

Introduction to the Value, Success and Performance Measurements of Knowledge, Innovation and Entrepreneurial Systems Minitrack

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

Stefan Smolnik
University of Hagen
stefan.smolnik@fernuni-hagen.de

David T. Croasdell
University of Nevada, Reno
davec@unr.edu

Research into knowledge systems, 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 knowledge/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 knowledge/KM initiatives like Chief Knowledge Officers 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 measuring 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 system, KM, organizational memory, and organizational learning success. Eventually, another purpose of this minitrack is to present research on how to value knowledge-based initiatives.

With having an acceptance rate of significantly below 50%, three papers will be presented in one session. Brief summaries of each are presented here:

The first paper "Developing Intellectual Capital in Professional Service Firms Using High Performance Work Practices as Toolkit" is co-authored by Junaid Rehman, Igor Hawryszkiewicz, Osama Sohaib, and Altaf Soomro. In their paper, the authors theoretically investigate and suggest a linkage mechanism on how Strategic HRM Practices (High-Performance-Work-Practices) via (Ability, Motivation and Opportunity)-

enhancing bundles stimulate intellectual capital development in professional service firms. By presenting a conceptual framework, they offer practically meaningful insights to the managers in the service firms on how to implement these practices for effectively meeting client needs and sustaining a competitive advantage.

The second paper "How to Manage Crowdfunded Projects: Empirical Evidence from a Comparative Study of Game Development Projects" is authored by Shahla Ghobadi. In her paper, she expands the current understanding of the crowdfunding phenomenon by explaining how crowdfunding initiatives that have succeeded in hitting their financial target can continue to succeed by delivering their promise within the schedule, budget, and quality guidelines. She develops propositions that elaborate the importance of undertaking four broad strategies during crowdfunded projects. Eventually, she reports the results of an in-depth, comparative qualitative study of two exemplary game development projects to evaluate the applicability of the propositions and create a better understanding of their underlying concepts.

The third paper "Knowledge Unchained or Strategically Overseen? Knowledge Management in Open Source Software Projects" is co-authored by Stefan Riembaier, Olivia Hornung, and Stefan Smolnik. They investigate the patterns and structures in communication and collaboration of the currently most successful open source software projects through a case study approach. They reveal how different KM aspects are practiced in these Internet communities. Due to the projects' success, they identify similarities as good practices and derive practical recommendations for action for other open source communities as well as research opportunities regarding KM in open source software projects.

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.