

▼ Introduction to Knowledge Management/Organizational Memory Success and Performance Measurements Minitrack

Stefan Smolnik
European Business School (EBS)
Stefan.Smolnik@ebs.edu

Murray E. Jennex
San Diego State University
mjennex@mail.sdsu.edu

Research into knowledge management, 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 knowledge management research has been achieved. However, organizational knowledge management 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 knowledge management initiatives like Chief Knowledge Officers need to justify their budgets and thus are in need of qualitative and quantitative evidence of the initiatives' success. This minitrack explores research into strategies, methodologies, and stories that relate to measure this success. In addition, this minitrack will be used to explore the bodies of performance measurements that define the current state of research in measuring knowledge management, organizational memory, and organizational learning success.

Key aspects examined in minitrack papers include measuring the success and effectiveness of systems that manage knowledge initiatives and organizational memories. Metrics and performance measures were a strong area for submissions. Examining the impact of knowledge management systems on organizational performance was also a popular area for submissions. Six papers have been accepted for presentation at the conference. We are especially grateful to the many colleagues who helped in the review process.

Accepted papers are organized into two sessions of three papers each. The first session explores KMS effectiveness and quality as well as individual KM outcomes. The second session focuses on the influences of KM on firm performance, knowledge

flow processes in a KMS, and the measurement of KM success.

Session 1: Jung-Yu Lai and Chao-Te Wang's paper presents a survey based study to determine factors influencing the employee satisfaction with KMS, particularly focusing on knowledge map and personalization. In the second paper, using a survey based approach, Belbaly Nassim investigates the way in which KMS quality influences effective competitive advantage through decision making and through organizational learning. The session concludes with a paper from Shah Nawaz Muhammed, William Doll, and Deng Xiaodong who share the results of a literature and survey based study conducted to examine the relationships among individual KM outcomes such as conceptual knowledge, contextual knowledge, operational knowledge, innovation, and performance.

Session 2: The second and last session of this minitrack starts out with a paper by Clyde Holsapple and Jiming Wu. They present a study based on the Matched Sample Comparison Group (MSCG) methodology examining whether KM can be performed in ways that enhance a firm's financial performance. In the second paper, Kelly Fadel, Alexandra Durcikova, and Hoon Cha present an experiment and survey based study exploring the impact of argument quality, source credibility and validation on knowledge usefulness of a document in a KMS. Murray E. Jennex, Stefan Smolnik, and Dave Croasdell finish the session by using an expert panel approach followed by two exploratory surveys to identify KM success measures as well as a set of dimensions with measures that can be used to determine if KM in an organization is successful.

Once again, we would like to thank all of the people whose efforts contribute to this minitrack. All of those who submitted work in addition to the numerous colleagues who served as reviewers are working to continue the strong tradition of KM research at HICSS.