

## Introduction to the Knowledge Management Value, Success and Performance Measurements Minitrack

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Research into knowledge management (KM), organizational memories, and organizational learning has been affected by investigations such as implementation aspects, system developments, or knowledge flows during a number of years. Therefore, a high maturity level of KM research has been achieved. However, organizational KM initiatives are more and more faced with budget cuts and justification demands due to intense competition in today's business environments. The influences of the rapid pace of globalization and of the ongoing liberalization of national and international markets lead to the emergence of increased pressure on existing companies. Project managers of KM initiatives like Chief Knowledge Officers (CKOs) need to justify their budgets and, thus, are in need of qualitative and quantitative evidence of the initiatives' success. In addition, ROI calculations and traditional accounting approaches do not tell an adequate story when proposing knowledge-based initiatives.

This minitrack explores research into strategies, methodologies, and stories that relate to measure this success. Papers typically investigate the various performance measurements that can be used to assess the various aspects of and success of KM. In particular, the paper presentations and discussions in this minitrack's sessions cover the following topics:

- Frameworks and models for assessing knowledge systems, knowledge management, and/or organizational memory systems
- Methodologies and processes for measuring knowledge systems, knowledge management and/or organizational memory success and performance
- Impact of knowledge use, knowledge management strategy, organization, systems, culture, and other issues on knowledge management/organizational memory success
- Organizational effectiveness/efficiency due to knowledge management/organizational memory/organizational learning, knowledge and organizational memory use

- Knowledge systems, knowledge management, organizational memory, and organizational learning metrics
- Knowledge systems, knowledge management, organizational memory, and organizational learning success factors and key performance indicators
- Case studies of knowledge systems, knowledge management and organizational memory success and performance measurements
- Modeling and measuring the impact of social software on knowledge system/knowledge management performance
- Rigorous anecdotes and user stories and their theoretical basis to facilitate the value of knowledge-based initiatives
- Usage, adoption and success of knowledge management methods

Due to a very high competition in this year, only one paper could be accepted and will be presented in a joint session with another minitrack. A brief summary of the paper is presented in the following.

The paper "Applying a System for Measuring Dynamic Knowledge: Reconsidering the Spiral Model" is authored by Mark E. Nissen. It addresses the question whether and how emerging knowledge measurement techniques and well-established knowledge flow theory affect longstanding theoretic concepts and principles. In particular, the author investigates the knowledge spiral concept by Nonaka (1994) since it exhibits difficulties when it is instantiated via such dynamic knowledge measurements. More specifically, he reviews a system for measuring dynamic knowledge in the organization, and he illustrates its theoretic consistency through the measurement of knowledge flow archetypes from the literature. Eventually, he applies the dynamic knowledge measurements to instantiate the knowledge spiral.

The minitrack co-chairs want to thank authors and reviewers for their work in making this minitrack a success and we look forward to continue building this research community in the coming years.