KVAM: Model for Measuring Knowledge Management Performance of Engineering Community of Practice

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Abstract

Engineering consulting is a knowledge intensive industry. Successful implementation of knowledge management (KM) initiatives is critical to the sustainability and development of the firm. Knowledge management system (KMS) has been adopted as a powerful mean to support KM functionalities in engineering consultants. However, the assessment of its returns is lagging behind due to the lack of effective performance measurement methods. This paper presents the effort on the development of the Knowledge Value-Adding Model (KVAM) for quantitative performance measurement of the Communities of Practice (CoP) of the KMS in an A/E consulting firm. The proposed model has been implemented in the case architecture and engineering (A/E) consulting firm to quantify values of two general types of KM activities observed in the CoP, i.e., knowledge-sharing and problem-solving activities. Case study results show that the proposed KVAM provides a useful tool for KM managers not only to monitor the performance of a CoP and its members but also to plan effective strategy for performance improvement.

Keyword：Knowledge management, community of practice, performance evaluation, engineering consulting, models.