

Successes and Failures of Knowledge Management: An Investigation into Knowledge Management Metrics

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In reviewing the literature and industry reports, a number of organizations have approached KM metrics from a balanced scorecard, intellectual capital (e.g., Skandia's intellectual capital navigator), activity-based costing, or other borrowed approaches from the accounting and human resources disciplines. Liebowitz in his edited book, *Making Cents Out of Knowledge Management* (Scarecrow Press, 2008), shows case studies of organizations trying to measure knowledge management success. A few methodologies have examined ways to measure return on knowledge, such as Housel and Bell's knowledge value-added (KVA) methodology (Housel and Bell, 2001). Liebowitz analyzed over 80 publications on knowledge management metrics, whereby KM metrics can be divided into system measures, output measures, and outcome measures.

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