

The impact of a mega-event on knowledge transfer dynamics among organisations within regional destination marketing networks.

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RUGBY WORLD CUP 2011 (RWC 2011)

- 9 September – 23 October 2011, New Zealand
- 48 matches with 20 international teams in 11 cities/towns throughout NZ
- World's 3rd largest sporting event
 - Television audience: 3.9 billion
 - International visitors: 133,200
 - National GDP increase of 0.7% and 0.3% in the September and December 2011 quarters



RATIONALE

- Little tourism research on Knowledge Management (KM) and Knowledge Transfer (KT)
- Mega-events ‘produce’ extensive amounts of tacit and explicit knowledge
 - Transferable
 - Re-usable



Background literature

- The ultimate goal of an organisation is the effective transfer and use of knowledge to contribute to competitiveness (Cooper, 2006);
- Knowledge drives innovation, productivity and competitiveness (Shaw & Williams, 2009);



Background literature

- Knowledge transfer: When information has been reasoned over and incorporated into the receiver's existing knowledge structures (Beesley & Chalip, 2011, p. 328)



Background literature

- Interorganizational networks offer a variety of knowledge, innovation, performance, and survival benefits” (Brass et al., 2004, p. 807).



Background literature

- Set against the outpouring of papers on knowledge management and knowledge transfer within the general business literature, work within the tourism sector has, until recently, been lagging. (Shaw & Williams, 2009, p. 325)



METHODS

- Exploratory, comparative, qualitative, multiple-case study design
- Tourism Auckland is the focal organisation
- 2 Cases
 - Tourism Auckland's AKL network
 - organisations involved in preparations for the event within the Auckland region (e.g. Auckland Council, Auckland Transport)
 - Tourism Auckland's RTO network
 - other RTOs throughout New Zealand



METHODS

- Data sources
 - Documentation review
 - 69 Pre- and post-event semi-structured interviews (35/34 participants from both networks)
 - Post-event online survey with the same participants



DATA ANALYSIS

- Thematic data analysis
- 14-step iterative coding process
- 3 coders



*(RQ 1) What kind of knowledge was
transferred in the RWC 2001
context?*



GENERAL FINDINGS

1. Both tacit and explicit knowledge was transferred
2. Four different modes of knowledge transfer
 - *Tacit-to-tacit*: e.g. face-to-face conversations and meetings.
 - *Tacit-to-explicit*: e.g. emails, documents and manuals, workshops.
 - *Explicit-to-explicit*: e.g. circulation of documents.
 - *Explicit-to-tacit*: creating new ideas from written documents or learning by doing.



GENERAL FINDINGS

3. RWC 2011 was seen as an important *learning opportunity* for all organisations involved
4. RWC-related learnings useful for “business as usual”
5. Four common ways of learning
 - “learning by doing”
 - Learning through exchange
 - Learning from other events (Lions tour, RWC 2007)
 - New employees with mega-event experience.



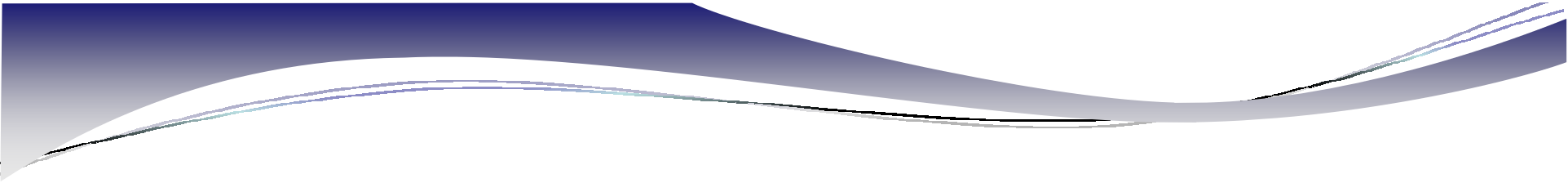
GENERAL FINDINGS

6. Knowledge sources

- External and internal sources
- New and established relationships

7. The event provided the tourism industry with fewer learning opportunities.

- “RWC 2011 tourists = normal tourists”



*(RQ 2) How was knowledge transferred
between the organisations in both
networks?*



GENERAL FINDINGS

1. Firm-level KT channels:

- *Imitation/demonstration/observation*
- *Inter-firm exchange*: collaboration with suppliers, intermediaries or other tourism businesses
- *Document exchange*: statistics, forecasts, economic impact reports, internal records and post-implementation reviews from previous events, strategic plans, running sheets, minutes and agendas from meetings.



GENERAL FINDINGS

2. Two key knowledge transfer systems
 - *Infrastructural system*: public authorities (e.g. councils) acting as “knowledge transfer agents”
 - *Regulation system*: the New Zealand Major Events Management Act 2007 (MEMA)



GENERAL FINDINGS

3. Individual-level channels

- International events experts relocated to NZ/Auckland



CONCLUSIONS

The impact of a mega-event on knowledge transfer dynamics among organisations within regional destination marketing networks.

- generally positive
- small/modest



QUESTIONS ?

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