

# Knowledge Management

// A case study of knowledge enhancing processes within a project-based organization

Vidensdeling // Et casestudie om vidensoptimerende processer indenfor projekt-baserede organisationer

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Number of characters: 247.826

Number of pages: 131

## **ABSTRACT**

The thesis investigates the challenges of retaining and leverage organizational knowledge within the creative industry. Faced with complex creative processes and a still growing interest and acknowledgement of the creative industry, this industry must address the balance of art versus profit in order to survive. Based on this perspective, the main focus of the thesis is to identify how creative organizations with their complex processes can be managed in order to extract and make use of the knowledge within the organization, without constraining creative processes.

The research is based on a case study of the documentary film festival CPH:DOX. The case has been chosen as it represents some of the most significant characteristics of the creative industry and tries to argue whether a creative organization can implement Knowledge Management and Human Resource Management techniques to optimize the organization.

The thesis employs three theoretical frameworks. Firstly, theories on Organizational Management are applied to achieve an understanding of how processes are different in the creative industry and specifically in those organizations characterized by projects. Secondly, Knowledge Management theories are used to gain insight in how organizations may engage in knowledge sharing processes in order to improve competencies and make their business more effective. Thirdly, theories on Human Resource Management are applied as it is found that Knowledge Management has its roots in the individual, so in order to understand what motivate Knowledge Management this layer needs to be added.

In the analysis, we have investigated CPH:DOX with the purpose of identifying gaps and or similarities between our empirical world and the theory, and based on this, examined the possibilities and limitations of the organization in terms of embracing managerial tools like knowledge management.

Based on these findings the thesis concludes that it is possible and beneficial for project-based organizations within the creative industry to integrate some of the Knowledge Management and Human Resource Management tools.

This has lead to a number of propositions as to how CPH:DOX can strengthen its business and at the same time remain true to the vision by combining the case study with our selected research methods and strategies, we are able to create a set of propositions that can help administrate the growth and, at the same time, nurse the creativity of a creative organization.

On the basis of this we argue that a thorough understanding of how the interns act will provide a more effective and integrated culture of sharing knowledge.

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# Introduction

## »» Section 1



**Problem Statement**

**Delimitations**

**The Thesis's Purpose**

**Framework**

## 1.0 INTRODUCTION

Knowledge Management has received wide attention in the past decade as a result of a growing interest for organizations to manage and to share their insights and experiences to improve performance, competitive advantage, and innovation (Kissling Hansen, 2009). A vast amount of theories and articles have been developed on Knowledge Management, none of them, however, seem to approach the creative industry field and its special processes. Existing theories are more focused on normal corporations where Knowledge Management is easily retrieved and applied into systems. However, the creative industry have moved closer to the centre of the economic action in many countries, and creative industry companies can therefore no longer be seen as secondary to the 'real' economy (Hesmondhalgh, 2007). Especially this industry constitutes enormous amounts of knowledge that never seems to be extracted, however this industry still continue to grow and has in recent years placed itself among the other acknowledged industries as an important player (Hesmondhalgh, 2007). Therefore it seems evident to look into how the creative world and Knowledge Management can flourish together, especially in the creative industry. Supporting this Lampel et al. (2000) states that the survival of cultural organizations depends on replenishing the creative resources within them, however they also state that these processes are so poorly understood and therefore there is an uncertainty on how to detect and replicate these resources (Lampel et al. 2000:265).

Therefore it will be very interesting to investigate if Knowledge Management is applicable to this particular field.

In addition, we find it highly motivating to focus on a practical research of the use of knowledge sharing as a management form to optimize processes within the creative industry.

As stated, a vast amount of literature have been composed in relation to the subject of this knowledge sharing aspect of the organization, however non of them, addresses the creative industries. It therefore seems like some kind of balance need to be strived between, what existing literature on the subject states and what the field of study shows, in order to optimize and maintain the organization.

## **1.1 PROBLEM STATEMENT**

In the light of these considerations the thesis's problem statement is as follows:

*"How can creative organizations with their complex processes be managed in order to extract and make use of the knowledge within the organization, without constraining creative processes?"*

## **1.2 ELABORATION OF PROBLEM STATEMENT**

Identifying several complexities underlying and embracing the creative industry, the aim of this thesis is to find out how processes can be optimized. We want to explore the above field and have therefore chosen to go in-depth with a specific case in order to be able to discover gaps and make general assumptions. We have chosen to study the non-profit film festival, CPH:DOX. This organization has seen a significant growth in scope however not in size in the latest years. This means that the organization has expanded with more projects and more audience accordingly, however they have remained the same in organizational size (cphdox.dk, 2013). This organization is constituted by many of the features that characterize the creative industry both in structure and process (Caves, 2000). On this foundation we find it interesting to look at this particular case in this thesis. With an investigation of the organization the intention is then to evaluate whether the perspectives from Knowledge Management and Human Resource Management is applicable as a strategic tool in the work towards making these types of organizations more effective. Thus we seek to investigate our empirical data studies gathered within the organization with tools from theories on Knowledge Management and Human Resource Management in order to investigate whether a link between the fields is possible.

## **1.3 BASIC INTRODUCTION TO TERMS USED**

A brief explanation of the concepts that are principal for this thesis will be defined in this section to provide a mutual understanding and to enhance coherency.

### **1.3.1 Data**

According to Davenport and Prusak (2000) "*data is a set of discrete, objective facts about events*" (Davenport & Prusak, 2000), which means that data is most often considered as



structured records of transactions, which combined correctly can become valuable for an organization. Examples include receipts of purchases or raw IT<sup>1</sup> input or output.

One common assumption is that the more data organizations gather the better and objectively correct decisions can be made. However Davenport and Prusak (2000) argue that this is false. This is mainly for two reasons. Firstly, the more data an organization stores, the more difficult it is to identify and to make use of data that matters. Secondly, data in itself is useless, as it does not hold an inherent meaning. Raw data cannot be used as a final argument in any decision making process, rather data becomes very valuable and useful once it has been processed. This leads us to the next definition, Information.

### **1.3.2 Information**

Information is a collection of raw data. It is a flow of messages, and it refers to a specific experience. The purpose of information is to change the perception of any given object for the receiver. In effect it means that it is the receiver of the information and not the sender who decides what the intended message should be perceived as. Basically, information is transmitted either through “soft” or “hard” networks in most organizations. A soft network can be defined as less formal such as water-cooler-talk, post-it notes, memos, etc. A “hard network” is defined as physical letters, e-mails or scientific articles.

Information can contain just about anything, however without a frame of reference or context it is impossible for the receiver to understand the information fully.

### **1.3.3 Knowledge**

For the receiver to understand any information fully, the receiver has to have insight into, the context of the information. Knowledge is created by that very flow of information anchored in the beliefs and commitment of its holder. While information refers to a specific experience, knowledge refers to an accumulation of experiences, which has fostered different concepts and beliefs.

In short knowledge is a vast amount of information and experiences, which the individual interprets through own values in order to be able to use it – thus turning it into knowledge (Newell et al.2009).

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<sup>1</sup> IT - the branch of engineering that deals with the use of computers and telecommunications to retrieve and store and transmit information.  
(<http://wordnetweb.princeton.edu/perl/webwn?s=IT&sub=Search+WordNet&o2=&o0=1&o7=&o5=&o1=1&o6=&o4=&o3=&h=0>) Davenport & Prusak, 2000

#### **1.3.4 Knowledge Management**

In order to share and effectively use the knowledge accordingly, Knowledge Management methods are highly essential. The term Knowledge Management should cover both the act of improving the sharing of information in an organization, and promoting the capture of personal and contextual knowledge.

*“Knowledge Management rests on two foundations: the management of information [and] the effective management of work practices.” (Wilson, 2002)*

#### **1.3.5 Knowledge Sharing**

Knowledge sharing is the act of transferring knowledge from one person to another.

When sharing knowledge within any company it is paramount that the method always suits the culture. Not all companies have a culture suitable to share or transfer knowledge between its employees if for instance the individual employee's worth is based on their individual knowledge. In contrast if one is working for example in an advertising agency the sharing of ideas and brainstorming amongst the workers will benefit the creative process tremendously (Davenport & Prusak, 2000).

#### **1.3.6 Cultural Consumer Industries**

The creative/cultural consumer industries are comprised of both business-to-business (B2B) and business-to-consumers (B2C) industries, where the latter offers ‘experience products’ created by ‘artistically’ and ‘socially’ creative people known as the specialized skill holders (Caves, 2000). The developing growth within the B2C industries has created a growing awareness and interest in the study of these ‘experience’ industries.

#### **1.3.7 Normal Corporation**

Throughout this thesis, a comparison of normal corporations versus creative organizations will often be highlighted. Therefore in this case, a definition of a normal corporation will be appropriate for the understanding of the term in relation to this thesis.

A normal corporation is defined as an entity that is seen as a “real” economy compared to the cultural industries, since durable and “useful” goods are manufactured (Hesmondhalgh, 2007). It is common for a normal corporation to operate in a bureaucratic sense, meaning that profit is in focus together with the need to satisfy stakeholders. The structure can be rather hierarchical where the decision making process is top-down and the division of labour is well defined and structured.

## 2.0 DELIMITATIONS

In order to maintain a narrow focus in this thesis, delimitations are required so that the appropriate attention can be provided to the research question.

The offset for this thesis is the Danish film festival industry. This has been set in accordance with a wonder over how this particular industry manages to stay alive and grow stronger year after year. This wonder has occurred as we as researchers through own interest in the business have been volunteers for different festivals through the years and thereby observed the festivals from year to year.

It then occurred to us that in our study, there have not been real studies conducted on what we observed as the most pressing issues at these festivals. The material concerning our wonders has concerned significantly different industries. Looking at the examples from other industries and from different cases from other countries we tried to map which tools have been adapted. In addition, it was clear that none of them had been introduced to our chosen field of interest.

It has been important to narrow down the scope of this thesis to the film festivals in Denmark, as it is a small country and therefore probably will have different processes and a smaller scope compared to e.g. France or America. In addition we have also chosen to limit the scope of film festivals to one festival that can serve as a general insight into the entire industry. In this respect we acknowledge that it delimits us from investigating other organizations within the creative industry.

Also, the thesis takes a specific perspective looking at primarily Knowledge Management and Human Resource Management. In this respect it shall be mentioned that Knowledge Management approaches different aspects. One aspect deals with creating environments socially, whereas the other aspect deals with technical systems implementations. As Newell et al. states (2009) *“research has demonstrated that even when structural conditions are generally supportive of knowledge work tasks, it is still very easy for creativity and innovation to be stifled. Firms are therefore cautioned to try and avoid the development of particular norms and practices that might constrain innovative behaviour”* (Newell et al., 2009:38). To avoid ‘best-practice’ we look at the enabling context of social environments, as we deal with a highly sensitive artistically valued organization. Choosing the other path would demand different things from the organization, which is estimated to have negative implications for the organization in the stage it is in right now.

We though wish to keep a narrow focus on the first aspect in order to go in-depth with the social aspect of Knowledge Management. Besides it is not our intention to re-arrange or re-define the organization or the contents of the job positions, however to investigate how the organization may take advantage of the resources it has, and to strengthen its ability to evolve

and ease the processes within the organization through knowledge sharing.

We look at Knowledge Management from an internal perspective as our data shows most issues are internally. We have narrowed the scope of volunteers to concerning the interns as these employees have everyday experience from CPH:DOX, and also we have included the core staff in order to have a representative data collection. We could have chosen to look at the effects the internal managerial issues might cause externally, e.g. concerning brand value as the organization depends on funds from different parties every year. However, for us it seemed more important to start with what we believe is the essence of the thesis. This we believe will provide a stronger offset to firstly understand the organization. From that we later on can be able to look at the external consequences of it, but due to the length of the thesis we will focus on the internal aspect.

Also due to the limitations of the length of this thesis, some data collected have been omitted as a result of the coding process according to grounded theory where we have focused on the extracted themes in the final version. The omitted data was only deemed peripheral relevant and not altering to our findings and conclusion, thus only data cutting to the bone of our subject have been used in line with the coding process of grounded theory.

### **3.0 THE THESIS'S PURPOSE**

The target group for this thesis is besides the supervisor and external examiner, students with interests in the creative industry and specifically within organizations that are project-based. The thesis is also relevant in the light of specific issues that has occurred within the specific chosen organization and it is therefore also for future use for this organization if the analysis is found applicable.

### **4.0 FRAMEWORK**

So far the thesis has touched upon the motivation behind it, and from there a problem statement has been conducted. The scope and the field of this thesis have also been elaborated together with the definitions of the concepts applied. Next, an illustration of the development of this thesis will be explained.

In the first section we will go through the theories from Organizational Management, Knowledge Management and Human Resource Management, which we find relevant for the thesis.

In the following section we present the methodology of the thesis where we explain grounded theory as our research method.

Next we present the industry and we will argue why we have chosen to look at CPH:DOX.

Hereinafter we present the case analysis of CPH.DOX, followed by a discussion of the discovered gaps in the analysis, approaching the problem statement and finally rounding off with a conclusion of propositions.

# Structure

## Introduction

>> Section 1



Problem Statement  
Delimitations  
The Thesis's Purpose  
Framework

## Theory

>> Section 2



Organizational Management  
Knowledge Management  
Human Resource Management

## Method

>> Section 3



Philosophical Approach  
Research Method  
Social Research Approach  
Research Design  
Data Analysis  
Methodological Considerations

## Analysis

>> Section 4



The Industry  
Case Presentation  
Case Analysis

## Conclusion

>> Section 5



Discussion  
Conclusion

# Theory

## »» Section 2



**Organizational Management**

**Knowledge Management**

**Human Resource Management**

## 5.0 THEORY

As mentioned above, this section will explain the choice of the main theories applied in this thesis. Based on the problem statement, three areas of focus have been identified for the theoretic approach, these being theory on Organizational Management, Knowledge Management, and Human Resource Management. The research question will create a framework in which an explanation of the connections can be provided in between them.

### 5.1 ORGANIZATIONAL MANAGEMENT

Several types of organizational forms may be provided in accomplishing a definition of organizations. Within the creative industry adhocracy is more and more evident. This is a form of business management, which emphasizes individual initiative and self-organization in order to accomplish tasks. This is in contrast to bureaucracy, which relies on a set of defined rules and sets hierarchy in accomplishing organizational goals (Investopedia, 2013).

#### 5.1.1 Project-based organizations

Project-based organizations are defined as temporary forms of organizing, deliberately created for a limited purpose, and therefore disband when they are completed (Cattani et al., 2011). These types of organizations are believed to be more suitable for innovation and dealing with uncertainties (Ebbers & Wijnberg, 2009).

Some of the features that characterize the project-based organization are that activities are mostly non-routine, difficult to predict and success is uncertain. Therefore it is important to have a dynamic interaction internally between capabilities, learning, and relational context (Cattani et al. 2011). As the project-based organization is a temporary construction that vanishes when having fulfilled its goal, the context wherein capabilities are learned and integrated is more abstract compared to normal corporations. It is emphasized that if a project is repeated there can be an advantage of having the same set of people, since trust already have been established and shared knowledge can be retrieved, hence the projects are embedded in social networks of previous interaction. Cattani (2011) states that this ultimately affects the efficiency of the project (Cattani et al. 2011).

Furthermore, Cattani et al. (2011) states that managerial difficulties occur when dealing with learning in the project-based organization, since learning involves a collective memory that is derived from past experiences. As the project-based organization do not have a collective memory from the past; *“They depend on an elaborate body of collective knowledge and diverse skills, even though not enough time is available to ascertain abilities and competences of members in order to plan for a detailed division of labour. More importantly, there seems*



*to be little time to engage in the usual forms of confidence-building activities that contribute to the development of trust [...]*" (Cattani et al. 2011).

Furthermore as the project-based organizations operates on a model of no structure because the organization dissolves when the task is completed, organizational continuity and history as learning vehicles do not fit entirely (Cattani et al., 2011).

Ebbers and Wijberg (2009) points to a specific type of network organization; the latent organization, which is a form of organization that binds together configurations of key actors in ongoing relationships (Ebbers & Wijnberg, 2009). This provides continuity where the concept of the organization can flourish and attract human resources (Ebbers & Wijnberg, 2009).

Many of these project-based organizations have been started by creative people who see only the art of the business they encounter in. These organizations can be characterized as projects of passion.

### **5.1.2 Project of passion**

Svejenova et al. (2011) explains the phenomenon of projects of passion, for which profit is secondary to the pursuit of a 'calling' (Svejenova et al. 2011). Projects of passion are a devotion to a project that is found interesting, challenging, exciting, etc. A project of passion is a project that individuals engage in as it creates drive, feelings or passion, and it is therefore highly motivational. As Svejenova (2011) states projects of passion are a type of temporary organizations that is established to express a significant identity and contain individual motivation to express specific visions and values. Therefore individuals should engage in the project with passion (Svejenova et al. 2011). This also implies that the profit aspect of the project is secondary to or in the service of other pursuits – hence the profit is a nice secondary tool to the means to the end.

Projects of passion has the characteristics of having an inside-out approach to the market, as it is the persuasion of new forms discovered by the artist, professional, etc. that is the focus, not what audiences have to say.

To measure whether a project's outcome is that of passion, two measurement methods have been distinguished; authenticity and impact.

*Authenticity:* The project must be different of what have been seen before, and most importantly be true to it self in the process of creating a unique personal identity. So when there are changes in the environment it is important to address these changes in accordance to how the identity is (Svejenova et al. 2011).

*Impact:* Impact is more audience centred as it measures the value that has been added to the audience in respect to social, aesthetic values as to how the experience of the good provided

is, and economic value in relation to the manifestation of the activity. This can also be related to the definition of the event as a repeat institutionalized event (Svejenova et al. 2011).

### **5.1.3 Repeat events**

As Shone and Parry (2010) states, repeat events are based on existing knowledge and techniques, however some changes are made each time – this could be that some things are removed and others added (Shone & Parry, 2010). This is corresponding to Lorenzen's (2011) statement, that cultural consumer products need something new and something familiar to be successful (Lorenzen, 2011).

Different factors constitutes a repeat event:

Uniqueness: Each event is different, this not meaning that the event cannot be repeated many times, however that the surroundings will make it unique, as there from year to year will be different participants/audience and maybe even different organizers and so on.

Intangibility: The event is an experience and a source of value creation responding to emotional needs of people.

Ritual: People need recognizable elements to be able to provide the event value and gain a meaningful experience if they should have incitement for coming back the next year – this also ensuring ambience.

Labour-intensive: The more complex an event is the more labour-intensive it is in terms of organization and of operation. This demands a high level of communication.

### **5.1.4 Institutionalization**

According to Moeran and Strandgaard Pedersen (2011), the institutionalization of any particular event is related to historical contingencies – this occurring through several stages of historical development, where the event is related to community building, attribution of status and so on. It does not, however, remain stable over time, which means that even highly institutionalized events are not immune to deinstitutionalization. Therefore it is important to stay constantly in contact with the industry, to build relationships, and be present in order to be part of the landscape.

Event-institutionalization implies that an event becomes taken for granted, thereby increasing the events stability and influence, however as events are not immune to deinstitutionalization it needs to be sustained over time (Moeran & Strandgaard Pedersen, 2011:212). Here again the balance between the creative industry's need for innovation and distinctiveness and the pressure of deinstitutionalization and loss of market share need to be considered (Moeran &

Strandgaard Pedersen, 2011:218).

The organizational theory has provided a picture of the type of organization we are dealing with and provides a grasp of the challenges and issues they are presented with. In line with the balancing issue Knowledge Management will be approached as a way of looking at how efficiency can be strived with the aim of strengthening creative organizations' business.

## **5.2 KNOWLEDGE MANAGEMENT**

As stated earlier Knowledge Management has become more and more apparent in organizations as a way of improving and replenishing processes. This management can be approached through different views.

Newell et. al. (2009) states that knowledge can be both possessive or an epistemology – that is a difference between looking at Knowledge Management as being something that should be derived and retrieved from the individual, converting tacit knowledge into explicit knowledge for the common man, and epistemology as knowledge being constructed and negotiated through social interactions thereby being intrinsic to the social situation and practices (Newell et. al. 2009). In this respect there is different challenge to these two views; for the possession view it is to be able to free the knowledge from the individual and make it available to all, and for the epistemology view it is to provide an enabling context that allows people to do things differently and better than previous practices, motivating them intrinsically.

The difference between these two views can be seen as a hard and soft approach to the process of Knowledge Management. The later being more softly people centric, but both views approach the process of Knowledge Management with the aim of retrieving and integrating knowledge in order to become a knowing organization. In order for an organization to improve organizational performance, different processes shall be acknowledged in order to work towards this goal.

### **5.2.1 The knowing organization**

To become a knowing organization different stages need to be identified. Accordingly a distinction between possessing knowledge and simply storing information will be needed.

An organization consists of different factors that together constitute knowledge. Knowledge differs from information in that information is a flow of messages while knowledge is created by that very flow of information anchored in the beliefs and commitment of its holder. While information refers to a specific experience, knowledge refers to an accumulation of experiences, which has fostered different concepts and beliefs (Choo et al., 2006).

When individual employees take action on the information and starts to construct own meaning from it information is evolved into knowledge. This process is initiated when the individuals test different types of information in order to discern patterns and form beliefs thus trying to understand them and create patterns from it.

The information is generated by the organization and the individuals within it, to express their

insights. This information is used to make *sense* of changes in the environment and to construct a shared meaning, making the organization able to continue (*sense making*).

Secondly information is used to create new knowledge (*knowledge creation*) that is dispersed through the individuals in the organization as tacit knowledge – tacit knowledge will be explained thoroughly later. Organizations are very interested in tacit knowledge as this is the source of innovation and creativity and it enables the organization to refresh its knowledge and extend its capabilities, creating possibilities of growth. In this stage the SECI model plays an important role – this will be elaborated below.

Thirdly information is used to make decisions for the future. These decisions can be complex as it is affected by the decision makers. Organizations need to control this process in some way through order and structure, as these decisions are vital to action.

These three processes will be explained in-depth below.

#### **5.2.1.1 Sense making**

During sense making information is interpreted and possible explanations are formed from past experiences. Current events are compared with past experiences to construct meaning in order to stabilize recurring events and make them more predictable (Choo 2006:5). Sense making is done retrospectively e.g. through evaluation of events and actions, in order to look back and make sense of these past happenings.

#### **5.2.1.2 Knowledge creation**

During the knowledge creation the individuals share personal knowledge through dialogue and they express what they have of previous experience.

Choo et al. (2006) states that knowledge creation should be nurtured constantly in order to develop the capacity to continuously create new knowledge. This is achieved by managing the balance between tacit and explicit knowledge and by designing social processes that enable the process of converting the tacit knowledge into explicit knowledge.

In this respect Choo et al. (2006) refers to Nonaka et al. (1995) and the SECI model. This model illustrates a method to develop and store knowledge in an organization and will be described under the section 'Knowledge Creation'. However, it should be noticed that to be able to implement such a process in an organization it is important to facilitate a healthy organizational culture and to stimulate the creation of knowledge from the individual to the organizational level.

### 5.2.1.3 Decision making

When decision-making is reached information is gathered from the above two phases; sense-making and knowledge creation, and different alternatives are processed in order to find the one that can achieve the objective.

These three processes are social and should continuously constitute and reconstitute meaning, knowledge and action. This process will make the organization a knowing organization. (See figure 2)

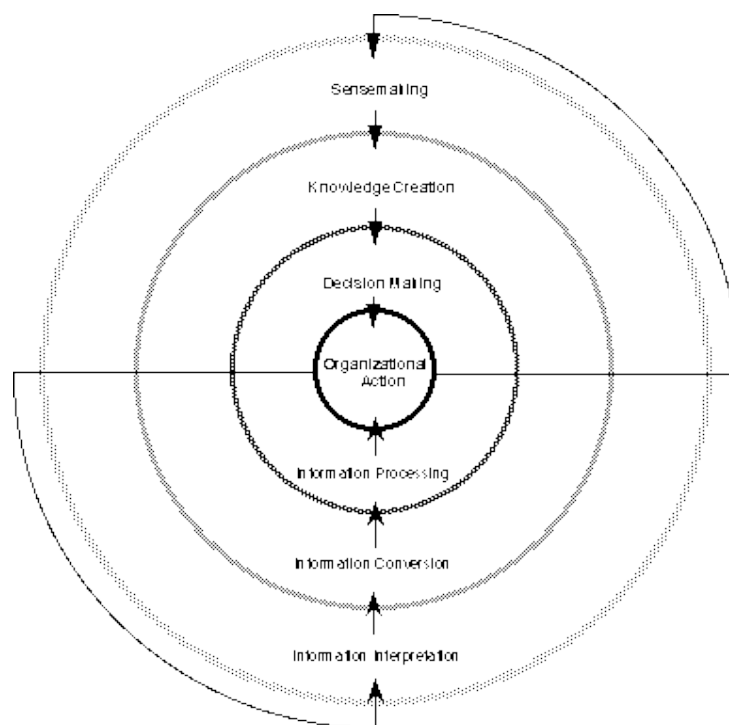


Figure 2: The Knowing Cycle by Choo et al. 2006

In conclusion, effective decision-making depends on sense making, as it is evident to know what is going on before acting upon it. It is very important that organizations are aware of this in order to prevent being surprised by unexpected events or changes. A certain degree of alertness, discipline and curiosity on how the existing methods and beliefs can be questioned within the organization is vital.

In order to continue optimization of processes Choo et al. (2006) recommend that organization facilitate environments where curiosity to existing methods and beliefs can be questioned, as it will result in new knowledge that can strengthen and evolve the organization.

### **5.2.2 Knowledge enhancing environments**

Choo et al. (2006) states that it is important to facilitate a healthy organizational culture and to stimulate the creation of knowledge from the individual to the organizational level.

Knowledge enables the organization to act to attain its goals. Most of this knowledge is though rooted in the experience from the individual employee and in this respect the organization should provide a social and cultural frame where the knowledge can be used and provided meaning in (Choo et al. 2006:127). As knowledge is rooted in the individual this knowledge is hard to retrieve, and organizations can struggle figuring out how to manage this extraction of knowledge into the organization for use.

The organization should therefore be aware of the different shapes knowledge is apparent in, in order to manage the organizational knowledge.

#### **5.2.2.1 Organizational knowledge**

The knowledge in organizations is constituted by the employees, the groups and the organization that all together creates a whole. Knowledge is both embedded in the product brand of the organization and in the culture e.g. in the organization's routines, norms and identity. The organization embraces tacit knowledge, explicit knowledge, and cultural knowledge (Choo et al 2006:135).

#### **5.2.2.2 Tacit knowledge**

Tacit knowledge is an extremely abstract term, which has a significant value for an organization, since it has great influence on how you can effectively share knowledge within the organization.

Tacit knowledge is the hidden implicit knowledge that individuals carry in their minds, and it is therefore embodied in routines. In other words, tacit knowledge is what we either do not know we have or cannot express in words. This knowledge is action-based and therefore hard to explain verbally - it is like driving a car and then have to explain how exactly you drive it. It is therefore hard to retrieve tacit knowledge from an individual because that person will find it hard to use the proper formulation to describe their action, as it is just something they do automatically without applying too much thought into it. The individuals use this knowledge in carrying out their tasks using previous experiences to solve present issues, thereby making meaning of the knowledge captured from previous experiences (Choo et al. 2006: 138). Sharing tacit knowledge within an organization is therefore a very interesting

subject in the field of knowledge sharing, and closely associated with organizational structure, since tacit knowledge is integrated in the core culture of an organization and appears in every part of an organization.

Tacit knowledge can be divided into two different categories, namely technical and cognitive. The technical aspect of tacit knowledge implies the informal and hard-to-pin-down skills or crafts embedded in the term know-how and routines. The other aspect of tacit knowledge, the cognitive aspect, is more complex and holds a much higher level of uncertainty, as tacit knowledge is integrated in our minds as mental models and beliefs which can be difficult to transform into words or to illustrate visually. The cognitive dimension has a “softer” approach - it represents the beliefs, ideals, values and mental models (Nonaka & Takeuchi, 1995).

The cognitive tacit knowledge is mostly individual, so sharing this aspect of the tacit knowledge collectively is important since an organization should operate as a whole and work towards accomplishing the main goals of the corporation. Secondly, when everyone has the same mindset the communication flow becomes automatically improved and fluent and again thereby improving knowledge sharing. When you have an insight in peoples cognitive tacit knowledge you have a much better point of reference, which makes misunderstandings less frequent which again leads to more effective communication (Nonaka & Takeuchi, 1995).

A lot of messages or knowledge can be misunderstood because people have different perceptions of the written words. Interaction eliminates or at least reduces the uncertainty of understanding between people, since they develop a common “language” and thereby enhances the tacit knowledge between them.

This is where face-to-face communication becomes relevant. When you meet with people you build the foundation of tacit knowledge for successfully communicate later on. So when you share important knowledge via face-to-face, you also share tacit knowledge without knowing it, which then makes the written communication more useful (Nonaka & Takeuchi, 1995).

When sharing tacit knowledge a process is started, where the tacit knowledge should be processed to explicit knowledge.

### **5.2.2.3 Explicit knowledge**

Explicit knowledge is knowledge that is applied into tangible assets or artefacts and can be articulated in writing and symbols. This knowledge has been written down in protocols, in guidelines, in rules, and so forth.

Explicit knowledge can be rule-based meaning that the knowledge is applied into rules, guidelines, standards, etc. This rule-based knowledge is a substantial part of how an



organization operates and does things. The other form of explicit knowledge is object-based knowledge that is found in the organizations brand products and how these are made (Choo et al., 2006:141).

Explicit knowledge may then take the form of an intellectual tangible asset of the organization as the procedures lead to the creation of the products. This kind of asset represents the organization's knowledge externally, providing a blue print for the stakeholders. Explicit knowledge is revealed through communication, and provides with descriptions of past learning, good solutions, and methods that all prevent the organization from having to reinvent the knowledge from year to year, generating a cycle of knowledge that can be added to all the time. This knowledge also eases the transfer of knowledge from one department to another in the organization, limiting the information load making the processes effective. According to the intellectual assets this also presents an image of an organization that is in control.

#### **5.2.2.4 Cultural knowledge**

When tacit knowledge has been conceived as explicit knowledge and then again embedded as tacit knowledge, cultural knowledge arises. Cultural knowledge is the shared beliefs, identity, and goals of the organization. This is also why cultural knowledge creates the context where the individuals' knowledge is meaningful and effective. This organizational context and the routines within it determine the range of possible behaviour (Choo et al. 2006:144). Routines here differ from the rules mentioned under explicit knowledge as routines are more rooted in non-present acts that is embedded in the culture of the organization, e.g. how employees talk, dress, and so on – therefore it is also safe to say that rules in some part are rising from the tacit routines of the organization.

An ongoing spiral model can describe this continuous process between the different types of knowledge in an organization and how the different forms affect each other (see figure 3).

### **5.2.3 Knowledge creation**

In this section the SECI model will be explained in accordance to knowledge creating activities that engender the organization's core capabilities and how these activities could be managed to extend and enhance a firm's capabilities.

#### **5.2.3.1 The SECI model – The knowledge spiral**

Nonaka and Takeuchi (1995) developed the knowledge spiral, as they argue that there is a

clear connection between tacit and explicit knowledge (Figure 3). Knowledge creation is a continuous process and it is from this notion that the spiral emerges. In other words, when there is interaction between tacit and explicit knowledge, knowledge is elevated dynamically from a “lower” level to a “higher” level - for example, from an individual level to a group level (Nonaka and Takeuchi, 1995).

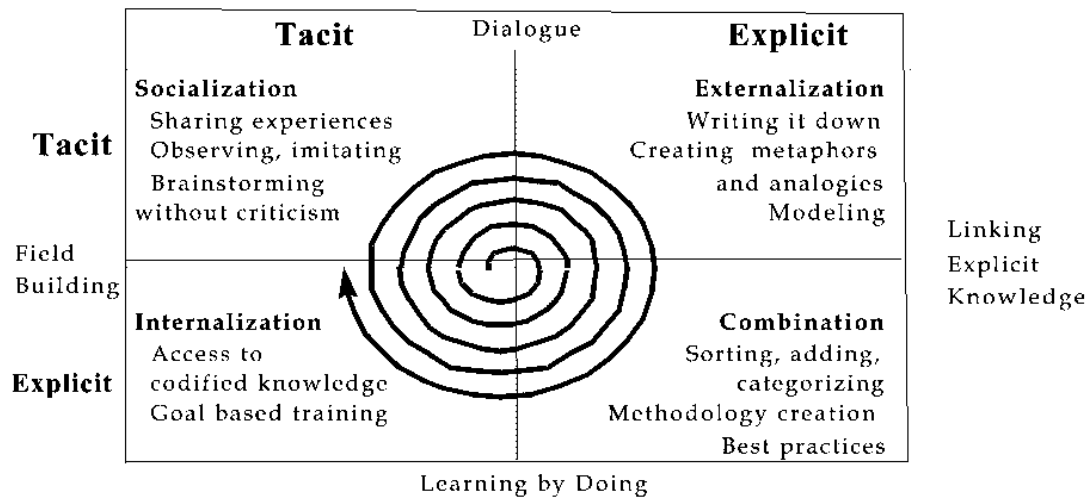


Figure 3: The Knowledge Spiral by Nonaka and Takeuchi, 1995

As illustrated in the figure the SECI model has four modes of knowledge transfer; socialization, externalization, combination, and internalization. Each mode will be elaborated in the following sections.

### 5.2.3.2 Socialization

*“Socialization is a process of sharing experiences and thereby creating tacit knowledge such as shared mental models and technical skills” (Nonaka & Takeuchi, 1995).*

The socialization phase emphasize tacit knowledge as “pure” experience, which is shared through joint activities such as, spent time, operating in the same environment, etc. (Nonaka & Konno, 1998).

The social aspect of sharing has an essential part in this phase. As illustrated in the figure socialization is the process of tacit knowledge to tacit knowledge. This means that the knowledge sharing is mostly based on imitation, observation and language. For this to be possible, both the sender and the receiver need to have some sort of shared experience or context, otherwise the knowledge will not be shared appropriately. This also illustrates the

“lowest” level of interaction between two or few individuals.

The process of transferring an individual's thoughts, ideas or images directly to another individual means to share personal knowledge and create a common place also known as the Japanese concept of “Ba”. (This will be referred to as an enabling context further on).

The characteristics of “Ba” can be reflected in tacit knowledge as follows. Tacit knowledge is converted to explicit knowledge (interacting “Ba”) by selecting people with the right set of knowledge and capabilities for e.g. a project team or task force and thereby converting tacit knowledge into explicit knowledge. Explicit knowledge is shared and combined in order to create new knowledge to be organized, shared and made available (systematizing “Ba”). Interaction in a virtual world through information technology can become an effective method to organize the explicit knowledge. Lastly knowledge is re-internalized as tacit knowledge when the knowledge is turned into action on ongoing procedures and new experiences about the routines are gathered or generated (exercising “Ba”). Each “Ba” supports the SECI model. (Nonaka & Konno, 1998).

When sharing tacit knowledge between individuals, knowledge is turned to explicit knowledge through externalization.

#### **5.2.3.3 Externalization**

Externalization illustrates the process between tacit knowledge and explicit knowledge. As Nonaka et al. (1995) states “*externalization is a process of articulating tacit knowledge into explicit concepts*” (Nonaka & Takeuchi, 1995).

This phase can be extremely complex, due to the high level of ambiguity. In addition, it is here the transformation of knowledge from a “thought” to an e.g. written form starts to take place. This phase can be difficult because individuals interpret things differently and it can also be difficult to express one's experiences. In other words, an individual's knowledge structure is “biographically determined”, meaning that knowledge built from the message can mostly never be exactly the same as the knowledge base from where the message was created. Therefore in this phase the notion of metaphor, analogy and figurative language can become useful and essential, since these techniques can help express the ideas, and concepts into understandable forms. This leads to combining the knowledge into systems.

#### **5.2.3.4 Combination**

In this phase, individuals exchange knowledge by using e.g. different written media, making this phase an explicit to explicit process. Systematization of knowledge is important in this

phase, since the creation of explicit knowledge into more complex sets of explicit knowledge occurs in this phase. As Nonaka et al. (1995) states: “*Combination is a process of systemizing concepts into knowledge system*” (Nonaka & Takeuchi, 1995), meaning that knowledge sharing is done through documents, formal meetings, manuals, or computerized communication networks, making the existing explicit knowledge more comprehensive. Combination of knowledge into systems lead to the last phase of the SECI model before it starts over, which is internalizing all knowledge to underlying routines.

#### **5.2.3.5 Internalization**

The last of the four modes concerns the transformation of explicit knowledge to tacit knowledge. Two dimensions can be present in this mode. Firstly, explicit knowledge actualizes concepts or methods through strategy, tactics, innovation and/or improvements. These methods could e.g. be training programs, which can help trainees to understand the organization, which may provide opportunity to develop these areas and thereby create new tacit knowledge. Secondly, embodying the explicit knowledge through simulations or experiments can trigger learning-by-doing, which again can create new tacit knowledge. As Nonaka et al. (1995) states, “*Internalization is a process of embodying explicit knowledge into tacit knowledge. It is closely related to “learning by doing”*” (Nonaka & Takeuchi, 1995). This can be made possible by increasing individual creativity and thereby “feed” the innovative mindset of the employees (Nonaka & Takeuchi, 1995).

This phase is in close relation with the previous phase, since documentation helps individuals internalize what they experienced, thus creating new knowledge and the spiral goes on and on. As figure 3 illustrates this phase is also in close relation to learning-by-doing. Meaning that one can read upon other experiences, however to be able to create new knowledge and share it, one has to develop their own experiences.

#### **5.2.3.6 Part summary of the SECI model**

The figure contains four components. Socialization is a process of acquiring tacit knowledge by sharing experiences person to person on the job. Building a team where interaction happens is often initializing in this phase. Following, externalization converts this tacit knowledge to explicit knowledge through dialogue where metaphors, models or analogies are used by the team members to articulate their perspectives, revealing tacit knowledge. This explicit knowledge is thus created with several people combining their knowledge into new explicit knowledge, and this is then being internalized into the tacit knowledge by being

captured in documents or stories, so that everybody gets an idea of how one person experienced an event (Choo et al., 2006:9). These four components are essential, since they represent that knowledge creation is an on going process that needs different kind of attention through each phase.

#### **5.2.4 Knowledge creation and core capabilities**

Knowledge creation builds up the core capabilities of the organization. There is a constant interaction between these two as core capabilities are generated by knowledge creation, however there also need to be current capabilities to enable the knowledge creating activities.

A core capability is knowledge that is unique to the organization and which is hard for competitors to imitate. This knowledge enables the organization to differentiate and compete towards other similar organizations. The core capability is a mix of the organization's tacit, explicit, and cultural knowledge, and the more integrated these are in the organization and in each other the more unique and non-imitative the core capabilities will be, and the more sustainable it will be for the organization.

Within the event industry the environment is changing rapidly and this might make the organization's static core capabilities both an advantage and disadvantage to the organization. Therefore it is evident to keep being in the knowledge creating SECI model. As Choo et al. (2006) explains, capabilities expand through the actions of employees at all levels of the organization, and the crucial task for managers is to identify and nurture the kinds of activities that create knowledge that will be absorbed, applied, and retained by the organization and its members (Choo et al., 2006:151).

#### **5.2.5 Knowledge Utilization**

Leading from knowledge creating activities and core capabilities, knowledge utilization combines all the organization's skills in order to utilize the knowledge gathered. In this respect knowledge integration is what combines, integrates, and coordinates all of this knowledge.

##### **5.2.5.1 Knowledge Integration**

Choo et al. (2006) sees organizational capabilities as the outcome of knowledge integration. It is the ability to combine and to link all the tacit knowledge from the individuals within an organization. This makes the organization an institution that sets conditions and provides a frame wherein the individual's knowledge can be integrated.

Where emphasis has been on knowledge creation this utilization part also emphasizes

the deployment of organizational knowledge through integration. This shall not be seen as transferring knowledge, however as integrating knowledge.

This also leads to the statement by Choo et al. (2006) that new knowledge is a product of an organization's combinative capabilities to generate new applications from existing knowledge, meaning its ability to add on to the existing knowledge. According to Choo et al. (2006) integration is done by building on social relationships that currently exist in the organization. All of this also means that the organizational knowledge should continually be constituted and reconstituted through the activities undertaken within the organization.

In this respect it is important to look at when organizations need information, how they seek this information that creates knowledge and how it is supposed to be integrated for use.

#### **5.2.6 Information needs, seeking and use in knowledge creation**

The need for information rises when there are discovered gaps in the organization's existing knowledge base. In order to address this situation it is necessary to identify the particular issues that demand more information in order to be solved.

The seek for the lack of information can happen both outside and inside the organization, however commonly the seeking and sharing of knowledge between groups happens in social networks that are built on trust and cooperation.

The use of the knowledge that may be shared in these networks is part of an integration process that needs to be implemented in the social capital and in the culture of the organization.

To make sure that the individuals share their knowledge through trust and loyalty in a specific environment, it demands several considerations as to cultural settings, to motivational aspects, and a general understanding and insight to how individuals act within a temporary organization. In order to approach these factors, that will strengthen the knowledge sharing and hereby Knowledge Management, Human Resource Management will be addressed, as it has become crucial for project-based organizations to maintain the knowledge and thereby easing the process from year to year, enabling the organization to focus on improving and strengthen its position on the market. As Lampel et al. (2000) states: *"Organizations in the cultural industries have to recruit and motivate individuals who seem to possess the insight[...]. Their competitive advantage depends on finding these individuals, and also developing structures which leverage creative resources without at the same time stifling them."* (Lampel et al. 2000)

### 5.3 HUMAN RESOURCE MANAGEMENT (HRM)

According to Matzler et al. (2011) Knowledge Management continues to be a central topic in management research, as knowledge can be seen as an intangible asset that is unique and hard to imitate or substitute and it is therefore a potential source of competitive advantage (Matzler et al. 2011).

In this respect knowledge sharing is crucial in order for firms to develop skills and competencies, increase value and sustain competitive advantage.

Matzler et al. (2011) acknowledge that psychological states such as intrinsic versus extrinsic motivation matters and that only limited research has considered the influence of enduring individual differences, like personality traits on knowledge sharing. In this respect they have identified different behavioural attitudes towards sharing knowledge individual to organization. *Affective commitment* is one of these factors that state that knowledge sharing is a sensitive process and requires the individuals' engagement. Therefore the focus should also be more people-centric like the epistemology prescribes. Accordingly Matzler et al. (2011) believes that organizational commitment is an important factor influencing participation attitudes and organizational effectiveness. Therefore affective commitment should be understood as the employee's emotional attachment to, identification with, and involvement in the organization and its goals (Matzler et al. 2011).

For Matzler et al. (2011) it is expected that highly committed employees are more willing to engage in an extra effort to document their knowledge, as the employee believe that documentation of knowledge is beneficial to the achievement of organizational goals. Also employees with high affective commitment view their jobs as encompassing a wider range of behaviours, including behaviours commonly considered to be extra-role and engage in behaviours that, although not explicitly specified are beneficial to the organization (Matzler et al. 2011).

In this respect behavioural attitudes like relational dimensions (including trust, norms, and obligations) contribute to the motivation to engage in knowledge processes. In this case terms like 'agreeableness' that contains 'helping behaviour' and getting along with others play an important part as it is expected that highly agreeable employees will also demonstrate a higher emotional attachment to, identification with, and involvement in the organization, causing a stronger affective commitment, loyalty and trust towards the organization.

Accordingly, several approaches within HRM have been identified among these best-practice, best-fit and human capital approach. The human capital approach acknowledges the importance of the intangible values of an organization, as these are the hardest to copy or steal for other organizations. This has also been called the intellectual capital of the

organization and can be constituted by three forms of intangible assets; human capital, customer capital, and organizational capital.

The human capital is concerned with the workforce and the individual's ability to contribute to organizational performance based on their personal competencies.

In the cultural consumer product industry the organizations mainly operates on a volunteer project-based basis. Therefore the idea of a human capital within these organizations can be rather difficult to manage as festivals have a high labour turnover every year. This demands a lot of resources in respect of bringing the new volunteers into the culture and also to have the time to capture the knowledge gained by these volunteers every year (Lindner & Wald, 2011). Therefore it is evident to actually capture and make use of the above-mentioned human capital.

An issue concerning the human capital of a project-based organization will then be to have the time to motivate these workers.

In line with this Ebbers and Wijnberg (2009) points out, that it is important in the aim of building organizational continuity, that there is focus on building and maintaining relational ties with the volunteers. Also Newell et al. (2009) explains that whilst structural conditions such as the adhocracy, which emphasizes flexibility and self-managed team working are important preconditions facilitating knowledge work tasks, the cultural conditions within the firm will be at least as important in creating an enabling context for knowledge work processes (Newell et al. 2009). On the other hand there seems to be little time to engage in the usual forms of confidence building activities that contribute to the reinforcement of the creation and maintenance of a broad web of relationships in project-based organizations (Ebbers and Wijnberg, 2009). Here Newell et al. (2009) states that knowledge depends on the capacity, the motivation, and the performance of knowledge workers. Therefore it is important, even though these organizations face limitations with time, to embrace this, as it is crucial to nurture an effective environment for the workers (Newell et al 2009).

As the organizations within the festival industry mainly operate on a volunteer basis these organizations are highly reliant on receiving the support from volunteers every year. Recruiting new staff every year demands a lot of resources, and the interaction between capabilities, how they are learned and in what relational context they are learned, will be important in the determination of whether the organization is successful (Cattani et al. 2011).

In this respect one of the challenges that project-based organizations faces are that the short-term character of these organizations can have negative implications for both the organization and its short-term members. It takes a lot of effort to create and sustain loyalty



and commitment, when the involved know that the work is only temporary (Ebbers & Wijnberg, 2009). As Ebbers and Wijnberg (2009) points out, it is important for organizations, in the aim of building organizational continuity, that there is focus on building and maintaining relational ties with the volunteers. However, as stated, it seems to be that there is little time to engage in the usual forms of confidence building activities that contribute to the development of trust and loyalty. This reinforces the importance of creating and maintaining a broad web of relationships, and therefore the construction of a social context is an advantage when trying to maintain these volunteers as resources (Cattani et al., 2011).

In accordance with the above stated issue on maintaining the human capital Söderlund and Bredin (2006) states that the ability to attract core talents and integrate their efforts with the organization's strategic processes is critical for building long-term competitiveness (Söderlund & Bredin, 2006:250). They see HRM as the most important system and essential for an efficient and an effective project operation. In this respect they identify four challenges that are recurrent within project-based organization's HRM; the competence issue, the trust issue, the change issue, and the people issue (Söderlund & Bredin, 2006).

### **5.3.1 The Competence Issue**

The competence issue deals with the organizations' ability to identify knowledge and develop this into core competencies. The competence issue emphasizes the importance of a continuous development of workers and competences, so that the organization is able to act on changes in the environment. When dealing with project-based organizations it can be difficult to manage this issue, as workers are generally temporary termed employees. Therefore it is identified that projects are the basis for learning and the HRM should be the tool for integrating the knowledge (Söderlund & Bredin, 2006).

### **5.3.2 The Trust Issue**

The trust issue approaches the importance of establishing a frame for the working environments – in this respect networks are pointed out, as the stabilizing factor and this should be the aim of HRM - to provide systems and processes that facilitate a kind of frame or brand that the individual can be part of. Söderlund and Bredin (2006) states that networks create facilities where trust and commitment can flourish, thus creating opportunities for community building (Söderlund & Bredin, 2006).

### **5.3.3 The Change Issue**

The change issue approaches the need for identifying changes needed, and to promote the development and changes within the organization, so that individuals can act quickly upon it. HRM should be able to manage changes to improve efficiency and to identify and implement change initiatives (Söderlund & Bredin, 2006).

### **5.3.4 The People Issue**

The people issue approaches the importance of considering the individuals' consent with the work and the individual's need to develop and gain expertise and knowledge through the job. In project-based organizations people will receive lots of responsibility and will therefore also need to have a strong drive (Söderlund & Bredin, 2006).

### **5.3.5 Part summary**

In this section an illustration of the theories applied in this thesis has been presented. As stated, the focus relies on Knowledge Management and HRM theories, since they are in close relation with each other.

Knowledge Management has a central role in an organization, since knowledge can be represented as an intangible asset, which is unique and complex to imitate and it is therefore an essential source for maintaining competitive advantage. It is therefore essential to understand the interaction between tacit and explicit knowledge in order to leverage the knowledge in an optimum way. Knowledge generation is a continuous process, and supporting this can enhance the core capabilities of the organization. The emphasis on Knowledge Management lies here in the derivation from individuals and therefore a management procedure or structure is applied to accommodate the needs and to motivate such individuals. This will provide effectiveness to knowledge sharing.

As this thesis conducts Knowledge Management from a soft perspective, focus is also on individuals and collective sharing.

Therefore HRM comes into place when dealing with the human capital. The human capital is concerned with the workforce and the individual's ability to contribute. This matter can be difficult to manage in a festival context, since they have a high labour turnover every year. This will require lots of resources in order to implement the individuals into the culture of the organization and to capture their knowledge. HRM is the most important system and it is essential for applying an efficient and an effective project operation.

The overall aim of the theory section is to provide a frame for the direction of this thesis. In

addition, in order to apply the theories accordingly, an explanation of the method behind it is required.

# Method

## »» Section 3



**Philosophical Approach**

**Research Method**

**Social Research Approach**

**Research Design**

**Data Analysis**

**Methodological Considerations**

## 6.0 METHOD

This section will present the research design and method behind this thesis. It will introduce the chosen philosophical approach for the thesis according to the methods of data collection, delimitations, and validity of the research. By explaining the reasoning behind the thesis the reader will have a better comprehension of this thesis.

### 6.1 PHILOSOPHICAL APPROACH

A philosophical approach is essential to determine, since it will reflect how the thesis is being produced and most importantly understood. Adopting a philosophical approach provides an indication on how the researcher(s) view the world and has a significant impact on how the researcher(s) understands what is being investigated (Saunders et al., 2009). A philosophical approach will also have an impact on the practical level in terms of how knowledge and data is being processed and how the further development will occur. For example, a researcher that is concerned with facts has a very different view compared to a researcher that is concerned with feelings and attitudes (Saunders et al., 2009).

To produce a clear and linear thesis, it was decided to choose one main philosophical approach, as there are four main philosophical approaches to be considered: positivism, interpretivism, realism and pragmatism. For this thesis we have selected the interpretivistic approach. However, it is important to point out that by choosing one of the philosophical approaches the other three are not automatically alienated.

The four philosophical approaches are considered to be in a continuum (Tashakkory & Teddlie, 1998), hence even though this thesis is mostly grounded in one of them it could easily have some features belonging to the others left out. To be able to provide a better understanding of why this thesis is designed according to the interpretivistic approach, it is worth to describe briefly the other perspectives and at the same time, to analyze the reasons behind the exclusion of them.

Starting to consider the opposite poles as a continuum process, we have to eliminate the most extreme approaches. Our position as researchers, neither allows us to maintain a personal point of view nor to be totally objective. In other words, the design of this thesis could follow neither the pragmatic nor the positivistic perspective.

The positivist approach, deals with “*working with an observable social reality*”. Here, “*the*

*end product of such research can be law-like generalizations similar to those produced by the physical and natural scientists”* (Remenyi et al., 1998). This approach cannot be used, since being involved in the environment of the research question we, as researchers, cannot be value-free. The interpretation of the resources is influenced, in first place, by our opinions. Moreover, the research methods that will be explained below (e.g. the interview) cannot be value-free either. Considering the interview formulated and conducted by us, we might have biased the sample and the respondents. For these reasons the research is not completely objective and thus we cannot follow the positivist approach as objectivity is one of its primary requisites.

The opposite pole is where the pragmatist approach is placed. This approach leads researchers to study their interests and what “*is of value*” to them (Tashakkori & Teddlie, 1998). It also allows the researcher(s) to adopt both objective and subjective points of views, which in our case might be highly suitable. A pragmatic approach encourages the use of a mixed method data collection technique, meaning that both quantitative and qualitative data collection are often in use. Even if, at first glance, this approach seems appropriate to be used, it does not really fit. For example, the analysis is made according to the researchers’ criterion of appropriateness and the results are used to achieve the aspired goals. In other words, the researcher(s) uses the results in ways that can bring positive consequences to their research. This is because their values play a large role in the interpretation of the result and they study different ways in which they deem appropriate.

Interpretivism and realism, as a result, seem to be the most appropriate methods. Even if the difference between the two is not a clear-cut, the interpretivist approach is preferred above the realistic one, since this approach will allow us to enter the “social world” of our field of interest and thereby understand this world from its point of view. The interpretivistic approach advocates - “*...it is necessary for the researcher to understand differences between humans in our role as social actors. This emphasizes the difference between conducting research among people rather than objects*” (Saunders et al., 2009). With the aim to study the organization in depth, we wanted to be more involved with all the processes developed by the social actors. Fortunately, due to our networks we could become deeply involved and that made us choose this perspective. We were then able to understand and interpret the behaviour of the people involved in the processes, which thus provided us with a unique understanding of the situation.

However, we also needed our research to implement a more objective approach, since we have to focus on a phenomenon that provided us with facts and theories. The realistic perspective is therefore the most appropriate in this matter and should become incorporated in

our thesis together with the interpretivistic perspective.

The realistic perspective is based on the fact that - “...*objects have an existence independent of the human mind*” (Saunders et al., 2009). Even if the statement seems to be very close to the positivist perspective, the importance provided by this approach to the understanding of the data allows realism to space out from positivism. It is however, important to state that realism is distinguished by two approaches. Whereas the direct realism only deals with one layer – what you see is what you get, the other approach, called the critical realism, deals with the layer of direct realism but adds a layer of own interpretation. The position that guides this thesis is the one of critical realist.

The critical approach allows us not only to consider what we see, but also to consider our sensation and understanding of the situations. As we were interns and therefore involved in the knowledge sharing processes a certain bias was therefore impossible to avoid, and the critical approach is therefore preferred. The imposed involvement makes us realize that our mental process of understanding that follows the mere sensations somehow filters the study. In other words, “...*our knowledge of reality is a result of social conditioning and cannot be understood independently of the social actors involved in the knowledge derivation process*” (Dobson, 2002). The critical process seems to be suitable in this case, since it allows us as researcher(s) to study the world in a multi-level approach, compared to the direct realism which only needs a single level e.g. individual, group, organization, etc. (Saunders et al., 2009).

It is considerable to repeat that even if the general approach is the one described by the interpretivistic view, it is likely that some part of our research can appear more linked to other perspectives most likely the critical realistic view, since the four perspectives are placed on a continuum. This does not mean that this thesis is adopting all of them, however that it is influenced by the other approaches apart from the interpretivistic one (Johnson & Clark, 2006).

In order to validate and clarify our philosophical approach we analyse our choices by use of ontology, epistemology, axiology and data collection processes.

In the first instance, ontology is related to the nature of reality. This raises questions concerning the researchers’ assumptions about the way the world operates and the commitment held to particular views (Saunders et al., 2009). The thesis analyzes the general framework of interest in an objective way, at the same time as being based on the interpretivistic approach, where the reality is “*socially constructed*” (Saunders et al., 2009).

To elaborate, the reality analyzed is already constructed, thanks to the multiple inputs connected to different actors and different situations. In addition, reality is constructed socially by interconnected patterns of communication and/or by sharing knowledge.

After the clarification of this thesis's view of reality, the next step is concerned with the identification of the knowledge that could be valuable for this thesis. Epistemology is about what constitutes acceptable knowledge in a field of study (Saunders et al., 2009).

Neither exclusively the interpretivistic view nor exclusively the realist view turns out to be the right path to be followed in this thesis; hence the solution stays in the middle. By balancing the two views, it is possible to adapt and re-adapt the situation, bounding it step by step with the problem statement, while we are analyzing all the materials collected.

The third step, to focus on is axiology. Axiology *“is a branch of philosophy that studies judgments about value. [...] It is the process of social enquiry with which we are concerned with here. [...] Choosing one topic rather than another suggests that you think one of the topics is more important. Your choice of philosophical approach is a reflection of your values, as is your choice of data collection techniques”* (Saunders et al., 2009).

It seems very clear that the way we chose the main topic of this thesis is a reflection of individual preferences that has been aligned under a general background in order to help us work on a common theoretical ground.

The applied philosophical approach is deeply clarified through the research design. It is now important to explain the type of research approach on which the thesis is based on. The importance of this aspect relates to the clarification of the way we decided to collect the data and the appropriate literature for this thesis.

## **6.2 RESEARCH METHOD**

In line with the choice to look at the phenomenon from an interpretivistic view we decided to conduct an explanatory research that is a valuable means of finding out *“what is happening; to seek new insights; to ask questions and to assess phenomena in a new light”* (Robson, 2002).

As we wished to study the process of the phenomenon, we needed to have communication between the chosen organization and us. Together with the fact that there have been very little literature/theory available, grounded theory was found most suitable. As our roles as researchers have been affected by our employed internships at the chosen case organization



this theory embraces our previous experiences and confirm that these can be used as a source of research interests (Urquhart, 2001).

### **6.2.1 Grounded Theory Strategy**

Grounded theory is a research methodology that derives from human behaviour, transforming it to empirical data, and systematically analyzing it in a social research.

The starting objective for grounded theory is the collected data that the theories and concepts should emerge from. This means that opposed to content analysis, grounded theory do not have its offset in creating hypothesis from existing theory.

To achieve not being affected by existing theory, a general rule is that the researcher should avoid having preconceived theoretical ideas before starting the research (Myers, 2009). It is acknowledged that people are always in some sort of discourse, being affected by different views and cannot entirely become free of these worlds, however, in order to be objective and open towards gaining new knowledge and learn from the environment instead of testing already known facts, the subjectivity should be minimized as much as possible.

However, grounded theory argues that the researcher(s) do not know anything before starting the research and only codes from patterns that are discovered. This thesis, however, wonders over tendencies in the chosen social world that are manifested in articles considering the same issues, thereby becoming blueprints for the thesis validity. In this respect Urquhart (2001) describes how theoretical ideas and terms can be used to help framing categories in the coding process, however still with the aim of discovering new information and create categories that did not exist in theory (Urquhart, 2001).

In respect to the coding process Myers (2009) describes three stages of doing social research with the help of grounded theory which is; open coding, axial coding, and theoretical coding (Myers, 2009). These will be explained below.

### **6.2.2 Open coding**

The first stage deals with analyzing the text with the aim of discovering themes and phenomena in the interviews. Open coding is descriptive because this process identify, name, and categorize phenomena found in the text. When doing open coding one of the most important activities is to compare and contrast qualitative data in the search for similarities in order to discover a concept or phenomena. Bohm (2004) recommends that to avoid paraphrasing, the researcher should ask her/himself theory-generating questions accordingly

with what is at issue, what phenomena is being addressed, which reasons are presented or may be deduced to the evident phenomena and how do the respondents address it (Bohm, 2004).

### **6.2.3 Axial or selective coding**

This stage deals with the refinement of the conceptual constructs that can explain the interactions between the descriptive categories found when doing open coding.

### **6.2.3 Theoretical coding**

This last stage is the formulation of the theory where predictive statements in form of hypothesis are being created about the phenomenon. This occurs by specifying the similarities between the individual interpreted constructs.

## **6.3 SOCIAL RESEARCH APPROACH**

This thesis approaches research through the social research pattern. Within this pattern two approaches to the processing of research exist, the deductive and inductive approach.

The deductive approach has its offset in theory, and is thereby concerned with the development of a theory based on a body of research that others have already conducted and from that developing a hypothesis to answer. Having created a hypothesis, research is gathered by collecting data and making analyses.

The inductive approach begins by looking at the social world and from that a theory is developed that is consistent with the findings from the social world.

In line with the use of grounded theory it is this latter approach that will be the driver for this thesis. It should be mentioned that Esterberg (2002) argues, that researches move back and forth between the inductive and deductive approach, as an ongoing dialogue between theoretical concerns and empirical evidence. Therefore the term “*Theory reconstruction*” can be used to explain the specific approach this thesis takes, as one of the goals of research is to create theories based on an awareness of features of the empirical world that are not explainable by current theories. (Esterberg, 2002)

This thesis is mainly written following the inductive method, as it is concerned with an observable issue, taking place in a specific context, rather than an aim of testing theory on a context. As Saunders (2009) states, “[... ] *deduction owes more to positivism and induction to interpretivism*[...]” (Saunders et al. 2009). As the quote states the inductive method is closely

related to interpretivism, which is the philosophical approach to this thesis. The relation between induction and interpretivism has to do with their ability to work with qualitative data and to use different methods to collect data in order to establish different views on a certain phenomena (Saunders et al., 2009).

We started as observers of a specific field and discovered different phenomena occurring in this process and through an inductive method we were able to acquire a better understanding on the nature of the problem, since the inductive approach focuses on understanding the way humans interpret the social world, which compared to the deductive approach mainly focuses on cause-effect made by the particular variables (Saunders et al. 2009)

According to Eriksson and Kovalainen (2008) these two “ideal types” of research logic, deduction and induction, seldom exist as clear-cut alternatives. In fact, *“many researchers use both induction and deduction in different phases of their study, which means that you move iteratively between these two during a research process”* (Eriksson & Kovalainen, 2008).

Even though this thesis mainly focuses on the inductive method applying both methods could be advantageous. As the quote above states, many researchers do apply both methods, since the deductive method is used to evaluate the hypothesis and inductive is being used for justifying the hypothesis with empirical data.

The research overlapped with the deductive approach as we have evaluated our findings through validation and reliability and also carried out quantitative data in form of general articles and desk research on the organization. Theory has been applied in order to provide a frame for the problem statement according with what we described in grounded theory. That is a middle way called theory guiding coding, which uses theoretical ideas and terms to help build categories in the coding process, however which is open to discovering new things and create categories that did not exist in theory.

So thus, even if a particular research, such as ours, may seem to be mainly inductive, studies suggest that most social researches involve both inductive and deductive reasoning processes at some point in the same project. Therefore, we think that it is better not to label our research as purely inductive.

## **6.4 RESEARCH DESIGN**

Through the selection of the problem statement, a number of decisions have already been made in order to shape the research design. Grounded theory will act as the guiding line for the research design. This thesis focuses on the phenomenon of knowledge sharing within project-based organizations. With a reference to both data and theory, the information will be

analyzed descriptively and will explain the phenomenon by clarifying the causes and effects of it. Doing research is a process of exploration, a way of finding out things that we are interested in. According to Helles et al. (2003) the qualitative research method embraces the activities that create meaning in form of representations and rendition of the world (Helles et al., 2003). This thesis will focus on this form for research design, since it, compared to the quantitative research method, prioritizes the non-reducible in the opinion formation and meaning making. The qualitative research will be supported by quantitative data in the form of statistics and other documents to support a more general assumption of our findings.

In order to approach the phenomena discovered in our chosen organization the case study strategy is applied; the case study strategy is defined by Robson as “*a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence*” (Robson, 2002). It is chosen as a possible strategy within the thesis to provide much more consistency throughout the thesis and to investigate the embedded reality.

#### **6.4.1 The case study**

This thesis consist on a singular case study of CPH:DOX. In general the advantage of keeping a case study individual is that you can establish closer relations with the employees, than if you were visiting multiple organizations. As researcher(s) you also have a better opportunity to integrate quickly and the staff will forget why you are there and instead see you as a part of the organization, which is an optimal position to be in and opens up for participant observation. The disadvantage is on the other hand, that you are alone with the data and have no one to share knowledge with. The sharing of knowledge can support to eliminate subjective research and make the collected data more valid. It is therefore extremely important that the sole researcher is conscious of his role and his subjectivity during the investigation (Saunders et al. 2009).

In this case, we implemented the best of two worlds, since we began our research as individuals and later on joined ventures to evolve the thesis. In addition, we both had the opportunity to investigate the organization from a personal point of view, and afterwards we had the chance to share our knowledge and thereby eliminating most of the subjectivity in our research making our collected data more valid.

A singular case study as a possible strategy for the thesis is, like mentioned in the beginning of this section, to provide much more consistency throughout the thesis and to investigate the embedded reality in depth, thereby providing a constructive conclusion on how to improve the main issue.

In addition to the chosen case and interviews, we beforehand engaged with the ethnographic tool - *field observation*, accordingly with our roles as interns during the 2012 running of CPH:DOX, thus providing the thesis a more valid approach when answering the problem statement.

The case study data was conducted through organizational ethnography as we enacted within the social relations in the day-to-day operations, through our internships at the chosen organization. The interviews were conducted after leaving the field in order for the employees to be able to reflect on the festival period.

#### **6.4.2 The Ethnography study**

As Bryman and Bell (2003) supports, ethnographers commits to a period of time spent in an organization in order to become immersed in the organization's reality (Bryman & Bell 2003). It is though acknowledged that we, due to time-limits, have not been able to make a full-scale ethnography, however we have chosen to do a micro-ethnography by focusing on particular aspects of the organization, such as the way the organization have implemented Knowledge Management in its processes, and showing how this is reflected in the organizational culture.

Access to the chosen organization was committed through a normal employment interview up to hiring us as interns within the organization, thus our labour can be seen as given in return for experience gained and data. This also provided us with specific roles related to our positions within the organization.

When looking at the challenges that data collections may cause Bryman and Bell (2003) states, that when trying to gain ongoing access to the individuals within the organization after ended stay, suspicion may occur as the individuals might feel that what they say may get back to colleges or bosses. Suspicion as to our roles as observers was avoided as the CEO had shown interest in our research and thereby approved of our roles. As shall be seen later we conducted the interviews very informal and acted as still being part of the organization and the community. The research thus became part of a strategic plan for the chosen organization and therefore we could avoid that the respondents would hold back information and thereby sabotage the research.

Accordingly our role was predefined to further avoid the above. Bryman and Bell (2003) distinguish between different classifications of observer roles based on the degree of involvement; the complete participant, the participant-as-observer, the observer-as-participant, and the complete observer (Brymann & Bell 2003).

The case study was carried out as field observations, lasting over a period of six months

through observatory participation.

During a full-time internship lasting six months, we gained in-depth internal knowledge and insight into this business where we were able to collect data through daily work at the organization.

As mentioned by Bryman & Bell (2003), this approach implies intense involvement in the day-to-day operation of an organization, in order for the researcher to be able to understand it from an inside perspective.

As the core staff were aware of the fact that people going into internships most frequently are students, they also knew our agenda of the internship – that we wanted to gain insight in to an actual organization, in order to gain more in-depth and practical knowledge. As we were actively involved full-time employees for a limited period of time, our roles can be seen as participant-as-observers, as these roles are concerned with being a fully functioning member of the social setting, however the members are aware of the researchers status as a researcher (Bryman & Bell, 2003:324). We engaged in regular interaction with the other employees and participated in the daily life at CPH:DOX through our employment.

The validity of the participant-as-observer role can be substantiated by Bernard (1994) that states that there are at least five reasons for choosing this form of involvement. Firstly the researcher can examine a community differently than if s/he was just a stranger. Secondly this type of research reduces the problem of reactivity, meaning that individuals might change behaviour when being aware of the researchers role. Third and forth participant observation enables the researcher to understand and become involved with the culture thus giving the researcher a voice of confidence in relation to the other members and this breaths a further understanding of how the language is within the organizational culture. The understanding of the language enables the researcher to formulate questions rightfully so that the individuals understand what is being said. Lastly Bernard (1994) stresses that if you want to understand how an organization works this cannot be done unnoticed, thus participant observation cannot be avoided (Bernard, 1994:140-142).

The validity of our research can be seen in light of these, as it was conducted accordingly with the involvement in a community thereby enabling us to collect different kind and more confident data. Also the reactivity was lowered in our research as we took notes unnoticed or in relation to our work tasks, thereby reducing the reactivity of the other members and heightening the validity of the data. Our involvement in the organization over the six-month long period enabled us to become involved in the culture of the organization and to speak the same language as the rest of the employees.

Speaking the same language as the rest of the organization provided the other employees with an understanding for our questions and a further engagement in finding answers to these

questions.

The collection of data was done by the use of sampling. This was done accordingly with the convenience sampling through conversational interviews. This means that information was gathered through conversations e.g. different questions were asked on the weekly organizational meetings, asked in situations where knowledge on the subject was required from the responsible individual, and from simply overhearing communicative exchanges in the office. This was possible due to our roles as employees at the organization.

The collected data based on our field observations were chronologically stored in field notes. Notes were taken on what to do in specific situations, to be used as a personal script, and also during the organizational meetings. Thus our notes are identified as jotted notes as the notes were written down when situations occurred as key words, small phrases, and the like – notes that triggered our own memory as to what they were concerned about (Bryman & Bell, 2003). These were taken as part of our work in collecting knowledge on what to do in specific situations and were therefore taken out of sight and not in front of people making them self-conscious.

Overall the method of collecting data has taken a mixed model research approach, where both quantitative and qualitative data collection techniques and procedures are used. The quantitative data will be in the shape of general industry habits and challenges together with statistics concerning CPH:DOX such as, the number of audience, volunteers, movies, and other written material on the organization. The qualitative data will be our primary data in the shape of interviews with representatives from CPH:DOX, such as the CEO, the interns and other staff members, these were chosen to provide a representative sample of the world of research.

#### **6.4.3 Qualitative data collection**

The overall topic of this thesis is knowledge sharing in Danish project-based film festivals. In order to shed some light on this and to answer our problem statement, interviews have been conducted with representation from our chosen organization, constituting six interviews with different informants with each of their field of expertise, as Brymann and Bell (2003) suggest that participant observers should gather further data through interviews and documents to support the observations. To have a comprehensive understanding of the processes within the Danish film festival industry, we selected representatives from the organization that had different competencies.

The representatives were chosen on the following criteria:

- The individuals interviewed occupied “high or middle level” positions in the organization.
- The range of the departments in the organization – from marketing, to event, and volunteer coordination.
- The individuals had at last been working as interns.
- The interns should recently have been employed.

The interview data will be analyzed using coding, which is one of the more simple ways of analyzing, however also the most efficient tool of analysis, in order to retrieve accessible data (Myers, 2009).

The field observations have been stored chronologically and will be used in line with the overall grounded theory to state our discovered observations of the phenomena in the chosen research world.

Our data has been collected through interviews, field observations, and documents gained through desk research, all contributing to present a versatile perspective in the answering of our problem statement.

As it is believed that it is only possible to collect a certain amount of knowledge by reading about the chosen case and the industry, it was sought through the field observations and interviews to gain a more nuanced and specified knowledge on the organization and the industry. Therefore we conducted semi-structured interviews to gather information, as the most suitable method for the phenomenological interviewer will often be a semi-structured interview guide supported by interviewer’s empathically approach aiding the respondents in telling about everyday experience (Christensen, 2012).

#### **6.4.4 The semi-structured interview**

Applying interviews in this thesis provides us with an explanation of how a particular behaviour can support our search for the answer to our problem statement. To investigate a particular behaviour we chose to conduct a semi-structured interview. The aim of such method is to provide more or less open-ended questions, which will act as a guide throughout the interview and thereby become a conversation-type format. Accordingly with the social research of the study the philosophical perspective phenomenology is considered, when executing interviews. The phenomenological perspective sees the purpose of the interview as an access to, and understanding of the respondent’s world. The main task of the interviewer is thus to enable the respondents to share and describe this view in detail in order to test the



respondents' world. Our interview guide is therefore created with the use of open questions. The focus is gaining an understanding of a specific topic and therefore it is suitable to ask open-ended and yet directed questions so the respondents have the freedom to elaborate on the topic. Carrying out a structured interview would provide us with closed-ended questions, which could limit the evolution of the interview and perhaps enable us to discover valuable data or information.

A semi-structured interview also provides flexibility, which can be beneficial if new questions arise throughout the interview or, as mentioned above, providing the respondents the opportunity to expand upon his or her answer, adding more details or further perspectives and information. In other words, this flexible method allows the respondents to not be restricted by standardized questions and closed-ended structured answering formats. Furthermore, conducting an interview provides us with primary data, since we interact directly with the environment.

Semi-structured interviews are well suited for investigations of both an explorative and a descriptive nature confirming on various pre-planned subjects that the interviewer wants the respondent's thoughts on (Christensen, 2012). Therefore an interview guide consisting of a list of subjects working as a checklist to make sure we touched upon the most important issues was prepared. The semi-structured interview was chosen, as we beforehand were open to the fact that new knowledge could be gained. In line with gaining new knowledge from the respondents, these people were seen as informants rather than a philosophical opponent and therefore used to collect descriptions of the respondents' world; hence the interview reflected more a daily life conversation than a yes/no interview (Kvale, 2009).

In this respect the semi-structured interview allows different dimensions of open questions, which depending on the answer can generate new questions (Helles et al., 2003).

The interviews were constructed with an aim of combining the two approaches to the semi-structured interview – hence both embracing that the interviewer poses the same question to everybody, aiming for a response to the same subjects thereby creating standardization, and also planning for an individually structured interview (Christensen, 2012).

We chose to conduct several interviews with CPH:DOX, since they are our selected case study.

We carried out desk research on all the respondents, read up on the tasks they performed in their job and the department that they were representing. We did not have any specific goals in terms of quantity, however we regarded the quality of the interviews as the most important factor. We had already established contacts to the core staff at CPH:DOX due to our

internships. We therefore contacted Tine Fischer the CEO at first to discuss the relevance of our discovered phenomena. When having established this relationship we further contacted Lisbeth Nordahl and Niklas Engstrøm from CPH:DOX. Lastly we contacted three interns that had been working on the festival in 2012.

Each interview lasted around 30 minutes and was recorded digitally on the day of the interaction. All interviews were conducted with both of us – one taking notes, and the other one asking the questions, this in order to be sure that everything said in the interview was written down. The notes were transcribed on a computer, and in this process we used Kvale's (2009) 'meaning synthesizing' as it contracts long statements to shorter quotes, where the main points are extracted (Kvale 2009:227). By using meaning synthesizing we emphasize the main points important for our problem statement, which we believe provides a better overview of the points being expressed in the interviews.

The data from the interviews will support our evaluation and analyses of the organization and at the same time provide us with a better understanding of the mechanism behind the Danish film festival.

#### **6.4.5 Quantitative data collection**

The quantitative data and information concerning the festival selected for this study were found on its organization website along with other latest news available and accessible concerning the organization. The quantitative data has been collected continuously throughout the entire study process.

Prior to the interviews we carried out desk research and found a large selection of articles concerning our observations, however within analogous markets. An analogous is markets that might share important trends with the target market, however they might have a better insight into the issues concerning the target group (Hienerth 2011). These discoveries could serve, as an extra inspiration to what factors could be relevant to this particular industry and was therefore kept in mind when interviewing in order to discover similarities or gaps.

### **6.5 DATA ANALYSIS**

The six interviews that comprise the study on client-analyst interaction were all carried out with interns and core staff of the organization in order to illustrate a fair view of all the different layers in the organization. The interviews were carried out in familiar surroundings so that we could gain the most every-day like conversation with the respondents. Therefore we chose to carry out the interviews with the interns at Copenhagen Business School, in a

typical school study environment, that they are all familiar with. The interviews with the core staff were carried out at CPH:DOX, and created an easy atmosphere that allowed them to be completely relaxed and comfortable. All the interviews had an exploratory purpose.

Prior to conducting the interviews, our goal was to gain an understanding of how creative organizations extract and make use of the knowledge within the organization.

Having a smaller fragment would leave out some information that could display different results, nonetheless due to the time and resource limitations we had available to gain a perspective of the processes within our chosen case, we felt it would be the best way to obtain insight on a focused area of the case.

The insider information held by our respondents was estimated to have great relevance for us to carry out our research in trying to understand CPH:DOX, as they revealed through interviews that they had a certain perspective and an insight to the phenomenon relevant to what we wanted to gain insight understandings of.

The interviews have been attached as burned CD-ROMs.

#### *Interview 1 – Tine Fischer (Festival Director)*

We started off by interviewing Fischer, the Festival Director of CPH:DOX. The purpose of this first interview was to establish a mutual agreement on the importance of the topic, as she was our former employer and therefore may have observed same phenomena. Therefore the interview was not recorded.

This interview was conducted to have a better feeling with the phenomenon and see if there was any support and interest toward it from the perspective of CPH:DOX. An appreciation of the topic could make our research more valid.

This interview was the first step towards a formulation of the problem statement and was more of a brainstorm with the CEO of CPH:DOX. The interesting part was that Fischer was very excited about this project, as it had concerned her for a longer period where the festival was growing enormously, however she did not know how to approach it.

### **6.5.1 Intern Interviews**

The purpose of the intern interviews was to obtain a better understanding and insight into how the processes within CPH:DOX were conceived from an external aspect. It is believed that interns do not have the same biased emotions and therefore might be more straight to the point and observable in the process. With these interviews it was interesting to see where they placed their emphasis in their experienced process and to see if it to some extent would

match our own experiences. Therefore the shape of these interviews was explorative.

#### *Interview 2 – Alice Bo (Event Intern)*

##### *Appendix 4*

We started our intern interviews with Alice Bo who has been working for CPH:DOX on the 2012 festival as an event intern. The purpose of this interview was to gain an insight into the processes of her intern position in the event department. Bo was one of the earliest hired event interns and therefore had most responsibility and general overview during the festival. When interviewing Bo, we focused on probing techniques and were aware of giving the respondent time and space to elaborate on our questions.

#### *Interview 3 – Marta Mleczek (Event Intern)*

We met with Marta Mleczek. The purpose of this interview was first of all to have an objective perspective - as was also the purpose of the interview with Bo. We did a similar interview with Mleczek in order to have a diversified data collection and a representative body of knowledge to be able to compare and contrast the different data. As Mleczek was in a different job position, however still in the same department, this interview could help elaborate the processes in this specific department.

#### *Interview 4 – Rikke Braderup (Volunteer Coordinator)*

After meeting with the two interns we set up a meeting with Rikke Braderup. Braderup was also an intern during CPH:DOX year 2012 and was a key figure as she alone handled the volunteer coordination. Due to this position we believed that Braderup could be able to provide both her own qualitative insight to the process of hiring and managing volunteers and at the same time provide us with quantitative data as she had done questionnaires with the volunteers as a post:DOX event. This data would provide us a second layer of external data material to be used as an evaluation on CPH:DOX according to how these volunteers had experienced both the core staff and also the interns. Braderup was especially interesting in terms of our research, because she had experience with how to manage volunteer staff in this specific cultural setting and thus could provide us with her reflections on what had worked or not.

#### *Interview 5 – Lisbeth Nordahl (Marketing Coordinator)*

We conducted the interview with Lisbeth Nordahl, the Marketing Coordinator at CPH:DOX. This particular interview was conducted for two reasons; the first one being that we wanted an insight into the processes of handling volunteers from different departments, in order to be able to do open coding and discover particular themes. The second reason was that Nordahl

herself started in ‘the eye of the hurricane’ - the middle phase of the festival, as the acting Marketing Coordinator, with little hand-over from the previous Marketing Coordinator as this person stopped rather urgently. Therefore Nordahl might have a slightly different view on the entire knowledge sharing processes as she had been exposed to it herself.

#### *Interview 6 – Niklas Engstrøm (Event and Program Coordinator)*

The purpose of the interview with Niklas Engstrøm was to have an insight into CPH:DOX’ history as he has been part of the festival from the beginning. He could therefore provide us with knowledge on which years had been good and less good, and what the reasons for these changes and processes were. Also it is worth noticing that Engstrøm as the Event and Program Coordinator has the most interns employed. The purpose of this interview was also to get a reaction on the statements from the previous interviews with the interns employed under Engstrøm. So the purpose of the interview was to see if we would have a different perspective on these statements in order to validate or to have a full insight of all the aspects we conducted in this interview.

### **6.5.2 Interview Elaboration**

As this thesis is exploratory, it was necessary to engage in an open dialogue with the respondents and the interviews were thus semi-structured. This allowed the questions to be naturally flexible and to allow the respondents to talk freely and jump between interview topics as the dialogue progressed. An interview guide was created as it was found more useful to have an open semi-structured interview instead of general questions that might be closed for further and new information that was not incorporated. The interview guide made it possible to touch upon the most important elements in answering the problem statement, however it also made it possible to gain new unexpected information. Leading questions were avoided as much as possible in order to exclude any interview bias and to enhance reliability of data. Since all participants in every interview were of Danish nationality, all interviews were conducted in Danish in order to promote a confident atmosphere and to provide the respondents the opportunity to express themselves in the language they are the most confident in. The length of the interviews lasted approximately 30 minutes and were recorded and transcribed. Quotes from the interviews are translated into English. The topics covered in the interview are in the Interview guide, which can be found in appendix 1 and 2.

We would always begin the interview by asking a fairly open question, however one that was intended to influence the path of the interview. Each interview was carried out by one of us, this being the same person for all the interviews. The other one took notes and recorded the interview. We found it imperative not to use the same list of questions for all the respondents

but instead to vary the questions depending on the interview context while keeping in mind the path and the interview guide we had for all the interviews. Two sets of interview guides were thus created - one for the core staff and one for the interns. As mentioned before, the first interview was conducted with Tine Fischer, CEO at CPH:DOX. Fischer served some great insider information and gave us a good direction. This interview was also intentionally placed first so that we, as a group, could feel comfortable and safe to conduct the interview so that we could use the experience to be more prepared for the other five interviews.

We were aware of the need to stay open to new areas of exploration during the interview to avoid being too narrow and even though there was one of us assigned as a conductor, the other group member could contribute with an additional question at any time, in a respectable manner. In this way the conductor did not have to worry about the checklist as much as attentively listening to what the respondents had to say. We were never too concerned with the duration of the interviews. There was set an hour for each interview and this gave us plenty time for all the formalities of prior- and post-interview chit-chat along with the “thank you” and having coffee. If the interview developed in a way that was unexpected then we would always allow the respondents to continue on this path if we thought it was of importance to our research. We did this in order to gather as much beneficial and auxiliary information as possible to best answer our problem statement. We were very conscious to interview the core staff at their place of work so that the role they assumed would be strictly that of the company representative and not swayed by outside workplace influences. For the interns we conducted the interviews in a school environment to meet them on common ground and avoid a situation where we being the same age as them took a superior role as interviewers. All six interviews were thus not conducted in a neutral setting, however in a firm specific or school setting so that the respondents would stay in the company or student mind-set/culture. This would also contribute to making the respondents feel at ease and on ‘home ground’.

Having collected all of our data we conducted the grounded theory approach of coding the data in order to systematize and capture the most significant themes of the interviews as it according to Urquhart (2001) is the relationship between categories that is the main engine of theory building (Urquhart, 2001:6).

### **Step 1: Open coding**

After collecting our data we applied open coding – the first step of the grounded theory analysis, in order to identify, name, and categorize phenomena found in the different interviews.

We compared and contrasted our qualitative data in the search for similarities in order to

discover themes. The codes had provisional character at the beginning, however when working further with them, they became more like categories. In this stage we stayed open to what our data would show us, thus avoiding own pre-established codes. This we did to make sure that we did not presuppose any particular themes discovered in our own field observations as this could hinder us in discovering new features. Our goal was to discover what was going on in the data. As we became more familiar with our data we began to see patterns and a specific focus occurred. Categories both occurred in our field notes and in case after case (the interviews). As the cases differed in what role the respondents had according to title and responsibility, we compared and related these to each other in order to discover gaps or similarities. From this process we began seeing the same codes appearing in the two different groups of interviewees alongside with gaps. As not so many new themes emerged, we decided on these themes as the most important ones accordingly with Esterberg (2002:159).

### **Step 2: Axial coding**

In the second stage we interpreted our findings formed by categories and analysed them further into conceptual constructs. These were refined in order to discover possible interactions between the descriptive categories. As the categories emerged we developed themes in order to see what themes would be most helpful in shaping our analysis.

### **Step 3: Theoretical coding**

This final step of the coding process of our qualitative data provides us with predictive statements – this came in the form of hypothesis that we extracted from the codes. This was where the analysis began to develop as we looked for patterns by comparing the different cases. We gathered the themes developed and from that a specific issue emerged that could be formed into a hypothesis and helped forward by theory help us answer the problem statement. (See example of the coding of one of the interviews in appendix 4).

### **6.5.3 Part summary**

The philosophical view that is adopted is the interpretivistic view, however we implement the critical realism view to gain a more objective research. The reason for our choice is that it allows an objective observation and, at the same time, it leaves space for interpretation due to our knowledge. In relation to this philosophical view we use Grounded Theory as it emphasizes observations of our chosen field of study as the driver for our thesis – this theory allows us to look at phenomena and wonder over tendencies in order to create some hypothesis to answer with data collected in the chosen field of study. This approach appeared

as an obvious choice as we through ethnographic studies were field observers in a specific organization. The approach to this thesis is therefore also foremost inductive.

As research strategy we used a case study in order to investigate the embedded reality. We collected data from diverse environments and departments with contextual variables in order to produce results that can be analysed qualitatively. Semi-structured interviews were conducted with the purpose of retrieving primary data that are valuable for the answer to our problem statement.

As for our research choice a mixed-method approach have been applied as both quantitative and qualitative data collection techniques and analysis procedures are combined.



## 7.0 CRITICAL METHODOLOGICAL CONSIDERATIONS

*“There is not a certain set of principles as to which quality indicators are most appropriate for whole qualitative research, however ‘reliability’ and ‘validity’ gives the researchers the opportunity to measure the quality of the collected empirical data” (Helles et al., 2003).*

Prior to our interviews we discovered that it was vital for us to place focus on engaging the respondents so they would each share their inside knowledge with us. The aim for us as researchers was to let the respondents feel at ease during each interview, thus wanting to share their thoughts, feelings and beliefs when reflecting over our interview guideline.

In accordance with grounded theory, one can never be completely objective (Esterberg, 2002). As for the validity of the interviews, we are aware that within the transcription process there will occur own interpretations in the transition from the recordings to the written material. Also the translation from Danish to English will have an effect on the material, as some phrases are different in Danish than in English.

Reliability and validity shall be seen as the main indicators of the quality of our research. When having processed the entire body of data, we will before analysing it according to the problem statement, make a thorough quality control on our conduction. In this respect we will use several authors to investigate and make an audit on our data. Myers (2009) mention that to evaluate grounded theory, the validity of the qualitative data should be evaluated as to whether there is a chain of evidence linking the findings to the data, if there is multiple instances in the data to support the concepts produced (this has been done in the coding process), and to show if the researchers are very familiar with the subject area (Myers, 2009). This will be elaborated by Brymann & Bell (2003), who suggest that reliability, validity, and generalizability can be adapted for qualitative research through different stages. LeCompte & Goetz (1982) states the following criteria for the reliability and validity of a research.

### 7.1.EXTERNAL RELIABILITY

This criterion concerns whether a study can be replicated. In this respect a concern is that a social setting will change constantly and therefore data conducted will be different. However, LeCompte & Goetz (1982) argue that it will be possible to replicate the study if the researcher adopts a similar social role as the original (LeCompte & Goetz, 1982). Giving our study this external reliability it shall be pointed out that one of the researchers have been in interaction with the organization as a volunteer for five years before engaging in an internship, and

observations have been somewhat similar, though not so in-depth as the ethnographic research as interns.

## **7.2 INTERNAL RELIABILITY**

To gain internal reliability the researchers, as a team need to agree upon what they see and hear in their observations. As we both have the same study background and both have worked in the same positions in the organization, there have been internal reliability about the study to the degree possible. It should be noticed that there will always occur individual discourses that have initiated discussions. However, we did not see these discussions on agreeableness as a hinder to the reliability of the study, however more as a proof that this thesis has dealt with every angle and facet that has occurred, with the aim of being most comprehensive.

## **7.3 INTERNAL VALIDITY**

This criterion focuses on the importance of a match between observations and the theoretical ideas that develops accordingly.

According to how the data has been coded and how the themes have emerged out of these data, a match have been found as these data have been used to form a hypothesis. Theory has in this respect been used to frame these hypotheses. As this study is a suggestion to how the chosen organization could address issues that we have both observed ourselves, through our studies, and thereby found a gap in the existing literature, it will need to be tested before proved having internal validity. It should though be held to the fact that the CEO of our chosen organization chose to support this particular study out of many others, as she believed it has relevance, and thereby it has a pre-approved internal validity, and ground for being tested.

Lincoln & Guba (1994) adds triangulation to this criterion as a way to make the study credible; Based on triangulating qualitative research from a phenomenological perspective, we conducted a study, which is composed of an exploratory, a descriptive and an explanatory aim. In order to find out how diverse the field of our study was a search on different platforms, with different terms have been conducted, in order to discover how much has already been done, and what material exist or not on our topic. This has helped us to see where the potential gaps in the theory have occurred compared to our focus.

Most theory within knowledge sharing has been done on the more traditional companies such as motor vehicle fabrics, which indicates a lack of concern towards the creative industry and its complex processes.

The method of triangulation includes primary data from interviews and secondary data from

academic theory, literature, newspaper articles and websites.

#### **7.4 EXTERNAL VALIDITY**

The external validity refers to whether findings can be generalized across social settings. LeCompte & Goetz (1982) points out that this is an issue in qualitative research as there is a tendency to employ case studies (LeCompte & Goetz, 1982). Our study is too a singular case study, however previous desk research shows several important similarities between festivals in general and also towards project-based organizations. Our case has been chosen on the criterion that it adopted most of the occurring issues, which the creative industry and especially the project-based organizations encounter. The case has been thoroughly described with rich account of details of the culture both through a case presentation, an analysis, through field observations and interviews, according to Lincoln & Guba (1994). It is acknowledged that this singular study is a limitation to the generalization of it, however we chose to narrow our perspective to receive a full picture of the processes within a defining case in order to be able to make stronger statements that can influence other organizations as well. Our study should serve as inspiration to investigate within other organizations on how to optimize Knowledge Management processes and nurture Human Resources, that is almost lacking in every creative business.

Lincoln & Guba (1994) adds authenticity to the reliability and validity of the study, where the criterion of fairness occurs. This addresses the issue of whether the study represents different viewpoints among members of the social setting. We find this criterion specifically important, as the lack of it will not show the diversified picture. Therefore we conducted interviews with the managers, the CEO and the interns in order to represent the entire organization and to acquire data that did not overlook any important points.

# Analysis

## »» Section 4



**The Industry  
Case Presentation  
Case Analysis**

## 8.0 THE INDUSTRY

In order to understand the creative industry and its processes it is necessary to explain what factors has seemed to create the field.

The creative cultural industry consists of different products among these cultural consumer products, characterized by e.g. festivals that provide experience to their consumers (Lorenzen, 2011). These products have short life cycles and therefore need to keep developing continuously in order to maintain their market value (Lorenzen, 2011). There is a broad spectrum of definitions when looking at this industry, however it seems like a general agreement that to create the optimum product it need to have something familiar combined with novel elements (Lampel et al, 264, 2000). This has proven a fact as people need a brand to return to – an insurance on what they enter into, but they also need the experience to add some new features that make it attractive to re-experience.

The complexity of this industry then arises as it copes with low budgets and unforeseen changes, due to the changing emotional needs of the consumers. The highly uncertain market of these products causes complex challenges as the products then, as mentioned, need to develop and add new ideas in order to maintain news value while at the same time maintain a recognizable brand that people choose to come back to. A constant balance between the new innovative aspects and the familiar brand-creating aspects is therefore to be strived.

This balance between maintaining and sustaining a strong brand and the constant generation of new ideas enhancing the brand equity, demands resources and systems that are able to capture and re-generate knowledge and new ideas into a stronger off-set. For the creative industry this is assumed to cause difficulties due to their unique organizational structure. The gap between normal corporations and the creative industry is among others that the creative organizations within the cultural consumer industry are characterized by the short life cycles, and on the other hand has high labour intensity that is usually consistent with a volunteer workforce. Therefore the turnover of labour is more frequent in this industry.

Also these organizations are characterized by a minimum of structure in the organizational form. This causes flexibility that can provide the organizations with the possibility of being able to adapt quickly to changes and be enormously innovative due to the non-structured organizational form, however it also causes chaos and non-structured settings.

It then comes to a balance between optimization of capital and the free creative space that takes a major strive in being infiltrated in each other. This will be important to question in order to evolve some kind of system or frame wherein individuals can be captured and nurtured in the environment without constraining the creativity. As Lampel et al. (2000) states: *“Tacit knowledge of individuals is more important in cultural industries, and talent, creativity, and innovation are the resources that are crucial to the success”* (Lampel et al.

2000:265).

The complexity of the industry shall be seen in the light of the fact that many organizations start up as organizations of passion and has therefore no aim of creating profit-enhancing businesses. When they experience growth it has therefore been found evident to look at how this growth can be maintained and controlled. Therefore it is important to find a balance between the passion and the art that started the project and the profit that will keep the business running.

Looking at the Danish film festival market in general it consists of twelve film festivals, all approaching different segments and genres. This may seem like a more collaborative field as they have their own niche, however some funding can only be given to one festival a year. Therefore it is important for the festivals to mark themselves, to be the first to apply, and to become recognized in order to hope for future funding.

As many of these organizations are non-profit it is even more important to seek funding as the non-profit aspect causes great competition among the players in accordance to applying for funding every year (Fischer, 2012).

## **9.0 CASE PRESENTATION**

### **9.1 WHY CHOOSE CPH:DOX?**

When researching for a relevant case to further investigate, we wanted to limit ourselves in order to go in-depth with the processes of an organization that was assumed to embrace all of our criteria for the investigation of the festival field within the creative industry. We would then be able to look at the managerial processes in every stage that is apparent in this creative organization and to discover if there were any matches or gaps between this study and the theory.

We agreed on CPH:DOX to be the most interesting case as the festival is a growing and acknowledged film festival running on its 10th year. It has become northern Europe's biggest documentary festival and had 51800 visitors last year. Each year the level of ambition and innovation increases to be able to maintain its position in the industry. Passion and innovation are important elements for the festival and its identity.

Also it is a case where we through our research could retrieve the most representative data of this social world, as we both have acted as interns within the organization.

CPH:DOX has been chosen as this organization is an example of an industry dominated by project-based organizations as the organization primarily works towards the festival and its execution. The organization has seen significant changes both directly and indirectly identified, meaning that observations have shown that the organization has not been aware of distinct factors resulting from the changes it has faced. Accordingly it has received wide attention in the latest years due to its growth, and in line with this has received several nominations for cultural awards.

### **9.2 CPH:DOX**

CPH:DOX is a non-profit festival, that was established in 2003. It had thereby existed for ten years in 2012. The festival takes place each year in early November in Copenhagen.

The festival has a record of increasing its visitor number every year, and in 2012, its 10th year anniversary, it had the largest visitor number ever with 51800 participants - an increase of ten percent compared to 2011 (Bøgild, 2013).

#### **9.2.1 The History**

CPH:DOX is an off-spring of the NatFilm Festival, which is feature film festival held in Copenhagen since 1990. Natfilm festival and Copenhagen International Film Festival was in

2008 united under, the Fund of the Copenhagen Film Festivals. The union caused a more simple market without too much rivalry, which especially sponsors appreciated. The union's purpose is to strengthen the cultural and commercial possibilities for the festivals under the Fund of the Copenhagen Film Festivals.

As stated by Fischer, the organization started as a hobby, and from this it has grown to a large paper-thin organization only supported by six million Danish kroner a year. As Fischer states the organization has no real resources to be at the high level as it is now, still she wish that the festival will become one of the biggest cultural events, both audience and branch wise (Fischer, 2012).

### **9.2.2 The Vision**

*"With a solid base in the documentary approach to reality, CPH:DOX aims at building bridges to a wide range of related art forms on the music scene and in the visual arts. This exploration of the interaction and interfaces between different media and cultural traditions emphasizes the constant evolution of the documentary genre, and creates a space for inspiration and dialogue between different creative forms with exhibitions and performances, music and sound projects, live acts, VJ'ing and the latest concepts of expanded cinema"* (cphdox.dk, 2013). The mission of the festival is to present challenging and critical works of documentary cinema – and other arts – in an original and intelligent context (kickstarter.com, 2013).

### **9.2.3 International – SWIM (Scandinavian World of Innovative Media)**

CPH:DOX' newest initiative – in line with its vision – is a trans-media project that is a general term for the fusion between different media platforms, such as film and music, games and TV-shows. SWIM is supposed to build more activities through project development, networks and alternative financing – and through this try to stimulate innovation in the media field, especially documentary films (cphdox.dk, 2013).

### **9.2.4 The Facilities**

CPH:DOX has its headquarter in outer Copenhagen in a small former fabric. This causes issues every year when interns and volunteers enter the organization, as there is not enough space for everybody. Therefore the organization uses finances on buying new tables etc. every year. Interns that need to have an office spot will have to find alternative solutions in the beginning.



### **9.2.5 The Organization**

The organization is organized as a union that consist of seven members functioning as core staff for Marketing, Program/Event, CPH:DOX Lab, CPH:DOX Forum, Press, Production, IT, and the CEO. The rest of the departments are created when interns enter in the start-up phase.

The organization is structured as a flat structured adhocracy of great freedom and speed (more on this in the case analysis).

## **10.0 CASE ANALYSIS**

### **10.1 INTRODUCTION**

In the previous chapters we have mapped the theoretical and methodological frame for this thesis. We have now reached the chapter of combination, where our empirical data will be investigated accordingly with the theory - this in respect to our problem statement. The analysis will take a structure that appeared obvious when coding our data. The structure follows a pattern starting with the first phase of the festival and chronologically developing through the following phases. The foundation for the analysis is grounded in the data and observations retrieved from our own field observations and through the interviews with the interns and the core staff of CPH:DOX, together with documents, articles, and other relevant material on the organization. Based on the above theoretical and methodological considerations the thesis will be structured based on three steps of analysis. The first step constitutes a characterization of the organization and its processes as a creative business in order to gain an understanding of how its processes are unique to the issues found in the data collection.

The second step will be based in Knowledge Management theories, where the SECI model and knowledge cycle will function as a frame for the strategic and practical use of Knowledge Management as the theoretical frame will be linked to the data collected and used in an analytical framework of a line of concrete phases and elements in the practical use of Knowledge Management.

The third step will include Human Resource Management as a more practical approach to combine our observations and data collection with the theories in order to look at how this can be used in a project-based context.

From this we will evaluate how there could be foundation for implementing Knowledge Management and Human Resource Management, as the purpose is to discuss the data in accordance to theory and state gaps, differences, and similarities that may influence the work with Knowledge Management and Human Resource Management in a project-based context.

### **10.2 DEFINING CPH:DOX AS AN ORGANIZATION**

CPH:DOX is an example of an industry dominated by project-based organizations as the organization primarily works towards the festival and its execution.

As described in the theory section specific types of network organizations are identified, hereunder the latent organization, as a form of organization that binds together configurations of key actors in ongoing relationships (Ebbers & Wijnberg, 2009:988). This characterization is applicable to CPH:DOX as the organization consist of a permanent structure consisting of

a board of directors and a few key people for each department this being Event, Production, Marketing, Program, Guests, International Forum, Press, IT, and so on. This provides CPH:DOX with the advantage of having a body that provides continuity where the concept of CPH:DOX can flourish and attract human resources (Ebbers & Wijnberg, 2009).

CPH:DOX consist of a body of approximately ten people all around the year (See figure 5). The body is set to maintain the organization in the stagnant state, searching for new ideas, films, and so on for the next year and engage in projects that is in line with the DOX:vision. As the festival has identified it self as the biggest Scandinavian documentary film festival this also means that the body of core staff need to constantly be part of the landscape in order to read the pulse of the market.

Reaching the start of the actual festival the organization expands enormously when interns and volunteers enter the business in order for CPH:DOX to be able to reach and carry out the ideas to further development.

As the core staff is the only part allowing consistency, CPH:DOX can be characterized as being an adhocracy, organized with a flat structure. As the organization grows to consist of an approximate number of 200 volunteers, 10 key workers, and 20 interns (CPH:DOX do not have a record of the precise number), that are placed in positions of great freedom and responsibility without a specific union, this allows the organization to operate in a more flexible manner (Field Observations, 2012). This flexibility can work well in fast-changing industries like the creative industry (Investopedia, 2013). On the other hand adhocracy seems to work best in smaller organizations where managers are still able to comprehend and direct the organization when necessary, as seen in the early phase of the CPH:DOX year, where the key workers and a few interns are the core, running the start up of different projects. On the other hand, adhocracy may become chaotic or inefficient in large organizations where, for example, work may be duplicated by several teams (Investopedia, 2013). In line with this the Program Manager Niklas Engstrøm stated in his interview that CPH:DOX had a wake-up call in 2008 where the organization became bigger as a festival, however it did not follow on the organizational plan, which they could barely handle (Engstrøm, 2013). Even though Engstrøm (2013) states that it was a wake-up call, our experience through field observations made in 2012, reflects that this issue have not entirely been approached. We as researchers experienced an increase in tasks and more communication channels accordingly with the evolvment of the 2012 festival – the 10th year anniversary that was also known as 'Maximized CPH:DOX' since the level of ambition was raised even higher. We observed that working roles were poorly defined and this showed to prove ineffectiveness causing a lack of overview of the scope of roles. This resulted in that the desired and the necessary work were not carried out appropriately. It seemed like the 2012 festival had many similarities to the

2009 festival, implicating that the knowledge gained from the 2009 festival was not used in the following years.

The lack of management roles and responsibilities can, in accordance to Knowledge Management theory, be seen as having a lower priority concerning transforming explicit knowledge into tacit knowledge and having a mutual context when sharing knowledge. An observational note illustrates an example of how knowledge was sometimes shared without thought to a mutual context; when information was handed over from the marketing coordinator – Lisbeth Nordahl, as a set of documents where for example a template of a sponsor letter was one of them, the letter or the information acquired could not be used directly, since the context they were produced in was unknown to us as interns. Therefore, the letter was used as an inspiration to develop own templates and thereby creating own knowledge. The template was easily misunderstood and this caused more communication than needed to figure it out (Field Observations, 2012). It is then clear to us that a gap occurs between the data and theory, as CPH:DOX has not implemented any structure since 2009 even though experience should have caused this to occur in order to prevent previous mistakes to happen again.

As stated in the theory section the definition of projects of passion is a phenomenon for which profit is secondary to the pursuit of a 'calling' (Svejenova et al. 2011). Projects of passion are a devotion that individuals engage in as it creates drive, feelings or passion, and it is therefore highly motivational. As earlier mentioned by Svejenova (2011), projects of passion are a type of temporary organizations that is established to express a significant identity and an individual motivation to express specific visions and values. Fischer supports this view by stating that there is nothing corporate about CPH:DOX (Fischer, 2012). In the interview with Engstrøm (2013) he stated that CPH:DOX' development was a bumpy road: *"We began with a flat structure with a unique way to work. Leisure and work flowed together and no one got paid. So it was a 'love enterprise'"*(Engstrøm, Organization, 2012). He stated further that one of the new employees stated at a strategy workshop that it seemed like CPH:DOX was some kind of a sect (Engstrøm, 2012).

Projects of passion has the characteristics of having an inside-out approach to the market, as it is the persuasion of new forms discovered by the artist, the professionals, etc. that is the focus, not what audiences have to say.

To measure whether CPH:DOX' outcome is that of passion, two measurement methods have been distinguished; *authenticity* meaning that CPH:DOX has a unique personal identity. As the festival is a niche festival that has embraced all other kinds of arts to engage with and experiment with in this niche, addressing the changes around it, it can be highly stated that the festival has authenticity. Secondly *impact* needs to be addressed as it measures to what extent

the experience of the good has added social, aesthetic values to the audience and economic value in relation to the manifestation of the activity. As CPH:DOX has seen an extreme growth in number of visitors during its eleven years of existence, may indicate that the festival adds some value both to the audience as they keep returning, but also in respect of national branding as the festival attracts industry people from around the world to its seminars and events – this also adding to the economic value.

These factors can also be related to the definition of the event as a repeat institutionalized event.

### **10.2.1 Repeat event**

In accordance to Söderlund and Bredin (2006), CPH:DOX can be characterized as a repetitive task as the festival is repeated every year. Supported by the definition provided by Shone and Parry (2010) on repeat events, CPH:DOX, contains all these parameters, as the audience number have grown bigger year for year, thereby changing the environment of the festival. Also new volunteers and interns join in every year to organize the event, which makes the festival slightly different every year as people have different ideas to how the festival can be taken further – hence making CPH:DOX unique every year. This is also compliant with the labour-intensiveness, since the festival as it reaches its launch expands heavily in workforce. This also increases the complexity in communication within the organization. As for the intangibility of the repeat event CPH:DOX has been able to create an all-around experience by involving not only the cinemas in the screenings of the films but also the entire city bringing the films into the streets in active events, that create more memories and value for the audience as active participants.

Even though CPH:DOX approaches new ways of bringing the festival to the masses and not only keeping it as a niche festival, the festival still remain true to the fact that it is all about the documentary film. The newness is brought to the table in ways of screening and combining different fields and creative inputs e.g. by having swan shaped pedal boats into a venue so that the audience can sit in these while watching a movie about a guy cycling from one part of England to another through the canals of England in a swan shaped pedal boat.

### **10.2.2 Institutionalization**

The fact that the festival is defined as a repeat event leads to the definition of an institutional event, as CPH:DOX has both shown contingency with its 10th year anniversary in 2012 and with an increasing visitor number every year thus indicating a community that supports it.

As the festival has become an institution by having existed for ten years with the same offset

every year, it means that it also needs to be maintained not only during the festival but also the rest of the time.

As mentioned in the theory section, one important aspect in institutionalization is the constant contact to the industry and visibility in the market. Therefore it is of significance that CPH:DOX builds bridges to other industries enabling the festival to draw on other fields and to be inspired to reach new areas and develop the documentary niche. This is reflected in CPH:DOX' vision of: *“bridging to a wide range of related art forms on the music scene and in the visual arts. This exploration of the interaction and the interfaces between different media and cultural traditions emphasizes a possible evolution of the documentary genre. In addition, it creates a space for inspiration and dialogue between different creative forms with exhibitions and performances, music and sound projects, and live acts”* (cphdox.dk, 2013).

### **10.2.3 Part summary**

As analysed CPH:DOX seems to possess an insight-out approach in their main organizational profile, thus, from this perspective they have expanded their expertise in the field of documentary films and the festival. This is one of the reasons to the internal growth in volunteer workforce, as it has demanded more departments and more interns and volunteers during the festival to handle all the different projects. Still the number of core staff remains and there is only one key person for each department to handle the decisions making and communication flow(see appendix 5). This issue causes more interns to enter into respectively new processes at CPH:DOX, as the core staff do not have time to initiate all new projects.

Having analyzed the structure of the CPH:DOX organization it is clear that one of the main issues seems to be the adhocratic structure of the organization. Since this type of structure is not suitable for managing the expansion and growth of the recent years. This is also partly due to the fact that the organization is built on passion and as Fischer states, has nothing corporate about it.

Having emphasized the main organizational issues we move toward an understanding of how and if this organization can be managed in order to extract and to make use of the knowledge within it. It was found evident to investigate how organizations can improve performance, competitive advantage, and innovation through knowledge sharing. It is worth noticing that we deal with a project of passion and this might restrain us in implementing an entire system in this case, as we would then risk compromising creativity. The below analysis's main purpose is therefore to map and clarify where CPH:DOX could benefit from the theory and how it would be used appropriately according to the field of creative industries.

The data collected through the interview with the CEO of CPH:DOX, Fischer, indicates that there is a gap between what other theories and case studies exemplifies as solutions, and how CPH:DOX is organized. It seems like the managing of knowledge has been neglected within the organization. At the same time the data collected through the interview with the interns reinforce this statement as it underpins the seemingly lack of structure and thought into Knowledge Management. The data collected through an interview with Fischer (2013), Engstrøm (2013), and Nordahl (2013) illustrates an overview of purely organizational issues. The interview with the interns represents the employee perspective and provides data that could contribute to a possible solution by shedding light on what kinds of difficulties CPH:DOX has in the process towards making knowledge sharing effective.

Therefore the insider information held by the core staff and the interns had great relevance for this thesis to carry out the research in trying to approach a solution to how Knowledge Management and sharing of knowledge within CPH:DOX can become effective.

The respondents main expressions through the interviews was extracted to some main themes occurring in the axial coding process, these being Knowledge Management and Human Resource Management, and the data will therefore be the constituting factors in the analysis.

### **10.3 KNOWLEDGE MANAGEMENT**

As stated Knowledge Management can take two perspectives; the possessive and epistemological perspective. We find both perspectives to be relevant as they bring different tools to the table. However, even though both views are reflected upon it seems most appropriate to look at the epistemological process perspective emphasizing that knowledge is shared according to how tasks, actors, and context comes together, thereby being a social and organizational activity.

This is decided, as the analysis will not have the purpose of solely becoming a tool to retrieve tacit knowledge from the individual, thus reflecting more of a hard system, as the possessive perspective of knowledge emphasizes. We find it more sustainable to investigate how CPH:DOX may embed the knowledge process through constructions and negotiations in social interactions as we through our observations found this perspective to be most motivating for the employees at CPH:DOX. In this respect it is acknowledged that one of the challenges is to create an enabling context where individuals are motivated to share knowledge.

As mentioned in the previous paragraph, this is important due to the shift in organizational internal growth that CPH:DOX experiences each year accordingly with the evolvement of the festival. In addition, having a strong foundation or like in this case a strong organizational

culture will create and enhance the context which is needed to create the frame for knowledge sharing, as individuals in project-based organizations will have to be able to quickly adapt to the culture of CPH:DOX. Therefore having a well-defined context will support the implementation of new staff members.

The analysis evolves accordingly with how the festival develops; from the start of the festival year to the execution of the festival as the event encounters different phases and different difficulties accordingly. In this way the life cycle of the festival act as a framework for the analysis. We use the SECI model and the knowing cycle intertwined as a framework for analyzing the organization as these goes through all the levels of creating and leveraging knowledge thus enabling us to discover if and where in this process CPH:DOX faces the greatest challenges.

### **10.3.1 Socialization – The Introduction phase**

The introduction phase at CPH:DOX normally start in August, and is where interns enter the organization. This period is the ‘slow period’ at CPH:DOX where ideas are generated and a more relaxed atmosphere is apparent.

The interns that enter CPH:DOX have been interviewed for the jobs and normally start up in the ‘slow period’. It is worth noticing that even though they have been through these job interviews it have still surprised our respondents exactly how CPH:DOX operates. This could indicate a lack of awareness to the fact that the new employed interns or workers do not know exactly what they enter in to. Having observed this it occurs to us that maybe the core staff hiring the interns to their departments are so caught up in their business that they find it very general and easy to just explain in few words what the intern are entering in to. Like a professor that have so many years of experience that what seems difficult to understand for students seems like the easiest part for the professor – thereby causing miscommunication and a lack of mutual context.

This situation illustrates already in this first phase that CPH:DOX lacks communication skills as procedures and values and other important elements which provides a good experience when entering the organization are at a minimum. In addition, the reason for down-prioritizing to communicate the appropriate information can be argued to be that the core staff either do not have any general procedures or perhaps they are not aware of the importance of this matter. This links to what has been mentioned in the previous chapter about how the core staff consists of creative people focusing on creating content.

*”The first phase - the introphase was quit atypical[...] The introduction phase is almost non-existing at CPH:DOX. I think it may also depend on the department you are in – I was in*



*Programme/Event and it might have been different in another department.*

*The non-existing introduction phase makes the first week kind of ineffective because you not really know where to start and not really know what your tasks are.*

*But actually me and my bosses held a meeting where we went through what should happen and what was relevant to get going, but from getting that introduction to having a crazy long list of things, to know what to do with it and what to start with was quit strange. And then I started up to summer vacations so some people where always out of office, so I was not there full time because I did not know what to do[...]" (Bo, 2013).*

As Bo states the lack of a structure in the start-up phase caused inefficiency and already here there is found arguments for the fact that the adhocratic structure of the organization may prove to be a disadvantage. This indicates an example of how Knowledge Management theories find it necessary to have a clear structure and to define the tasks that need to be done. Implementing an appropriate introduction phase will benefit both parties. Every one that enters a new organization expects to be introduced accordingly to their position and to be informed in any way possible to avoid misunderstandings and miscommunication in order to execute the tasks satisfactory. In the introduction phase the individual should become familiar with the routines, the procedures and the organization's code of conduct to be able to perform at its best. As the key workers at CPH:DOX mainly are very creative people they may tend to overlook the importance of delegating as they are so involved in the projects, thereby missing out on a willing workforce that could ease the workload. A good example of how the core staff set priorities is the fact that organizational space is an issue every year. It seem to surprise the core staff every year that interns will need a place to be. In 2012 when we were interns at the festival new furniture were bought in the middle phase, and it was first then all employees had a table to work at. This lack of structure from the beginning caused inefficiency (Field Observations, 2012).

The first phase of the SECI model, the socialization inclines that it is important to share experiences and personal knowledge in order to create a mutual context. As CPH:DOX have a short life cycle and thereby faces the issue of time this phase need to be more efficient from the beginning. This meaning that the employers need to be more aware that in order for the interns to be able to socialize, the introduction phase need to be more elaborate and thorough. Sharing tacit knowledge as experiences through joint activities is something that in a normal corporation could occur over time, however as CPH:DOX operates over a short intensive period that is non-continuous for the interns this introduction process could benefit from a more structured plan. As Bo further states:

*"I feel like if CPH:DOX was better at giving an introduction phase and be better to communicate what tasks and expectations there are to the interns, and what they believe is beneficial about that process, I think the most would be able to handle the internship at CPH:DOX. I think it is mostly about the introduction phase and about knowledge sharing – there is a lot of the tasks where interns need to reinvent year after year, because no one is there to hand over what was done the year before"* (Bo, 2013).

As theory on Knowledge Management states through the perspective of epistemology, knowledge should be constructed and negotiated through social interactions (Newell et al., 2009). It should provide an enabling context that allows people to do things differently and better than previous practices, motivating them intrinsically.

What Bo states about the lack of an introduction phase was discovered to be one of the core issues at CPH:DOX. Even though freedom is provided to the interns which allows them to do things differently and better than previous years, this space-giving also seem to lie in the adhocratic culture, and seems a bit unconscious from the key workers. Even though the interviews with the core staff stated that they expect a lot from the interns according to independence, they also want the interns to operate individually or in small group unit skill houses; *"We expect a lot... They receive almost impossible tasks. They have to create new events with basically no budget what so ever. Even the most experienced event coordinator will "cry about it". However, we succeed... We help a long the way and people become ready for it fast, because of the environment and because they are plunged into it. It is incredible to see how people change from spring to autumn* (Engstrøm, 2013).

This statement seem to contradict the enabling context that should be provided according to the epistemological perspective, as CPH:DOX, by giving freedom and responsibility, also steps completely out of the role as mediators. This seems to cause confusion and ineffective procedures: *"[...]it was unsure if events was going to work and I could not predict anything. It was hard to know when never having tried it – that was also what we was not properly prepared for [...]"* (Bo, 2013).

*[...]it was hard to begin because there weren't many people at the beginning. It was better after the summer when more people came and we had each other to rely on. Niklas was always unavailable since he was stressed, but I could always ask Mads even though he didn't have the time.*

*And it was nice to have people on your "team", so you are not the only new one, because it is a tough role to be in."* (Mlezek, 2013)

Mlezek highlights what have seemed to be another significant issue for CPH:DOX - the organizational structure. As a project-based organization, CPH:DOX evolves towards the execution of the festival. Due to its short life cycle the high intensity of the organization is reached fast and the adhocratic structure of the organization develops accordingly from being a structure where managers are able to comprehend and direct the organization when necessary, to a structure causing inefficiency or sometimes even chaos. To support this statement, Mlezek told that her tasks were well defined, but: *"[...]this was at the beginning of my internship [February] so we had the time to share information and knowledge"* (Mlezek, 2013).

In the early phase of the festival, CPH:DOX has the best conditions to share knowledge among the small teams, since everyone should have the spare time and the energy to be there for each other. Especially, the core staff has the resources to be supportive towards their interns, and it is clear that the early phase of the festival is vital for the festival. Still we experienced that the first period of our internships were 'slow' as no real planning were done in respect of future events, hence we as workforce were wasted in the first month (Field Observations, 2012). Therefore more attention is needed in the beginning to build up a healthy foundation for the rest of the development of the working roles.

Engstrøm (2013) stated in his interview that CPH:DOX had a wake up call in 2009 as the organization had grown too big compared to workforce and tasks corresponding: *"It was also during 2008/2009 where CPH:DOX became bigger but not in organizational plan – that we almost couldn't handle it. It had a bad influence on our interns, because everything was chaos and thereby not fun. It was a wake up call[...]"* (Engstrøm, 2013). This could indicate that some people in the organization became aware of the relevance of knowledge sharing and a proper introduction period, but even though he states this, he also contradicts himself further in the interview as he states that: *"I think it is a great place to be, however not the easiest. It is something we've been thinking about in the program-editing department. We implemented a 2 day introduction course, because 4 new interns began."* (Engstrøm, 2013).

Again like stated in the organizational analysis above, our field observations and this interview with Engstrøm (2013) indicates that what seems to reflect good intentions and a certain awareness of the issues, also turns out to be mostly all talk and no action. In addition, as stated before, the core staff behind CPH:DOX are creative people, which are highly interested in making content for the festival. This is not an odd situation in the creative industry. It is actually in close relation to the project of passion. The interest in taking action towards the above issue is not a part of the creative process and therefore it does not receive

much attention. This situation indicates the need for someone within the organization to take responsibility for these things to happen. As Engstrøm (2013) states, one of the key workers had for a brief time an HR role in CPH:DOX. However, as everyone else, her workload increased towards the festival week and hence the attention towards HRM was at its minimum. Having an HR person as a permanent part of the core staff would definitely benefit CPH:DOX.

The interns entering CPH:DOX are people that have a profile that in some respect matches the job and the profile of CPH:DOX and as mentioned above, they tend to be creatively oriented people, which creates some issues and challenges. Balancing the act of creativity versus control Bo (2013) again stated that due to the fact that she did not know where to start in the beginning she was forced to try to figure out which procedures to take.

This aligns with the fact that when individual employees take action on the information and start to construct own meaning from it, testing different types of information where the individuals discern patterns and form beliefs in order to understand them and create patterns from it, information is evolved into knowledge (Choo et al., 2006). This is an individual task at CPH:DOX and it seems like the interns take up the task from the key workers as both Bo (2013) and Mlezek (2013) states. Frustration still occurs and this might be because the introduction phase is so short or almost non-existing, and during the execution of the festival the core staff do not have the time to share the right information – then it is up to the individual to make head or tail of it all.

*"A larger group of interns came to the organization after the summer, and then you begin to help each other – you ask the bosses a bit, then you talk to the other interns more and more, and try yourself a bit to see what the best practice is, and then procedures are being formed"* (Bo, 2013).

She explained how this made it difficult to feel part of the organization:

*"[...]it does help a little that you start early in the period because the organization only grows bigger towards the actual festival, and the fewer people there are makes it a bit easier to have lunch all together and have a meeting for everyone. Later in the process there are so many interns that it is impossible to have a meeting for all and it becomes more difficult to gather everybody"* (Bo, 2013).

In contrast to what Bo has emphasized as being the hardest part of the introduction phase she also brought another aspect to it. Even though she did not know where to start in the beginning she created a space for her own ways to perform the tasks provided to her, thus

giving her ownership of her work and a lot of responsibility (Bo, 2013).

Accordingly with Knowledge Management theory the need for information rises when there is discovered gaps in the organization's existing knowledge base, which was what Bo experienced.

Instead of using the managers that seemed to be the most competent people to spare with, she used the other interns that entered after her. Again accordingly with the seek for information, she did this in a social network consisting of the other interns in her department. As Choo et al. (2006) states, the seek for lacking information can happen both outside and inside the organization, but commonly the seeking and sharing of knowledge between groups happens in social networks that are built on trust and cooperation (Choo et al., 2006). As seen from the interview statements above, the interns themselves initiated these networks of trust, and it was inside these groups that knowledge was generated.

At the same time Choo et al. (2006) emphasizes that the use of the knowledge that may be shared in these networks is part of an integration process that need to be implemented in the social capital and in the culture of the organization. It is then again apparent that a gap occur between our case and Knowledge Management theory as the core staff did not take action on these networks in order to become part of them, and thereby be able to retrieve the knowledge from the interns.

### **10.3.2 Knowledge creation – Middle phase**

As indicated above, the adhocratic structure both seems to cause frustration and freedom, as Bo stated in her interview.

*"I believe though that it is a fine balance of 'are you loosing more than you gain, or gaining more than you loose' on this way of running the organization. Because I believe that new inputs from interns that are not being captured in old patterns, creates something for CPH:DOX, however if the organization then at the same are creating a poor picture of themselves towards sponsors (read: interns that contact people that CPH:DOX already have contacted previously or have already accepted a deal with one of the other departments) then what purpose does it then have" (Bo, 2013).*

Having captured the information in one way or another in the introduction phase, would benefit the creation of knowledge in the second phase. At CPH:DOX this is the middle phase of the festival where all are working in-depth with their assigned projects. As the workers at CPH:DOX mainly sit in small groups or individually, the knowledge is also created tacitly between these people or within the individual. Organizations should be very interested in this

knowledge as this source of innovation and creativity enables the organization to refresh its knowledge and extend its capabilities, creating possibilities of growth and maintenance competitive advantage.

As CPH:DOX have been defined above it is clear that the adhocratic flat structure, together with the aspect of being a project-based creative organization, producing a cultural consumer good with a short life cycle, causes high intensity (Field Observations, 2012). Therefore it has also been observed that CPH:DOX in this phase have a lot of independent teams sitting all over the small warehouse that constitutes the organization, each with projects that all together should be united under the CPH:DOX festival brand. It is almost impossible to avoid a loss of track with each other in this phase at CPH:DOX as everybody is running on their highest.

Choo et al. (2006) states that during the knowledge creation phase the individuals share personal knowledge through dialogue and by expressing their previous experience. If you are not in a team this is simple a time-consuming element at CPH:DOX in this part of the process, thus indicating a huge gap between theory and the case of CPH:DOX.

As theory implies a certain structure and overview need to be apparent in order to extract this knowledge from the individual. Bo states that:

*"Later in the process there are so many interns that it is impossible to have a meeting for all and it becomes more difficult to gather everybody"*(Bo, 2013). This is where the epistemological perspective is found most important to emphasize as it creates a stepping-stone for looking at an enabling context. Creating a knowledge enhancing environment in this phase demands a certain overview and energy from the core staff, that they do not seem to posses: *"It is really frustrating and I think it will always be[...] I think you will in the end just acknowledging that that's CPH:DOX. I think that that is what most of the key workers think because the work load is too heavy compared to how many are working there, that it just stays as it is."* (Bo, 2013).

As stated by Choo et al. (2006) it is important to facilitate a healthy organizational culture and to stimulate the creation of knowledge from the individual to the organizational level. As knowledge is rooted in the individual employee's experiences the organization should provide a social and cultural frame where the knowledge can be used and given meaning in (Choo et al. 2006:127).

As CPH:DOX is a project-based organization with a limited time period it is a challenge to create and maintain cultural knowledge, especially bearing in mind the evolvement of CPH:DOX in the middle phase of the festival. Also as knowledge is rooted in the individual this knowledge is hard to retrieve, and organizations can struggle figuring out how to manage this extraction of knowledge into the organization for use. With an adhocratic structure where

individuals are left to make decisions based on what they believe is right without any time to go over it in-depth with a key worker, and without a defined cultural setting, this can cause challenges to CPH:DOX.

This adhocratic individually constructed setting results in the creation of more cognitive tacit knowledge, as the knowledge will then be formed by individual beliefs, ideals, values and mental models. Nonaka & Takeuchi (1995) states that sharing this aspect of the tacit knowledge collectively is important since an organization should operate as a whole and work towards accomplishing the main goals of the corporation. If this is acquired CPH:DOX could have a much better point of reference, which makes misunderstandings less frequent which again leads to more effective communication. However, the fast speed and time limit of this organization creates managerial issues for CPH:DOX in respect to the entire Knowledge Management field, since at some point the organization stops operating as a whole and continues as rather individual teams focusing on their own agenda. This means that knowledge created in one department will properly not be shared with the others and thereby restrain the flexibility and the creation of knowledge in the organization. As Bo stated in the interview:

*“[...] the internal organization needs a loving hand – I believe that is the most important aspect right now - or else I believe it will affect it externally. I do not believe that CPH:DOX can keep this approach much longer without giving the internal organization attention – else I think the organization will collapse at some point.” (Bo, 2013).*

The advantage of pursuing an enabling context for creating and sharing knowledge is that everyone will be able to have the same mindset and thus the communication flow becomes automatically improved and fluent thereby improving knowledge sharing. As mentioned when you have an insight in peoples cognitive tacit knowledge you have a much better point of reference, which makes misunderstandings less frequent, which again leads to more effective communication. As mentioned, processes can become very ineffective when there is no mutual context for sharing. As we as field observers observed, the cognitive tacit knowledge is very important for CPH:DOX to retrieve in order to avoid examples where work is duplicated or misunderstood (Field Observations, 2012).

Creating a knowledge enhancing environment seems to be down-prioritized in this middle phase of CPH:DOX according to observations and respondents answers. As Bo (2013) states she believe this could have significant consequences

*“[...] having new interns year after year I believe is a strong advantage, however in numbers*

*of employees I think it is to a certain limit, because when too many interns enter it will be a disadvantage because without internal structure the organization can only deal with a certain number of employees as employment demands great personal contact and an internal structure to share knowledge and to divide tasks. So if the organization grows bigger without an internal structure it will be more difficult to communicate and that I believe will cause it to collapse”(Bo, 2013).*

As Knowledge Management is about a constant nurturing of knowledge creation and as Choo et al. (2006) states is accomplished by managing the balance between tacit and explicit knowledge, and by designing social processes that enables the process of converting the tacit knowledge into explicit knowledge, it is evident that CPH:DOX lacks this form of internal structure management. In order to be able to manage a continuously growing intern group, awareness needs to be given as to how CPH:DOX can handle the employees and leverage from the huge amount of knowledge there will be in the organization when most interns are employed in the festival year.

This may seem a bit unrealistic according to the fact that CPH:DOX is a fast operating event, and it may quickly turn into stop-gap solutions where the internal management may be done without further thoughts into how it can be more sustainable and easy.

Leading back to the introduction phase Nordahl (2013) expressed that: *”I believe there has never been a proper introduction period – and I mean, it does not have to be made every year, but just as a tool to the future years. I believe it is about getting a clearly defined responsibility area from the beginning.”*(Nordahl, 2013). This again reflects an unawareness of the importance of making these processes continuously constituted by new knowledge in order for the organization to create a strong competitive advantage. It will be important to renew and reinvent knowledge from year to year adding on to the existing knowledge and thereby growing stronger.

In this respect the SECI model is a procedural method to develop and store knowledge in an organization. As has been pointed out, the structure of CPH:DOX creates no obvious opportunity to create an organizational culture, however, it should be noticed that to be able to implement a process like the SECI model in an organization, it is important to facilitate a healthy organizational culture and to stimulate the creation of knowledge from the individual to the organizational level.

Due to the structure of CPH:DOX as a project-based organization that runs with help from a vast amount of volunteers, it is noticeable that the SECI model will be shortened in its process as in accordance with the short life cycle of CPH:DOX.

As stated above it is important to create an enabling context for knowledge creation and



knowledge sharing. Without an internal structure this seems to be impossible to create, as there will be no significant prioritization or time to neither create nor sustain such an environment. Observations showed how this exact issue resulted in frustrations and resignations when the festival was operating at its highest. A lot of projects were started; among these an ambassador program was initiated where a branding team was assigned to manage it. The branding team was initiated by Engstrøm and handed over to us, and one from the event department. It was then our responsibility to assemble the team and instruct them during the process. This illustrates three layers of management where Engstrøm did not have time to engage directly. We as interns had this team to manage and at the same time we had the projects from our own managers and were therefore not provided enough time to engage in and offer the project enough attention. In the end this resulted in constant questions from a frustrated team that did not have enough sparring and thus not a context where they could flourish and work independently in (Field Observations, 2012). Again this reflects the issues an adhocratic structure may provide, when an organization grows too large. The lack of time was in this case significant, which is something both the core staff and the interns faced under the planning and the execution of the festival. It seems like the core staff never had the time to sit down and find a proper solution for how they jointly could create a more structured core in order to approach a more understandable context. Then again it can be argued when the balance between structure and creativity will be un-balanced:

*"I think in a paradoxical way it makes the organization internally ineffective due to a lack of knowledge sharing, however I also believe that to some extent that can be the reason for why they can renew themselves year after year, because they are not being captured in a pattern of "that's how we did last year" (Bo, 2013).*

### **10.3.3 Sense making/externalization – The end**

In the middle phase of CPH:DOX, where the planning and the execution of the festival is going on, the above analysis of the knowledge creation process seems to reveal a lack on different managerial points. The little time they have to engage in the usual forms of knowledge-building activities also results in that CPH:DOX misses out on important knowledge that could contribute to a stronger off-set for the organization.

The huge gap between CPH:DOX' organizational structure and processes, and theory on Knowledge Management also affects the next phase of Knowledge Management.

During sense making information is interpreted and possible explanations are formed from past experiences. Current events are compared with past experiences in order to construct

meaning and to stabilize recurring events and make them more predictable (Choo 2006:5). Sense making is done retrospectively e.g. through evaluation of events and actions, in order to look back and make sense of these past happenings. In normal companies this can be done continuously, however in the project-based creative industry dealing with cultural consumer goods this is not possible, as the main workforce is temporarily employed. Reaching the end of the festival, sense making should take place. In this phase information is generated by the organization and the individuals within it to express insights according to the experiences made. This information is used to make *sense* of changes in the environment and to construct a shared meaning, making the organization able to continue and improve. This process is mostly beneficial for the core staff as these are the only ones continuing in the organization after the execution of the festival.

Affected by the knowledge creation or middle phase of CPH:DOX there is hardly time to share the tacit knowledge, and therefore this knowledge is never turned to explicit information. The use of sense making is therefore a lost asset that really was supposed to strengthen the organization. So compared to the theory statement about effective processes, CPH:DOX do not seem to catch the ball in this part of the process. When ending our internships at CPH:DOX we ourselves suggested an evaluation. The other interns had the same experience in their department: *"We in event wanted to write a guideline after ended internship, but when we were done time passed and we had a lot of other things to take care of. Maybe time should be set in the intern period to do these guidelines or just reflections, and it should be prioritized better"* (Bo, 2013).

These evaluations engender externalization, which is beneficial to an organization like CPH:DOX as the process helps articulate the tacit knowledge of the interns and turn it into explicit knowledge and concepts.

As Bo (2013) states she and her team of interns had the intention of creating a document where their tacit knowledge could be written down and turned to explicit knowledge for further use.

Peculiarly, Engström (2013) stated in his interview that: *"We asked interns to hand in a piece of paper with recipes to how we could improve it for the next group of interns – it never came. I have requested it many times. This illustrates, how difficult it is to work with people that are part of the system and suddenly they are not. It's all about creating a "goldmine" of knowledge, which tells about DOX and thereby knowing the festival in a theoretical level. Next step, is make it – so if a consultant bureau of you two, tells us how to do it, it would be fantastic. Since we do not have an HR position. Sus had the responsibility for a while, however she had other tasks as well. Focus on the internal structure is easily lost, because*

*people will rather create content (Engstrøm, 2013).*

These two examples illustrates that both the core staff and the interns have given this part of the process lots of thoughts, and both parties have the intention of doing some work for it. Still these examples illustrates that time should be taken in the internship period, since the temporary work in the end do not ensure loyalty and further involvement with the work at the said organization. Thus the temporary workers like the interns is off to something new when nothing is linking them to CPH:DOX:

*"I think that the core staff needs to be better to acquire the information from the interns. We talked about making a manual to the new interns, however we didn't finish it. Niklas and Mads did ask for it a couple of times, but after the internship people were busy with other things. It should be a part of the internship and it should be done right after the festival. It would benefit everyone."*(Mlezek, 2013).

Engstrøm (2013) states himself that he does not have the capacity to make it happen as he states that a consultancy bureau would be a great solution. When lacking the will to make sense of the knowledge by externalizing it, CPH:DOX do not reach the phase of combination as no systematization of the knowledge is done. When missing the interns' knowledge in the sense making phase the organization loses the tacit knowledge that the interns contain which is important to create explicit knowledge from and thereby making it useful for the next group of interns. Further what should have turned into explicit knowledge from evaluations and so forth will not be turned into more complex explicit knowledge, which according to Nonaka and Takeuchi (1995) will result in a lacking knowledge system, when no manuals or guidelines are made (Nonaka & Takeuchi, 1995). This might also have an important impact on the festival, since from explicit knowledge or complex explicit knowledge "new" tacit knowledge can be develop and the knowledge cycle can continue.

At the same time Choo et al. (2006) emphasizes that the use of the knowledge that may be shared among the temporary workers and the key workers is part of an integration process that need to be implemented in the social capital and in the culture of the organization. Nonetheless, as already stated, it seems like CPH:DOX needs to strive for a more enabling context for sharing knowledge and in this context motivate the workers intrinsically, not leaving it to the interns to maintain this context, but instead take the responsibility for providing, maintaining, and to some extent control the context.

When not capturing the temporary workers before the end of the festival, CPH:DOX will be unable to create loyalty or willingness to contribute further by sharing knowledge. It should be beard in mind that when the interns are done with their internships no obligations hold

them to the organization, as they are not being offered anything for their work. This means that CPH:DOX cannot afford to wait until the core staff again have the time to retrieve the knowledge.

Even though awareness seem to be apparent towards this phase of Knowledge Management, the effort to do something about it seem to lack or maybe it is only initiated half-hearted (Field Observations, 2012).

If information is not gathered in this ending phase of the CPH:DOX festival period, knowledge integration will almost become impossible and the organizational capabilities will be unknown, as organizational capabilities is seen by Choo et al. (2006) as the outcome of knowledge integration.

If Engstrøm, Nordahl, and the rest of the core staff do not integrate a process of evaluation on the tasks, they will not have the ability to combine and to link all the tacit knowledge from the individuals within the organization. Without a procedure of integrating knowledge in the organization, CPH:DOX have no capability of becoming an institution that sets conditions and provides a frame wherein the individual's knowledge can be integrated. The analysis seems to highlight this management issue as a top issue within the organization.

As having approached the epistemological perspective of creating an enabling context where social interaction can happen it is also in this – in the case of CPH:DOX, lacking phase that the social construction should be leveraged in order to capture the knowledge from the interns before they leave the organization. As Choo et al. (2006) states that new knowledge is a product of an organization's combinative capabilities to generate new applications from existing knowledge, meaning its ability to add on to the existing knowledge. According to Choo et al. (2006) this integration is done by building on social relationships that currently exist in the organization. All of this also means that the organizational knowledge should continually be constituted and reconstituted through the activities undertaken within the organization.

This statement only justifies even stronger what both Bo (2013) and Mlezek (2013) stated in their interviews, that when being done at CPH:DOX they went off to do other different things, as CPH:DOX could not offer them any benefits. It also brings forward the naivety of Nordahl's statement that guidelines should be made, however not necessarily every year. In this way CPH:DOX do not know where to look for gaps in information.

#### **10.3.4 Decision making/internalization – The future**

Where CPH:DOX seems to lack management according to Knowledge Management theories, it is also important to acknowledge their project-based structure and the festival's complex

and high intensity state. According to Choo et al. (2006) the last aspect of the knowing cycle is decision making. Combining the knowledge creation with making sense of it, decision-making is supposed to affect the future. Organizations need to control this process in some way through order and structure, as these decisions are vital to action.

As CPH:DOX runs on a short-term means that the festival shrinks to the latent organization, which consist on only a small group of core staff, when the festival is over. Therefore it is vital for an organization like CPH:DOX to collect and store the knowledge that is created up to and during the festival in order to be able to gather all the information from the above two phases; knowledge creation and sense making. It is in the decision making phase that different alternatives are processed in order to find the one that can achieve the objective.

As the three processes of the knowing cycle are social and should continuously constitute and reconstitute meaning, knowledge and action, it is important that CPH:DOX takes action in every phase.

In this phase internalization from the knowledge spiral is linked to the decision making phase of CPH:DOX, as this states that explicit knowledge actualizes concepts or methods through strategy, tactics, innovation and/or improvements. From the above phases one method could e.g. be training programs, which can help interns to understand the organization, which would approach the lacking introduction phase.

It is the features generated in this phase that constitutes how new interns will learn at CPH:DOX the next year. Both Nordahl (2013) and Engström (2013) expressed opinions about how a general guideline or evaluations would benefit CPH:DOX, and as effective decision making depends on sense making, as it is evident to know what is going on before acting upon it, it appears that if CPH:DOX investigated the knowledge and made sense of it, they would be able to approach the issues more directly.

Learning-by-doing was seen in the introduction phase where interns took initiative independently to do this. As stated, it is important to create space for the individual to be creative and thereby "feed" the innovative mindset of the interns, however frustrated statements from the interviews with the interns also indicate that a certain frame needs to be apparent for the creative space to occur.

Embracing the method of training programs that have been born out of intern evaluations and at the same time encouraging learning-by-doing thus oblige new knowledge, could constitute a continuously knowing cycle - and in this knowledge spiral. As Bo stated: *"there is a lot of the tasks where interns need to reinvent year after year, because no one is there to hand over what was done the year before. However it also causes a new way to occur compared to the last year – and I believe that that might be one reason that CPH:DOX is on the beat and have such an innovative profile"* (Bo, 2013). As management theory in general suggest, there

should be a certain degree of alertness and discipline and a curiosity as to how the existing methods and beliefs can be questioned within the organization in order to create competitive advantage.

If CPH:DOX emphasizes the above processes the explicit knowledge may then take the form of an intellectual tangible asset of the organization and will provide descriptions of past learning or experience, good solutions, and methods that all prevent the organization from having to reinvent the knowledge from year to year. This will also generate a cycle of knowledge that can be added to all the time. This knowledge also eases the transfer of knowledge from one department to another in the organization, limiting the information load and making the processes more effective. According to the intellectual assets this also presents an image of an organization that is in control.

Up until now it seems like the organizational knowledge of CPH:DOX remains tacit even to the key workers, as it is so embedded in their minds and routines that it is not articulated properly to new employees. As CPH:DOX consist of a vast amount of volunteers the organization needs to be ready to handle the internal management, however as several of the interns that has been interviewed stated, there exist no proper introduction phase. The organizational knowledge should be constituted by the employees, groups, and the organization that all together create a whole. Therefore the strings need to be gathered both in the introduction phase and the middle phase. Choo et al. (2006) states that together the organization embraces both tacit knowledge, explicit knowledge, and cultural knowledge (Choo et al 2006:135), and this should be more clarified in this process.

On the other hand the organization acts within an industry that is changing rapidly and this might make the organization's static core capabilities both an advantage and disadvantage for the organization. As Bo states [...] *I think in a paradoxical way it makes the organization internally ineffective due to a lack of knowledge sharing, however I also believe that to some extent that can be the reason for why they can renew themselves year after year, because they are not being captured in a pattern of "that's how we did last year"* (Bo, 2013). This sheds light on the balance between creativity and business. Knowledge Management needs some consistency and the knowledge that – no matter in which industry – is generated also needs to be used in order for an organization to constitute and improve a working environment and in line with this loyalty and sustainability towards the organization. In the case of CPH:DOX they face challenges of both being part of the creative industry and also facing challenges of management. The two areas approach the balance between creativity and business and need to be approached. CPH:DOX seems at the moment to weigh creativity more than business which is fair as the project is of passion. On the other hand the organization deals with a vast amount of temporary workers that are also volunteers to the project, and therefore it is unavoidable to

face the business aspect of the organization in the sense of management of the human capital. The appearance of the business aspect right now is that the static core capabilities of the organization lies in the brand which is an advantage when you need to know what an organization represent compared to other new ones in the same field. The disadvantage is when you need to evolve, however as CPH:DOX, according to how Knowledge Management have seemed to work beneficial in other companies, lack management in this direction, they do not face this challenge. They on the other hand seem to lack the structure that Knowledge Management after all need. Therefore it is evident to keep being in the knowledge creating SECI model and knowing cycle. As Choo et al. (2006) explains capabilities expand through the actions of the employees at all levels of the organization, and the crucial task for managers is to identify and nurture the kinds of activities that creates knowledge that will be absorbed, applied, and retained by the organization and its members (Choo et al., 2006). As Mlezek (2013) stated when talking about the future of CPH:DOX there where many things but she emphasized that it was important: *to gather all the new interns from the beginning for a week of introduction, To introduce the departments, tasks, people, terms, etc. and to make sure that everyone had a place to be, all the basic stuff that wasn't taken care of before...however, it is part of the DOX experience and it is a very personal festival and they really need a HR position to take care of all the other things.*"(Mlezek, 2013).

### **10.3.5 Part summary**

From the analysis it is clear that there are gaps between the theory and CPH:DOX when analyzing and comparing the organizational management form with that of the theory.

As our analysis have been framed accordingly with the evolvement of the festival it has also been easier for us to discover in which phases CPH:DOX faces their challenges and which of these challenges were the most striking according to our problem statement.

### **Introduction phase**

Especially in the beginning the analysis points to issues that are founding to the following process of the festival cycle. In this phase the lack of an introduction phase was discovered to be one of the core issues.

This result at first in poor planning that could have been done more effectively by using the interns' workforce in a more structured way, by giving direct and proper introduction to the context they are working within. In this way the interns could start right away and have a strong offset to evolve new ideas accordingly. This could prevent duplications and frustrations further on.

The analysis show that the interns were confused when first starting at CPH:DOX as they were not being delegated into specific tasks. It indicated that the core staff did not share the appropriate knowledge needed to the interns for them in order to be effective. This resulted in the interns creating their own knowledge together in teams and in this way a social network was created, which was caused by the lack of an enabling context set by CPH:DOX. Socialization among the interns is not a problem, since they rely on each other during the peak period of the festival, because the core staff is very busy during this period. This means that each year the interns are actually creating a new culture or context that could be beneficial for CPH:DOX to leverage from in order to grow stronger.

It is in the introduction phase that CPH:DOX have the best conditions for planning a strong offset for the festival and to delegate and control the workforce. It is also in this phase that innovation and the new knowledge is constructed and generated, and where the core staff could be more apparent in the process in order to gain access to the interns' social context and leverage the knowledge afterwards. The analysis show that this is not being initiated by the core staff, and it is therefore evident that more attention needs to be given in the beginning to build up a healthy foundation for the rest of the development of the festival.

### **Middle phase**

In the middle phase our analysis revealed that where knowledge creation is the key, it is clear that there is a lack of procedures, routines, and management. It is in this phase that the adhocratic structure seems to become more a hinder to the organization as the interns expressed frustration to the division of groups and the lack of communication. This also reflects that the importance of creating a knowledge-enhancing environment is down prioritized due to the high intensity. It is concluded that in order to prevent frustrations and confusions in this phase more planning should be initiated in the introduction phase.

In this phase it is important to acquire the tacit knowledge and begin to transform it into explicit knowledge so future interns can use it, but yet also to develop new knowledge. As there is no time to engage in this process in the middle phase because of the execution of the festival CPH:DOX do not reach this part of Knowledge Management.

Up to now it seem like the middle phase where knowledge is created lacks management, and this affects how knowledge in the end phase is being controlled and managed.

### **The end**

The analysis indicates that time is a general issue at CPH:DOX due to its organizational form and purpose. This has resulted in a lack of focus towards retrieving knowledge from the



temporary workers. This seems to be non-important to the core staff. Again the main gap between the theory on Knowledge Management and our empirical world seems to be structure. Evaluation at the end of the festival can show the gaps or/and the improvements that needs attention before beginning the following festival, however affected by the middle phase that overlaps with the end of CPH:DOX, there is hardly time to share the tacit knowledge, and therefore this knowledge is never turned into information. This also emphasizes another issue that was discovered earlier, which is the need for an enabling context where the core staff is apparent and takes leadership.

The analysis thus shows that sense making is a lost asset that really was supposed to strengthen the organization according to Knowledge Management. The analysis also indicates awareness to the issue both from the interns and the core staff's perspective, nevertheless there has not been implemented enough time to do it in the intern period, and therefore the tacit knowledge is lost.

Evaluations or re-evaluations could become highly important to adapt and to implement in the introduction phase for the upcoming festivals. It will be equally important to evaluate with the purpose of becoming aware of where to look for gaps in the information created the current year.

### **The future**

The analysis shows that lots of action needs to be taken in the introduction phase and in the ending phase of the festival. Of course the three processes are social and should continuously constitute and reconstitute meaning, knowledge and action. It is therefore important that CPH:DOX takes action in every phase, in order for the organization to become a knowing organization. In order for CPH:DOX to grow stronger and constitute the knowledge created every year, the first phase need to be focused on first and foremost. When this is done the organization will be able to use the information to add on to the existing knowledge and include this in future processes and procedures. It can be concluded that CPH:DOX have not yet reached the phase of internalization and decision making directly as the organization have not made effective use of the tacit knowledge created within the organization. They have therefore not been able to actualize concepts from what should have been turned in to explicit knowledge. This process is important with the notion of generating new knowledge each year, and not creating the same knowledge over and over again.

Having analyzed CPH:DOX in accordance to Knowledge Management it becomes clear that applying Knowledge Management as done in normal companies will not be the right way for CPH:DOX. As this organization is a constitution of creative people, a knowledge system might cause a feeling of restrain on creativity. In the case of CPH:DOX a more social and

involving process needs to be apparent. In order to make use of Knowledge Management in our empirical world, in a way that has not been explainable by current theories, we have found that Human Resource Management may prove to be a tool to solutions as we have discovered that features from this theory is an implicit theme in Knowledge Management and especially the epistemological perspective.

## 11.0 HUMAN RESOURCE MANAGEMENT

*“Managing creative resources is therefore one of the key challenges confronting organizations in cultural industries. To meet this challenge, organizations in the cultural industries have to recruit and motivate individuals who seem to possess the insight[...]. Their competitive advantage depends on finding these individuals, and also developing structures which leverage creative resources without at the same time stifling them.”(Lampel et al. 2000)*

This chapter will concern how CPH:DOX more practically can approach the issues of managing knowledge within the organization. The offset shall be seen in the light of the above analysis and the data gathered from the interviews. As already stated, the cultural consumer product industry's organizations mainly operate on a volunteer project-based basis. Therefore the idea of a human capital within these organizations can be rather difficult to manage as festivals have a high labour turnover every year. We have already seen that the resources and the capabilities to manage this very vast amount of temporary workers within CPH:DOX is difficult and as the processes are right now, it is very time consuming. Managing the human capital within CPH:DOX in relation to generation and extraction of knowledge demands a lot of resources in respect of bringing the new volunteers into the culture and also to have the time to capture the knowledge gained by these volunteers every year (Lindner & Wald, 2011). As stated in the analysis of the end-phase of CPH:DOX it is therefore evident to actually capture and make use of the above-mentioned human capital.

In this respect it will be interesting to first look at who they choose to employ for intern jobs, and if there is any structure to it. All of the interviewed interns did not have any previous experience with their field of work, only an interest in the industry and especially the creative aspect of the organization. Therefore it seems like CPH:DOX hires people in accordance to their passion for the project. This complies with the trust issue that will be approached later on. However, according to how knowledge is gathered and applied, it is important to look at the experience of the employed temporary workers. As elaborated in the knowledge theory, information is provided in a specific context, and if information is shared in a context that is unfamiliar to the intern then the information might be used incorrectly, thus the tacit knowledge delivered as information will be proceeded differently in the process. When having only limited time to create and deliver this festival it is important that people that are hired have some incentive to be in the project otherwise the above analysis seem to indicate that there is not enough time to engage in the learning process. The best way to learn some of the processes within CPH:DOX is by learning-by-doing, however the time issue plays an important role in this scenario, thus providing an indicator on the fact that CPH:DOX

needs more structure as there is not enough time to let the interns learn-by-doing when the project frame is short. This would be different in a normal corporation, as the employee will have a longer horizon of learning and the process will be seen as a future asset to the company as the employee will become stronger over time. This is not the case of CPH:DOX and if the organization wants to become more effective, it will be necessary to go straight to the point from the beginning. Again this approaches the balance between being creative and being under control.

Still the interviews indicate that structure, briefings, and motivation are lacking features that causes frustration for the interns at CPH:DOX. As the Knowledge Management analysis indicates it seems to us that CPH:DOX is a bit naive and blindfolded as they do not find the way to make their own tacit knowledge properly explicit to the new interns. As already stated CPH:DOX consist of a vast amount of volunteers and therefore the organization needs to be ready to handle the internal management. In addition, as several of the interns that has been interview states, they are left to make their own decisions and sometimes this causes duplicated work and frustration as to which tools, procedures and so on that need to be implemented.

According to HRM theories the motivation behind encouraging individuals to share knowledge through trust and loyalty in a specific environment demands several considerations as to cultural settings, motivational aspects and a general understanding and insight to how individuals act within a temporary organization. At CPH:DOX the time issue and the lack of general managerial overview of the organization seems to have caused ineffective processes and frustration. As the organization is constituted by creative individuals acting out of passion for the project this is also the cultural setting. To us as field observers we observed during our period as interns at CPH:DOX that social gatherings were made and initiated by other interns, however not with seldom support from the core staff.

The structural conditions of an adhocracy, which emphasize flexibility and self-managed team working seems to have been the easy way for CPH:DOX when 'managing' their workers, however Newell et al. states (2009) that the cultural conditions within the firm will be at least as important in creating an enabling context for knowledge work processes.

In this respect it is acknowledged that CPH:DOX is not an ordinary company. As the organization is temporary CPH:DOX needs to approach the cultural setting around the non-static conditions which demands a lot of energy to be invested into it every year, as the workers will be new and different each year. Therefore the confidence building that HRM theories emphasizes will be a challenge to CPH:DOX, that seem to have neglected the work of optimizing the processes of nurturing and motivating the interns, not on purpose, but because of a lack of time. This can be concluded on the grounds of the statements from

Engstrøm (2013) who shows knowledge to this particular issue that the interns have chosen to bring up in their interviews.

In order to approach these issues, we will frame this part of the analysis with Söderlund & Bredin's (2006) four issues.

### 11.1 THE COMPETENCE ISSUE

The competence issue deals with the organizations' ability to identify knowledge and develop this into core competencies. The competence issue emphasizes the importance of a continuous development of workers and competences, so that the organization is able to act on changes in the environment. When dealing with project-based organizations it can be difficult to manage this issue, as workers are generally temporary termed employees. Therefore it is identified that projects are the basis for learning and HRM should be the tool for integrating the knowledge (Söderlund & Bredin, 2006).

As already analyzed it seems like CPH:DOX do not take further considerations towards extracting knowledge from their temporary interns and using them properly for own future benefits. It also seems like CPH:DOX is just pleased with the fact that interns work there and contribute to the project of passion. It is acknowledged that CPH:DOX is an NPO, however at the same time Fischer has stated that she wants to see the festival evolve into one of the greatest. In this sense a paradox occurs, as the organization is build on passion and artistic values and conversely at the same time wants to grow. This is a conflicting issue as the growth of the business demand that CPH:DOX embraces the corporate aspect more - thus causing a conflict with the original 'friends initiative' that started the project.

As stated it is difficult in a project-based organization to develop individuals' competencies when they are temporary and leave the organization approximately a half-year after when the festival is executed. Having HRM as a tool for integrating the tacit knowledge from the interns still requires the will to manage human capital. In this respect Mlezek (2013) interestingly stated that what she found most important as improvements for CPH:DOX was: *"[...]to gather all the new interns from the beginning for a week of introduction...To introduce the departments, tasks, people, terms, etc. and to make sure that everyone had a place to be, all the basic stuff that wasn't taken care of before... However it is part of the DOX experience and it is a very personal festival and they really need a HR position to take care of all the other things."*(Mlezek, 2013).

More interestingly is the statement from Engstrøm (2013) one of the core staff, that acknowledged: *"When you have such a inspirational and unstoppable CEO like Tine*

*[Fischer], who are surrounded with people that supports her, then it is important to have some people that can keep it grounded, so e.g. you don't start 7 new projects each time etc.* (Engström, 2013).

It can be mentioned that CPH:DOX in a way do develop their interns through more tasks and more responsibility, however without any frames and control over job functions in CPH:DOX, together with a lack of knowledge extraction, it becomes chaotic.

## **11.2 THE TRUST ISSUE**

The trust issue approaches the importance of establishing a frame for the working environments – in this respect networks are pointed out as the stabilizing factor, and this should be the aim of HRM - to provide systems and processes that facilitate a kind of frame or brand that the individual can be part of. Söderlund & Bredin (2006) states that networks create facilities where trust and commitment can flourish thereby also creating opportunities for communities to appear (Söderlund & Bredin, 2006).

As discovered in the Knowledge Management analysis there are no exact introduction phase, which have caused the interns to initiate own groups where information was shared and knowledge created accordingly in order to be able to solve different tasks. At the same time the core staff did not have specific areas defined for the interns when they started. Something we as interns also observed. Establishing the frame for the working environment was therefore foremost in the hands of the interns and the groups they found themselves in. The knowledge sharing culture can therefore also be seen as created by said interns, and not the core staff. According to this fact the trust issue states that processes should be provided so that the individual can feel part of a frame. At CPH:DOX this is in the hands of temporary workers, that within their own networks create processes and create their own enabling context for knowledge sharing.

As these employees are temporary the organization will face the same issue of trust year after year if not turning the responsibility to the core staff.

Looking at it from the interns point of view this non-existing process of creating a community seems to have caused frustration towards the organization in the introduction phase, and a feeling of uselessness in terms of their role and purpose at CPH:DOX (Field Observations, 2012).

The interviews also indicated that due to the lack of an introduction phase the interns were on their own, thus creating some insecurity as to what they were supposed to do and what their purpose as interns were. Here the adhocracy turns to a disadvantage when the interns do not know the context of what they are dealing with.

On the other hand the interviews with the interns showed that word-of-mouth was a factor playing, showing that even though the interns heard from former employees that the organization was hectic, they still applied as they had heard that responsibility was high.

Pros and cons are then apparent in this trust issue of the HRM related to CPH:DOX. It is important to remember that the trust issue is more than just creating a mutual “deal” between interns and CPH:DOX and it is therefore important that the interns do not face a completely different context than what they expected and was interviewed for. This could occur as a consequence of the lacking introduction phase and could create insecurity as to whether the job was done correctly or misunderstood. For CPH:DOX this will also result in inefficient use of the workforce of the interns. If expectations do not live up to promises trust will be broken (Bo, 2013). This could also be an issue when looking at the culture of CPH:DOX that is very embedded in the passion to the project and very tacit to new employees. This could cause issues, as the temporary worker would not, like in a normal corporation, have the time to become a part of this culture over time. In accordance with how the festival seem to be new every year as it is constituted by new employees, it do not either have any specific rituals and norms, which can help “define” the culture of the organization. This is important due to the increased number of new employees each year that have to quickly adapt to the culture to be able to perform accordingly with the organization. Even though a vision is written down it is not being articulated properly. It seems as if it is very clear to the core staff, however it is not communicated further to the interns and volunteers. Rituals are a good way for managers to manifest the culture of the company because they indicate what you believe and what you are dedicated to. On the other hand CPH:DOX is still a project-based organization and the interns are mainly hired for a six months period, so maybe they do not feel there is time for an actual employment introduction. As seen in the socialization phase of CPH:DOX, the interns started to work together in the groups thereby creating a social context of knowledge between them. This could be an opportunity when trying to enhance the culture by using what is already functioning between the interns and thereby encourage such behaviour throughout the festival.

Looking at the frames for building social networks that should enable knowledge sharing CPH:DOX could build trust among its interns and volunteers and empower sustainability through these networks of relationships. It will demand a commitment from the core staff to a process like this, and time will have to be taken to develop it properly.

*”It could be nice if they did more to gather the DOX people during the different events [...] yes, that everyone had access to backstage and better internal coordination, by e.g. saying that the corner coach is reserved to DOX-staff or what-ever... During the festival it is also about having the time and the energy, so some one has to take the responsibility to coordinate*

*such things.*” (Field observations, 2012 & Mlezek, 2013)

As time is an issue in the middle phase of CPH:DOX it will be necessary to implement these processes in the introduction phase where socialization should occur. This could cause a better overview in the middle phase, and also lead to a better ending phase with internalization of knowledge. If an enabling context of social relationships could be implemented more as a static procedure – hence also becoming a cultural artefact in the introduction, the issue of trust could be eliminated, as the people involved will be able to feel affiliated to this specific social network and understand the contexts much better. This could cause a more stable atmosphere where the interns would be more likely to share their knowledge. Creating this enabling context could reflect an awareness of the importance of the interns’ work and create more structure to the work they do.

Further underpinning this statement, project-based organizations do not have a history and collective experience - hence CPH:DOX needs to emphasize the legitimacy and reputation of the festival as the ‘company culture’ towards the interns in order to create loyalty (Ebberts & Wijnberg, 2009). This illustrates the use of intrinsic motivation that CPH:DOX should focus more on, instead of fully embracing the adhocratic structure, leaving it up to the interns when starting at CPH:DOX to establish their own culture. According to Svejenova et al. (2011) it is important that the work is something that the individual finds interesting, involving or satisfying (Svejenova et al., 2011). As CPH:DOX is stated as a project of passion this will be very important to consider when motivating the workers to involve and share within the project.

### **11.3 THE CHANGE ISSUE**

The change issue approaches the identification of changes needed so that individuals can act quickly upon it. HRM should be able to manage changes to improve efficiency and to identify and implement change initiatives (Söderlund & Bredin, 2006).

We saw in the Knowledge Management analysis that sense making and externalization are phases where information gathered through evaluations should be used to discover gaps in the existing knowledge base, however in the case of CPH:DOX they are thinking about this too late in the process and therefore the intern evaluation is according to our data not transmitted in time, meaning that the task is not initiated until the end where the intern period is finished. When not sharing the tacit knowledge that the interns have created during their time at CPH:DOX it will neither be possible to look at where changes have occurred that year compared to previous years.



As Nordahl (2013) stated she did not believe that a guideline needed to be made every year. Again this emphasizes the lack of knowledge as to how the processes work according to how knowledge should always be revitalized in the cycle and spiral, always bringing new knowledge to the processes so that the organization can have an even stronger off-set each year. It is looking at the information coming from the interns each year that will provide an indication on where to focus and improve from previous years. Thereby saying that new knowledge should re-constitute CPH:DOX and that the knowledge gained by the interns should be used and implemented every year – maybe in the early or ending phase where time is not as much an issue as it is in the middle phase of the festival.

This HRM tool approaches the managerial difficulties that project-based organizations faces, concerning lack of a collective memory. Therefore learning may be an issue, as evaluations derive memory from the past and applied in different forms of knowledge to be provided as information further on. As project-based organizations runs on a model of no structure, because the organization dissolves when the task is completed, organizational continuity and therefore history as learning vehicles do not fit entirely. It will be important to apply more structure to the soft networks of CPH:DOX. In this way CPH:DOX may receive better possibilities as to how labour should be divided most efficient.

#### **11.4 THE PEOPLE ISSUE**

The people issue approaches the importance of considering the individuals consent with the work and that person's need to develop and gain expertise and knowledge through the job. In project-based organizations people will have lots of responsibility and will therefore also need to have a strong drive (Söderlund & Bredin, 2006).

This issue of HRM touches upon one of the main issues that a non-profit project-based organization like CPH:DOX faces; the temporary work that makes it unable for the employee to continue in the organization after ended projects – also there is no extrinsic rewards such as salary. Therefore it is utmost important that CPH:DOX motivate the employees intrinsically to ensure the consent of the employee. This aspect is so important because CPH:DOX demands that the employees invest all their energy into the project, and have the same passion as the core staff towards the project. This is of course a success criterion as to how the festival will turn out. Interns coming to CPH:DOX do know that it is unpaid and therefore most of them also endure in the project in relation to something else – like we did it as part of an internship related to our study. Most interns come to the organization with the aim of gaining experience, and as already stated CPH:DOX is an organization with room for own development and a lot of freedom. This is a perfect setting for curious people that want more

experience within a specific business, and especially for interns that have a passion for the industry: *"I thought it was an extremely frustrating but also extremely exciting organization to work for. That as an intern you got some really cool assignments and a lot of responsibility, and got to try out a lot of things, but you should be prepared that it was also hectic and strange[...]"* (Bo, 2013).

When this is said we as field observers found that there were times where we wondered if it was worth to invest so much effort and time to the project when not having a future in the organization or receiving anything for the job we did. According with the evolvement of the festival we reached a week with over 60 working hours.

Mlezek (2013) stated that the lacking prospect to the employment did not matter to her. The goal of being part of the festival was enough, and it was important for her to do her job right. *"[...]I gave them everything I had. I stopped working to have more time with DOX and I actually spend my own money at some point...."* (Mlezek, 2013).

A motivational factor was to receive a good recommendation and maybe even more in terms of becoming recommended to other organizations in the creative industry. However, when discovering that the core staff even lacked time with their own projects and were completely stressed out during the middle phase of the festival – also the longest part of the intern period, the motivation dropped, as it seemed like a mission impossible to become noticed and therefore chances were small in respect to whether the core staff had the energy to acknowledge the work that the individual did (Field Observations, 2013).

We found that the period at CPH:DOX was more like a school where the core staff was good at listening if you had complaints as to the fit with the department you were in, and your profile. So figuring out what area was best for the individual was a good way for individual learning, and thus compliant with the people issue (Field Observations, 2013).

One of the challenges for CPH:DOX when dealing with the people issue, is then that project-based organizations are time limited and thus there does not necessarily exist any expectations of continued employment (Cattani et al., 2011). This form of employment, together with the fact that volunteers are not paid, can be rather risky for the employer. CPH:DOX will have to be aware that their intrinsic rewards will have to be attractive every year to cover the needed resources.

Even though it seems like the intrinsic reward that the employees received from working at CPH:DOX is corresponding to the main drive of the organization – that of passion, two out of the three interns' responses still stated that if they should enter the organization again it would not have to be for free, as the jobs exceed more than what a normal job would require (Braderup, 2013). Mlezek further elaborates that:

*"I expected it to be much more structured and systematic. I thought there were defined routines and procedures." [...] "I think it is dangerous. Especially that they do not prioritize to hire more people, part-time, student assistant, etc. I do not understand that they keep telling us that there are no money, still some has to be there so it comes to how they make their priorities. I think it is a shame, that you work there and then there is no chance to work there full-time. Not saying that every one has to be hired, but maybe some of us. I also think that it is an issue for them, that each year new interns enter the company."* (Mlezek, 2013).

Paradoxically Cattani et al. (2011) has stated that if the project is repeated it can be an advantage to have the same people where trust already have been established and shared knowledge can be retrieved, and this is something CPH:DOX at this point have no opportunity for as they have not included this in their budget – again it is not about the employees but the purpose - the passion of the project. Instead CPH:DOX could do more in the introduction phase to clarify processes and create trust, more in the middle phase to follow up on the interns and show interest and appreciation, and more in the ending phase to acknowledge the work that interns have invested into the project by showing that the knowledge these interns have gained is useful for the organization. This way the capabilities, learning, and relational context could be optimized, if CPH:DOX supports and develops the individual up to and during the festival.

However, CPH:DOX is an event that has grown so strong and gained authority over the last years, therefore becoming something that people want to be part off, so when people endorse and identify themselves with CPH:DOX's values, there is established trust between employer and employee.

Where CPH:DOX seem to miss out is in the process of supporting and developing the workers, thereby approaching the people in a constructive way, nurturing the network of interns and continuously be able to have a stronger off-set the next year (Söderlund & Bredin, 2006).

# Conclusion

## »» Section 5



**Discussion**  
**Conclusion**

## 12.0 DISCUSSION

During the analysis of CPH:DOX we looked at the data collected from our empirical world and held it up to a frame of theory. In this process we discovered different gaps between the two. This will be the offset for this chapter that will discuss the differences between data and theory on Knowledge Management and Human Resource Management.

What was found most obvious as a gap between data and the theory was the notion of creativity versus control.

As Newell et al. (2009) states: *"Research has demonstrated that even when structural conditions are generally supportive of knowledge work tasks, it is still very easy for creativity and innovation to be stifled. Firms are therefore cautioned to try and avoid the development of particular norms and practices that might constrain innovative behaviour. For example, informal routines that have developed over time can quickly start to become standardized ways of working imbedded in physical capital, routines and even organizational culture. These informal routines can develop into knowledge that becomes codified into firm-specific 'best practice' template, such as systematic auditing procedures and tools for project planning and development. As the usage of these tools spreads and comes to be seen as almost mandatory within the firm, then innovation can be constrained as consideration of new tools, concepts and ways of working tends to be precluded"*(Newell et al. 2009).

This statement embraces what seem to be both issues and assets for CPH:DOX.

Starting this discussion we saw that a core issue is the paradox of CPH:DOX' structure. The adhocratic structure of CPH:DOX seem to be both beneficial but also a hinder for the organizational evolvement, in different phases of the festival. As stated it is important to create space for the individual to be creative and thereby "feed" the innovative mindset of the interns, however frustrated statements from the interviews with the interns also indicate that a certain frame needs to be apparent for the creativity to occur.

In the beginning the adhocratic structure enables the workers to be creative and it enables a flow between departments and individuals. On the other hand the adhocratic structure has also caused a non-existing introduction phase at CPH:DOX, which have resulted in confusion, duplications of work, and misunderstandings of the context. As mentioned, processes can become very ineffective when there is no mutual context for sharing, and it thus turns into a challenge if the interns have no insight and knowledge about the information they are receiving, because they do not understand the context it is provided in. Information can mean any thing if it is not connected to a specific and concrete context, and this is what CPH:DOX might face if an introduction phase and awareness to new employees are not being emphasized. It is easy to hand over information, however in the case of CPH:DOX this have

proven not to be enough as the organization work with soft networks – therefore the introduction need to be a more thorough implementation into the entire intern program.

What also seems to cause issues is that the adhocratic structure of the organization is not built for managing the expansion that the festival has seen due to recent years' growth. This is also partly due to the fact that the organization is built on passion and as Fischer (2013) states has no corporate about it. When the organization evolves up to the execution of the festival, the adhocratic structure causes more chaos than freedom, and at this point it seems like the attitude at CPH:DOX is 'cross your fingers'.

It is worth noticing that we deal with a project of passion that individuals engage in as it creates drive, feelings or passion, and it is therefore highly motivational. This raises the question of how Knowledge Management fits to this type of project, as it will be important not to apply a thorough control system in this case as it would strengthen the creative flow.

On the other hand CPH:DOX has seen a significant growth during its ten years of existence, which has affected the project since it is no more just a friendly project, but now involves a lot more actors that need to be nursed. Again the discussion of a balance between creativity and control makes it clear that even though creativity is receiving great importance, this also creates some sort of ignorance towards basic business processes which is unavoidable when new volunteers and interns join in every year to organize the event.

CPH:DOX expects from the interns and volunteers a certain level of professionalism, structure and overview, however this means that the interns and volunteers expect the same thing from CPH:DOX, which has not been accommodated according to our studies. It is acknowledged that one of the challenges is to create a context where the individuals are motivated to share their knowledge. A clear frame and a clear role division will enhance the efficiency of knowledge sharing, since the different departments are aware of which kind of knowledge they need and even more important which knowledge other people need. Therefore having a well-defined context will support the implementation of new staff members and the motivation to share knowledge within the organization.

As the core staff at CPH:DOX are mainly creative people, they overlook the importance of delegating common procedures, routines and/or values, which are important to successfully implement the new interns or volunteers. As many of the interns stated in their interview, the introduction phase was almost non-existing. The introduction phase is important, since most of the knowledge should be constructed and negotiated through social interactions, which has its roots from an organizational culture.

It will be unaffordable for CPH:DOX to ignore this as these workers are the capital that makes it possible for the festival to run. As these workers are the factor that makes the festival slightly different every year, as people have different ideas to how the festival can be taken further, it will also be crucial for CPH:DOX to start nurturing these networks and leverage from them.

Even though CPH:DOX should not neglect the temporary workers but lead them in the right direction. It can also be argued that as the festival is a project of passion the workers should also complement this and embrace the chaotic nature of the organization. It should just be beard in mind that if not embracing some kind of Knowledge Management the organization will properly miss out on a willing workforce that could ease the workload. And then again the question is whether the core staff wants to delegate their project of passion, and let go of some of the responsibility.

The question is what is most important – the creative freedom or structural management forms. In the introduction phase it will both be an advantage to have all new interns/workers on board with the project and make sure that they have a full view of the business. An organization like CPH:DOX on the other hand runs so fast that a complete full picture of how all the processes are cannot be provided, just like a culture cannot be explained and then lived by. It needs to be incorporated in the mindset of the worker.

Another issue then occurs – time. The lack of time is significant as the organization runs against a time limit and deadlines constantly. The lacking structure especially in the introduction phase seem to affect the entire process as it seems like the key workers never have the time to sit down and find a proper solution for different confusions and issues.

The time aspect will never change, and therefore it can be argued that planning need to be implemented in the beginning, as this is where the core staff has most time. It could be argued that, the beginning should be the innovative phase where ideas are generated, and the middle phase the phase where structure is applied to the different projects. However as long as CPH:DOX starts slow and then become more and more hectic, it is estimated that the more structure and introduction there is in the start phase the more context-understanding and structure there will be in the middle phase.

Therefore having a well-defined context will support the implementation of new staff members.

This indicates an example of how Knowledge Management theories find it necessary to have a clear structure and to define the tasks that need to be done.

Again there is a paradox between innovation and having a constant factor. As one of the interns stated there is a lot of tasks that occurs every year as the same, but still they need to be reinvented because no one is there to hand over what was done the year before.

However this also causes new ways to occur compared to the last year and this might be a reason why CPH:DOX still has a very innovative profile.

Maintaining a balance between sustaining a strong brand and the constant generation of new ideas enhancing the brand equity demands resources and systems that are able to capture and re-generate knowledge and new ideas into a stronger off set. However, due to the structure of CPH:DOX it will not be possible to implement entire systems, for the simple fact that the core staff is not interested in this. They work for the content of the project.

On the other hand it is a fact that the organization has kept expanding over the years, which is impossible to ignore. This affects the organization and should be considered, as it should be argued that if the core staff has passion towards the project, they should also want to improve and create strong off-sets for every new year.

It shall in this respect be highlighted that workers have expressed dissatisfaction with the lacking introduction phase thus suggesting that some sort of structure in this process will not be rejected. Thus new employees need some sort of introduction in order to understand that exact context. This will prevent the organization from doing work that is unnecessary.

It thus seems to indicate that the organization needs a 'neutral' individual to manage some of the aspects.

It could be argued that a concrete tool would ease the process at CPH:DOX but since this will cause a parameter of control we find it constraining to the creative purpose of the organization. However, Knowledge Management could prevent energy from being invested into the wrong issues.

Again it can be argued that the passion and creativity stands against an effective and more controlled system. As theory on Knowledge Management states, knowledge should be constructed and negotiated through social interactions. It should provide an enabling context that allows people to do things differently and better than previous practices, thus avoiding 'best practice'. This speaks for the process of how CPH:DOX start over every year. As was stated by one of the interns she did not know where to start in the beginning and she was then forced to try to figure out what procedure to take.

Up until now it seems like the innovation of CPH:DOX is a balloon constantly being blown a bit wider, however the chaotic style of the organization also seem to indicate that at some point the balloon will burst. So if the core staff wants to be able to continue their project of passion they need to consider the managerial perspective, as events are not immune to deinstitutionalization and therefore needs to be sustained over time



## 13.0 CONCLUSION

The motivation for this thesis was foremost to answer our problem statement:

*”How can creative organizations with their complex processes be managed in order to extract and make use of the knowledge within the organization, without constraining creative processes?”*

As Lampel et al. (2000) states the survival of cultural organizations depends on replenishing the creative resources within them, however they also state that these processes are so poorly understood and therefore there is uncertainty on how to detect and replicate these resources (Lampel et al. 2000:265).

With this statement we found ourselves confident to go out and observe an organization as a case study that would be presentable for the industry, in order to create a thesis that could propose solutions and/or improvements, and test how the industry would react on optimization of its business.

This section will thus also lead to suggestions and directions on how CPH:DOX can accommodate the before-mentioned issues and challenges and maintain their leading position in the industry as Northern Europe’s biggest documentary festival.

To carry out the thesis we took grounded theory as method as we beforehand had been observing an interesting phenomenon through ethnographic studies during our internships at CPH:DOX.

According with our study we discovered that the phenomenon was actually a quit general tendency compared to other volunteer jobs we had taken over years in the creative industry. The method allowed us to derive theory from observations of human behaviour, thus making our study a social research. This matched our philosophical choices of interpretivism and the critical realism view that allowed an objective observation and, at the same time left space for interpretation, which was beneficial due to our knowledge.

We found that different theories had approached our phenomenon, however it had never been tested or conducted in the creative industry, where projects, events, and temporary work are the apparent factors. Therefore we customized our method to use the theories as a help to framing categories in the coding process still, with the aim of discovering new information and create categories that did not exist in theory.

During interviews we hoped to receive a different perspective on how and if Knowledge

Management fits to the creative processes in CPH:DOX. We held this data together with own observations, and then used theory to help us frame the different themes discovered in a coding process of the data. This combination should help us clarify the causes and effects of the phenomenon.

As for our research choice it took a mixed-method as both quantitative and qualitative data collection techniques and analysis procedures were combined.

The discussion concerned some of the main differences between our data and the theory provided, since the analysis suggests that there is a clear difference between the creative industry and the normal industry in accordance to processes. The creative industry deals with artistic values and is driven by passion. The structure of the organizations also reflects a more constantly changing environment and more in-consistency than seen in normal companies. So the discussion questioned how and if Knowledge Management is applicable as a strategic tool in the creative industry, and if so how the balance between the firm structure of the theory is combinative with a creative organization like CPH:DOX.

In relation to creative organizations the balance between creativity and control is a common issue, in which the need of theory and procedures is in demand. We talked a lot about the notion of socialization, which is the step stone towards a healthy organizational culture and thereby an advantage when sharing and creating knowledge. The dynamic of CPH:DOX provides a challenging environment when trying to apply common theory and procedures, since they are characterized as an adhocracy, which is not suitable for managing an expansion. However, the flat structure provides “room” for the interns and volunteers to work independently, which can nurse the creativity and development of the festival – hence making CPH:DOX unique every year. In contrast, this type of structure creates gaps between the different departments and thereby become a challenge when sharing knowledge. Here it is concluded that it is important to have a dynamic interaction internally between capabilities, learning, and relational context, as the more complex an event is the more labour-intensive it is in terms of organization and of operation. This demands a high level of communication, which is only being half-hearted initialized at CPH:DOX.

Most of the theory in this matter is suitable for stable organizations, which have the time and resources to implement such procedures. Therefore there were also discovered gaps. From the analysis of Knowledge Management within the organization it was concluded that CPH:DOX faces the greatest challenges in the first phase of the festival, which is quit paradoxical as this is the phase where CPH:DOX have most time. In this phase it is clear that CPH:DOX miss out on supporting and developing the workers, thereby approaching the people in a

constructive way, nurturing the network of interns and continuously be able to have a stronger off-set the next year.

The organizational nature and structure seem to prevent the core staff from initiating the process of socialization. When looking at the other processes of Knowledge Management and how our empirical world acts it though concludes that this phase is the best-fit phase with Knowledge Management and it is found most realistic to implement tools in this phase.

The dynamic environment in CPH:DOX means that knowledge creation needs to be approached in different ways, since at first the festival is relatively calm, however closing up towards the festival week it becomes highly chaotic. As the analysis shows, CPH:DOX have a social environment where the interns themselves share and develop ideas, thoughts and knowledge. However, it is clear that a procedure on how to “collect” the knowledge is needed to be able to create new knowledge. These procedures have to be flexible and adaptable to match the dynamic of the festival, since we are dealing with tacit knowledge, which is highly ambiguous.

According to theory, to be able to “store” and “collect” the knowledge you have to make it explicit for others to benefit from it. This is an issue considering once again the dynamic development of the festival. In the early stages of the festival it can easily be done, however most of the knowledge and experiences are created during the “peak” of the festival and here time becomes an issue. A procedure before and after this phase is essential, since a lot of useful knowledge can be acquired.

We though see big differences between the world that Knowledge Management has been investigated and developed in, and our chosen empirical world, and it shall thus be stated that it can be rather difficult to implement the processes of Knowledge Management in an organization like CPH:DOX, since it is time consuming to develop. Time that the core staff and the interns does not always have due to the process of the festival. However, as mentioned earlier evaluating the previous experiences, procedures and/or knowledge can be helpful to maintain and to use during the next festival. Embodying the explicit knowledge through “new” procedures that can be beneficial for the festival can enhance the knowledge sharing within CPH:DOX.

It was thus found that some of the aspects of the theory could benefit in some phases, however in other phases it would be impossible to implement due to the structure of the creative industry. Therefore it seems like the creative industry in some phases need to be approached differently from what theory states, and again it proves to be paramount that when sharing knowledge within any company the method shall always suit the culture.

Therefore a soft HRM approach was concluded to be a tool for enhancing a knowledge-

sharing environment. This was concluded amongst others due to the fact that the interest in taking action towards the above issue is not a part of the creative process and therefore it does not get much attention. Therefore there is a need for someone within the organization to take responsibility for these things to happen. HRM will be an important organizational feature at CPH:DOX as they do not have the same people where trust already have been established and where shared knowledge can be retrieved. It will therefore be important to nurture affective commitments to the organization.

In order to exemplify the differences we set up a figure to provide an example of the difference between our chosen field of study and theory. The analysis has allowed us to evaluate whether it is possible to apply the concept of Knowledge Management in a project-based organization.

The figure provides with the characteristics of the project-based event industry where CPH:DOX is the case example, and the criteria for being a knowing organization.

<b>Event Industry</b>	<b>Knowledge Sharing</b>
Temporary	Complex
Non-routine	Initiative tacit knowledge
Abstract context	Context is important
Embedded in social networks	Embedded in relationships, products and processes
Knowledge from past experience	Essential resource for innovation
Adhocracy	Stimulus or motivation is important
Passion	Knowledge is in constant development

Specific values and visions	Requires human activity to operate
Profit aspect is secondary	It is an ongoing resource
Authentic	
Labour intensive	

The figure indicates where theory and field contradicts each other. So with these significant differences in mind how exactly can CPH:DOX with their complex processes be managed in order to extract and make use of the knowledge within the organization, without constraining creative processes? We answer our problem statement with the following propositions.

#### **Proposition # 1**

CPH:DOX has many valuable resources, most specifically the people behind the festival. The staff consists of very creative and motivated individuals that have the best intentions in heart. However, they need to better implement their essential assets, which is the interns and volunteers. CPH:DOX need to construct a common frame on how to introduce them to the company and provide them with clear definitions of their role and to always remind them that they are valuable for the organization. Therefore CPH:DOX should optimize the resources and use them constructively!

#### **Proposition # 2**

The proposition above need to be applied in consideration of the time frame CPH:DOX is working within. Therefore there should be more focus on planning ahead. There is so much time in the beginning of the process that could lower or even prevent some of the ambiguity later on. Being well prepared is important in an industry that has a high level of uncertainty and where anything can happen anytime. In addition, it is noted that this should not be seen as a method of control but rather an instrument of structure.

#### **Proposition # 3**

Beginning to take responsibility within the company in terms of building a strong culture can be vital for the future of CPH:DOX. Instead of only focusing on creating content and watching over own projects, the departments and the core staff should take more action towards improving the core of CPH:DOX. An external consultant can not change the current

conditions of CPH:DOX. The changes has to come from within, therefore in the eyes of HRM a human resources position would benefit the festival in great deal, giving the organization a constant factor.

#### **Proposition # 4**

As argued above, evaluations are very important, since most of the knowledge is from past experience. During the process and the execution of the festival lots of knowledge is generated and it should become useful for the next festival. Storing the knowledge so it can be embedded in the organization would become an incredible asset for CPH:DOX, since as mentioned earlier knowledge is the key for innovation. This is essential for a project of passion like CPH:DOX. Therefore evaluations should be implemented in time, meaning before the last day of the internship period.

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## **14.5 APPENDICES**

Appendix 1: Interview guide for interns

Appendix 2: Interview Guide for core staff

Appendix 3: List of Informants

Appendix 4: Example of Coding Scheme

Appendix 5: Organizational Diagram

Appendix 6: Scheme for evaluation of press

## **APPENDIX 1 - Interview guide for interns**

### **Background:**

**Interviewer:** *"What is your name?"*

**Interviewer:** *"What is your age?"*

**Interviewer:** *"What is your educational background?"*

**Interviewer:** *"Do you have any previous experience with the film industry?"*

**Interviewer:** *"What was your motivation for applying to DOX?"*

**Interviewer:** *"What did the former worker tell you about the organization when she recommended it to you?"*

### **Organization:**

**Interviewer:** *"What was your first hand impression of CPH:DOX?"*

**Interviewer:** *"What was the purpose for your internship – set by DOX."*

**Interviewer:** *"How did You experience the culture at CPH:DOX"*

**Interviewer:** *"So you need to be able to take the lead?"*

### **Tasks:**

**Interviewer:** *"Which department were you in?"*

**Interviewer:** *"What was your title?"*

**Interviewer:** *"Was there specific tasks that you had responsibility for?"*

**Interviewer:** *"At the beginning of your internship were there any procedures that helped you get started?"*

**Interviewer:** *"How did you learn about the different tasks in your department? Was it shared through guidelines or oral."*

**Interviewer:** *"In which settings did you share your knowledge? E.g. in the cantina, during meetings, etc."*

### **Motivation:**

**Interviewer:** *"What expectations to the internship did you have before starting?"*

**Interviewer:** *"What drove you through the internship?"*

### **Future:**

**Interviewer:** *"Do you want to join the project again? Why/Why not?"*

**Interviewer:** *"Do you have improvements/suggestions?"*

## **APPENDIX 2 – Interview Guide for Core Staff**

### **Background:**

**Interviewer:** *"What is your name?"*

**Interviewer:** *"What is your age?"*

**Interviewer:** *"What is your educational background?"*

**Interviewer:** *"What experience have you had before CPH:DOX?"*

### **Tasks:**

**Interviewer:** *"What department are you in?"*

**Interviewer:** *"What is your title?"*

**Interviewer:** *"What is your tasks?"*

### **Motivation:**

**Interviewer:** *"Why did you want to work at CPH:DOX?"*

**Interviewer:** *"Why marketing?"*

**Interviewer:** *"What was your first experiences, was there any handling over?"*

### **Interns handling:**

**Interviewer:** *"Have you made considerations about how new interns are introduced?"*

**Interviewer:** *"Do you have any routines for the interns?"*

**Interviewer:** *"Have you given any thoughts to what kind of information there should be handed over to them when they start?"*

**Interviewer:** *"What do you do to achieve it?"*

**Interviewer:** *"What are your expectations to the intern?"*

## **APPENDIX 3 – List of Informants**

### **Interns:**

Marta Mlexczek	Program intern
Alice Bo	Program and event intern
Rikke Braderup	Volunteer coordinator

### **Staff:**

Tine Fischer	CEO
Lisbeth Nordahl	Marketing Manager
Nicklas Engstrøm	Program Manager

## APPENDIX 4 – Example of Coding Scheme

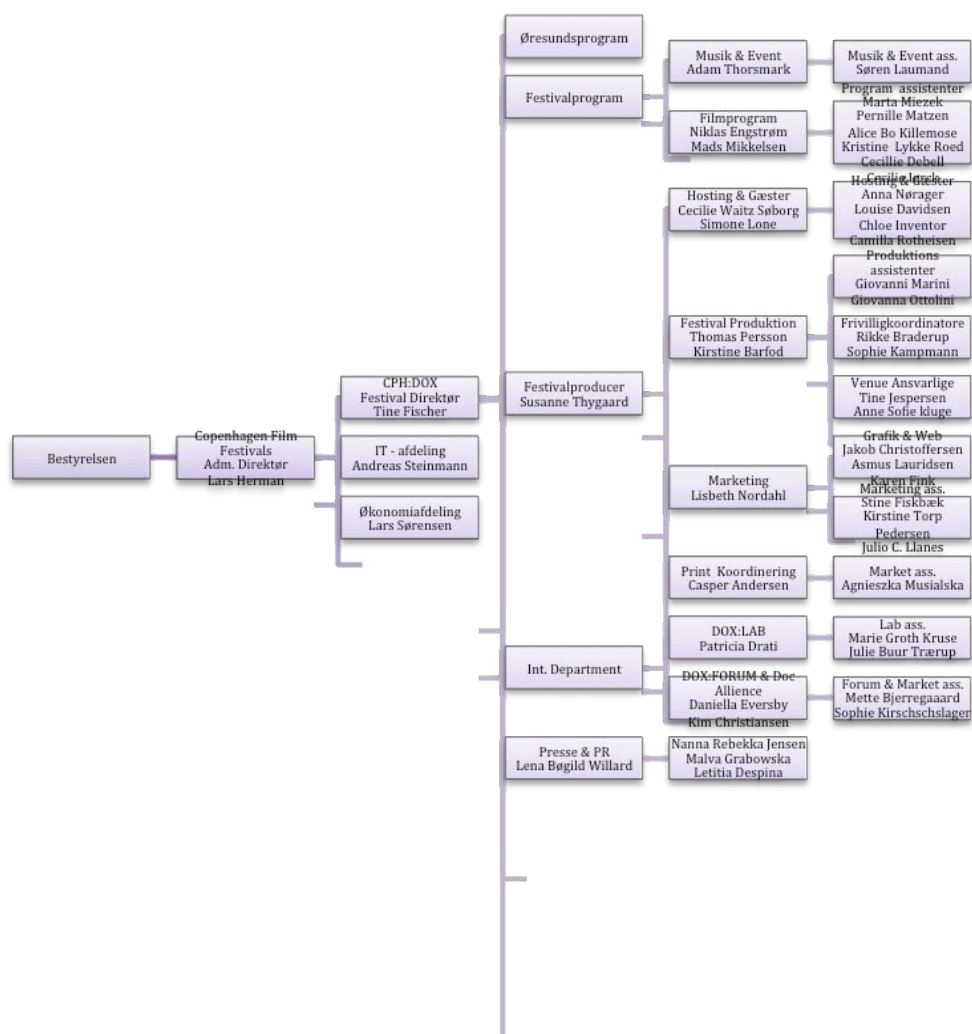
### Coding from the interview with Alice Bo

Quote	Context	Code
Organization rather atypical	Minimum internal structure	Structure
The employees had a good time together	Well function social culture	Culture
Tine Fisher – great personality, which also made a great impression	A strong leader	Culture
Extremely frustrating however also extremely exciting organization to work for	The organization needs a structured implementation	Culture/structure
... as an intern you got some really cool assignments and a lot of responsibility ... it was not everybody that was as nice as others to work for, so it would mean a lot what department you ended up in...		Culture
The intro-phase was quite atypical ... the introduction phase is almost non-existing	Need a better introduction procedure	Introduction/Structure
I did not know where to start ... a larger group of interns came ... talk to the other interns more and more, and try yourself a bit to see the best practice, is and then procedures are being formed.	Clear guidelines and knowledge creation within the interns	Culture/Knowledge sharing
I didn't know exactly what to do in the beginning also created space for own ways to perform the tasks	Knowledge isn't stored – creating new knowledge each year	Knowledge Creation
... ownership for your own work and gives a lot of responsibility	Each intern creates new knowledge – needs to be stored	Motivation/knowledge Creation



... it makes the organization internally ineffective due to lack of knowledge sharing, however I also believe that to some extent that can be the reason for why they can renew themselves...	Characteristic for a project of passion – lack of knowledge sharing procedure	Knowledge sharing
There were a few guidelines, just completely general	Higher priority on Knowledge sharing	Knowledge sharing
We in event wanted to write a guideline after ended the internship, however when we were done time passed and we had a lot of other things to take care of.	Need more focus on sharing their experience and knowledge	Knowledge sharing
... the internal organization needs a loving hand...	The internal organization needs attention	Structure
... too many interns enters it will be a disadvantage because without internal structure the organization can only deal with a certain number of employees...	Provide a structure or it can have negative impact on the festival	Structure

## APPENDIX 5 – Organizational Diagram



# Skema for evaluering af pressebesøg

<b>Ansøgningsnummer:</b> Udfyldes af presseinitiativet	
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## Beskrivelse af presseindsatsen

### Beskrivelse af presseindsatsen:

CPH:DOX løb i 2012 af stablen fra 1-11. november og kunne i år fejre 10 års jubilæum. Festivalen er siden begyndelsen vokset år efter år og er i dag en af Københavns største kulturbegivenheder. I år nåede CPH:DOX et publikumstal på 51.800, hvilket er en fremgang på næsten ti procent i forhold til 2011. Men også den internationale gennemslagskraft er steget markant, og i 2012 deltog endnu flere internationale gæster end nogensinde før.

I kraft af det stigende besøgstal fra både nationale og internationale gæster, har CPH:DOX nu for alvor markeret sig som en af de største og bedste Europæiske dokumentarfilmfestivaler. Der er ingen tvivl om, at den succes i høj grad også kan tilskrives den stigende internationale presseomtale, som festivalen har oplevet gennem de seneste par år. Dermed kan en stor del af successen også tilskrives Presseinitiativet, som har gjort det muligt for CPH:DOX gennem tre år at invitere nogle af de bedste internationale film- og kulturjournalister – og for flere af disse journalister er CPH:DOX nu blevet deres lille ”darling”!

Igen i år oplevede CPH:DOX en markant stigning i presseomtalen – både nationalt og internationalt. Flere internationale journalister end nogen sinde før kom i år på egen regning, og vi fik besøg af medier, vi aldrig havde drømt om – herunder Kinas største nyhedsbureau Xinhua.

I år kunne vi med støtte fra presseinitiativet (og Wonderful Copenhagen) invitere 14 journalister til CPH:DOX. Alle journalisterne var nøje udvalgt og sikrede festivalen en bred international dækning i nogle af de mest prestigefyldte film- og kulturmagasiner. Flere af journalisterne har allerede lavet gode reportager og artikler fra festivalen, og der vil løbende over de næste seks måneder komme endnu flere, har vi fået bekræftet.

Allerede inden journalisternes ankomst til København havde de modtaget et program for deres ophold samt general information om København. Da det betyder utrolig meget for CPH:DOX at vores internationale gæster får den bedst mulige oplevelse, havde gæsterne fra de ankom en host, som sørgede for, at de kom godt på plads på hotellet samt præsenterede dem for hele festivalprogrammet. Deres host stod til rådighed for dem under hele deres ophold.

Igen i år lykkedes det os at lave en imponerende goodie bag til de internationale journalister, som sponsorerede gaver fra nogle af Danmarks største virksomheder, herunder: Trip Trap, Johan Bülow, Kähler, Stilleben samt gavekort til bl.a. Europa 1989 og La Glace.

Vi gør altid utrolig meget ud af at indsamle gaver til goodie baggen, da vi mener, at dette er med til at introducere journalisterne til nogle af mange gode ting, Danmark kan byde på. Og igen i år var reaktionerne fra journalisterne overvældende, og flere af dem fortalte, hvor imponeret de var, og at de sjældent havde oplevet noget lignende.

Under journalisternes ophold havde vi også arrangeret et drinks event på FUGU bar på Gammel Strand. Det hele foregik udendørs på rigtig Nordic Style, og vi havde inviteret nogle af de største danske og internationale dokumentarfilminstruktører. Aftenen skabte de perfekte rammer for en uformel snak, og gav bl.a. mange af de danske instruktører mulighed for at pitche nogle af deres kommende projekter ind hos journalisterne.

I samarbejde med WOCO havde vi også inviteret journalisterne til frokost på Royak Cafe, hvor pressechef i WOCO, Henrik Thierlein, fortalte om de succesfulde danske tv-serier.

Hertil kommer at vi for alle vores internationale gæster havde arrangeret en stor middag i Madklubben i Tivoli. Og der var uden tvivl en stor oplevelse for alle, at komme ind i Tivoli uden for åbningstid – og aftenen blev også efterfølgende omtalt af flere af dem på de sociale medier.

*“The 10th birthday party for CPH:DOX at Madklubben restaurant in the closed off Tivoli Gardens last night...splendid”, Mark Adams, Screen International, Twitter, 9/11-12*

	Stort set alle vores journalister boede på Hotel Skt. Petri. Og under hele festivalen var presseafdelingen placeret i pressestanden i Cinemateket, hvor de internationale journalister også kunne henvende sig. Denne location blev også benyttet i forbindelse med interviews mellem journalister og instruktører.		
<b>Land(e):</b>	<b>Lande repræsenteret i forbindelse med presseinitiativet:</b> USA, Canada, Australien, UK, Tyskland, Spanien, Rusland, Sverige  <b>Andre presse repræsenterede lande:</b> Norge, Frankrig, Portugal, Korea, Kina, Holland, Finland, Grønland, Italien		
<b>Indsatsområde, jfr. HOGM (kun ét kryds)</b>	Eksport/invest		Talent
	Kreativ nation	x	Turisme
<b>Underemne:</b> (kun ét kryds) <i>Angiv hvilket af følgende emner, aktiviteten dækker. Der må kun sættes ét kryds - tag det emne, som er mest relevant for aktiviteten.</i>	A. Kystturisme		J. Gourmet og fødevarer
	B. Storbyturisme		K. Sport
	C. Erhvervsturisme (inkl. mødeturisme)		L. Velfærd/sundhed
	D. Design		M. Cyklisme
	E. Mode		N. Investeringer
	F. Arkitektur		O. Eksport
	G. Kunst og kultur i øvrigt	x	P. Danmark som arbejdsland
	H. Klima/bæredygtighed		
	I. Uddannelse og forskning		Q. Det danske samfund (fx flexicurity, work/life balance)
<b>Bevilget beløb:</b> i danske kroner	60.000 DKK		
<b>Udgifter i alt:</b>	Udgifter fly: 25.034 kr. Udgifter hotel: 67.040 kr. Udgifter i alt: 92.074 kr.		
<b>Medie:</b> (navn, land, publikumstal)	<b>Deltagende internationale medier (støttet af Presseinitiativet):</b>  <b>Artforum</b> , <a href="http://www.artforum.com">www.artforum.com</a> , USA. Månedsmagasin/website. Oplagstal: ca. 40.000 <b>NY Times</b> , <a href="http://www.nytimes.com">www.nytimes.com</a> , USA, Dagblad/website. Oplagstal: ca. 1.000.000 <b>Filmmaker Magazine</b> , <a href="http://www.filmmakermagazine.com">www.filmmakermagazine.com</a> , USA. Kvartalsmagasin. Oplagstal: Ca. 60.000 <b>BOMB</b> , <a href="http://www.bombsite.com">www.bombsite.com</a> , USA, Kvartalsmagasin /Website, Oplagstal: 14.000 <b>Screen International</b> , <a href="http://www.screendily.com">www.screendily.com</a> , USA/UK. Ugemagasin/website. Oplagstal: Ca. 37.000 <b>Cinema Scope Magazine</b> , <a href="http://www.cinema-scope.com">www.cinema-scope.com</a> , Canada. Kvartalsmagasin. Oplagstal: Ukendt <b>IndieWire</b> , <a href="http://www.indiewire.com">www.indiewire.com</a> , Canada. Webmedie. Månedlige unikke brugere: ca. 250.000 <b>Sight&amp;Sound</b> , <a href="http://www.bfi.org.uk/sightandsound">www.bfi.org.uk/sightandsound</a> , UK. Månedsmagasin. Oplagstal: Ca. 25.000 <b>Empire Magazine</b> , <a href="http://www.empireonline.com">www.empireonline.com</a> , UK, Månedsmagasin, Oplagstal: ca. 200.000 <b>The Guardian</b> , <a href="http://www.guardian.co.uk">www.guardian.co.uk</a> , UK, Dagblad, Oplagstal: ca. 380.000 <b>Dagens Nyheter</b> , <a href="http://www.dn.se">www.dn.se</a> , Sverige. Oplagstal: 300.000 <b>Senses of Cinema</b> , <a href="http://www.sensesofcinema.com">www.sensesofcinema.com</a> , Australien. Kvartalsmagasin. Oplagstal: Ukendt <b>Rolling Stone</b> , <a href="http://www.rollingstone.ru">www.rollingstone.ru</a> , Rusland/USA, Ugemagasin. Oplagstal: ca. 1.400.000 <b>Afisha</b> , Rusland, <a href="http://www.afisha.ru">www.afisha.ru</a> , Rusland, Ugemagasin, Oplagstal: Ukendt <b>Publico</b> , <a href="http://www.publico.es">www.publico.es</a> , Spanien, Dagblad. Oplagstal: ca. 90.000 <b>El Pais</b> , <a href="http://www.elpais.com">www.elpais.com</a> , Spanien, Dagblad. Oplagstal: 450.000 <b>Cahiers du Cinema</b> , Spanien, Månedsmagasin, Oplagstal: Ukendt <b>Dagens Nyheter</b> , <a href="http://www.dn.se">www.dn.se</a> , Sverige, Dagblad, Oplagstal: ca. 316.000 <b>Sight &amp; Sound</b> , <a href="http://www.bfi.org.uk/sightandsound">www.bfi.org.uk/sightandsound</a> , UK, Månedsmagasin, Oplagstal: Ukendt <b>Brooklyn Rail</b> , <a href="http://www.brooklynrail.org">www.brooklynrail.org</a> , USA, Månedsmagasin, Oplagstal: 20.000 <b>DOX Magazine</b> , <a href="http://www.dox.mono.net">www.dox.mono.net</a> , EU, Månedsmagasin, Oplagstal: Ukendt  <b>Deltagende internationale medier (IKKE støttet af Presseinitiativet):</b>  <b>Hankooki Weekly</b> , <a href="http://www.weekly.honkooki.com">www.weekly.honkooki.com</a> , Korea <b>Xinhua News Agency</b> , <a href="http://www.xinhuanet.com">www.xinhuanet.com</a> , Kina		

	<p>Russion News Agency, ITAR-TASS, <a href="http://www.itar-tass.com">www.itar-tass.com</a>, Rusland</p> <p>Daily Bless, <a href="http://www.dailybless.com">www.dailybless.com</a>, Portugal</p> <p>Truthout, <a href="http://www.truth-out.org">www.truth-out.org</a>, USA</p> <p>The Real News, <a href="http://www.therealnews.com">www.therealnews.com</a>, USA</p> <p>The Grawn, <a href="http://www.thegrawn.com">www.thegrawn.com</a>, USA</p> <p>Cricat, <a href="http://www.cricat.com">www.cricat.com</a>, Frankrig</p> <p>Radio Zinzine, <a href="http://www.radiozinzine.org">www.radiozinzine.org</a>, Frankrig</p> <p>NOS, <a href="http://www.nos.nl">www.nos.nl</a>, Holland</p> <p>Telegraaf, <a href="http://www.telegraaf.nl">www.telegraaf.nl</a>, Holland</p> <p>Monocle, <a href="http://www.monocle.com">www.monocle.com</a>, UK</p> <p>Company Magazine, <a href="http://www.company.co.uk">www.company.co.uk</a>, UK</p> <p>Shooting People, <a href="http://www.shootingpeople.org">www.shootingpeople.org</a>, UK</p> <p>Dazed &amp; Confused, <a href="http://www.dazeddigital.com">www.dazeddigital.com</a>, UK</p> <p>Creative Time, <a href="http://www.creativetime.org">www.creativetime.org</a>, UK</p> <p>Voice of Amerika, <a href="http://www.voanews.com">www.voanews.com</a>, UK</p> <p>Dazed &amp; Confused, <a href="http://www.dazeddigital.com">www.dazeddigital.com</a>, UK,</p> <p>Radio Helsinki, <a href="http://www.radiohelsinki.fi">www.radiohelsinki.fi</a>, Finland</p> <p>Montages, <a href="http://www.truls.montages.no">www.truls.montages.no</a>, Norge</p> <p>Le Monde Diplomatique, <a href="http://www.lmd.no">www.lmd.no</a>, Norge</p> <p>Les Piquantes, <a href="http://www.lespiquantes.fr">www.lespiquantes.fr</a>, Frankrig</p> <p>La Vanguardia, <a href="http://www.lavanguardia.com">www.lavanguardia.com</a>, Spanien</p> <p>Rushprint, <a href="http://www.rushprint.no">www.rushprint.no</a>, Norge</p> <p>Natt&amp;dag, <a href="http://www.nattogdag.no">www.nattogdag.no</a>, Norge</p> <p>Montages, <a href="http://www.montages.no">www.montages.no</a>, Norge</p> <p>Aftenposten, <a href="http://www.aftenposten.no">www.aftenposten.no</a>, Norge</p> <p>Magasinet Walden, <a href="http://www.magasinetwalden.se">www.magasinetwalden.se</a>, Sverige</p> <p>Sydsvenskan, <a href="http://www.sydsvenskan.se">www.sydsvenskan.se</a>, Sverige</p> <p>Helsingborgs Dagblad, <a href="http://www.hd.se">www.hd.se</a>, Sverige</p> <p>Sveriges Radio, <a href="http://www.sr.se">www.sr.se</a>, Sverige</p> <p>Magasinet Filter, <a href="http://www.magasinetfilter.se">www.magasinetfilter.se</a>, Sverige</p> <p>Sermitsiaq, <a href="http://www.sermitsiaq.ag">www.sermitsiaq.ag</a>, Grønland</p> <p>Offener Kanal Berlin, Tyskland</p> <p>Radio Helsinki, <a href="http://www.helsinki.at">www.helsinki.at</a>, Østrig</p> <p>VICE Italy, <a href="http://www.vice.com/it">www.vice.com/it</a>, Italien</p>
<b>Antal deltagende medier:</b>	58 internationale medier var repræsenteret under CPH:DOX i 2012
<b>Journalister:</b> (navn, medie(r), interesseområde(r))	<p><b><u>Deltagende internationale journalister (Støttet af Presseinitiativet):</u></b></p> <p>Dennis Lim, Art Forum/NY Times, Film/Kunst/Kultur (USA)</p> <p>Scott Macaulay, Filmmaker Magazine, Film (USA)</p> <p>Peter Knekt, Indiewire, Film (CANADA)</p> <p>Damon Wise, Empire Magazine/Guardian, Film/Kunst (UK)</p> <p>Mark Adams, Screen International, Film (UK)</p> <p>Geoffrey Macnab, Screen International, Film (UK)</p> <p>Pamela Cohn, BOMB/Senses of Cinema/DOX Magazine, Film/Kunst (USA/AUS)</p> <p>Kirill Sorokin, Rolling Stones/GQ, Afisha,, Film/Musik (RUSLAND)</p> <p>Alex Vicente, Publico/El Pais, Film/Kunst/Kultur (SPANIEN)</p> <p>Nicholas Wennø, Dagens Nyheter, Film/Kultur (SVERIGE)</p> <p>Nick Bradshaw, Sight &amp; Sound, Film/Musik (UK)</p> <p>Gonzalo de Pedro Amatria, Cahiers du Cinema, Film/Kunst (SPANIEN)</p> <p>Mark Peranson, Cinema Scope, Film (CANADA)</p> <p>Rachel Rakes, Brooklyn Rail, Film/Kunst (USA)</p> <p><b><u>Deltagende internationale journalister (IKKE støttet af Presseinitiativet):</u></b></p> <p>Ole-Morten Algerøy, Aftenposten, Norge</p> <p>Lena Elisabeth de Casparis, Company Magazine, UK</p> <p>Thierry Geoffrey Colonel, Creative Times, USA</p> <p>Olivia Cooper Hadjian, Cricat, Frankrig</p> <p>Joao Moreiara Jorge Pombeiro, Daylybless, Portugal</p> <p>Hannah Bethany Lack, Dazed &amp; Confused, UK</p> <p>Johan Tore Malmberg, Helsingborgs Dagblad</p> <p>Nikolay Morozov, ITAR-TASS, Rusland</p>

	<b>Alexander Canera</b> , Le Monde Diplomatique, Norge <b>Erik Jonas Ludvig Almquist</b> , Magasinet Filter, Sverige <b>Martin Andreas Grennberger</b> , Magasinet Walden, Sverige <b>Stefan Ramstedt</b> , Magasinet Walden, Sverige <b>Truls Foss</b> , Montages, Norge <b>Kamilla Rønnestad</b> , Natt & Dag/Rushprint, Norge <b>Mette Paust-Andersen</b> , Norges Ambassade, Norge <b>Rolien Helene Creton</b> , Nos, Holland <b>Nica Jutta Buehler</b> , Offener kanal Berlin, Tyskland <b>Thomas Kerekes</b> , Radio Helsinki, Finland <b>Jason Moiso</b> , Radio Zinzine, Frankrig <b>Sarah Shorley</b> , Shooting People, UK <b>Saman Bakhtiari</b> , Sveriges Radio, Sverige <b>Mattias Oscarsson</b> , Sydsvenskan, Sverige <b>Malin Waak</b> , Helsingborgs Dagblad, Sverige <b>Yosef Brody</b> , Truthout, USA <b>Lorenzo Mapelli</b> , Vice Italy, Italien <b>Selah R Hennessy</b> , Voice of Amerika, UK/USA <b>Gunnar Blaschke</b> , Xinhua News Agency of China, Kina <b>Gloria Moreno Salvo</b> , La Vanguardia, Spanien <b>Danya Nadar</b> , The Real News, USA <b>Dilip B. Patel</b> , The Grawn, USA <b>Michael</b> , Monocle, UK
<b>Antal deltagende personer:</b>	14 personer (Støttet af Presseinitiativet) 31 personer (IKKE støttet af Presseinitiativet)

Konkrete resultater af presseindsatsen: - artikler (vedlægges) - webartikler (vedlægges) - tv-indslag (vedlægges eller eftersendes) - radioindslag (vedlægges eller eftersendes)	Medie og titel:	Type af medieindslag				PR-score			Prominensscore		
		trykt	radio	tv	web	positiv	neutral	negativ	prominent	almindelig	lille/ingen
	”Debating the Future of Hybrid films at CPH:DOX”, Filmmaker Magazine <a href="http://filmmakermagazine.com/58100-debating-the-future-of-hybrid-films-at-cphdox/">http://filmmakermagazine.com/58100-debating-the-future-of-hybrid-films-at-cphdox/</a>	x			x	x			x		
	”Destroying 17000 Islands at CPH:DOX”, Filmmaker Magazine <a href="http://filmmakermagazine.com/57620-destroying-17000-islands-at-cphdox/">http://filmmakermagazine.com/57620-destroying-17000-islands-at-cphdox/</a>	x			x	x			x		
	”The Act of Killing Takes Top Prize af CPH:DOX”, Filmmaker Magazine <a href="http://filmmakermagazine.com/57491-the-act-of-killing-takes-top-prize-at-cphdox/">http://filmmakermagazine.com/57491-the-act-of-killing-takes-top-prize-at-cphdox/</a>	x			x	x			x		
	”The edge of Documentary: HTe not-fiction film”, Indiewire <a href="http://www.indiewire.com/article/the-edge-of-documentary-the-not-fiction-film">http://www.indiewire.com/article/the-edge-of-documentary-the-not-fiction-film</a>				x	x			x		
	”pushing Boundaries In The State of Denmark: CPH:DOX turns 10”, Indiewire <a href="http://www.indiewire.com/article/cph-dox-">http://www.indiewire.com/article/cph-dox-</a>				x	x			z		

	<a href="#">turns-10</a>									
	<p>”The act of Killing – Top Winners at CPH:DOX”, Indiewire <a href="http://www.indiewire.com/article/act-of-killing-tops-winners-at-cph-dox">http://www.indiewire.com/article/act-of-killing-tops-winners-at-cph-dox</a></p>				x	x		x		
	<p>”Futures: Emerging Danish Doc Filmmaker Daniel Dencik Wows at CPH:DOX with two startling efforts”, Indiewire <a href="http://www.indiewire.com/article/futures-emerging-danish-docmaker-daniel-dencik">http://www.indiewire.com/article/futures-emerging-danish-docmaker-daniel-dencik</a></p>				x	x		x		
	<p>”Festival Report: CPH:DOX Part one”, Empire Magazine <a href="http://www.empireonline.com/empireblogs/words-from-the-wise/post/p1315">http://www.empireonline.com/empireblogs/words-from-the-wise/post/p1315</a></p>				x	x		x		
	<p>”Festival Report: CPH:DOX Part two”, Empire Magazine <a href="http://www.empireonline.com/empireblogs/words-from-the-wise/post/p1316">http://www.empireonline.com/empireblogs/words-from-the-wise/post/p1316</a></p>				x	x		x		
	<p>”Mussels in love”, Screen International <a href="http://www.screendaily.com/reviews/the-latest/mussels-in-love/5049151.article">http://www.screendaily.com/reviews/the-latest/mussels-in-love/5049151.article</a></p>				x		x	x		
	<p>”Searching for Bill”, Screen International <a href="http://www.screendaily.com/reviews/the-latest/searching-for-bill/5049194.article">http://www.screendaily.com/reviews/the-latest/searching-for-bill/5049194.article</a></p>				x		x	x		
	<p>”A normal life”. Screen International <a href="http://www.screendaily.com/reviews/the-latest/a-normal-life/5049243.article">http://www.screendaily.com/reviews/the-latest/a-normal-life/5049243.article</a></p>				x		x	x		
	<p>”Pirate Bay film to be distributed for free”, Screen International <a href="http://www.screendaily.com/news/distribution/pirate-bay-film-to-be-distributed-for-free/5048835.article">http://www.screendaily.com/news/distribution/pirate-bay-film-to-be-distributed-for-free/5048835.article</a></p>				x	x		x		
	<p>”Brügger planning controversial assassination”, Screen International <a href="http://www.screendaily.com/news/producton/brgger-planning-controversial-assassination-doc/5048806.article">http://www.screendaily.com/news/producton/brgger-planning-controversial-assassination-doc/5048806.article</a></p>				x	x		x		
	<p>”Autlook takes on Mussels in Love”, Screen International <a href="http://www.screendaily.com/festivals/autlook-takes-on-mussels-in-love/5048746.article">http://www.screendaily.com/festivals/autlook-takes-on-mussels-in-love/5048746.article</a></p>				x	x		x		

	"Daniel Dencik plan first dramatic feature about slave trade", Screen International <a href="http://www.screendaily.com/news/europe/daniel-dencik-plans-his-first-dramatic-feature-about-slave-trade/5048747.article">http://www.screendaily.com/news/europe/daniel-dencik-plans-his-first-dramatic-feature-about-slave-trade/5048747.article</a>					x	x		x		
	"Ulrich Seidl pitches doc about sex tourism", Screen International <a href="http://www.screendaily.com/news/production/ulrich-seidl-pitches-doc-about-sex-tourism/5048616.article">http://www.screendaily.com/news/production/ulrich-seidl-pitches-doc-about-sex-tourism/5048616.article</a>					x	x		x		
	"CPH:DOX hosts 65 world premieres", Screen International <a href="http://www.screendaily.com/festivals/cph-dox-hosts-65-world-premieres/5048617.article">http://www.screendaily.com/festivals/cph-dox-hosts-65-world-premieres/5048617.article</a>					x	x		x		
	"En las trincheras psiquiatricas", El Pais <a href="http://cultura.elpais.com/cultura/2012/11/10/actualidad/1352570256_069093.html">http://cultura.elpais.com/cultura/2012/11/10/actualidad/1352570256_069093.html</a>	x				x	x		x		
	"Deckarundret är ett monster", Dagens Nyheter <a href="http://www.dn.se/kultur-noje/film-tv/dekarundret-ar-ett-monster">http://www.dn.se/kultur-noje/film-tv/dekarundret-ar-ett-monster</a>	x				x		x	x		
	"Camorran byttes mot shakespeare", Dagens Nyheter <a href="http://www.dn.se/kultur-noje/film-tv/camorran-byttes-mot-shakespeare?rm=print">http://www.dn.se/kultur-noje/film-tv/camorran-byttes-mot-shakespeare?rm=print</a>	x				x		x	x		
	"Svenske dokumentärer surfar på framgångsvåg", Dagens Nyheter <a href="http://www.dn.se/kultur-noje/film-tv/svenska-dokumentarer-surfar-pa-framgangsvag?rm=print">http://www.dn.se/kultur-noje/film-tv/svenska-dokumentarer-surfar-pa-framgangsvag?rm=print</a>	x				x	x		x		
	"Sug efter Verklighet", Dagens Nyheter	x					x		x		
	"CPH:DOX – reality check", Sight & Sound	x					x		x		
	"CPH:DOX 2012: Festivalrapport", Magasinet Walden <a href="http://www.magasinetwalden.se/walden/2012/11/cph2012-1.html">http://www.magasinetwalden.se/walden/2012/11/cph2012-1.html</a>					x	x		x		
	"CPH:DOX 2012: Barend, rott och laglost", Magasinet Walden <a href="http://www.magasinetwalden.se/walden/2012/11/cph2012-2.html">http://www.magasinetwalden.se/walden/2012/11/cph2012-2.html</a>					x	x		x		
	"Dokumentarens eksplosive utveckling",					x	x		x		



	Rushprint <a href="http://rushprint.no/2012/11/dokumentarens-eksplorative-utvikling/">http://rushprint.no/2012/11/dokumentarens-eksplorative-utvikling/</a>									
	"Minding the gap between Fiction and Reality", Senses of Cinema <a href="http://sensesofcinema.com/2012/festival-reports/minding-the-gap-between-fiction-and-reality-cphdox-celebrates-10-years/">http://sensesofcinema.com/2012/festival-reports/minding-the-gap-between-fiction-and-reality-cphdox-celebrates-10-years/</a>				x	x		x		
	"ДАНИЯ-КИНОФЕСТИВАЛЬ-РОССИЯ-ЛАУРЕАТ", ИТАР-ТАСС				x	x		x		
	"ДАНИЯ-КИНО-ФЕСТИВАЛЬ", ИТАР-ТАСС				x	x		x		
	"Festival CPH:DOX, 10ème edition", Critikat <a href="http://www.critikat.com/Festival-CPH-DOX-10eme-edition.html">http://www.critikat.com/Festival-CPH-DOX-10eme-edition.html</a>				x	x		x		
	"Rolling Stones, Danish Homeboys in CPH:DOX Music Film List", Musicfilmweb <a href="http://www.musicfilmweb.com/2012/10/cphdox-film-festival-rolling-stones-music-documentary/">http://www.musicfilmweb.com/2012/10/cphdox-film-festival-rolling-stones-music-documentary/</a>									
	'코펜하겐영화제대상 신혜수감독살육행위' Hankori Weekly <a href="http://weekly.hankooki.com/lpage/world/201211/wk20121116155426121530.htm">http://weekly.hankooki.com/lpage/world/201211/wk20121116155426121530.htm</a>				x	x		x		
	"Imperiets sista dagar", Helsingborg Dagblad <a href="http://hd.se/kultur/2012/11/04/imperiets-sista-dagar/">http://hd.se/kultur/2012/11/04/imperiets-sista-dagar/</a>	x			x	x		x		
	"Reality-deltagere", Natt&Dag	x				x		x		
	"Niaqornat pillugit filmi piviusulsaarut takuteqqinneqassasoq" "Sermitsiaq", <a href="http://sermitsiaq.ag/en/node/140288">http://sermitsiaq.ag/en/node/140288</a>				x	x		x		
	"Niaqornat pillugit piviusulsaarusiaq internettikkut takuuk" "Sermitsiaq", <a href="http://sermitsiaq.ag/en/node/140211">http://sermitsiaq.ag/en/node/140211</a>				x	x		x		
	"The act of killing", Truthout, <a href="http://truthout.org/speakout/item/12891-the-act-of-killing-a-film-by-josh-oppenheimer-christine-cynn-and-anonymous">http://truthout.org/speakout/item/12891-the-act-of-killing-a-film-by-josh-oppenheimer-christine-cynn-and-anonymous</a>				x	x		x		
	Div. daglige nyhedsindsat, Radio		x		x			x		

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	Greenberger/Stefan Ramsted, Magasinet Walden, November 2012
<b>Vurdering af ansøgningsprocessen</b>	<p>Ligesom de forrige år har vi været utrolig glade og taknemmelige for støtten fra Presseinitiativet. Den har været en uvurderlig hjælp i kampen om at markere sig på det internationale marked.</p> <p>Desværre var støtten ikke lige så stor i år som forrige år, hvilket betød at vi har måtte være meget selektive i vores udvælgelse. Heldigvis fik vi WOCO med om bord i sidste øjeblik, og de hjalp med lidt ekstra økonomisk støtte samt et fint lunch-arrangement for journalisterne.</p> <p>Det betød, at vi alt i alt igen i år har kunne invitere nogle af de allerbedste filmjournalister til CPH:DOX, og præsenteret dem for et program som har vakt begejstring hos alle.</p>
<b>Ideer til opfølgning:</b> (herunder i forhold til journalisten)	<p>Presseinitiativet er helt fantastisk initiativ, som helt sikkert gør det lidt lettere, at få spalteplads i de meget selektive kulturmagasiner.</p> <p>Man kunne godt overveje at lave noget materiale, som gav indblik i flere af Københavns kulturinstitutioner og begivenheder, som man kunne give til journalisterne, når de besøger byen i andre forbindelser. Vi ved fra flere af vores journalister, at de virkelig har fået øjnene op for København og Danmark, og det ville helt sikkert være muligt at pitche andre kulturelle ting ind, så de kunne vende tilbage på eget initiativ på et senere tidspunkt. Eksempelvis var der også flere af journalisterne, som både tog til Louisiana og Arken under deres besøg i forbindelse med CPH:DOX. Så, hvorfor ikke benytte sig af denne åbenlyse interesse og pitche lidt flere kulturtilbud ind til dem.</p>
<b>Øvrige bemærkninger:</b>	<p>Det er værd at bemærke at artikellisten ovenfor ikke er udtømmende. Der er skrevet så utrolig meget om festivalen i år, og listen er derfor blot et udpluk.</p> <p>Da en del af de internationale journalister skriver for måneds- og kvartalsmagasiner, er der en del af de trykte artikler, som endnu ikke er offentliggjort. Eksempelvis ved vi, at der med sikkerhed er artikler omhandlende CPH:DOX under udarbejdelse til følgende magasiner:</p> <p>BOMB (USA) af Pamela Cohn  Blogs &amp; Docs (Spanien) af Gonzalo de Pedro  DOX Magazine (EU) af Pamlea Cohn  Art Magazine (USA) af Dennis Lim  Cinema Scope (Canada) af Dennis Peranson</p> <p>Vedhæftet denne evaluering er et regnskab for VIP journalisterne ophold under CPH:DOX, samt diverse bilag.</p> <p>Endvidere har vi vedhæftet evaluering er et regnskab for VIP journalisterne ophold under CPH:DOX, samt diverse bilag.</p> <p>Endvidere har vi vedhæftet programmet for de internationale journalister under deres ophold, samt diverse infomateriale, vi havde lavet til dem.</p>

Skemaet bedes indsendt til [ipi@um.dk](mailto:ipi@um.dk). Skriv dit ansøgningsnummer og "evaluering" i emailens emnefelt. (Mails vedrørende afregning sendes separat)



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