Critical success factors of knowledge management systems: a multi-case analysis

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Abstract
Purpose
To date, critical success factors for design and implementing knowledge management (KM) system in a multi-case study research have not been systematically investigated. Most of existing studies have derived their critical success factors from single company perspectives and have not considered all factors in an integrated way in a multi case study research. This paper is aimed to bridge this gap.

Design/methodology/approach
A qualitative case study technique has been used in this paper for data collection to gain insights into the topic being investigated. For that, “grounded theory” research approach has been selected by which the collected data from real case studies (successful organizations in KM adoption) are categorized and analyzed through specific stages. The extracted concepts can demonstrate critical success factors of KM system within organizations.

Findings
The overall results from the real case studies were positive, thus reflecting the appropriateness of the proposed critical success factors. Also 16 concepts and a conceptual framework are the other findings of this research that clarify how to design and implement a KM system in an organization. The conceptual framework presents a roadmap for success of KM programs in the organizations.

Practical implications
The set of critical success factors can act as a list of items for organizations to address when adopting KM. This helps to ensure that the essential issues and factors are covered during design and implementation phase. For academics, it provides a common language for them to discuss and study the factors crucial for the success of KM program in an organization.

Originality/value
This study is probably the first to provide an integrated perspective of critical success factors for implementing KM through a multi case study research. It gives valuable information and guidelines which hopefully will help the leaders to accomplish KM through their organizations in an effective way.

Keywords
Knowledge management, Knowledge sharing, Qualitative research, Critical success factors

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By incorporating knowledge management critical success factor, strategy and also generational differences, this research manage to design models that could be used in deciding suitable knowledge management strategy for multi generation work force organization. With knowledge management strategy that is suitable with their respective workplace demographic, organization could then overcome the demographic challenges of Industry 4.0 and reap the maximum benefit from the opportunities that they offer. Critical Success Factors. Identifying What Really Matters for Success. © GettyImages skynesher. Focus on the factors that determine success or failure. Identifying Critical Success Factors enable you to track and measure your progress toward achieving strategic goals - and, ultimately, to fulfilling your organization's mission. They also provide a common point of reference so that everyone knows exactly what's most important, ensuring that tasks and projects are aligned across teams and departments. John F. Rockart, of MIT's Sloan School of Management, built on and popularized the idea almost two decades later. Rockart defined CSFs as: "The limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization. What factors most significantly influence project outcome? This paper examines this question via an online survey involving 82 project management experts. In reporting on this survey, this paper opens by describing the survey's methodology and then details the key factors of project success that surveyed experts identified. All the experts with different areas of knowledge of methodology in their work are conceptualised in Exhibit 2. Exhibit 2 – Structure of the application of the project management methodology in experts work. Based on the assumed factors classification the Critical Success Factors (CSF) were determined within a group of factors having substantial influence on project success (Exhibit 6).