

Preface – Dr. Michael Koenig

A romp through the maze of Knowledge – what could be more delightful, or useful, or timely? We all use the words Information, Knowledge, and Intelligence blithely and sometimes almost interchangeably, and we recognize them as valuable, but how are they valuable, and to what degree? None of them lend themselves to crisp definitions or to easy analysis.

The focus of this book is how to understand their role, particularly that of knowledge, in the organization, and how to develop and manage a strategy for your organization to leverage that understanding.

The basis of the book is the author's extensive experience as a consultant, experience centered around precisely that issue – helping organizations to understand the role that knowledge played in their enterprise, and how to make better use of it. Sometimes that was knowledge that they had and didn't appreciate or deploy effectively, and sometimes it was knowledge that they didn't have and didn't appreciate its potential.

Central to the analyses in this book is the Knowledge Value Chain; it is the basis for an understanding of how to value knowledge.

Quantifying or metricizing knowledge is extremely difficult and context specific.

The obvious goal is to measure the ROI, return on investment, of knowledge, and to some degree that can be accomplished, and in some cases satisfactory surrogate measures can be used. Ultimately, however, the key is to link and measure the effects and the consequences of the utilization and the deployment of knowledge.

For some decades now it has been recognized that information and knowledge must be added to the classic trio of land, labor, and capital, but we are only now recognizing how potently in many instances information and knowledge can almost eclipse the rest in importance. The Value of Knowledge then is not just a timely topic, it is one that is crucial that we understand better.

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