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ROLE OF FAIRS IN KNOWLEDGE MANAGEMENT PROCESSES IN ORGANIZATION - RESEARCH FRAMEWORK

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Abstract: *Modern times fairs are large and significant business and social events. In this respect, fairs management can be viewed as a process of event management. If knowledge in the field of knowledge management is applied, fairs can be referred to as large systems or organizations in which knowledge management takes place. From the point of view of knowledge management, fairs represent the great learning organization. In the context of knowledge management, organizations and enterprises also represent learning organizations and systems in which knowledge management takes place. The fairs in this paper are viewed from the point of view of the role they play in the processes of knowledge management in organizations - primarily business organizations or enterprises. The aim of this paper is to create an empirical model for exploring the role of trade fairs in knowledge management processes in organizations, as well as creating a questionnaire for the survey.*

Keywords: *fairs, knowledge management, knowledge management processes, empirical model*

INTRODUCTION

Fairs represent a very powerful modern marketing communication tool. However, fairs were not always recognized as such. International Fair (in German Internationale Messe) is a form of organized market, that is, a place where spatial and temporal concentration of supply and demand of the goods of the bidders from all over the world arises. The fairs allow both domestic and foreign producers to display their products to customers, and to familiarize customers with the latest status and achievements in production.

Fairs have huge marketing significance. These are places where a diverse range of sellers are concentrated as well as the demand for a large number of customers in one place. The opportunities offered by the fairs are enormous. Fair offers many advantages to dealers - exhibitors, ie companies that exhibit their goods at the fair and represent their services, as well as to customers - visitors to the fair.

It can be said that fairs are huge and important information centers or knowledge centers, in which it is necessary to deliver, process, analyze and evacuate a large number of different information and transform such information into knowledge that will serve the management - the administration of the fair and will be used to make appropriate decisions .

Bearing in mind such enormous complexity of fairs and complexity from the point of view of trade fairs, it is clear that there is a great need for the introduction of a knowledge management system.

CREATING A RESEARCH MODEL

During fairs, various forms of communication take place that can be subject to observation and research. Interactive communication modes, such as meetings, and other events such as conferences, direct communication, etc., play a key role.

Knowledge is a key element of interest for both visitors and exhibitors. Information presentation and knowledge exchange are taking place in parallel with the traditional characteristics of the trade fairs. However, the role of trade fairs in the knowledge management process is still unknown and very little explored phenomenon. The most researched segment is the process of knowledge exchange, because it is the most visible.

The assumption is that the learning process, as well as the development of knowledge and other knowledge management processes, takes place during the communication process between exhibitors, fairs and visitors.

The trade fair organizer is in touch with a large number of companies from certain industries, and many of these firms are innovative (assuming new products are exposed during trade fairs). Therefore, the organizer can determine which information is needed for a particular industry. In this respect, the trade fair organizer can act as a mediator of knowledge between exhibitors and between exhibitors and visitors.

Furthermore, a fair as an organizer can collect information, create professional networks and create conditions for their expansion

A knowledge-based economy is based on the creation, transfer and practical use of knowledge and information (OECD, 1996). Industries, business networks and individuals in such a way need to access knowledge from different sources and in different forms

The starting point in the work is the fact that knowledge is created in interaction with others, which makes a specific context depending on the specific time and space. (Nonaka et. All. 2009) During the fair, there is no physical distance between the actors in the network - many actors meet at the same time. This creates specific conditions for the exchange of information and the building and sharing of knowledge.

Knowledge is a key element of interest for both visitors and exhibitors. The roles of visitors and exhibitors often overlap from this point of view. Visitors attend trade fairs to find out new solutions, suppliers and products (Gopalakrishna et al., 1995). By interacting with products and prototypes, exhibitors and other visitors, they gain knowledge of the market offer, which is otherwise difficult to collect. (Borghini et al. 2006). However, visitor learning is often related to wider interests, not just to specific actions (Rinallo et al., 2008).

Exhibitors, however, use fairs to enter the new market or build their image and maintain existing relationships (Rosson, Seringhaus, 1995). Each exhibitor also has the possibility of direct comparison with the competition and its offer, thus treating knowledge as a unique resource (Vernerfelt, 1984) that can distinguish them from others. Presentation of information and sharing of knowledge takes place in parallel with the traditional characteristics of trade fairs, such as, for example, their communication role and the like. (Hansen 1996).

However, the role of trade fairs in knowledge management processes is not yet fully recognized.

So far, emphasis has been placed on the assessment of sales efficiency as one of the main goals of the exhibitors' participation at the fairs. In the literature in the field of sales and marketing, the theme of the fairs is dealt with in most cases from the point of view of the exhibitor (seller), and the needs, motives and behavior of visitors are left aside. Maskel emphasizes that the fair is an event that allows market monitoring and thus contributes to the development and expansion of innovations, and that these characteristics make it one type of cluster. (Maskel et al. 2006).

Previous studies have not dealt with the role of the fair as an organizer and mediator between meeting the expectations of exhibitors and visitors. If visitors and exhibitors expect exchange of information during fairs, the question arises what is the role of the organizers in the process of knowledge exchange and how other actors notice this process. It is also important to determine whether and in what way fairs as organizers stimulate the knowledge sharing process of all actors. The fairs are also a channel and a system for spreading innovations. Their role can only be limited to creating conditions for the flow of information or, in turn, can be extended to the role of an animator to exchange knowledge in different industries or sectors of the same industrial branch.

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Therefore, it is important that further research be focused on analyzing the role of the fair as organizer and mediator in the processes of knowledge management of the organization, most often in the process of knowledge exchange. The research should go one step further and draw attention to two more knowledge management processes, namely identifying and creating knowledge.

Identification of knowledge

Knowledge identification is the process of determining existing knowledge. In addition, identification means the discovery of knowledge that exists somewhere within the organization, stored in some form, in the form of a tacit or explicit knowl-

edge. Identification also means the process of recognizing the need to find knowledge, if any, within the organization. If it does not exist in the organization, it should go to the next step, which is the stage of creating new knowledge. It is also important here to make an estimate of the costs required by the method of identifying knowledge. (Arsenijevic, 2015)

Before the cyclical movement of knowledge is started at all, it is necessary to identify the need for appropriate knowledge. The need for knowledge occurs when a new field starts - for example, when we start using a new tool, technique, method, or technology. (Kucza, 2001)

Knowledge identification includes the functions of locating, accessing, evaluating and filtering..

In practice, there are two ways or methods that trigger the identification phase. These are pull and push methods. The Pull method is when the identification is initiated based on someone's request, and the push method is used when done on the basis of a predefined criterion, automatically

Identification involves locating a site or resource from which appropriate knowledge will be taken. The knowledge requirement must be precisely and correctly formulated and defined. This is a subprocess of determining the knowledge requirement. Determining the requirements for knowledge implies that it is clearly identified what kind of knowledge is needed, how to get to that knowledge, and so on. If the request is not very clear, it is necessary to clarify, which takes place in communication with the knowledge user. This communication is interactive, and it is the basis for filtering, which should lead to the identification of the required knowledge. (Kucza, 2001)

The knowledge locating process includes search. It is important who searches, how the search is done, and what resources are searched. It can be conceived by an individual, group, organization, IT system or combined.

Creation of knowledge

If, based on identification, it is found that an adequate and satisfactory knowledge within the organization's resources can not be found, take on the process or the creation of knowledge phase.

Terminologically, this process or phase has different names in individual models - acquiring, creating, capturing, etc. Essentially, all these terms are reduced to

the notion of creating a new knowledge or modification, that is, adding the existing knowledge fund to new knowledge or innovations. (Arsenijevic, 2015)

Creating knowledge in the strict sense can only occur in the minds of the employees in the organization. Knowledge is constantly created in the organization, among employees and within working teams and groups, as well as in interrelationships and relationships between employees, as well as between managers and employees. One of the primary goals of knowledge management is to capture this newly created knowledge and make it accessible to everyone. Today, in a hypercompetitive economy, when competitiveness has become the first and most important imperative and challenge for organizations, the acquisition of new knowledge and the creation of new ideas and concepts is an essential need. Today, only those learning organizations can survive which constantly invest in human resources development and introduce new systems, concepts, new technology, processes, methodology. (Nonaka et al 2000)

Every change in the organization leads to the need for learning. Thus, through learning, new knowledge arises. The most important are the two factors in the process of learning and gaining new knowledge. These are: a) individual and collective creativity; and b) innovations.

Creation of knowledge is a complex phase. This process includes several different subprocesses:

- Knowledge acquisition
- Knowledge development
- Identification of new ideas
- Encourage creative thinking among employees
- Continuous improvement of organizational culture, etc.

Knowledge acquisition involves gathering information from internal and external sources and channels, processing and analyzing these information and selection of that transformation into knowledge.

Internal sources and channels are within the organization. Those are:

- various written and electronic databases;
- intranet;
- technical documentation;
- sales and procurement reports;
- financial statements of operations (balance sheets and profit, cash flow statement or cash flow, etc.);
- minutes from business meetings;

- business correspondence (in the form of email correspondence with business partners, offers, demand, invoices, profits, cones, bills, packing lists, etc.);
- records of search of the Internet and specialized sites;
- publications;
- bulletins, etc.

External sources and channels are those that are outside the organization. It can be

- customers;
- suppliers;
- agents, commissioners, brokers, etc .;
- the competent ministry;
- state agencies and institutions;
- commercial banks;
- insurance companies;
- publications and reports of a statistical office;
- business publications;
- visits to fairs;
- participation in conferences, seminars, expert consultations, etc.
- analyzes and inquiries in the public;
- Marketing research;
- press conferences
- other public appearances of company management and others.

Knowledge development involves investing in human resources. The development of human resources should be considered strategic and in line with the organization's priorities. For this purpose, the organization can send employees on training and professional development, can hold courses, seminars and expert advice in their premises, management can visit scientific expert conferences and consultations, etc.

This can be done using various methods and techniques of research and heuristic methods that develop creative thinking in groups, such as: method scenario, SWOT analysis, PEST analysis, brainstorming methods, competitive profiling method, extreme case analysis, use of analogies and metaphors, scheduling setting tasks and priorities, etc.

Application of knowledge is the final phase or process within the overall knowledge management process. This phase is critical because precisely at this stage the practicality of knowledge is demonstrated. Knowledge that is impractical, which can not be applied in business practice, is unusable knowledge

If this phase is not fully realized, then the whole process of identifying, creating, storing and sharing knowledge is unusable. Knowledge management alone is unsuccessful if knowledge is not applied appropriately, at the right time and in the right place.

In strategically managed organizations, it is important to set a goal for which specific knowledge serves. It is the application of knowledge. However, it should be kept in mind that knowledge management is always a cycle, so that knowledge is always renewed, developed and complemented, and therefore the application of knowledge does not represent the end of the knowledge cycle.

Knowledge in organizations is successfully applied by serving the management, which on the basis of this developed and profiled knowledge should make the appropriate decisions. It is imperative to determine exactly what type of knowledge is to be applied and which people will benefit most from such knowledge. For this purpose, the organization uses certain technologies and methods, such as decision making systems, task support systems, taxonomy and personalization or profiling techniques to adapt the content of knowledge to users the most.

Knowledge that is stored in archives, without modification, complementation and development, and without the use and sharing of those that need it, is only ballast and useless. Knowledge can only benefit the organization if that knowledge is shared, exchanged between employees and other users, and if it is communicated. Sharing knowledge is of particular importance in the knowledge management process. If knowledge is static and if it is not shared, its value does not exist. Knowledge has value only in sharing and dissemination, in exchanging and communicating among various stakeholders.

In some knowledge management models, instead of sharing, the terms transfer, expansion, or exchange are used. The purpose of sharing knowledge is that knowledge should be used freely and unhindered by all those who can use it. Knowledge that is freely shared is enriched and eradicated, because all those who exchange and use one another actively participate in it.

Knowledge can be divided into two main ways:

- within the organization, i.e. among employees
- between employees in an organization and other actors outside the organization, in various institutions and organizations.

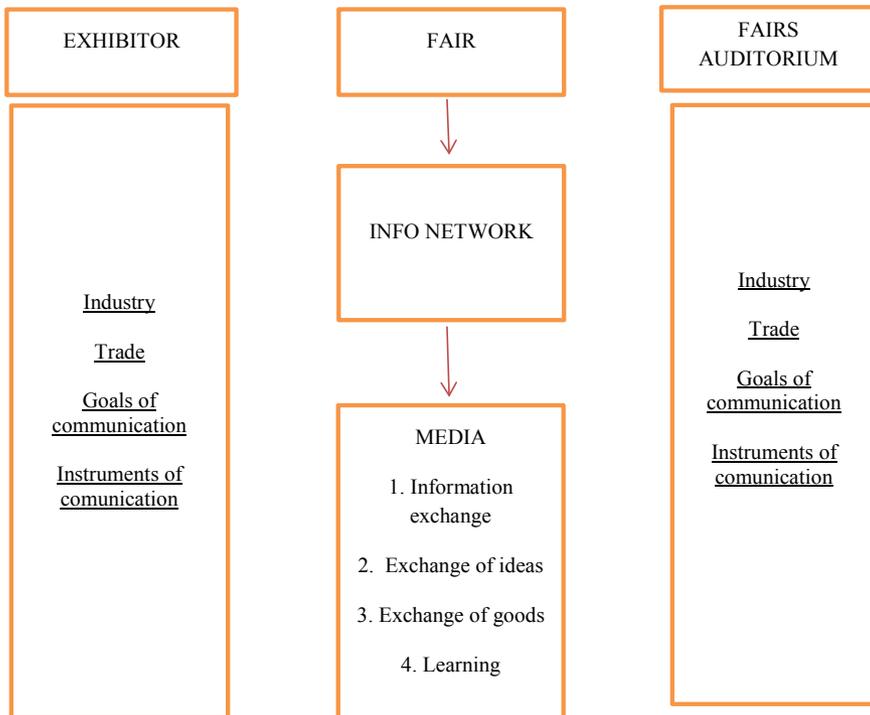
Regarding the sharing of knowledge, it is important to mention the so-called. community practice. Practice groups include groups of people who are gathered

around a common project or idea, share their knowledge and knowledge among themselves, participate actively and equally in the discussion of knowledge, disseminating it, learning and complementing the available knowledge with their decisions and actions. The Practice Communities provide their members with an effective methodology and technology that all members can easily and quickly influence the development of knowledge and can explore, develop, use and share knowledge freely and without restrictions.

Practice communities differ from teams and groups of employees because members here are interested in deeper and wider knowledge and study of a particular subject that is available to everyone. Communities are not formed solely for some purpose or project, as is the case with teams, but they are put together in the interests of the subject for research. (Uriarte, 2008)

This paper, therefore, offers two **empirical models**:

- empirical model for testing the communication function of the fair and
 - the empirical model of the fair function in the organization’s knowledge processes (identification, creation, sharing):
1. An empirical model for testing the communication function of the fair



2. Empirical model of the fair function in the processes of knowledge (identification, creation, sharing)

PROCESSES OF KNOWLEDGE MANAGEMENT REPRESENTED AT FAIRS AND EXHIBITIONS		
IDENTIFICATION	CREATION	SHARING
Source of information	Ideas	Distribution of information
Conversation about problems	Creation of solutions	Launching and testing of innovation
Market study	Innovations	Problem solving
Comparison of similar products		Answer to the users' needs
Identifikacion of needs		

On the basis of these two models, a survey on knowledge management processes was created:

Survey on knowledge management processes

No.	CLAIM	DEGREE OF AGREEMENT (1 I do not agree at all, 2 I do not agree, 3 I do not know, 4 I agree, 5 I completely agree)				
		1	2	3	4	5
1.	Trade fairs and exhibitions give my organization information needed for marketing research	1	2	3	4	5
2.	Fairs and exhibitions give my organization the ability to get a large amount of data quickly and easily	1	2	3	4	5
3.	Fairs and exhibitions allow you to monitor the dynamics of different indicators periodically	1	2	3	4	5
4.	Fairs and exhibitions enable the identification of new trends in market development and direct those segments that are most perspective	1	2	3	4	5
5.	Fairs and exhibitions allow the coverage of the auditorium by various methods of communication	1	2	3	4	5

6.	Fairs and exhibitions allow direct conversation with users of products / services and identification of their needs	1	2	3	4	5
7.	Fairs and exhibitions make it easier to compete with domestic and foreign competitors	1	2	3	4	5
8.	Through discussions with competitors and business partners, we come up with ideas for new products	1	2	3	4	5
9.	By observing the products of competition, we come up with an idea of how to be different and better	1	2	3	4	5
10.	Through the discussion with the competition and the business partners, we notice our advantages, disadvantages, chances and weaknesses	1	2	3	4	5
11.	Through the discussion with the users of the product / service, we come to the creation of new solutions	1	2	3	4	5
12.	Through conversation with users, we see our advantages, disadvantages, chances and weaknesses	1	2	3	4	5
13.	The catalogs of our products / services are available to all visitors of the fair and exhibition	1	2	3	4	5
14.	The catalogs of our products / services are precise and detailed (sufficiently informative)	1	2	3	4	5
15.	We use trade fairs and exhibitions to launch new products / services	1	2	3	4	5
16.	At fairs and exhibitions we are happy to test our new products / services	1	2	3	4	5
17.	By testing new products / services we get information from future users about their usefulness, quality, usable value	1	2	3	4	5
18.	Through a conversation with the users of the product / service, we try to solve the problems they are pointing at	1	2	3	4	5
19.	Customer feedback and suggestions are recorded and after the fair, we try to respond to the needs of the users	1	2	3	4	5

20.	At fairs and exhibitions, we apply acquired knowledge in the field of presentation and communication	1	2	3	4	5
21.	At fairs and exhibitions, our knowledge and skills in the field of sales come to our attention	1	2	3	4	5

CONCLUSION

Under the conditions of frequent technological and business changes brought about by the scientific revolution, the question arises what kind of knowledge and what knowledge we need, and what should be the role of the fairs and exhibitions of which in our country, and abroad, there are more and more who tend to specialize.

One of the scientific goals of this research is the systematization of the latest knowledge in the field of knowledge management and event management (trade fairs and exhibitions), with a special emphasis on the role of fairs and exhibitions in the knowledge management processes of organizations. An analysis of the achieved level of implementation of these findings and suggestions of empirical models give a special scientific contribution.

By applying new knowledge of the fair organization in our country, they can become involved in the world's business flows and, in an appropriate way, create a chance for further growth and development through accelerated competitiveness raising

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