



A Review of Survey Research in Knowledge Management Performance Measurement: 1995-2004

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Outline

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- Conclusion



The image features a background with a light blue-to-white gradient. On the left side, there are three vertically stacked squares: the top one is olive green, the middle one is light blue, and the bottom one is white. The right side of the image is filled with a pattern of binary code (0s and 1s) in a light green color. The word "Background" is centered in the middle of the image in a black, serif font.

Background

Introduction


- This paper focuses on surveying KM development through a literature review and classification of articles from 1995 to 2004
- This literature survey started on January 2005 and it was based on online database
 - Elsevier SDOS
 - IEEE Xplore
 - EBSCO
 - Ingenta
 - Wiley InterScience

Literature Survey Result

- Keyword & Abstract
 - 'Knowledge Management'
 - 3,667 articles were found
- After Topic Filtering
 - 'Knowledge Management Performance Evaluation'
 - there were 76 articles from 78 journals

Classification

- This paper surveys and classifies KM measurements using the following eight categories:
 - Qualitative Analysis
 - Quantitative Analysis
 - Financial Indicator Analysis
 - Non-Financial Indicator Analysis
 - Internal Performance Analysis
 - External Performance Analysis
 - Project-Orientated Analysis
 - Organizational-Orientated Analysis



KM Performance Evaluation Methodology

Qualitative Analysis

- Qualitative means are suitable to measure tacit knowledge.
- Qualitative research includes an array of approaches that share some non-quantitative methods.
- Methodology
 - Questionnaire
 - Expert Interviews
 - Critical Success Factors

Quantitative Analysis

- Quantitative research approach is designed to represent a tangible, visible and comparable 'ratio'.
- Quantitative analysis can be used to measure the explicit knowledge of an organization or an individual, with both financial and non-financial indicators.
- Methodology
 - Financial Indicator Analysis
 - Non- Financial Indicator Analysis

Financial Indicator Analysis

- Traditional quantitative methods focus on well-known financial measures.
- Methodology
 - Financial Statements
 - Return On Investment (ROI)
 - Return of Knowledge (ROK)
 - Net Present Value (NPV)
 - Tobin's q

Non-Financial Indicator Analysis

- These indexes are all related to behavioral factors and system usage.
- Example
 - “Frequency” of each employee logins to the knowledge base
 - how many “times” each employ comes up with a proposal
 - how many “topic numbers” are on the KMS discussion board

Internal Performance Analysis

- Internal performance measurement methods focus on process efficiency and goal achievement efficiency.
- Methodology
 - Balanced Scorecard
 - Activity-based Evaluation

External Performance Analysis

- External performance measurement methods always compare a firm with benchmark companies, primary competitors or the industry average.
- Methodology
 - Benchmarking
 - Best Practices

Project-Orientated Analysis

- Recent studies of KM and organizational learning in project environments have emphasized instead the difficulties of learning from projects—not only within individual projects, but also across and between projects
- Methodology
 - Social Patterns
 - KM Project Management Model

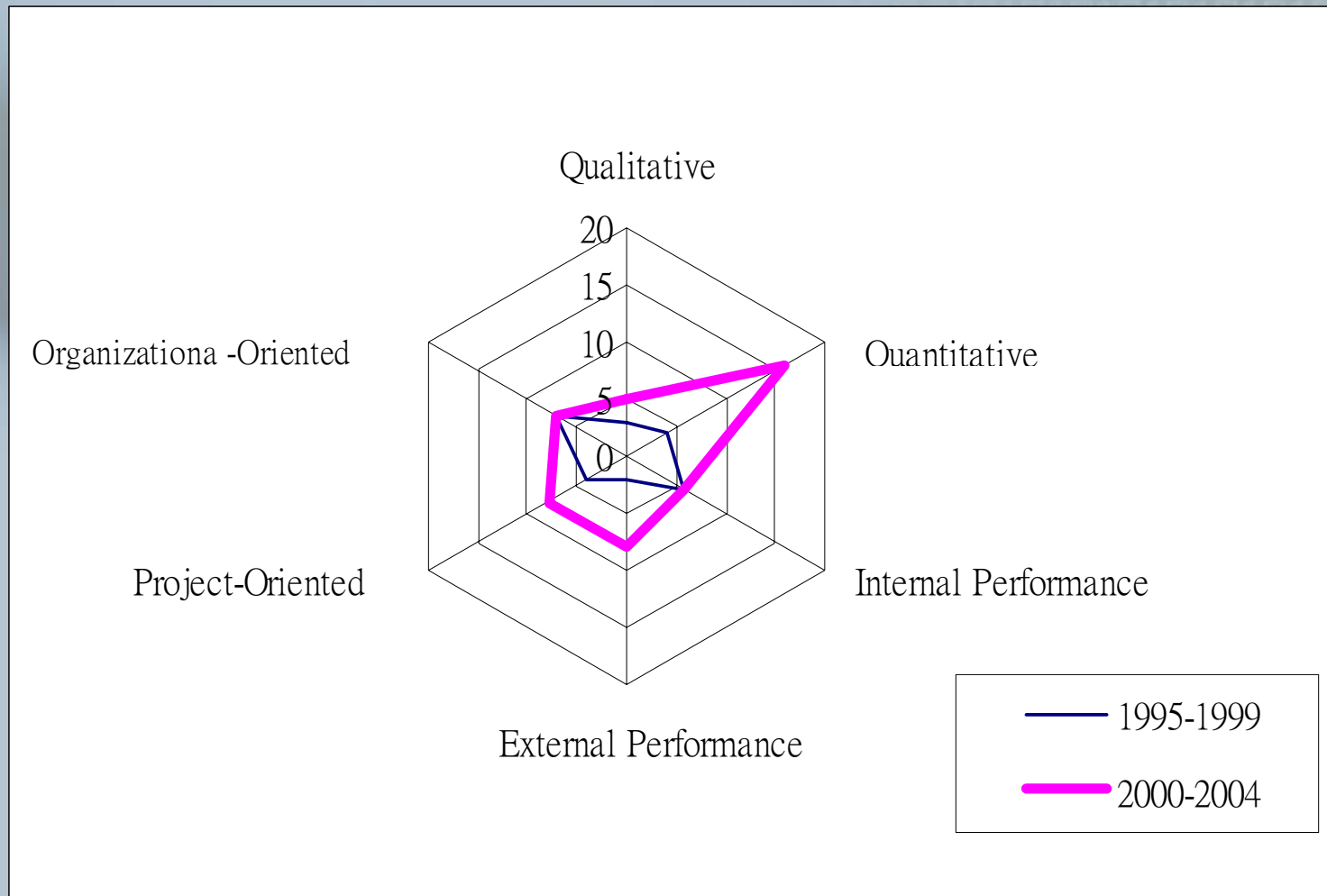
Organizational-Orientated Analysis

- Organizational-orientated analysis is focused on the entire organization, on the multi-dimensional and multi-layering aspects of the firm.
- Horizontal perspectives
 - leadership, cultural, technological, and process dimensions.
- Vertical perspectives
 - strategy, management, and implementation layers.



Discussion

KM Development Trend Analysis



KM Development Trend Analysis (cont.)

Approach	1995-1999	2000-2004	Summary
Qualitative	3	5	8
Quantitative	4	16	20
Internal Performance	6	6	12
External Performance	2	8	10
Project-Orientated	4	8	12
Organizational-Orientated	7	7	14
Summary	26	50	76

Main Findings

- KM performance evaluation is becoming getting more important.
- Quantitative analysis is the primary methodology used to evaluate in KM performance

Main Findings (cont.)

- Firms are now will highlighting the competitions' the KM performance of competitors, through benchmarking or best practices, rather more than audit internally auditing KM performance via by BSC.
- Firms may will begin to focus more on project management measurement, than on the entire whole organizational measures.



Conclusion

Conclusion

- KM performance measurements have tended to develop towards expert-orientation
- KM evaluation development is a problem-orientated domain
- Different information technology methodologies may be another way of implementing KM performance evaluations



Thanks for Your Attention