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KNOWLEDGE MANAGEMENT INITIATIVES IMPLEMENTED IN THE TOURISM INDUSTRY AND CONTRIBUTING TO INNOVATION GENERATION

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AGENDA



- 1. Context of the Research**
- 2. Research Question**
- 3. Literature Review**
- 4. Methods**
- 5. Main Results**
- 6. Final Considerations**



Context and Relevance of the Study

The tourism sector has economic expression in the market and represents an excellent source of income generation in cities and regions with potential for this purpose (Dos Anjos, Limberger, Dos Anjos & Domareski, 2011).

Thus, companies and the touristic destination need to deliver to their customers what they seek and desire, so it is necessary to have the knowledge about their customers.



Context and Relevance of the Study

In tourism, the customers will only repeat their experience or will indicate the service when they are satisfied or that exceeds their expectations.

Using new knowledge about the tourist is essential to feed innovation and raise competitiveness (COOPER, 2006; BAGLIERI & CONSOLI, 2009)

In knowledge management, two types of customer knowledge can be obtained from interactions: tacit and explicit.

The value of tacit knowledge has been emerging with great strength within the sector, being regarded as something extremely significant for the industry. (AVDIMIOTIS, 2016)



Research Question

What are the inherent knowledge management initiatives under implementation in the tourism services aiming at innovation?



Literature Review

- knowledge management is defined as the deliberate and **systematic coordination of people, technology, processes and organizational structure that add value**, through re-use and innovation in the organization (Dalkir , 2005).

Du Plessis (2007) points out that **knowledge management has value and contributes directly to innovation.**

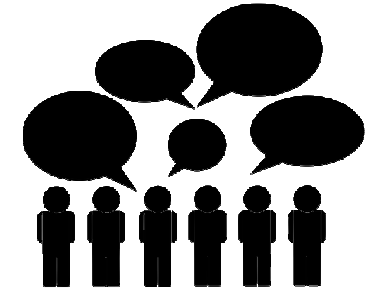


Literature Review

- knowledge management initiatives are essential, mainly because nowadays **customers seek touristic services** that provide unique and **differentiated experiences** (Koziol et al., 2014; Dos Anjos et al. , 2011)
- Customer experiences can be seen as "**knowledge**", and therefore capable of being **used, managed, stored and shared.**
- **knowledge management in the tourism industry should be** oriented to the application of the available knowledge assets to **create competitive advantage** (Cooper, 2006)



Methods



This is a qualitative research utilizing the method of integrative review as a basis for systematic literature search.

The integrative literature review **aims to summarize results obtained from researches on a theme or issue, in a systematic, orderly and comprehensive way** (Ercole, Melo & Alcoforado, 2014).



Methods

Steps to integrative review

| Steps | Description |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Identification of the theme and selection of the hypothesis | Two main study constructs were defined: knowledge management and tourism . The aim was to align these two macro themes with innovation. |
| Search in the literature and criteria for inclusion and exclusion of studies | Databases used: Web of Science, Scopus and Scielo. Fields "Titles, Abstracts and Keywords" Exclusion criteria = were selected only articles with empirical results. Totally article download = 62 Remained to analyze full = 19 |



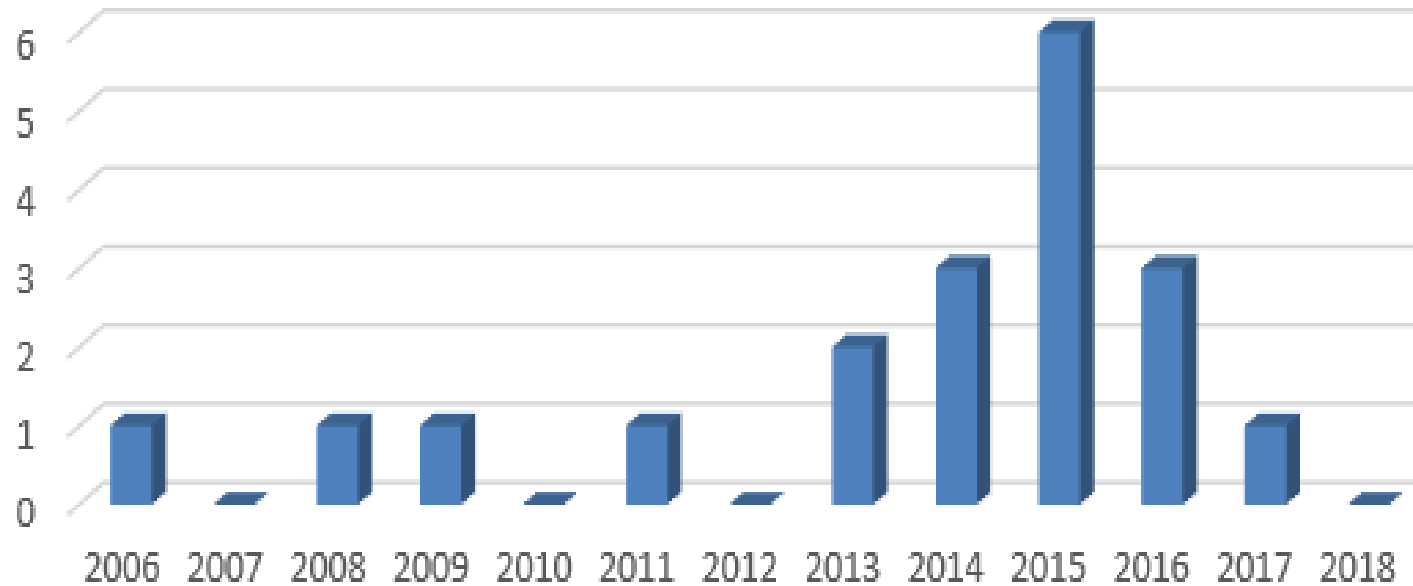
Methods

Steps to integrative review

| Steps | Description |
|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition of the information to be extracted from the selected studies | This stage was guiding by research question: what are the initiatives inherent to the Knowledge Management that are being applied in the tourist services for innovation purposes? |
| Evaluation of the included studies | No were included other document beyond of the search databases' download |
| Interpretation of results and presentation of knowledge review/synthesis | knowledge management initiatives was categorized in processes, people and/or technologies. |



Results



Number of publications by year.

Source: Prepared by the authors.

The period between **2014 and 2016 points out as the largest in publications, with 12 in total**, representing approximately **60% of the publications**, and the year 2015 had 31.5% of all.



Main Results (Process)

Knowledge management initiatives focused on processes

- Structure the processes of information search in customers and suppliers;
- Develop processes that allow knowing the customers (experiences, profile) and suppliers (services provided);
- Systematize the conversion of tacit knowledge into explicit knowledge obtained from clients, suppliers and partners;
- Share, create knowledge about customers and networks with partners and suppliers;
- Create opportunities to share and discuss experiences in the work environment (with customers and own staff);
- Develop an organizational culture and processes aimed at encouraging initiative, creativity and knowledge exchange among employees;



Main Results (Process)

Knowledge management initiatives focused on processes

- Create opportunities to share and discuss experiences in the work environment (with customers and own staff);
- Implement middle-up organizational structures;
- View knowledge as the main competitive advantage;
- Develop solid communication strategies with customers;
- Structure a process of constant analysis of the competitors' actions;
- Value the sharing of knowledge through social capital;
- Encourage internal innovation through the process of search and acquisition of knowledge, integrated to the knowledge transfer and technical learning;
- Use customer feedback information on knowledge to improve touristic services;
- Develop small cities with touristic potential, via partnerships and knowledge transfer.

Source: Prepared by the authors.



Main Results (People)

Knowledge management initiatives focused on people

- Valorize the work team regarding the activities developed and personal characteristics;
- Encourage initiative, creativity and knowledge exchange among employees;
- Distribute assignments to employees based on their skills, personalities and emotions;
- Know the employees' cultural profile and operating mode before the distribution of assignments;
- Know the tourists' cultural profiles for the divulgation of touristic services;
- Provide employees' continuous training on Knowledge Management;
- Allow employees to experience the touristic destination and its attractions;
- Develop in employees its own importance as an asset of knowledge;
- Eliminate employee turnover.

Source: Prepared by the authors.



Main Results (Technology)

Knowledge management initiatives focused on technology

- Apply ICT for dissemination and distribution of knowledge about customers, with suppliers, partners and work team;
- Create virtual platforms (communities, social networks) for tourists to exchange information and experiences (texts, photos, videos, etc.) about their trips, tours etc.;
- Create knowledge database about clients;
- Apply web 2.0 to help the process of organizational learning and improvement in the company's performance;
- Use the social network to gain new knowledge, innovation and performance improvement;
- Valorize and provide innovative technological applications to assist the customer in choosing the touristic destination;
- Apply ICT and specifically the web 2.0 in support of strategic processes of Knowledge Management.

Source: Prepared by the authors.



Final Considerations

It was possible to realize that the knowledge management initiatives are more focused on improvements in processes and use of technologies, with few actions related directly to the training, motivation and retention of people.





Final Considerations

In the matter of technologies, it is also observed that the customer uses many of the digital means to obtain touristic information, but the tourism sector makes little strategic use of this information.

The use of more advanced technologies in the transformation of external information into competitive intelligence, which assist in the decision-making in the hotel network, was not identified in the articles under study.



Final Considerations

For future work, we propose a more in-depth study on the actions of knowledge management in touristic destinations, in an effective way, that is, to study which tourist's knowledge is essential to innovate in these places.



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