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## Describing the Olympic Games Knowledge Transfer Stakeholder Network

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## Introduction – Knowledge Transfer

- IOC's knowledge transfer program: OGKM
  - Mainly for OCOGs
  - What about between other stakeholders?
- Importance of prior event knowledge and the possibility of managing knowledge in a growing organization (e.g., Frawley & Toohey, 2009; Halbwirth & Toohey, 2001)
- Knowledge based view of the firm (e.g., Kogut & Zander, 1992)
  - Organizations exist to create, transfer, and apply knowledge within and outside the organization
  - tacit or explicit, organizational or individual knowledge



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## Introduction – Stakeholders & Networks



- Multiple external stakeholder groups for an Olympic Games (Parent, 2008)
  - Governments, community, sponsors, media, sport federations, international delegations
- Stakeholders interact with the OCOG but also with each other – but to what extent?
- Networks are governance structures that help to create and transfer knowledge (cf. Kogut, 2000; Reagans & McEvily, 2003)



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## Purpose



- We know little about the stakeholder network or about how stakeholders transfer knowledge.
- Purpose:
  - Use network theory and the knowledge based view of the firm to begin examining the knowledge transfer stakeholder network within an Olympic Games, more precisely, the 2010 Olympic Winter Games



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## Methodology



- Case study: 2010 Olympic Winter Games in Vancouver, Canada
- Data collection:
  - 24 semi-structured interviews
  - Archival material (250 documents)
- Data analysis
  - Inductive coding for stated relationships with other stakeholders; information placed in a table (Miles & Huberman, 1994)
  - Network analysis using UCINET 6 and NetDraw 2
  - ATLAS.ti 6.2 used to code for and analyze the knowledge transfer process



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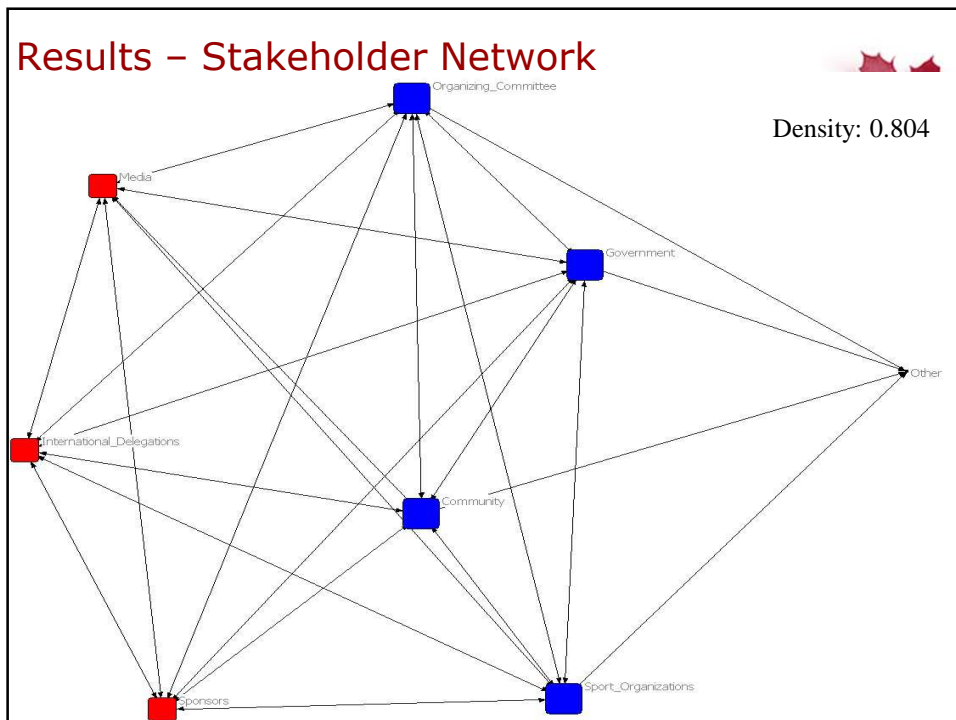
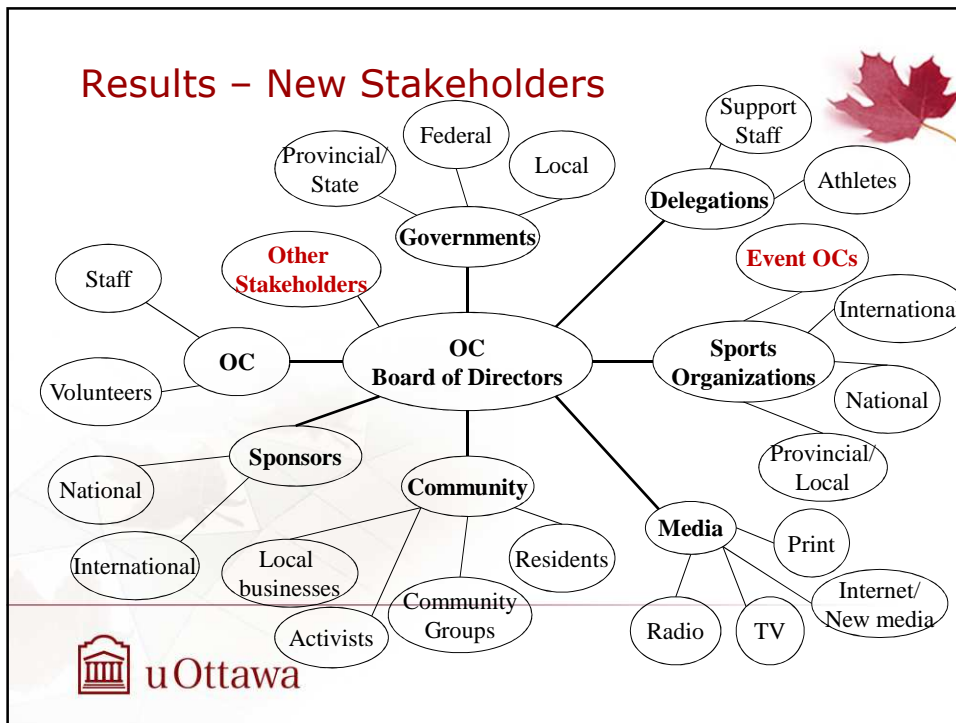
## Results

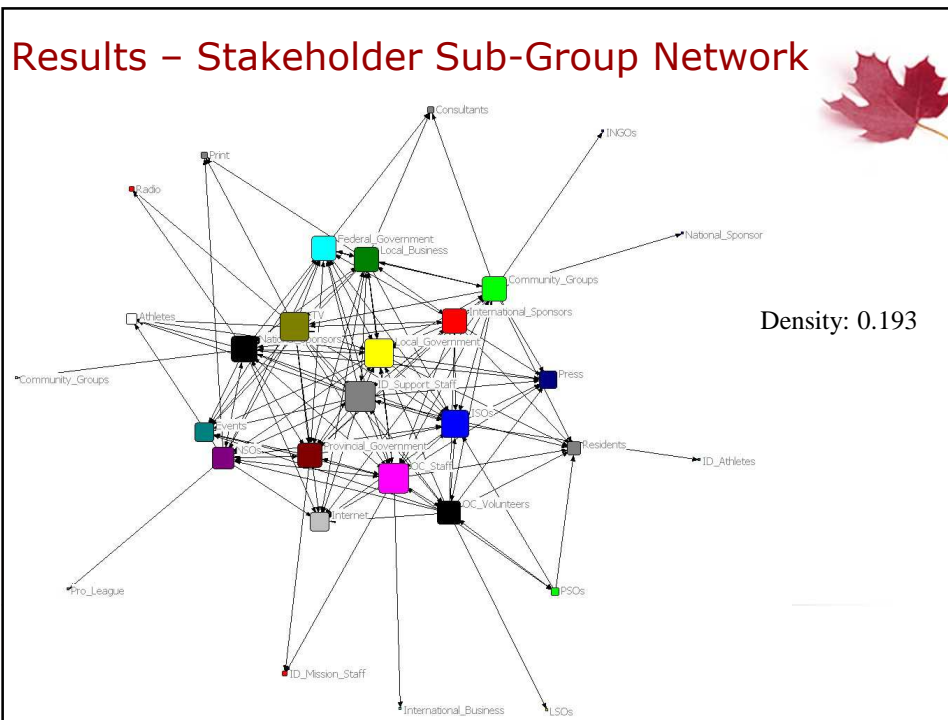


- New stakeholders to add to the stakeholder map for the knowledge transfer process
  - New stakeholder group: **Other Stakeholders**
    - Consulting organizations/consultants, professional leagues, international businesses, the World Union of Olympic Cities, International NGOs (e.g., UN, UNESCO), etc.
  - New sport stakeholder sub-group: **event organizing committees**
    - Current, past and future organizing committees of various major sports event



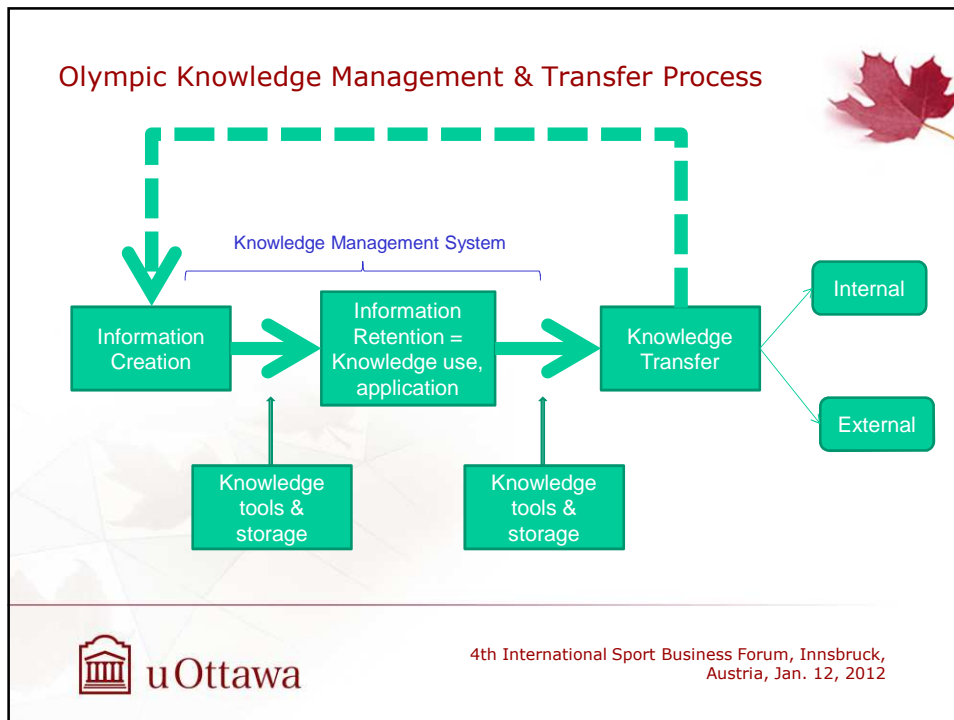
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## Results – Stakeholder Knowledge Transfer Network Analysis

- Centrality:
  - OC staff: most # of ties (density), closest to most others (closeness), most important (Eigenvector)
  - Other key central stakeholders: delegation support staff, broadcasters, ISOs, national sponsors, local government, and community groups
- Reachability:
  - Mean: 0.34 (1/3 of actors are directly reachable)
  - Most stakeholders go to ISOs for info, followed by OC staff
  - Delegation support staff and OC staff are those who go to more stakeholders for info



### Discussion, Implications and Conclusions

- High degree of communication between stakeholder groups & sub-groups for knowledge management & transfer
  - Even without the presence of the OC
- Within stakeholder group heterogeneity
- The purpose of the knowledge management system is to transfer knowledge to the next event
  - forced to do so & out of need to effectively and efficiently undertake tasks
  - formal and informal systems
- Information technology and media are a big part of the knowledge management

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## Possible Future Directions



- Network analysis:
  - Could extend data collection to all those named (although difficult for certain groups like the UN) to determine degree of reflexivity, symmetry, and transitivity
  - Could repeat in other events to determine relative trends, patterns
- Knowledge management & transfer:
  - Is the knowledge transfer stakeholder map applicable to other (local, national, international) major sports events?
  - Is the knowledge management system only applicable to the Olympic system?



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**Thank You!  
Merci!**

**Any  
questions?**



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