

# Tourism Contexts for Knowledge Transfer and Exchange

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# Today

- **The Issue**
- **Making knowledge transfer happen**
- **Contexts for transfer and exchange**
- **Ways forward and a short entertainment**

# The Issue

**Destinations experiencing constant,  
unexpected change**

**Environmental – climate**

**Technological - consumer**

**Business processes**

**Competition from other sectors**

**Is knowledge management the answer?**

# Destination Competitiveness



- Tourism practitioners research averse
- Knowledge transfer provides a diagnosis and solution
- Generation of new knowledge for destination innovation and competitiveness
- Two different communities?

# Communities of Practice?

- **Research and practitioners**
- **Primary industries a role model**
- **Tourism research too academic**
- **SMES instrumental in their use of knowledge**



# Destinations

- Characterised by:
- SMEs
- Fragmentation
- Vocational re-inforcers
- Low risk takers

**KING ARTHUR & FAMILY**  
**TATOOING FOR OVER 50 YEARS**

*I tattooed your Father and probably  
your Grandfather*

# Why Knowledge Transfer?

- **It underpins destination innovation - turning knowledge and ideas into value**
- **Search time**
- **Problem solving**
- **Rapid response**
- **Staff performance**
- **Leverages intellectual assets**

# Knowledge Transfer Underpins Destination Innovation

- Destinations characterised by few leaders, many laggards
- Knowledge transfer
  - Transmission plus absorption
  - Two keys to success

**TRANSMISSION** at the Broadcroft quarry  
in PORTLAND.

The water is 65 ft. 3 in. depth  
length?!

cut here!

10 ft  
2 in

1:500





# Achieving Knowledge Transfer

## Type of Knowledge

- **Codifiable**
- **Teachable**
- **Complexity**

## Media for Transfer

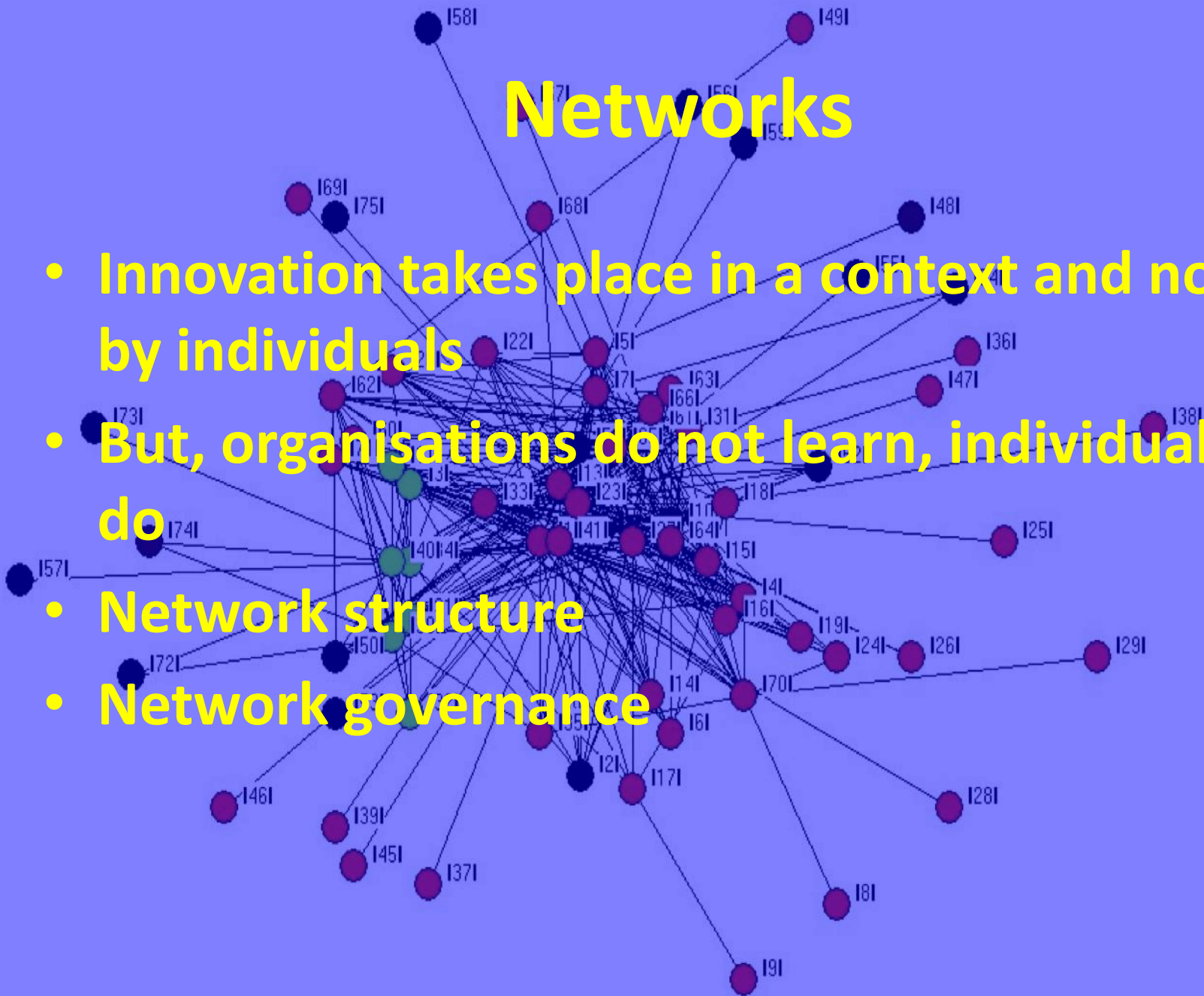
- **Richness**
- **Technology the key**

# Destination Contexts for Knowledge Transfer

- **Destinations - an eco system of adopters, barriers, gatekeepers and receptors**
- **Contexts:**
  1. **Networks**
  2. **Communities of practice**

# Networks

- Innovation takes place in a context and not by individuals
- But, organisations do not learn, individuals do
- Network structure
- Network governance



# Communities of Practice

- **CoPs characterised by:**
  - Shared working
  - Purposeful
  - Trusting and collaborative
  - Managed
  - Strategic
  - Mutual interest
- **Analogy with destinations? – but trust?**

# Three Ways Forward

- **Policy**
- **Core knowledge**
- **Learning destinations**

# Policy

- Knowledge a global public good
- Research evaluation
- Impact agendas



CITY HALL

# Core Tourism Knowledge

- Evaluate core tourism knowledge for destinations
- Capture tacit tourism knowledge
- Shelf life?
- Link to decision making
- Employees and continuous improvement

# Learning Destinations

- Total knowledge base
- Involvement of stakeholders



ROYAL HAWAIIAN  
SHOPPING CENTER

## Revitalization Project

*Waikiki's World Class Shopping Center  
now undergoing a major transformation.*

2201 Kalakaua Avenue, Honolulu, Hawaii

**ARCHITECTS:**

Callison Architecture, Inc.  
Architects Hawaii, Inc.

**CIVIL ENGINEER:**

Wilson Okamoto Corp.

**GENERAL CONTRACTOR:**

Charles Pankow Builders, Ltd.

**LANDSCAPE ARCHITECTS:**

EDAW  
Walters, Kimura, Motoda, Inc.

**LEASING:**

Colliers Monroe Friedlander

**PROJECT**

**OWNER:**

Kamehameha Schools

**DEVELOPER/MANAGER/**

**LEASING:**

The Festival Companies

OUR RESTAURANTS AND SHOPS ARE OPEN DURING CONSTRUCTION.











# So, The Challenge for All of us...

- **Diagnosis and solution**
- **Knowledge transfer is discretionary**
- **Researchers must embed**
- **Relevance**
- **But do we really learn...?**















