

costs than others do. Similarly, competing services create an upper boundary on the incremental value of a given phase of the knowledge life cycle. For example, the cost of an outside archiving service limits the value that an internal archiving effort can add to the information.

## Summary

The bottom line in assessing the value of Knowledge Management is whether it can provide significant, measurable return on the corporation's investment. In the absence of industry-wide proof that a KM approach is economically rewarding, and since ROI and benchmarking techniques cannot provide meaningful assessments, the balanced score-