetings with staff members, including important information affecting staff and the management and good news. The tools and channels for internal communication are used in various meetings including personal contact.

In-person, meetings are conducted daily, and the same is conducted in teams. While remote meetings are held once a week, there is no specific structure and setup for the meetings, and special tools are used to ensure active participation minutes are taken down and furnished using e-mail. The organization also uses WhatsApp groups. Newsletters are majorly electronic. Documents are shared using Google docs and Dropbox, while social media primarily used include Twitter, Instagram, and Snapchat WhatsApp is the leading chat platform. Vocal and visual communication entails phone calls, face time, and zoom. The organization has a formal on-boarding process for new staff members, and materials are shared, which extends to formal education or succession plan. NF is considered a critical component of internal communication, and the vital tools used to communicate with NFs include WhatsApp and e-mail.

## **2. National Olympic Committee/Commonwealth Association of Sri Lanka**

The Sri Lankan NOC deals with internal communication via physical meetings, online meetings, e-mails, messages (WhatsApp), phone messages, bulletin (newsletters), and social media. The tools and strategies used include computers, smartphones, laptops, cell phones, telephones, video, and web conferencing tools social networking online platforms such as google drive and e-mail. Senders do understand the receivers' competence. Meanwhile, there are diverse avenues since members rank according to authority, governance, management, administration, technical intern, and office assistance. Enhancing internal communication needs immediate efficiency in the first-paced world, and effective electronic communication strategies and technologies should be deployed. The respondent was the organization's secretary general and was frequently involved in internal communication. The SG has served for over a decade and has seen internal communication transcend from one-on-one meetings to technological intervention.

The organization is a NOC/Commonwealth Association of Sri Lanka with 18 employees that constitute more than 40% women, diverse religious, cultural, and languages, and has a permanent contact

internship and volunteers. It has one headquarters that is located in the suburbs of Colombo. The organization comprises SG staff members who share responsibility and have a dedicated HR officer. In terms of internal communication, there is no specified communication manual or procedure. Staff reports directly to the SG, communication is improved through regular staff meetings, which are critical in effective communication among the staff within the organization communication and dialogue are encouraged through person-to-person meetings, phone conversations, and messages through mobile phones. There is no training in communication skills offered to staff or team leaders. Information about the board meeting is shared through a summary of minutes circulated through e-mail or in-person conversation. Person-to-person or online meetings communicate event plans, and critical information is shared through physical meetings or e-mails. The same is also used in sharing the good news. Personal contact is employed in private conversation word of mouth, and lunches are some of the tools and channels of communication. In terms of meetings, these are conducted once a month. The type of meetings includes managerial, staff, and team meetings.

The method of meeting is premised on projects, and events meetings entail presentations on events and games. Special tools used include direct conversations and question-and-answer sessions. Minutes are taken during the meetings and are distributed via e-mail. The organization also uses written and printed documents and e-mail. It also adopts electronic and printed newsletters. Electronic communication such as e-mails are used and should have the name of the national federation in the subject areas for recognition e-mails chains are not encouraged. In terms of sharing documents, the organization uses e-mail, google documents. At the same time, social media platforms include Twitter, Facebook, and Instagram chatting platform used is WhatsApp, whereas voice and visual communication include phone calls, Zoom, and WhatsApp. The organization has a formal on-boarding process, including orientation and a tour of the workplace provided to new staff members who are also given training and education opportunities. Regarding communication with Key Stakeholders, the organization does not necessarily engage NFs in its internal communication. the communication tools used to communicate with NFs include person-to-person meetings, online meetings, e-mails, messages (WhatsApp), phone, bulletin, and social media.

### **3. The Asian Football Confederation (AFC)**

The Asian Football Confederation (AFC) deals with internal communication in various ways, including e-mail, phone and video calls, meetings, and face-to-face interactions. The AFC strives to maintain a clear message during internal and external communication. The tools deployed include telephone and online meetings through virtual networks such as Zoom and Microsoft Teams. It is also in the process of executing Click Up. To ensure communication is clear, it takes into consideration the receiver and their aptitude levels. Due to the advancement of technological communications infrastructure, the AFC is looking to move into these sectors to coordinate internal communication better. The respondent is the Deputy General Secretary of the member Association and is involved in communication daily. The respondent has been within the organization for six years and has seen the communication within the organization advance to need more technological solutions.

The organization is a confederation with 250 staff members and witnesses many cross-departmental communications routinely. It has a single office, and all departments communicate with each other and also has a dedicated HR department headed by a manager. Internal communication within the

organization is carried out among the departments through a coordinated weekly or bi-weekly department meeting. Managers have been provided with communication workshops as part of the training in communication skills. Information sharing is within the department by its head. The information is shared verbally/in PPT and recorded minutes. Plans and events are shared with the top management, who must share the same with their subordinates. Good news is shared with the top management, who inform their staff members of the good news.

Regarding the tools and channels for communication, AFC uses personal conversation and oral communication for departmental communication. In-person meetings are conducted daily and are team or unit meetings. Virtual meetings are performed on a need basis when communicating with external parties. The organization also has a structure and setup for meetings, and there are protocols in place that are followed for various levels of meetings, including standing committees, management, and departmental. Minutes are recorded and distributed through e-mail to all participants for record keeping.

The organization uses written and printed documents, e-mails, and WhatsApp groups newsletters are mainly electronic e-mails used daily while sharing information is done through server, e-mail, google docs Teams, and Dropbox. Social media is not issued for internal communication, while instant messaging platforms preferred include WhatsApp, Viber, and Telegram. Voice and visual communication include telephone calls, FaceTime, Zoom, and WhatsApp. Regarding the On-boarding process, the organization briefs the new staff on the procedures and the composition of departments and divisions. Staff can apply to pursue courses and education to improve their skill set, and in succession, the team is rated based on their performance twice every year. The organization does not consider NFs as constituting part of this internal communication. However, it communicates with the NFs via e-mails and official letters.

#### **5.4 Bench learning**

##### **The World Organization of the Scouts Movement (WOSM)**

###### **Strategy for Communications and Strategic Engagements**

Engagement and communication with stakeholders help to establish and maintain strong, reliable, and cooperative relationships. If done well, it convinces stakeholders to spend money on geospatial data and its uses. The importance, contributions, and advantages of integrated geographic information management at all levels are brought to the attention of and advocated for by the organization community, decision-makers, stakeholders and staffs via communication and engagement. It does so against a background of several conflicting objectives and amid continuously shifting economic and social outlooks. It is impossible to overestimate how important having a solid communication strategy and execution plan are to the success of a geospatial initiative.

The geospatial community is unfamiliar territory when it comes to adopting a strategic and expert approach to communications, delivering motivating and timely information, and identifying champions,

yet it is crucial in every way. This tactical course attempts to assist in addressing this weakness in the communication system order to effectively execute the Integrated communication Framework, four critical components must be included in all communication and engagement activities in order to foster stakeholder commitment, understanding, and collaboration. The four elements are:

**Stakeholder and User Engagement:** locates and forges partnerships with supporters, partners, users, and third parties. Given the diversity of interests, requirements, and motives among users, regular stakeholder and user interaction is necessary.

**Strategic Messaging and Engagement** aims to create the narrative for concise, engaging messages that are clear to all audiences and levels in order to get early support and keep it during implementation. A consistent strategy for efficiently conveying and receiving information is ensured through the use of shared objectives, integrated and strategic messaging, and engagement. Communication strategy, plans, and methods are required to change attitudes, promote the value of integrated geospatial information, and increase acceptance. By a forward-thinking communication and engagement strategy, a successful communication plan and efficient communication technique are established that are suited to stakeholder interests and demands.

**Monitoring and Evaluation** establishes performance indicators to evaluate the efficiency of communication strategies, plans, and techniques, including procedures to recognize, enlist, and keep users and stakeholders engaged. It serves as a tool for ongoing development to make sure those messages and approaches remain strategic and effective while communications and engagement keep up with changing times. These components are supported by guidelines for effective stakeholder involvement and communication that sports organizations may follow. Many strategic activities are taken to provide and deepen involvement and commitment to developing an Integrated Geospatial Information Framework, putting the principles into effect.





## Appendix 6



OCA Internal Digital Platform – underway

### User Manual

#### Table of content

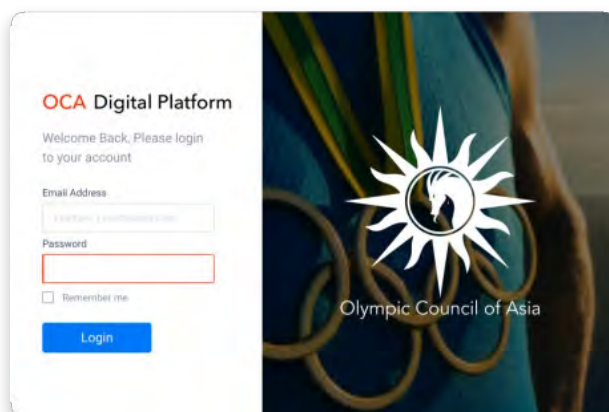
• <a href="#">Getting started</a>	• <a href="#">HR:</a>
<a href="#">Basic screen elements</a>	<a href="#">Employees</a>
• <a href="#">Top Bar</a> Profile	<a href="#">Adding new employee (HR Only)</a>
Notifications	<a href="#">Attendance</a>
<a href="#">Dashboard</a>	<a href="#">Leaves</a>
• <a href="#">Main Menu:</a>	<a href="#">Allowances (HR Only)</a>
• <a href="#">Projects</a>	Creating an allowance (HR Only)
<a href="#">Creating a project</a>	• <a href="#">Documents:</a>
• <a href="#">Tasks</a>	<a href="#">My Files</a>
<a href="#">Task attributes</a>	Starred
<a href="#">Creating a task</a>	<a href="#">Shared with Me</a>
• <a href="#">Meetings</a>	<a href="#">Shared by Me</a>
<a href="#">Creating a meeting</a>	Company files
	• <a href="#">Mobile app</a>

## Getting started

Logging on

1. Open your web browser.
2. Enter the URL <http://ocasiasia.online>
3. Enter the username and password that you received by email. Do not share your username and password with anyone.
4. Click Log In.

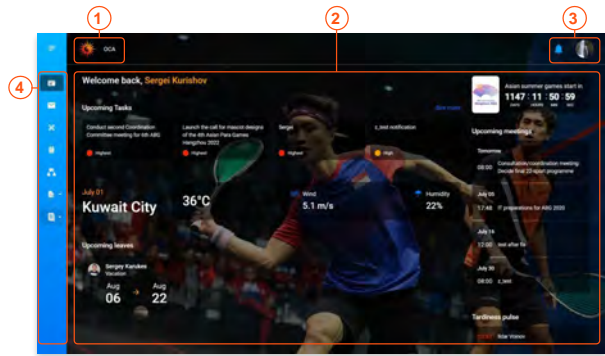
Depending on your system configuration and user preference settings, OCA Internal Digital platform opens on your default-starting screen.



Logging off

- To log off, click <Profile> | Log Out.
- You are automatically logged off if you close the browser.




Basicscreenelements



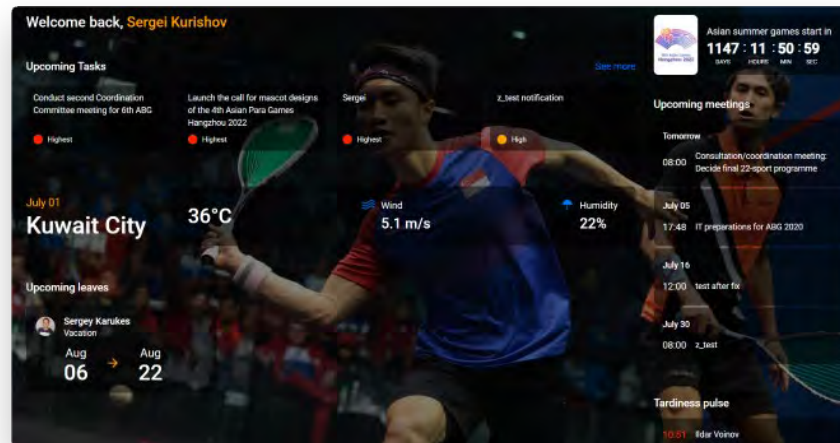
- OCA InternalDigital Platformscreen can be divided into a number of panels. Each panel group relatedinformationfor easier viewing.
- You can use the followingelements:
- 1 Click the logo to returnto your default Dashboard page fromanywhere in OCA InternalDigital Platform.
  - 2 Allows you to feel the pulse of the company and access commonly used areas of OCA InternalDigital Platform,such as countdown to the closestgame, Upcoming Tasks,Upcoming Meetings, and Calendar .
  - 3 Provides quick access to your Profileand activeNotifications .For more information,see [Using top bar](#)
  - 4 Allow you to switchbetween the tabs availablein the currentOCA InternalDigital Platformcontext. You can selectivelydisplay or hide menu. For more information,see [Main menu.items](#)

Using top bar

The top bar has the followingelements:

Elements	Description
 Notifications	<p>Click to display a list of activenotifications.Notificationsare usually reminders for tasks or appointments, or system alerts set up to update you on related to you activitywithin OCA.</p> <ul style="list-style-type: none"><li>•The number of notificationsyou have is displayed above the Notificationsicon on the top bar.</li><li>•Click a notificationin the list to open the record,appointment, or task on the main screen.</li><li>•To dismiss a single notificationreminder,click the Cross icon beside the notification.</li><li>•To dismiss all notifications,click Mark all asRead.</li><li>•To clear all notifications,clickDelete all</li><li>•To close the list,clickelsewhereon the screen.</li></ul>
 Profile	<p>Click to viewand edit your personal informationas basic info,contracts, documents and allowances.</p>
 Log Out	<p>To log off,click&lt;Profile&gt;  Log Out.</p>

## Dashboard



Elements	Description
Upcoming tasks	This block shows the most urgent and closest by due date tasks assigned to you. To see a list of all tasks assigned to you, click “See all”
Upcoming meetings	This block shows the closest by due date meetings you are attending. To see a list of all meetings you are attending, click “See all”
Upcoming leaves	Manager/HR permission only: This block keeps Director/DepartmentManager and HR updated about OCA employees scheduled leaves such as assignment, sick leave, annual vacations etc. approved by HR department.
Available leaves	Shows each employee statistic of allowed, used and remaining leaves for the current period.
Tardiness pulse	Manager/HR permission only: This section shows Director/DepartmentManager/HR, which employees do not come on time to work

The following screenshot displays the dialog window with fields that should be filled in order to create a project.

Create Project

Project image

Project name

Enter your project

Description

Describe your project

Project lead

Type name...

Add attendees

Manage access

Open access to employees

Elements	Description
Project Image	Upload related to the project image
Project name	Enter the name of the project
Description	Describe your project in details
Project Lead	Assign a person, who will lead a project. Project lead will have manage access to this project
Attendees	Select attendees to the project from drop-down list
Manage access	Define who from attendees will be allowed to see all tasks and meetings related to the project

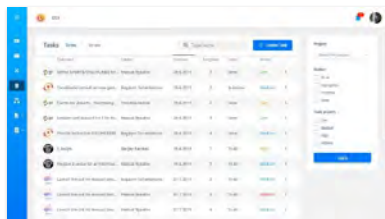
OCA Internal Digital Platform is a project management tool and helps to track all the tasks and activities that underlie in a project. The following screenshot shows the basic page and information on Tasks Menu:

By pressing three dots task creator can update or delete the task

Elements	Description
To me	Shows all company projects that have open (unfinished) tasks where user is involved.
By me	Shows all projects created by user
Completed tasks	Shows company completed tasks
Task quick search	Search bar
Create task	Tool to create new task
Sort tasks	Built-in filter to sort tasks by project, priority and status

## Tasks

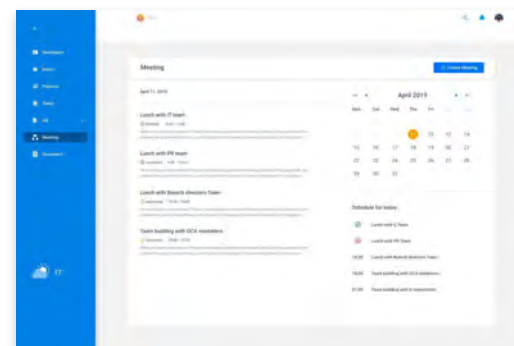
OCA Internal Digital Platform is a project management tool and helps to track all the tasks and activities that underlie in a project. The following screenshot shows the basic page and information Tasks Menu:



By pressing three dots task creator can update or delete the task

Elements	Description
To me	Shows all company projects that have open (unfinished) tasks where user is involved.
By me	Shows all projects created by user
Completed tasks	Shows company completed tasks
Task quick search	Search bar
Create task	Tool to create new task
Sort tasks	Built-in filter to sort tasks by project, priority and status

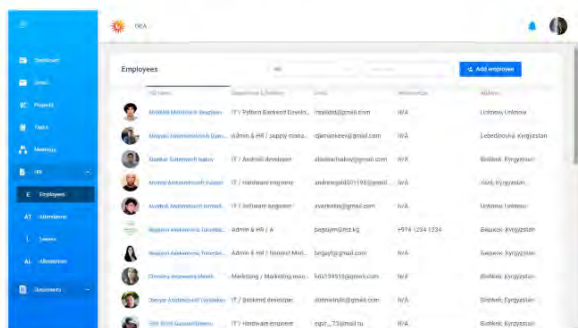
## Meetings



Elements	Description
Meetings List	Shows all company's meeting where user is participating.
Calendar	Allows you to view all meetings by date and month
Scheduled for today	Easy access to the upcoming meetings
Create Meeting	Tool to create new meeting

## HR (Manager/HR permission only)

HR module in OCA Internal Digital Platform, makes HR workflows fast and simple and effectively organize HR processes. Users can handle the various aspects of employee management in a single hub. Employees can access the info they need through their account. The application also simplifies time Management/ HR operations and makes it simple to keep track of leaves, absenteeism, holidays, allowances, and attendance.



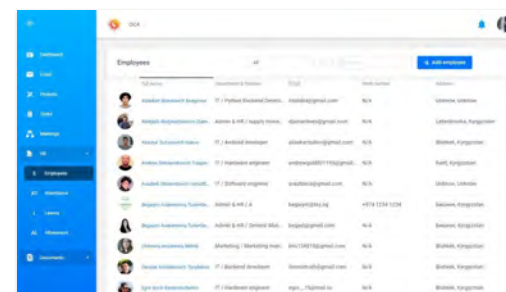
This module has attributes necessary for HR management such as:



## Employees

Menu / HR / Employees

"Employees" Tab shows entire list of OCA employees with detailed information on his/her department and job position, email address and phone number.



Elements	Description
Open projects	Shows all company projects that have open (unfinished) tasks where user is involved
My projects	Shows all projects created by user
Closed projects	Shows all company projects where all tasks finished

When you click on the name of the employee, you are redirected to employee profile, which contains complete information about the employee and contains the following sections:



## Adding new employee - HR Only

Menu / HR / Employees/ Adding new employee

In order to create/register new employee the following sections should be filled in:

1. Employee basic information
2. Employee contacts
3. Employee Allowances
4. Employee Leaves

Basic information

All essential information received during onboarding process should be filled in Basic information tab.  
**Note:** Once you pick Employee's status as Non-resident, work permit and visa information must be updated.  
**Note:** Once you set user as a department manager, user will have Manager Permissions.

## Attendance

Menu / HR / Attendance/ Dashboard

Attendance module automates the tracking of the time your employees work. It monitors hours worked, overtime, time taken off and leave balances – keeping you in compliance with labor laws and replacing outdated timesheets.

Elements	Description
Dashboard	Gives full picture of employees attendance for a current date. Contains information about each employee: full name, employment type (full-time/part-time), position, time in and time out.
Team - Users with HR permission	First block gives daily per employee attendance statistics within current month
Timesheet	The section displays information about the User's attendance. The interface of the section consists of two parts: information about attendance by days of the week and general attendance statistics for the month. Attendance statistics are calculated on the current date from the beginning of the month. Statistics reflect lateness, absence at work and overtime. It is possible to view the total employee's estimated time, actual time and idle time. Attendance statistics also show the remaining work time in percentage and in hours.
Calendar	Allows HR Manager to view employees attendance by date and month

## Allowances

Menu / HR / Allowances

Managing an employee allowance system may be a tough task. You not only have to allocate resources properly but also make sure all the numbers are under control and figures add up.

Allowances module provides tracking all company assets divided by categories and have preset filter for assigned/not assigned and all.

List of existing company allowances

Item	Model	Serial Number	Category	Assign	Action
ACER	V5962	E1-5720-5430450646	Computer equipment	Unassigned	
asus	asus	asus	Vehicles		
asus	asus	asus	Others		
Asus	ZenBook	4da1234	Computer equipment	Assigned	
Bineline	Business + Rousing	690707627111	Mobile Site		
BARR	BAR	M 005 84M	Vehicles	Unassigned	
Canon	EOS 70 Mark II	2194F254611	Camera	Assigned	

## Documents

This module helps you sort, organize, and store documents securely. You can store and share generic documents like policies and handbooks below organization files for better communication. Confidential documents like appraisal files, conduct records, and other sensitive information can be stored under employee files with access permissions.

Elements	Description
My files	contains all the documents that user uploaded independently. Downloaded files can be grouped into folders, share them, download, rename, add to favorites and delete.
Starred	The "Starred" tab contains all the files that the user has marked as "favorites". You can remove files and folders from the Starred tab by clicking the star button.

## My files

Menu / Documents/ My files

My Files			
Name	Modified date	Members	Size
RAM_20190530_151548.jpg	July 01, 2019	1 members	70.7 KB
kello okfjo one.jpg	July 01, 2019	1 members	65.9 KB
1_e_imgpmsuacmncs_cooduament_65netree.doc	June 25, 2019	1 members	207 KB
wjpeel_160413_1777_android.001.1523625143.jpg	June 20, 2019	2 members	65.9 KB
wjpeel_o.1923625143.jpg	July 01, 2019	1 members	65.9 KB
wjpeel_105413_1777_android.001.1523625143.jpg	June 19, 2019		65.9 KB
sffx28.B8928A.png	July 01, 2019		104.1 KB

Elements	Description
Create folder	Ability to create new folder
Upload document	Ability to upload new files
Three dots	Menu options file:share, download, delete, rename
Star	Add a file to your favorites. The star's yellow color indicates that the file has already been added to the Starred tab

## Shared with me / Shared by me

Menu / Documents/ Shared with me

Shared with me			
Name	Modified date	Members	Size
4.jpg	June 25, 2019	1 members	90.9 KB
14ScreenShot_14_Screenshot_14.jpg	June 13, 2019	2 members	27.3 KB

Elements	Description
Three dots	Menu options file:download and delete
Star	Add a file to your favorites

Shared by me			
Name	Modified date	Members	Size
RAM_20190530_151548.jpg	June 20, 2019		42.1 KB
RAM_20190530_151548.jpg	June 19, 2019		67.1 KB

Elements	Description
Three dots	Menu that allows user to share, download, rename and delete files and folders
Star	Add a file to your favorites

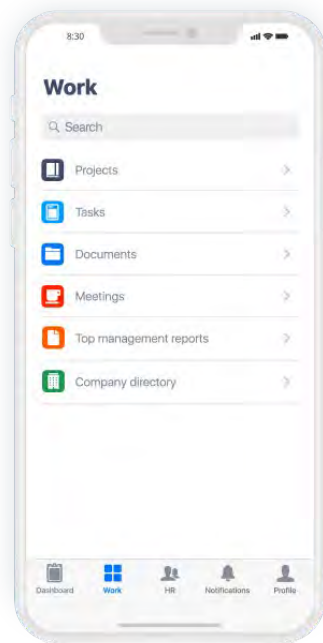




## Mobile Apps

The aim of OCA Internal Digital Platform mobile app is to enable employees to quickly access your organizational employee directory, to stay connected at all times from your Apple or Android phones.

A list of OCA web platform activities that you can carry out with the help of your mobile app is listed below:



- **Dashboard**
- **Projects**
- **Tasks**
- **Meetings**
- **Documents**

- **Employees info** - View option
- **Attendance**
- **Leave requests**
- **Allowances** - View option
- **Profile**
- **Notifications**

### **The app**

is compatible with all iPhone mobiles that support iOS 11 onwards

is compatible with all Android mobiles that support Android 5.0 onwards

Needs an App Store to download iPhone app and Google Play Store account to download Android Mobile App

## **RISK ANTICIPATED**

### **▪ Leadership & Management Challenges**

- Talent management and attracting and retaining qualified and experienced board members.
- Managing risk and crisis situations
- Responding to changing circumstances and evolving needs
- The OCA must manage its media and public relations effectively to ensure that its policies and activities are presented in a positive light and that the public has a good understanding of the organization's goals and objectives.
- Communicating effectively with member countries and taking their input into account.
- Tracking and measuring the effectiveness of the organization's projects and operations performance, and making adjustments as needed.
- Needs to manage the OCA's website and online presence, including ensuring that it is up-to-date, user-friendly, and effectively promotes the organization and its events.
- It is essential to engage in a wide-scale structured change management program. It should highlight the importance of such a program to increase capacity and knowledge, align the staff to strategy execution, change behaviors, increase accountability and responsibility and improve communication.

### **▪ Policy development and implementation challenges**

- Developing and implementing policies to effectively manage the budget for events such as the Asian Games and other.
- Developing and implementing policies to ensure compliance with local laws and regulations.
- Developing and implementing policies to provide technical support and services to the OCA and its events, policies to ensure the security and effective management of the OCA's data and information systems, policies for IT infrastructure.
- Developing and implementing policies and procedures to govern marketing activities.

### **▪ Technology challenges**

Benchmarking with other countries had revealed that countries mature in operations are adopting advanced technologies such as AI, Surveillance Systems, Open Data, and other technological solutions supporting OCA operations.