Towards a Conceptual Approach to Support Knowledge Transfer Evaluation in Software Engineering Processes

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Abstract

Software Engineering is characterized by processes that continuously involve Knowledge Transfer (KT) activities. Whether through technology adoption, collaboration among development teams, or the incorporation of new practices, software environments are inherently knowledge-intensive. Despite its significant impact on the quality, continuity, and evolution of software processes, KT evaluation remains poorly systematized, while existing solutions still exhibit limited preliminary empirical evaluation and low organizational adoption. In this context, this paper proposes an approach to support KT evaluation in Software Engineering environments. Initially, 21 semi-structured interviews were conducted with experienced Information Technology (IT) professionals to investigate how KT evaluation is performed in organizational practice. Based on the empirical evidence obtained and grounded in the Design Science Research Methodology (DSRM), a conceptual approach was developed to support the systematic conduct of KT evaluation. The results reveal that KT evaluation in software environments is predominantly performed in an ad hoc manner. Furthermore, the findings supported the systematization of knowledge into a structured knowledge base, enabling the identification of the key elements associated with KT evaluation through the definition of evaluation processes and informing the design of decision-support mechanisms represented by the core dimensions of the proposed approach. Finally, a preliminary evaluation demonstrated the approach's potential in terms of practical usefulness, operational clarity, contextual suitability, and learning capability in real-world scenarios.

Keywords

Knowledge Transfer Evaluation, Software Engineering Processes, Decision Support.

1 Introduction

Software Engineering environments are increasingly characterized by technological complexity, high employee turnover, continuous knowledge evolution, and intensive collaboration among stakeholders. In this context, the organizational capability to share, disseminate, and apply knowledge directly influences software quality, process sustainability, and innovation capacity [1, 3]. Consequently, Knowledge Transfer (KT) has become a strategic process for supporting onboarding, technology adoption, architectural knowledge dissemination, business rule sharing, and coordination among distributed development teams in knowledge-intensive environments [4]. Effective KT contributes to reducing rework, decentralizing expertise, preserving organizational knowledge, and ensuring the continuity of software processes over time [8, 2].

Conversely, failures in KT have been associated with organizational knowledge loss, excessive dependence on specialists, communication barriers, and a reduced ability to reuse lessons learned throughout the software lifecycle [6]. The absence of structured KT evaluation further exacerbates these limitations by compromising feedback cycles, weakening organizational learning, and hindering the identification of knowledge dissemination barriers and process inefficiencies [10]. As a consequence, software organizations frequently struggle to determine whether knowledge has been effectively transferred, absorbed, and applied in practice, limiting their ability to foster continuous improvement and support evidence-based decision-making in Software Engineering processes [5, 9].

Although KT is widely recognized as a critical organizational capability, its evaluation remains insufficiently systematized in both research and practice. Existing initiatives often prioritize isolated indicators, such as patents, productivity metrics, or innovation outcomes, while significant challenges remain in assessing the contextual, tacit, relational, and organizational dimensions of knowledge flows [11, 16]. This limitation is particularly critical in software-intensive environments, where knowledge is dynamic, collaborative, and highly dependent on human interaction. In many organizations, KT evaluation is conducted only reactively, after failures or performance issues emerge, rather than through continuous and systematic monitoring processes [18].

Globally, organizations continue to experience substantial losses resulting from ineffective knowledge-sharing and KT practices [7]. Despite efforts to establish evaluation indicators and assessment mechanisms, the lack of consolidated frameworks and technological support solutions continues to hinder the systematic evaluation of KT [12]. In Brazil, this scenario is even more critical due to the limited maturity of both research and industrial practices related to KT evaluation [13]. Consequently, software organizations often rely on ad hoc evaluations based on subjective interpretations or fragmented practices that fail to capture the multidimensional nature of KT [15].

This gap between the strategic relevance of KT and the lack of structured approaches for its evaluation defines the research problem addressed in this study: the absence of a systematic approach to support KT evaluation in Software Engineering environments. To address this gap, this paper presents the conceptual core of a decision-support approach for KT evaluation, grounded in the perceptions of industry practitioners. The proposed approach supports decision-making by structuring the KT evaluation process, guiding the identification of relevant evaluation elements, the selection of appropriate assessment criteria, and the systematic interpretation of evaluation results. By integrating empirical evidence with organizational needs, this study contributes to advancing context-sensitive and decision-oriented KT evaluation practices that promote organizational learning, knowledge sustainability, and the continuous improvement of software processes. Specifically, the decision-support capability enables stakeholders to characterize the evaluation context, retrieve previously documented KT evaluation processes with similar characteristics, and receive structured guidance on the stages of the evaluation process.

2 Related Work

Theoretical approaches to KT evaluation have offered valuable conceptual contributions but have often remained detached from applied preliminary evaluation. In [23], a theoretical model linking KT and innovation was proposed, emphasizing conceptual coherence but lacking empirical grounding or practitioner-oriented guidance. Similarly, [32] introduced a mathematical model for assessing KT in strategic alliances, yet without demonstrating its operationalization or generalizability across contexts. In [33], absorptive capacity was explored as a determinant of KT success; however, the study did not establish how this capability could be systematically evaluated in diverse settings. Collectively, these studies advance the theoretical understanding of KT but provide limited guidance on translating evaluation frameworks into practical methods applicable to organizational settings.

Practice-oriented studies have examined how KT unfolds in teams and distributed environments, but they have likewise not proposed replicable evaluation mechanisms. In [34], KT practices in agile teams were analyzed, focusing on knowledge-sharing behaviors without defining concrete metrics or evaluation tools. In [39], challenges associated with KT in distributed teams were discussed, highlighting coordination barriers without specifying how these challenges could be mitigated through systematic evaluation. More recently, [38] empirically investigated university-industry KT processes, revealing the complexity of stakeholder interactions but without defining evaluation metrics or an integrated assessment process. Although these studies provide valuable empirical insights, they fall short of delivering structured mechanisms or technological support to operationalize KT evaluation in Software Engineering environments.

This body of research reveals a persistent gap between theoretical models and their application in real organizational contexts, particularly in Software Engineering, where KT underpins activities such as onboarding, technology adoption, architectural knowledge dissemination, and collaboration among distributed development teams. The absence of standardized KT evaluation processes hinders practitioners' ability to identify, measure, and improve knowledge flows. Consequently, software organizations often rely on intuitive or ad hoc assessment approaches, compromising evaluation reliability and limiting continuous improvement and organizational learning. Furthermore, existing solutions have generally been designed for specific application scenarios, restricting their transferability across Software Engineering contexts.

In contrast, the present study addresses these limitations by proposing an artifact specifically designed to support KT evaluation in Software Engineering environments. The artifact integrates theoretical foundations into a structured and replicable evaluation process by identifying and organizing the key elements involved in KT evaluation, enabling its practical adoption while reducing the challenges faced by stakeholders. Furthermore, a preliminary empirical evaluation provides initial evidence of the artifact's practical usefulness within the Software Engineering domain.

3 Study Design

This study employed two techniques to conceptually model the proposed approach. Initially, a qualitative study was conducted with industry professionals to understand how KT evaluation is carried out in practice within organizations. Subsequently, based on the data extracted from the semi-structured interviews conducted with these professionals, the Design Science Research Methodology (DSRM) was applied to develop an artifact representing the KT evaluation support approach.

3.1 Semi-Structured Interviews

This study adopted a qualitative approach to investigate how KT evaluation is conducted in practice [36]. The choice of this method was motivated by the fragmented nature of the existing literature, which rarely provides systematic guidance regarding evaluation stages, stakeholders, and supporting artifacts. Accordingly, the study was guided by the following research questions: (RQ01) Which stakeholders are involved in KT evaluation? (RQ02) What are the stages of the KT evaluation process? and (RQ03) What artifacts are used in KT evaluation?

Initially, a research protocol was established to ensure methodological rigor and diversity of perspectives. Participant recruitment was conducted iteratively through LinkedIn until theoretical saturation was achieved. Eligible participants were required to have current or previous professional experience involving KT evaluation or decision-making related to KT initiatives within software-intensive organizations or organizations conducting Software Engineering activities, including private companies, government agencies, and research and innovation institutions. Professionals without practical experience in KT processes were excluded from the study. Using the keywords "knowledge transfer" and "knowledge management" in both Portuguese and English, eligible participants were identified, invited, and interviewed according to their availability.

The interviews were conducted remotely via Google Meet, recorded with participants' consent, and transcribed using the platform's built-in transcription feature. Subsequently, the transcripts were organized into thematic blocks addressing organizational profile, stakeholder profile, KT evaluation practices, and complementary perceptions, facilitating pattern identification and cross-case comparison. These thematic blocks were derived from a previous exploratory literature study [33]. Although the participants represented different organizational sectors, all reported experience in software-intensive environments or Software Engineering activities, ensuring alignment between the empirical investigation and the scope of the proposed approach.

The collected data were analyzed using the Content Analysis Method, enabling a systematic and interpretive examination of participants' narratives [37]. The analysis followed an iterative coding process involving repeated readings, open coding of relevant excerpts, assignment of conceptual labels, and grouping into higher-level categories, including processes, stakeholders, tools, indicators, and metrics. These categories subsequently served as the primary input for constructing the conceptual dimensions of the proposed artifact. To strengthen reliability and interpretive consistency, the coding scheme and the resulting categories were independently reviewed by two additional researchers, with disagreements resolved through discussion until consensus was reached.

3.2 Design Science Research Methodology

The Design Science Research Methodology (DSRM) was adopted due to its capability to support the development of innovative solutions to practical problems [37]. In addition to providing a rigorous integration of theory and practice, DSRM emphasizes the construction and evaluation of artifacts [38]. In this study, the primary artifact consists of a conceptual decision-support approach for KT evaluation, whereas the secondary artifact will consist of a software tool designed to operationalize the proposed approach. Both artifacts were derived from previous studies [33, 34] and from the empirical evidence obtained through the semi-structured interviews.

Accordingly, the following DSRM stages were applied: (i) problem identification, addressing the lack of a systematic approach to support KT evaluation in Software Engineering environments; (ii) definition of solution objectives, aimed at supporting stakeholders in selecting and conducting KT evaluations according to their organizational context; (iii) design and development, during which the qualitative findings were translated into the components of the proposed approach, including the evaluation checklist, process knowledge base, contextual recommendation mechanism, and structured evaluation documentation; (iv) demonstration, conducted through interviews with professionals from software-intensive organizations; (v) evaluation, based on practitioners' perceptions regarding the usefulness, clarity, and applicability of the proposed approach; and (vi) communication, carried out through scientific publications.

4 Knowledge Transfer Evaluation in Practice

The recruitment process resulted in an initial contact with 164 professionals. Among them, 106 did not respond, 25 reported having no direct experience with KT evaluation, and 12 were unable to participate due to organizational constraints related to data privacy (7) and productivity concerns (5). Ultimately, 21 professionals met the inclusion criteria and participated in the study. The content analysis enabled the identification of key elements associated with KT evaluation, including process stages and flows, assessment parameters, supporting tools, and the profiles of the stakeholders involved. Based on the participants' accounts, these findings supported the conceptual structuring of a model aimed at providing support for KT evaluation.

Given the interdependence among these elements, the presentation of the results follows an integrated approach: Sections 5.1 and 5.2 discuss stakeholder profiles (RQ01), Section 5.3 presents the process stages (RQ02), and Sections 5.4 and 5.5 explore indicators, metrics, and supporting tools (RQ03).

4.1 Stakeholder Profile

The organizational profiles revealed that KT evaluation occurs across heterogeneous and knowledge-intensive contexts. Participants represented organizations from nine Brazilian states, including public entities (3), research and innovation institutions (8), and private companies (10) from sectors such as technology (4), construction (2), healthcare (1), mining (1), and education (1). Most organizations were large-sized (12) and had operated for more than 25 years (9), suggesting that KT evaluation tends to emerge in mature organizational environments with greater dependence on structured knowledge processes.

Organizational size and maturity directly influenced evaluation practices. Larger and older organizations commonly adopted formalized evaluation policies supported by digital tools and structured performance frameworks, whereas smaller organizations relied more heavily on tacit exchanges and managerial interpretation. These findings indicate that KT evaluation evolves alongside the institutionalization of Knowledge Management (KM) practices and is strongly conditioned by governance capacity and contextual variables.

Stakeholder analysis suggested multidisciplinary diversity across technical and managerial domains, including participants from Computer Science (5), Business Administration (4), and strategic organizational roles such as KM analysts, consultants, coordinators, managers, and researchers. Although most participants had over five years of professional experience, fourteen (14) reported less than two years of direct experience with KT evaluation, reinforcing its emergent character in practice. Furthermore, leadership-oriented stakeholders emphasized strategic alignment and organizational impacts, whereas technical participants focused on metrics and evaluation tools. Collectively, these findings demonstrate that effective KT evaluation in software-intensive environments depends on integrating tacit expertise with explicit analytical mechanisms through context-sensitive and decision-oriented approaches.

4.2 Stages and Flows of KT Evaluation

Although stakeholders frequently reported conducting evaluations in an ad hoc manner, their discourses revealed recurrent activities, including stakeholder definition, consultation of documentary and tacit knowledge, selection of indicators and metrics, data collection, analysis of results, and formulation of recommendations. This finding suggests that, even in the absence of formalized frameworks, organizations implicitly adopt evaluation structures shaped by contextual, operational, and strategic demands.

The consultation of literature and organizational documentation emerged as a recurrent starting point for evaluations, supporting the alignment between theoretical knowledge and organizational reality. Rather than following rigid standards, stakeholders emphasized the need to adapt evaluation practices to organizational culture, historical context, and business goals. These findings reinforce the socio-technical nature of KT evaluation and demonstrate that contextual interpretation plays a central role in structuring evaluation processes.

Interviewee 2: "*We should not follow a specific pattern, but rather what best suits the company's culture and goals*".

Interviewee 11: "*Internal documentation helps define the goals of the current evaluation and understand the process*".

The selection of indicators and metrics emerged as the most recurrent stage of KT evaluation, establishing the analytical basis for identifying effectiveness, organizational impacts, and potential failures in knowledge flows. However, the results demonstrate that evaluation is not restricted to quantitative measurement. Organizations combine indicators, interviews, dashboards, historical documentation, and lessons learned to contextualize results and support strategic decision-making.

Interviewee 17: "*We analyze whether there was a knowledge transfer failure through the indicators*".

Interviewee 3: "*We conduct the evaluation based on the dashboard to support decision-making*".

Interviewee 19: "*We use lessons learned to verify the outcomes of transferred knowledge*".

This behavior indicates that KT evaluation in software-intensive environments operates as an adaptive cycle of monitoring, interpretation, and organizational feedback, in which quantitative evidence is continuously complemented by contextual analysis and tacit knowledge. Furthermore, the recurrence of documentation and review mechanisms provides initial evidence that KT evaluation also acts as an instrument for organizational learning and continuous process improvement, reducing dependence exclusively on individually held organizational knowledge.

4.3 Indicators and Metrics

Indicators and metrics emerged as central elements of KT evaluation, operationalizing how organizations translate knowledge flows into measurable evidence. Although all participants recognized their importance, only thirteen indicators were explicitly identified, reinforcing the absence of consolidated frameworks capable of systematically supporting KT evaluation across organizational contexts. The most recurrent indicators included knowledge applicability (3), time (3), knowledge absorption (2), cost (2), and productivity (2), while associated metrics involved adoption speed, retention rate, behavioral change, innovation rate, error reduction, and project success. These findings demonstrate that organizations prioritize indicators aligned with strategic performance demands, particularly in software-intensive environments characterized by continuous change and knowledge dependency.

Interviewee 1: "*Having an indicator that can be monitored is essential to ensure an adequate evaluation of the knowledge transfer*".

Interviewee 2: "*Measuring the results of knowledge transfer is what most organizations fail to do*".

Despite the use of quantitative indicators, the results revealed a persistent measurement paradox: organizations attempt to evaluate processes strongly influenced by tacit, relational, and contextual dimensions through predominantly measurable parameters such as time, cost, and productivity. In some cases, stakeholders relied exclusively on tacit observations without formal metrics, highlighting the gap between evaluation intention and operational capability. This provides evidence that KT evaluation cannot rely solely on quantitative evidence, requiring interpretive and context-sensitive mechanisms capable of capturing organizational learning, absorptive capacity, and knowledge application in practice. Furthermore, they require flexible and hybrid evaluation approaches capable of integrating measurable quantitative and qualitative activities.

4.4 Support Tools for Measurement

Measurement instruments emerged as central mechanisms for operationalizing KT evaluation. Participants reported the use of questionnaires (12), interviews (5), focus groups (4), workshops (4), Likert scales (17), and evaluation index systems (4), while no automated assessment tools were identified. The results demonstrate that organizations combine qualitative and quantitative instruments to evaluate both measurable outcomes and tacit dimensions of knowledge transfer, reinforcing the socio-technical nature of KT evaluation in software-intensive environments.

Interviewee 6: "*Questionnaires and interviews help us understand not only the results, but also how people perceive the knowledge transfer*".

Interviewee 13: "*The evaluation depends a lot on the interpretation of those involved, especially when using scales and qualitative analyses*".

The findings also revealed recurring inconsistencies arising from subjective interpretations of scales and indicators, thereby limiting comparability across evaluations. This demonstrates that dimensions such as trust, collaboration, and absorptive capacity remain highly dependent on the evaluation context. Consequently, interviews, workshops, and focus groups emerged as complementary instruments capable of transforming subjective experiences into organizational insights. Overall, the triangulation of multiple instruments enhanced the robustness and reliability of KT assessments, enabling organizations to integrate quantitative evidence with contextual and experiential interpretations.

5 Modeling of the Knowledge Transfer Evaluation Support Approach

The conceptualization of the proposed KT Evaluation Support Approach followed an inductive design process grounded in empirical evidence obtained from semi-structured interviews and supported by findings from the literature. Initially, the interview transcripts were analyzed through content analysis to identify recurrent categories related to KT evaluation practices, organizational needs, challenges, and supporting elements. These categories were subsequently translated into design requirements for the proposed artifact (Figure 1). For instance, the frequent identification of contextual dependencies in KT evaluation motivated the definition of input variables; the lack of systematic evaluation procedures supported the creation of a repository of KT evaluation processes; the difficulty reported by professionals in selecting appropriate evaluation methods motivated the development of a context-based recommendation mechanism; and the need to consolidate evaluation information justified the definition of a guidance document containing the main elements of KT evaluation processes.

Based on this empirical grounding, the proposed artifact is defined as a conceptual decision-support approach composed of four integrated components: (i) an input characterization mechanism based on contextual variables; (ii) a repository containing KT evaluation processes; (iii) a similarity-based recommendation mechanism to support process selection; and (iv) a guidance document describing the main elements required to conduct KT evaluation. Therefore, the artifact should not be interpreted as an automated evaluation framework or a fully operational software solution, but rather as a conceptual structure intended to reduce the occurrence of ad hoc KT evaluations and support stakeholders in selecting and adapting evaluation processes according to organizational contexts.

The first component of the approach consists of the definition of contextual variables that characterize the KT evaluation scenario. To support this activity, the approach includes a checklist containing variables identified from the empirical study and previous literature, such as knowledge type, influencing factors, evaluation objectives, execution timing, application domain, organizational characteristics, and generated artifacts. These variables emerged from recurrent statements provided by professionals regarding the factors that influence KT evaluation practices. Consequently, the checklist aims to assist stakeholders in reflecting on the characteristics of the KT activity to be evaluated and identifying the contextual conditions that should guide the evaluation process.

After defining the input variables, the approach supports the identification of potentially suitable KT evaluation processes stored in the repository. Each process in the repository is characterized according to a set of attributes, including evaluation objectives, contextual variables, stages, activities, stakeholders, indicators, metrics, and measurement-support instruments. The recommendation mechanism compares the variables selected by stakeholders with the attributes associated with each stored process and calculates a similarity score based on the proportion of matching characteristics. The resulting ranking provides stakeholders with an indication of which processes present greater contextual alignment with their evaluation needs. However, the recommendation does not automatically determine the evaluation process; instead, it acts as decision-support information that enables stakeholders to analyze and select the most appropriate alternative according to their organizational context.

The repository represents a central component of the proposed approach because it enables the systematization and reuse of KT evaluation knowledge. The processes stored in this repository incorporate elements extracted from both empirical evidence and previous studies, allowing the continuous expansion of the knowledge base as new KT evaluation practices are identified. This characteristic addresses one of the main challenges reported by participants, namely the difficulty of structuring and reusing evaluation experiences across different organizational contexts.

Once a KT evaluation process is selected, the approach supports the generation of a guidance document containing the information required for its application. This document combines two complementary representations: (i) a visual representation of the process, illustrating stages, activities, dependencies, interactions, and workflow relationships; and (ii) a textual description detailing the main elements involved, including process objectives, stakeholder profiles, indicators, metrics, and measurement-support instruments. These elements were derived from the categories identified during the qualitative analysis, which revealed that structured workflows,

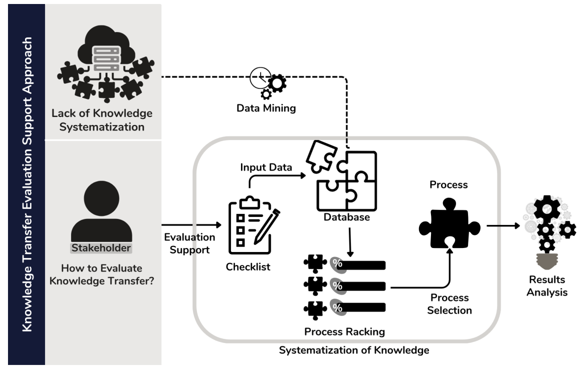

Figure 1: Overview of the KT Evaluation Approach

measurable indicators, appropriate instruments, and stakeholder involvement are essential aspects for conducting KT evaluation.

An illustrative application scenario demonstrates how the proposed approach can support decision-making. Consider a software-intensive organization seeking to evaluate knowledge transfer during the onboarding of new software developers. The stakeholders may define contextual variables such as the objective of knowledge acquisition, the predominance of tacit knowledge, the organizational size, and the expected artifacts generated during the transfer process, such as documentation and mentoring activities. Based on these characteristics, the recommendation mechanism identifies evaluation processes in the repository with the highest contextual similarity. The selected process is then presented through the guidance document, allowing stakeholders to understand the required stages, participants, indicators, metrics, and instruments before adapting the process to their specific organizational conditions.

Although the empirical investigation involved professionals from heterogeneous organizational sectors, the identified KT evaluation elements reflect challenges commonly observed in software-intensive organizations, where knowledge is distributed among teams, projects, technological domains, and organizational units. Therefore, the proposed approach does not assume that KT evaluation is exclusive to software development activities; rather, it provides a conceptual structure that can be adapted to software engineering contexts characterized by continuous knowledge creation, sharing, and reuse. The contextual variables included in the approach allow stakeholders to distinguish different KT scenarios, such as onboarding, technology adoption, project transition, or knowledge handover, avoiding the assumption that all KT processes require identical evaluation criteria.

Finally, as a future operationalization of the conceptual approach, a software tool is envisioned as a secondary artifact to support its practical adoption. Such a tool may provide a web-based environment for managing the repository, applying the recommendation mechanism, and generating guidance documents. The repository could be continuously updated by designated stakeholders responsible for identifying, analyzing, and structuring new KT evaluation processes emerging from organizational practices or the literature. The progressive accumulation of these evaluation processes may strengthen the knowledge base, thereby increasing the overall usefulness of the proposed approach.

6 Evaluative Perspective

The proposed approach underwent a preliminary exploratory evaluation involving five Software Engineering professionals occupying leadership and managerial roles, including project leaders, senior software engineers, product leaders, and project managers. Rather than validating the effectiveness of the approach, this exploratory evaluation aimed to investigate its perceived clarity, usefulness, and applicability in realistic Software Engineering contexts (Figure 2). During the evaluation, participants examined the conceptual workflow of the approach, including the evaluation checklist, the contextual recommendation mechanism, the process selection flow, and the generated evaluation document, and were asked to assess how these components could support KT evaluation activities.

Participants consistently reported that the approach contributed to three main aspects: problem structuring, guidance throughout the evaluation process, and support for decision-making. The explicit separation of evaluation dimensions helped stakeholders transform experiential reports into a structured evaluation process, reducing subjectivity while improving the identification of objectives, evaluation criteria, and supporting evidence. In software-intensive environments, where KT activities frequently occur under dynamic organizational conditions, this structured perspective was perceived as improving methodological consistency and facilitating more systematic evaluation practices.

Professional 1: "*The checklist helped organize the ideas, because I had never stopped to separate these aspects before*".

Operational clarity and contextual adherence also emerged as relevant strengths. Participants emphasized that the combination of visual representation, natural-language guidance, and staged execution facilitated understanding of the relationships among evaluation activities and increased confidence in conducting KT assessments. They also indicated that the contextual recommendation mechanism, based on organizational characteristics captured through the checklist, could support the selection of evaluation processes more compatible with different Software Engineering scenarios. Although conceptual at this stage, participants perceived this mechanism as a useful decision-support element capable of reducing ad hoc evaluation practices.

Professional 5: "*The approach provides a general understanding of the evaluation and also how each stage of the process should be applied*".

Professional 2: "*The suggested process is very close to what I experienced*".

Participants further reported that revisiting previously executed KT processes using the proposed workflow encouraged reflection on organizational practices and facilitated the identification of governance weaknesses, missing evaluation criteria, and opportunities for continuous improvement that had not been previously recognized. This observation is particularly relevant in software-intensive organizations, where knowledge transfer activities are often performed under delivery pressure and rarely undergo systematic evaluation. Consequently, the evaluation findings suggest that the proposed approach has the potential to support KT evaluation while fostering organizational learning and governance.

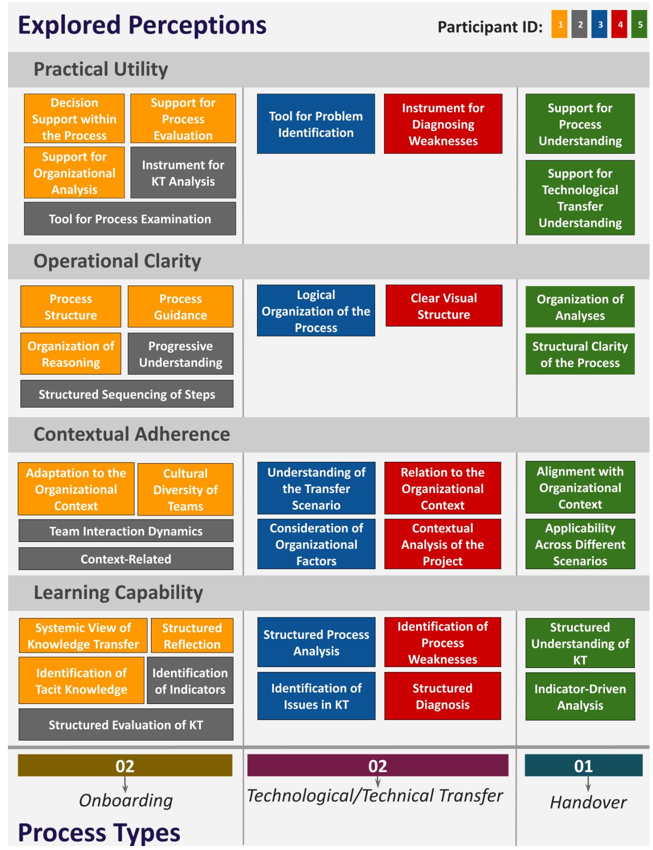

Figure 2: Overview of the Evaluation of the Approach

7 Conclusion

The conceptual approach for supporting KT evaluation represents a first step toward the development of a mechanism aimed at promoting continuous process improvement. Furthermore, the approach structures the evaluation workflow, encourages stakeholders to reflect on executed processes, and generates insights that can support decision-making in software-intensive environments. As future work, the empirical evaluation will be expanded to different organizational contexts. Furthermore, the proposed approach is intended to be operationalized through a software tool to support stakeholders in conducting evaluation processes.

Artifact Availability

The supplementary material, including the research protocol, interview guide, invitation letter, and informed consent form, is available [35].

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