Mega Events and Knowledge Creation as a form of Development:
The London 2012 Olympic & Paralympic Games

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The Olympic Games – an exercise in creativity

⭐ **Bid Committees promise to do something that does not exist**

IOC imposes new requirements/sports

⭐ **London creative solutions**
OCOGs
Ceremonies
Hospitality
Public engagement
Volunteering
Media and Technology
New standards

LOCOG

4 Committees

18 Functional Departments
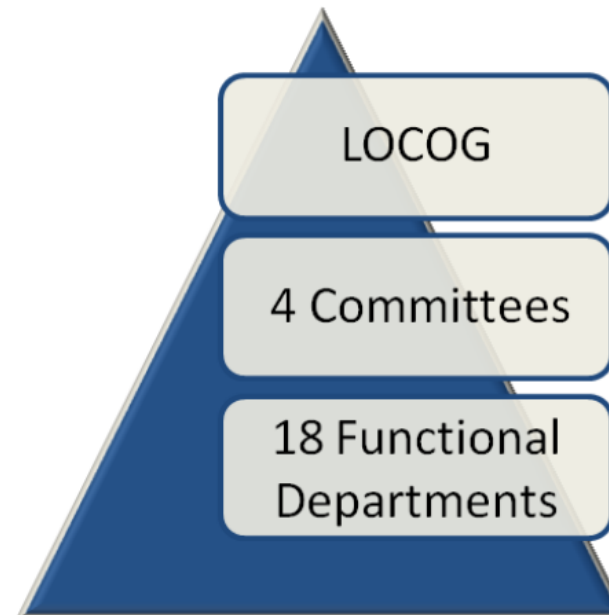
Olympic Games and Development

Olympic Games represent a developmental project:

- promote a universalised and idealised image of the exemplary citizen
- explicit pursuit of social values

Focus on:
Set of visions about development
Process of intended state practice
Relationship between developers and developed
Specific language with meaning generating capacity
Set of practices

Mega events and knowledge creation

Knowledge is understanding the implications in a particular context

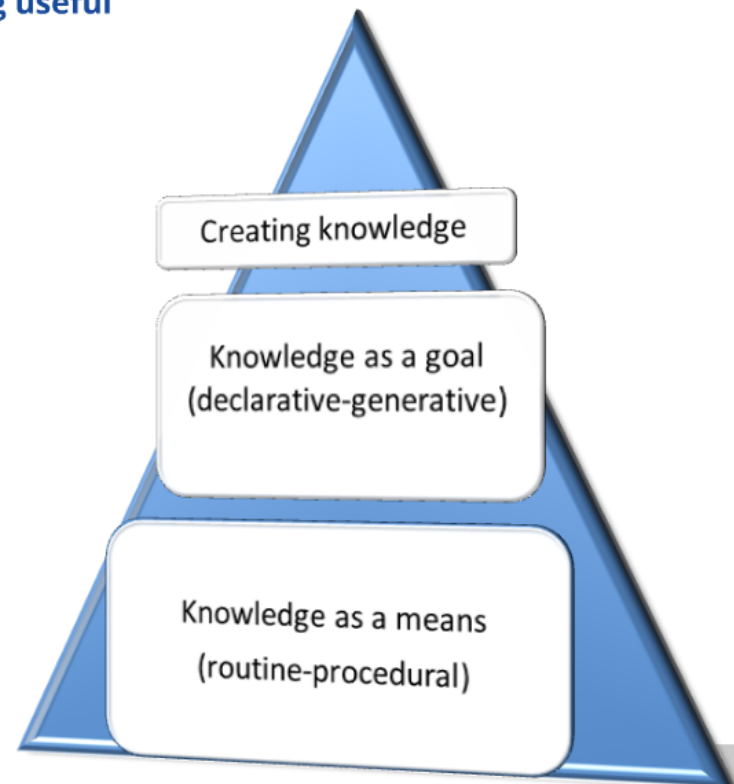**Data** consists of facts and figures

Information tells us something useful

➡ **Knowledge creation is a synthesizing process and a transcending process**

Its main generative mechanism – exercise of judgement

Knowledge management is about recognising, sharing and using data, information and knowledge to give some benefit

Creating knowledge

Knowledge as a goal
(declarative-generative)

Knowledge as a means
(routine-procedural)
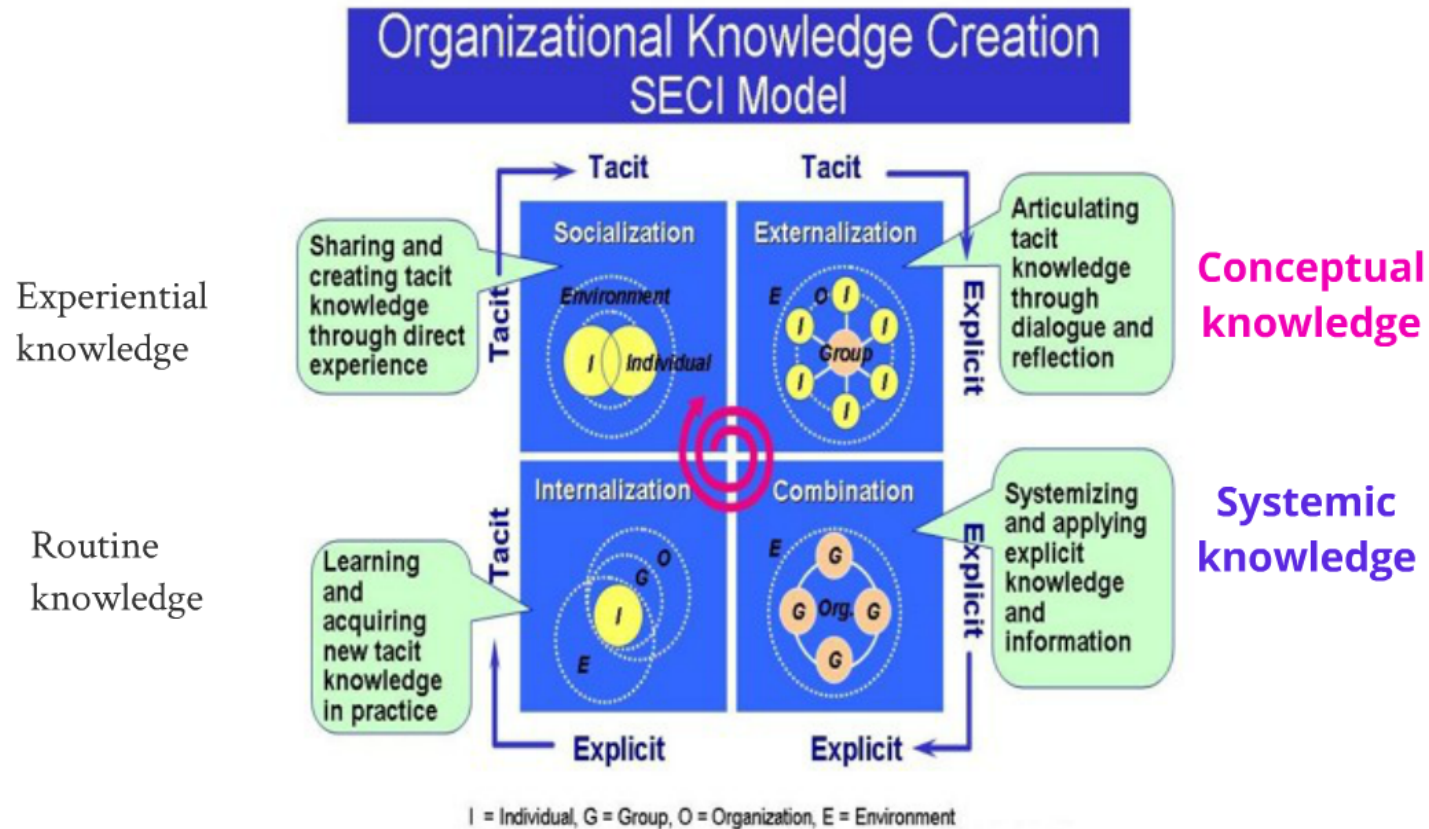
IOC Knowledge Transfer Programme

Sydney 2000

Knowledge codification

- **Technical Manuals (33)**
- **Games Observation Programme**
- **Secondee programme**
- **OCOG debriefings**
- **IOC Extranet (OGKS)**

http://www.gamesmonitor.org.uk/node/935

BRAND
PROTECTION

Technical Manual on
Brand Protection

THE SPECTATOR

The greed Olympics

How is knowledge created?

Experiential knowledge

Routine knowledge

Conceptual knowledge

Systemic knowledge

Source: Nonaka & Toyama, 2003: 5

Organizational Knowledge Creation SECI Model

Tacit — Tacit

Socialization — Sharing and creating tacit knowledge through direct experience
Environment — Individual

Externalization — Articulating tacit knowledge through dialogue and reflection
Group

Internalization — Learning and acquiring new tacit knowledge in practice

Combination — Systemizing and applying explicit knowledge and information
Org.

Explicit — Explicit

I = Individual, G = Group, O = Organization, E = Environment

Understanding Creativity

- IOC Technical Manuals – information without context
- Information + Context = Knowledge

Big   C creativity – generating something socially valuable
Small C creativity - the act or process of creating

"Creativity results from the interaction of a system composed of three elements: a culture that contains symbolic rules, a person who brings novelty into the symbolic domain, and a field of experts who recognise and validate innovation. All three are necessary for a creative idea, product or discovery to take place"

(Csikszentmihalyi, 1997, p. 6)

Domain

Individual

Field

PREZI

London 2012 and Knowledge Creation

Conceptual knowledge (tacit to explicit) – frameworks and models to utilise

Systemic knowledge (explicit to explicit) – editing and synthesising multiple sources

Living the Olympic and Paralympic Values

London 2012
Sustainability Guidelines – Corporate and Public Events

London 2012
Sustainability Guidelines – Corporate and Public Events
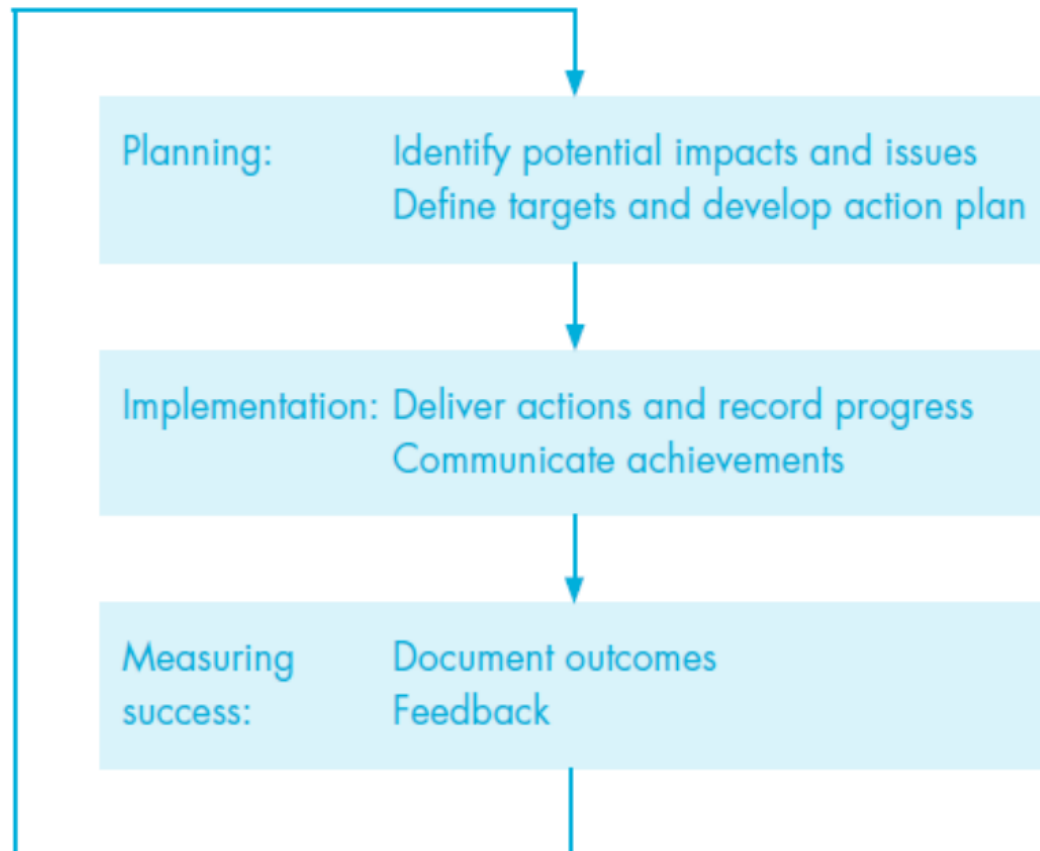First Edition

February 2009

**British Standard for a Sustainable Event
Management System: BS 8901 (2007)**

Relevance:

**150 event organisers
8000 event venues and
1600 suppliers and contractors in the UK**

event

Planning:	Identify potential impacts and issues Define targets and develop action plan
Implementation:	Deliver actions and record progress Communicate achievements
Measuring success:	Document outcomes Feedback

Steps towards hosting a more sustainable event

· **Venue selection**
· **Impact on venue and local area**
· **Transport and travel**
· **Sourcing products and services**
· **Health, safety and security**
· **Energy consumption**
· **Catering provision**
· **Waste and cleaning**
· **Communications**
· **Give-aways**

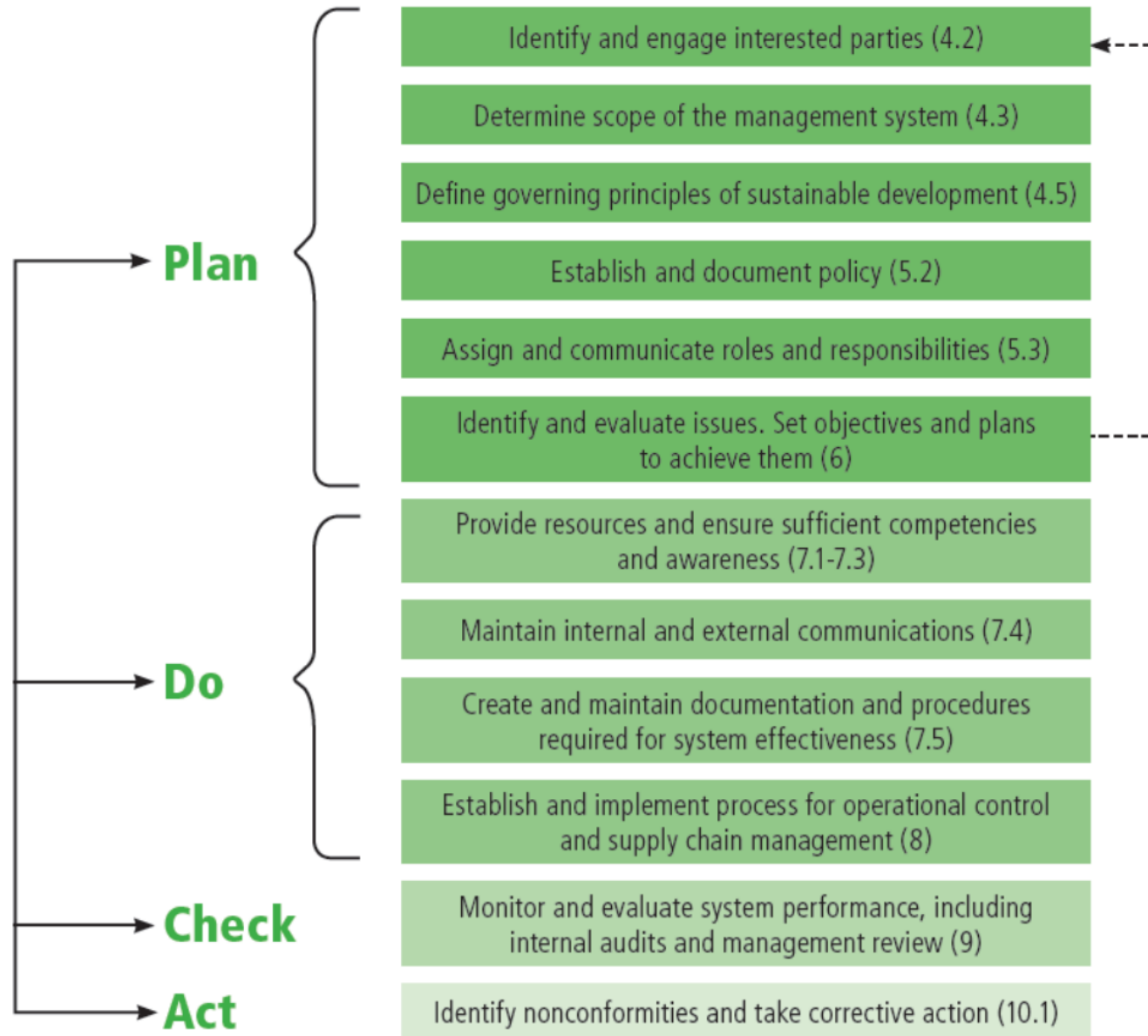# Knowledge Creation – London 2012
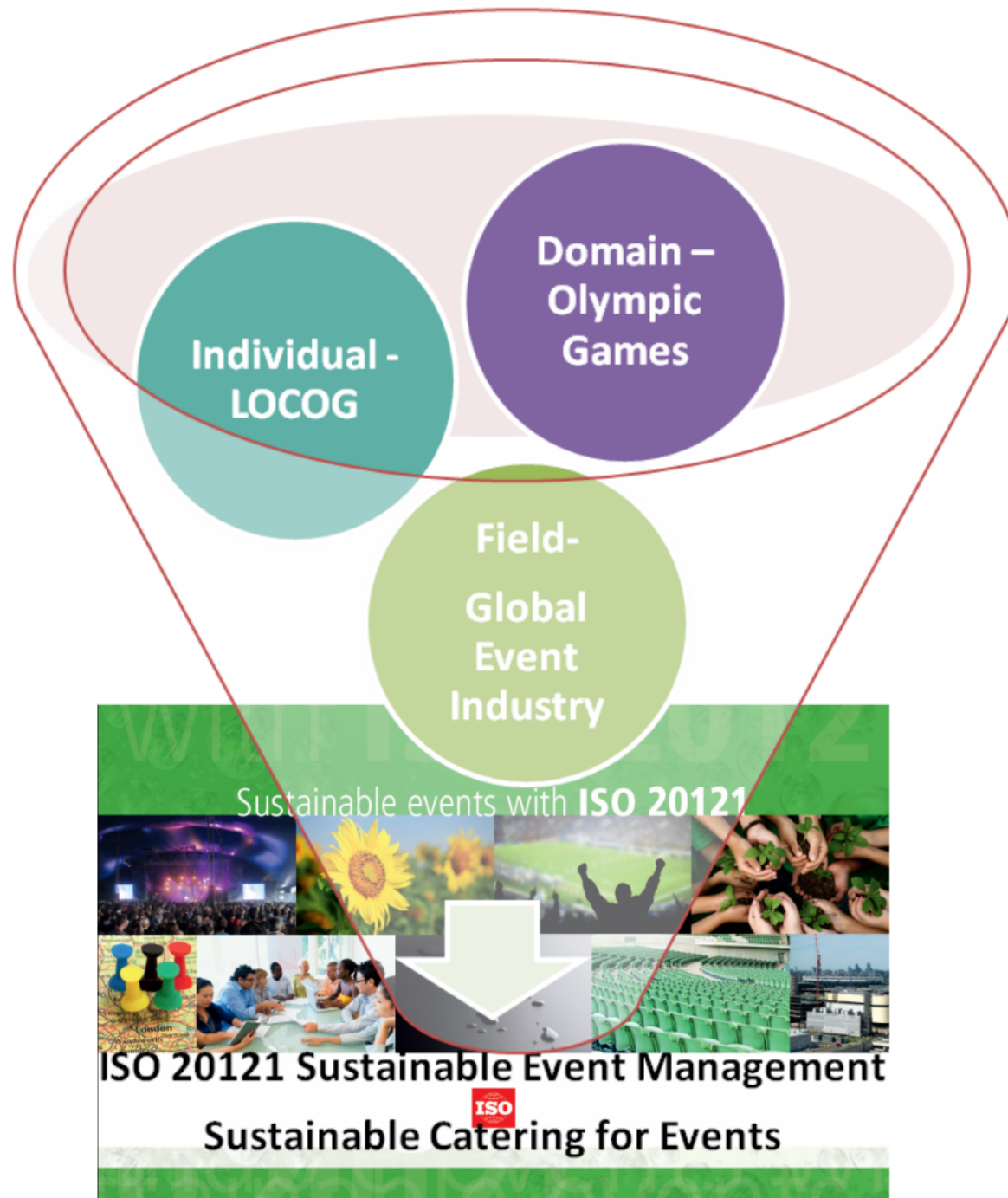
ISO 20121 and Development

Figure 1 – ISO 20121's event sustainability management system model (the figures in brackets refer to clauses and subclauses in the standard).

References

Csikszentmihalyi, M. (1997). Creativity: Flow and the psychology of discovery and invention. New York, NY: Harper Adams.
Nonaka, I., and Toyama, R. (2003). The knowledge-creating theory revisited: knowledge creation as a synthesizing process. Knowledge Management Research & Practice, 1, 2-10.