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
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)

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
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

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
Results – New Stakeholders

Governments
- Federal
- Local
- Provincial/State

Board of Directors
- OC
- Staff
- Volunteers
- National
- International
- Local businesses
- Activists

Community
- Residents
- Community Groups

Sports Organizations
- National
- International
- Provincial/Local

Delegations
- Event OCs
- Support Staff
- Athletes

Sponsors
- National
- International

Media
- Print
- Radio
- TV
- Internet/New media

OC
- Other Stakeholders

Residents
- Community Groups

Results – Stakeholder Network

Density: 0.804
Results – Stakeholder Sub-Group Network

Density: 0.193

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
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?

Thanks

- Gabriel Goulet, Becca Leopkey, & Darlene MacDonald

- Funding and support from the Faculty of Health Sciences, University of Ottawa, and Government of Canada (Federal Secretariat, Social Sciences and Humanities Research Council of Canada grants)

- Support from City of Vancouver, Resort Municipality of Whistler and the International Olympic Committee
Thank You!
Merci!
Any questions?

4th International Sport Business Forum, Innsbruck,
Austria, Jan. 12, 2012