

Rethinking Knowledge Management in Music Festivals – Individual Roles and Responsibilities

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Knowledge Management is an important aspect of the long-term success of any organisation (Nonaka & Takeuchi, 1995). This is particularly important for festival organisations in order to learn over time and stay innovative and competitive. Knowledge management is a creative and on-going process, in which various festival members with different backgrounds and levels of participation are involved. Furthermore, the festival life cycle influences this process for both permanent and seasonal staff, who all need to have a common understanding in order to be able to create and share knowledge. With the growth of event management education, festival staff members become more and more knowledgeable and experienced. However, they still need to rely on the expertise and insights of seasonal staff members and contractors. The current festival and event management literature identifies these issues, yet the relational dimension of knowledge management is still under researched. Specifically, current research neglects communication between everyone involved in the organisation of the festival, as well as, the negotiation of power relations and how these issues impact upon the process of knowledge creation and transfer.

My qualitative research project focuses on the Queensland Music Festival as a case study. Through the use of ethnographic methods I identify how festival members (paid staff, board members, volunteers, sponsors, contractors and artists) perceive their roles and responsibilities in the knowledge management process. The findings will help festival managers understand the importance of knowledge management embedded in an organisational culture that supports new ideas, knowledge creation and organisational learning.

Keywords: knowledge management, festival organisations