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Smarter, Faster, and With Greater Confidence

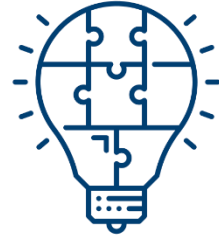
2024 KNOWLEDGE MANAGEMENT PRIORITIES AND PREDICTIONS

Survey Report

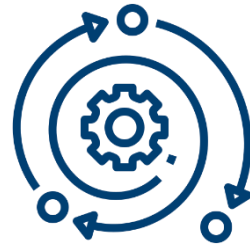
January 2024

K013966

ABOUT THIS REPORT



While knowledge management has been around for decades, its role and methods are constantly changing. KM's role continues to evolve in line with the ever-changing business environment, technology, end-user expectations, and user needs.



To jump-start 2024, APQC surveyed KM experts and practitioners about their top objectives and upcoming priorities when it comes to knowledge management. This research is designed as a “pulse check” on KM’s current state and an exploration of what the future holds. Topics include:



- KM’s status and role inside organizations
- Top priorities for KM programs
- Top skills needed for KM practitioners and teams
- The influence of new technologies
- Where the KM discipline is headed—and what’s required to get there



230 Valid Global Participants

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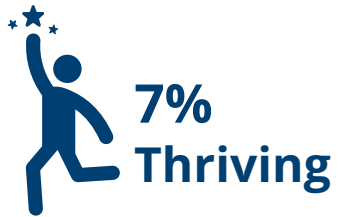
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THE CURRENT STATE OF KNOWLEDGE MANAGEMENT

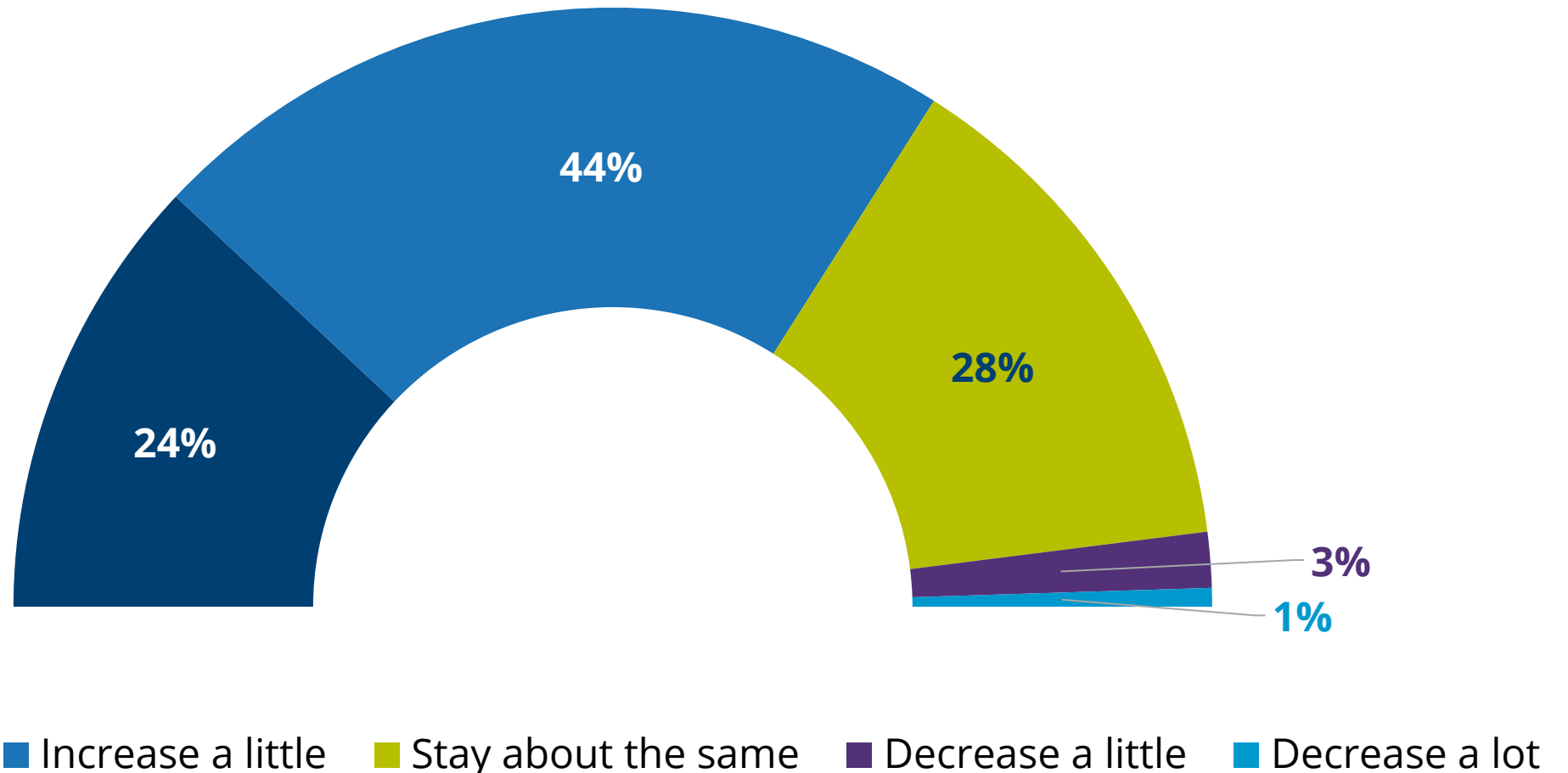
PERCEIVED CURRENT STATE OF KM

Overall, KM experts and practitioners remain optimistic about KM's outlook. Seven percent see KM thriving, while a large majority believe KM is at a steady state or gaining ground. With this slight decrease and a slight increase in those who believe KM may be in decline, it still shows KM with a strong future as KM teams prepare to support emerging business needs.



EXPECTED CHANGE IN KM INVESTMENT

As KM programs gain momentum, so do their budgets. Around three-quarters of respondents say they expect their organizations' investment in KM to increase over the next 12 to 18 months, down slightly from 2023. Spending on new supporting technology—such as AI—continues to drive at least some of the priority spending for KM.

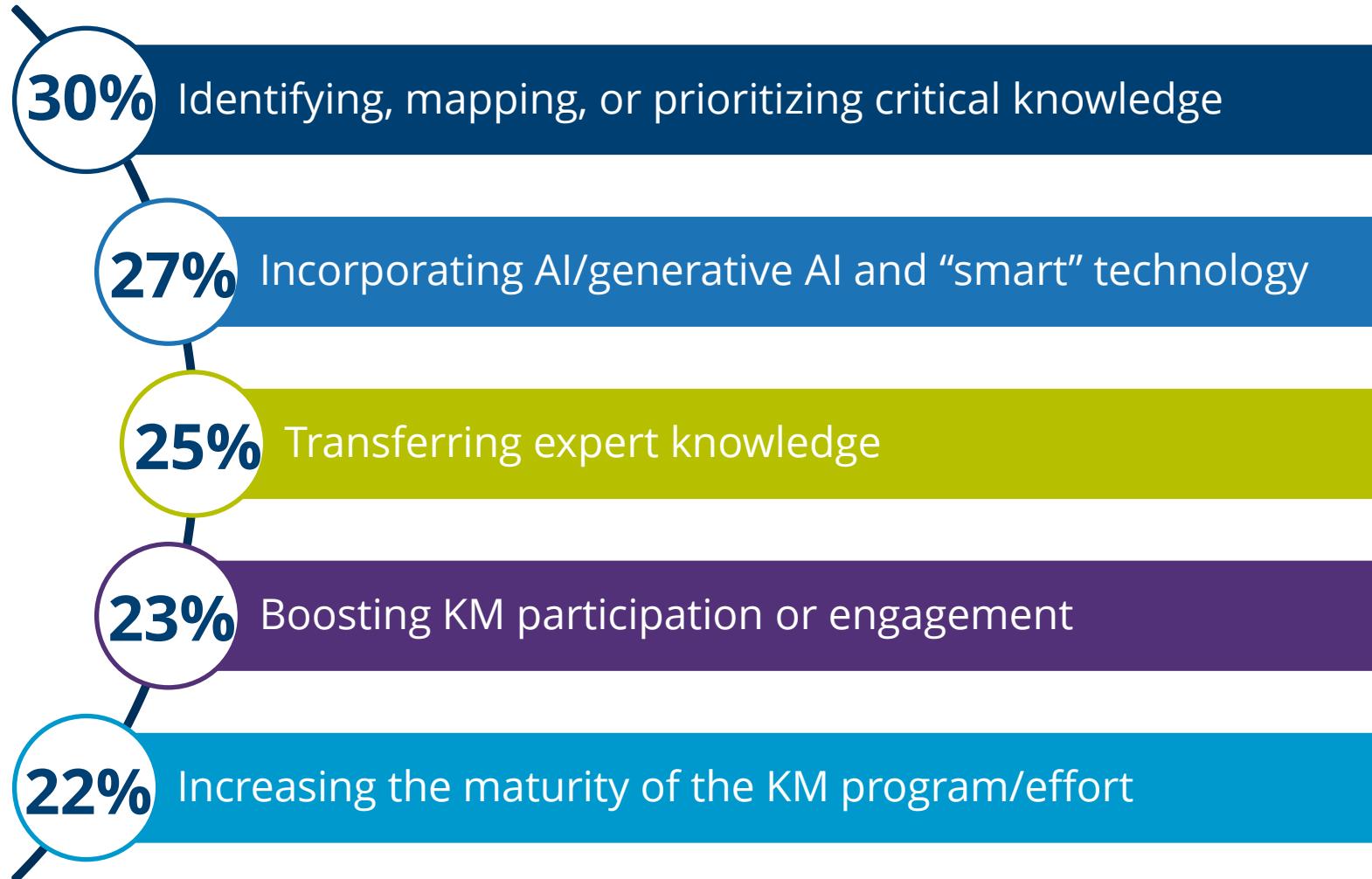


■ Increase a lot ■ Increase a little ■ Stay about the same ■ Decrease a little ■ Decrease a lot

2

FOCUS AREAS FOR 2024

TOP 5 PRIORITIES FOR KM TEAMS 2024



Around one-third of respondents now report identifying, mapping, or prioritizing critical knowledge as the top priority for their organization's KM teams.

Showing up as a new top priority with one-quarter of respondents reporting is incorporating AI/generative AI and smart technology and transferring expert knowledge.

These shifts in priority are likely due to the impact of new technologies like generative AI along with the ever-changing and flexible workplace.

Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question.

ADDITIONAL PRIORITIES FOR KM TEAMS

Priorities such as improving content management practices and enabling collaboration fall below one-quarter of respondents this year. These, along with other traditional KM priorities remain critical to the success of most KM programs and are dependent on the alignment with business objectives.

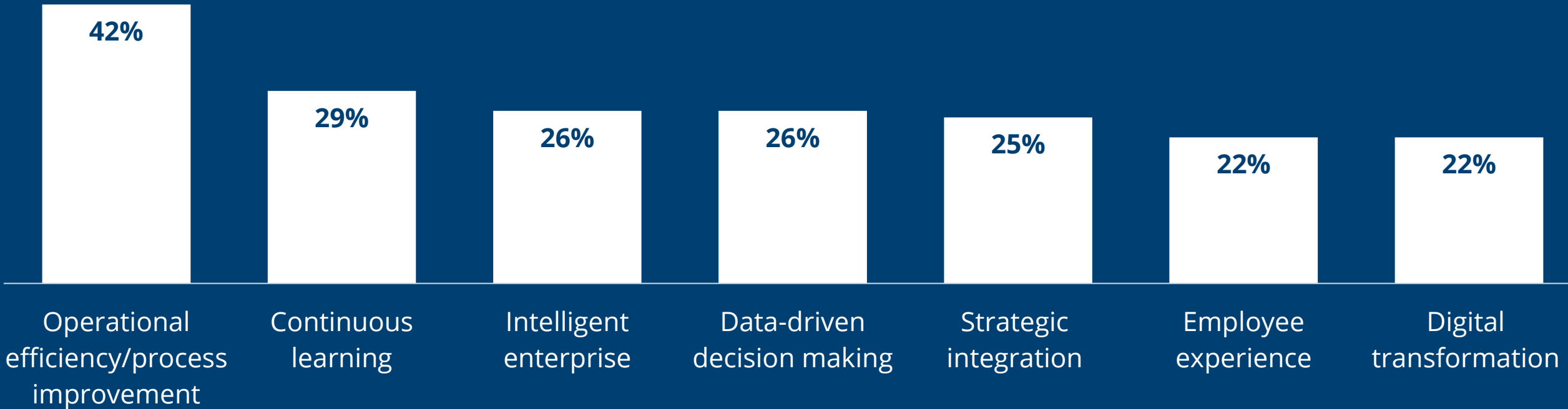


Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question.

N=226

TOP 7 BUSINESS PRIORITIES MOST IMPORTANT FOR KM

In this era of AI, the largest number of respondents feel KM should emphasize its impact on operational efficiency or process improvement. Other priorities with one-quarter or more respondents are continuous learning, intelligent enterprise (a targeted strategy focused on data analysis, AI, machine learning, etc.), data-driven decision making and strategic integration.



Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question.

ADDITIONAL BUSINESS PRIORITIES

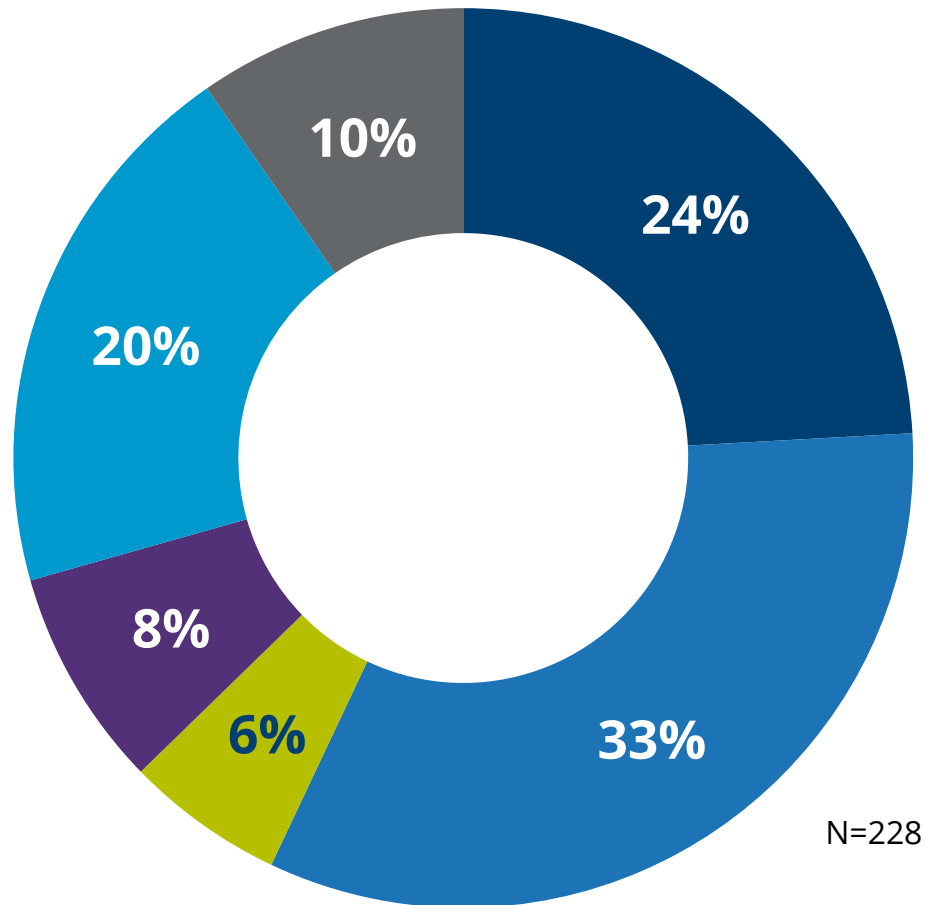
Business priorities such as productivity, innovation and customer experience fall below 20 percent. These, along with other business priorities remain important to the success of most KM programs and are dependent on alignment to industry trends and organizational objectives. Cost savings continues to remain a relatively low priority.



Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question. N=227

THEME MOST IMPORTANT FOR THE KM USER EXPERIENCE MOVING FORWARD

About two-thirds of respondents say it's essential for KM to provide a simplified and integrated user experience. While this number has decreased from recent years, it is still important to embed KM directly into the flow of work processes. 20 percent of respondents now report the newly added category of automation as an important part of KM user experience. This new focus is likely supported by the recent focus on AI/generative AI as a priority in most organizations.



Simplified

Making the user experience less confusing and more intuitive

In the flow

Embedding knowledge capabilities directly into work processes and applications

Personalized

Customizing the knowledge and experience to each user

Anticipatory

Proactively delivering or recommending knowledge to users, without their having to search

Automated

Reducing the manual effort, it takes to search and synthesize content, information and knowledge

Deep

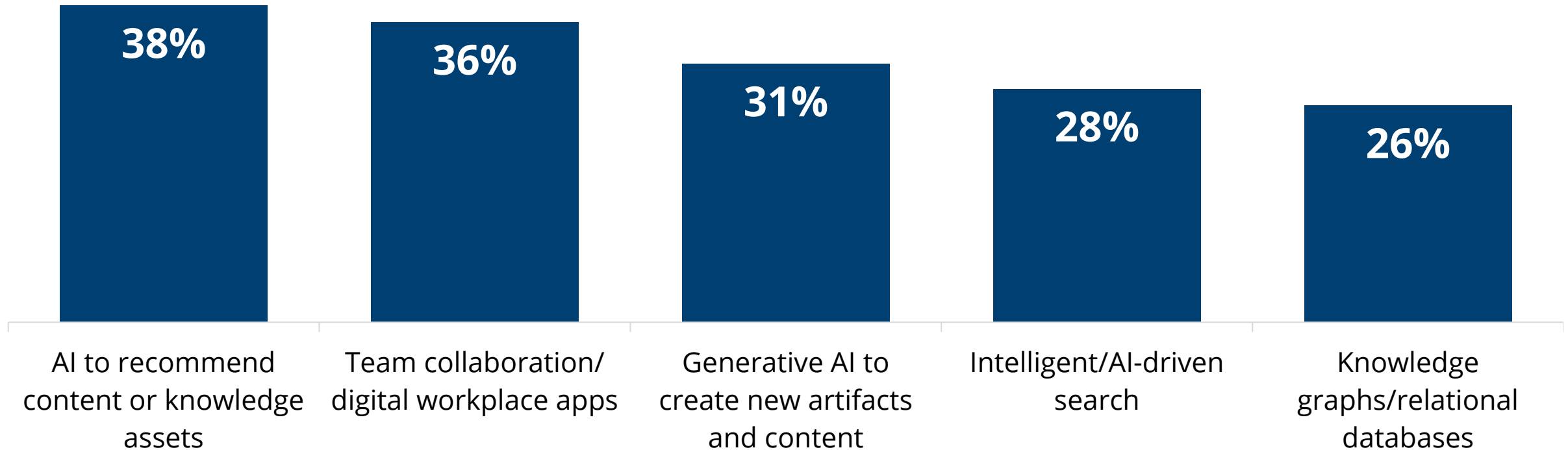
Incorporating tacit knowledge and expertise, as well as content and information

3

TECHNOLOGY IMPACT

TOP 5 TECHNOLOGIES IMPORTANT TO KM RIGHT NOW

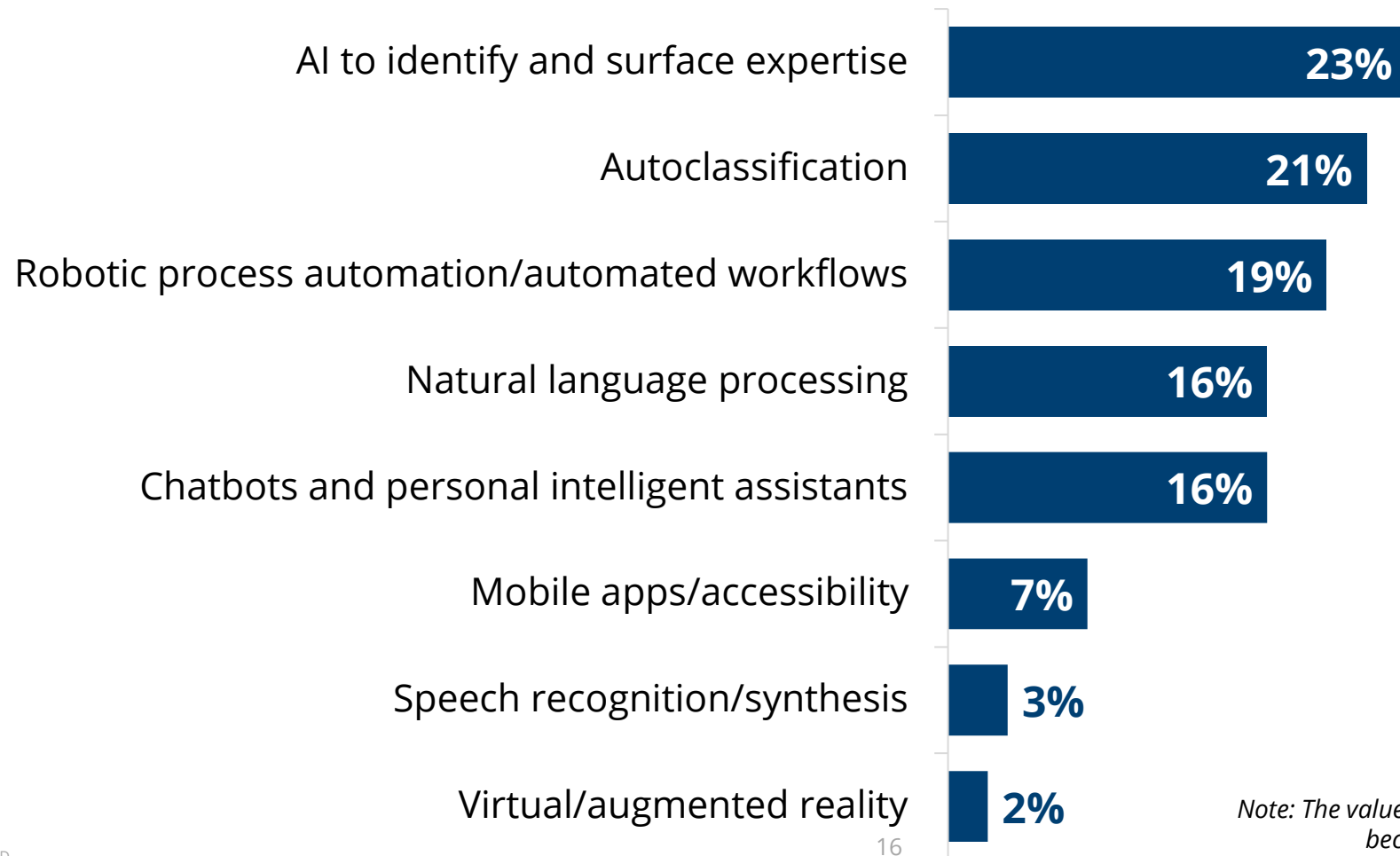
As organizations normalize in a world of digital work and move toward more automation and AI/generative AI capabilities, it remains critical for KM to continue to focus on virtual team collaboration and digital workplace apps. While more powerful AI-fueled search and discovery tools more effectively enable employees to find what they're looking for, new capabilities such as generative AI can also create and surface new content.



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ADDITIONAL TECHNOLOGIES IMPORTANT TO KM RIGHT NOW

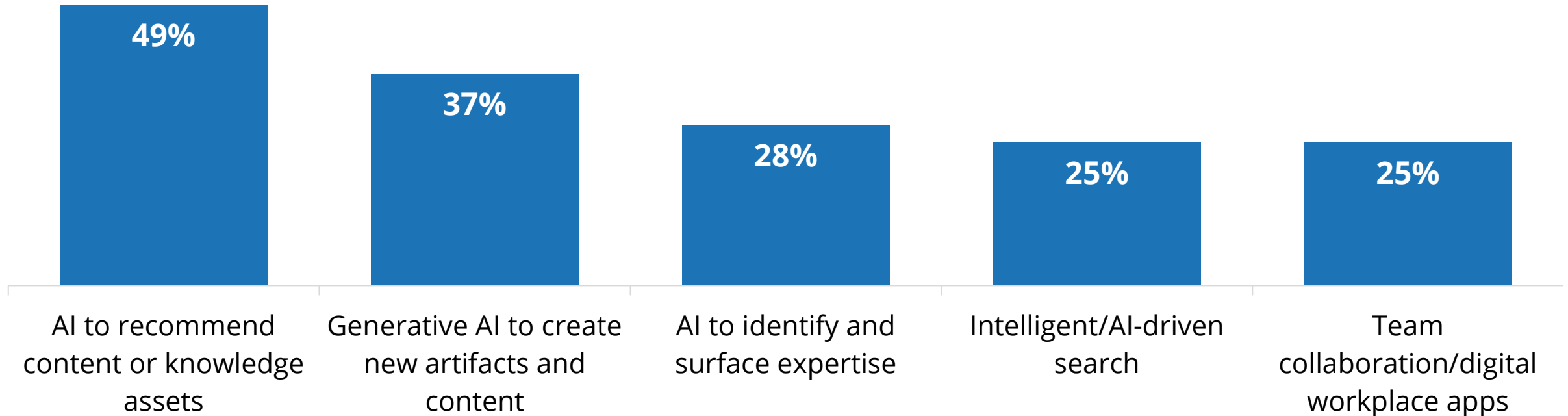
Technologies such as AI to surface expertise, autotclassification and robotic process automation are not the top priority for most KM teams right now. But the continued focus on business priorities such as operational efficiency, intelligent enterprise and continuous learning may require even more emphasis on automation and AI generated expertise in the future.



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TOP 5 TECHNOLOGIES IMPORTANT TO KM IN THE NEXT 3 YEARS

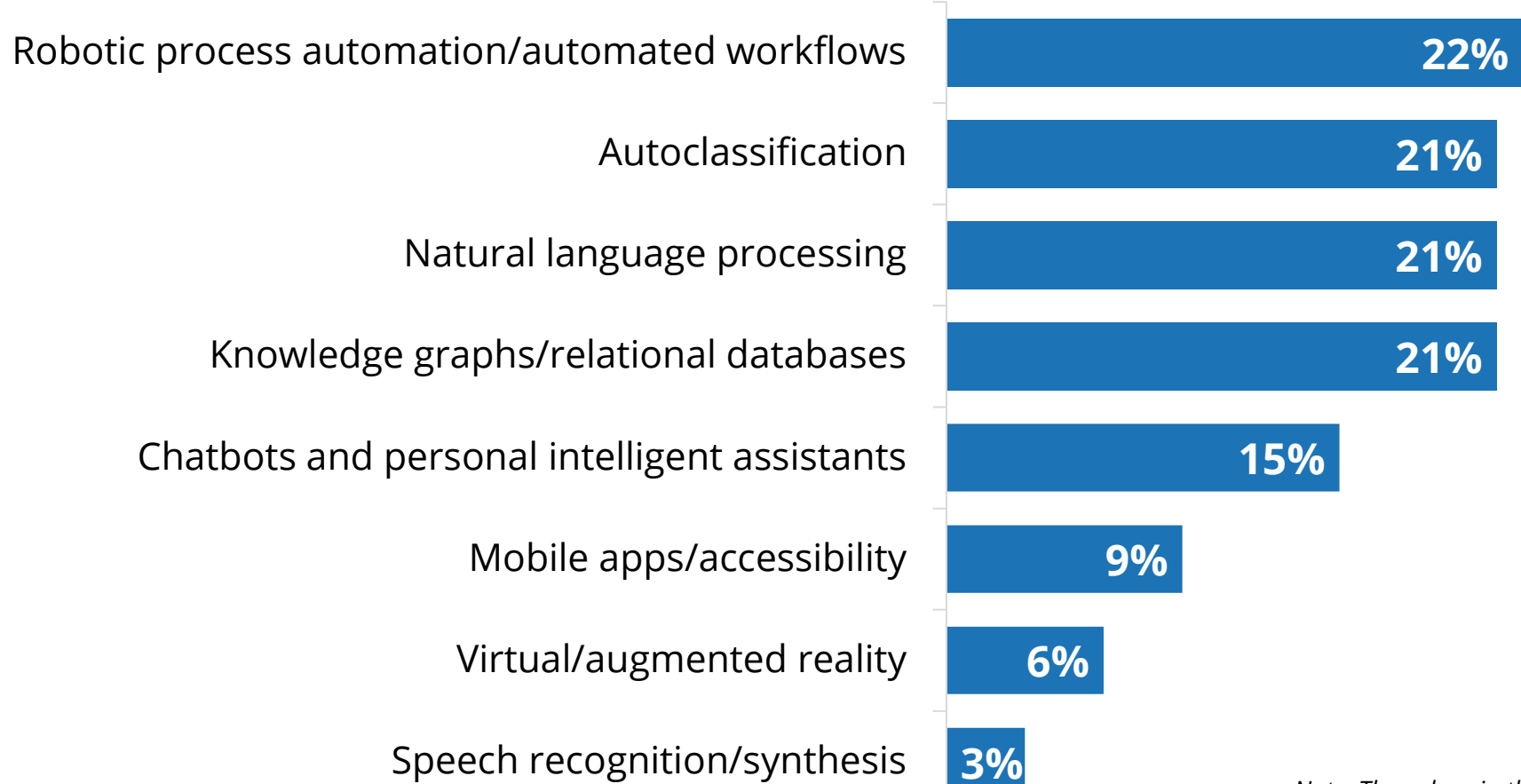
As respondents look into the future, the need for intelligent technology continues to take center stage. Going forward, the most important technologies for KM to embrace focus heavily on AI and generative AI — to recommend and create new content, improve search, and surface expertise. Team collaboration will continue to remain central to KM's mission.



Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question. N=222

ADDITIONAL TECHNOLOGIES IMPORTANT TO KM IN THE NEXT 3 YEARS

As respondents look into the future, the need for intelligent technology continues to take center stage. Going forward, the most important technologies for KM to embrace focus heavily on AI and generative AI — to recommend and create new content, improve search, and surface expertise. Natural language processing and knowledge graphs will also remain a focus.



Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question. N=222

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OPPORTUNITIES & THREATS

TOP 5 OPPORTUNITIES FOR KM TO CAPITALIZE ON RIGHT NOW

- 38%** Employees are frustrated with chaotic, disorganized information repositories
- 36%** Employee retirements and churn make it critical to capture/transfer knowledge
- 34%** New technology like AI can help KM scale and deliver more value
- 30%** Leaders are recognizing the risk of knowledge gaps and siloes
- 28%** KM is essential as organizations strive to reskill and upskill employees

Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question.

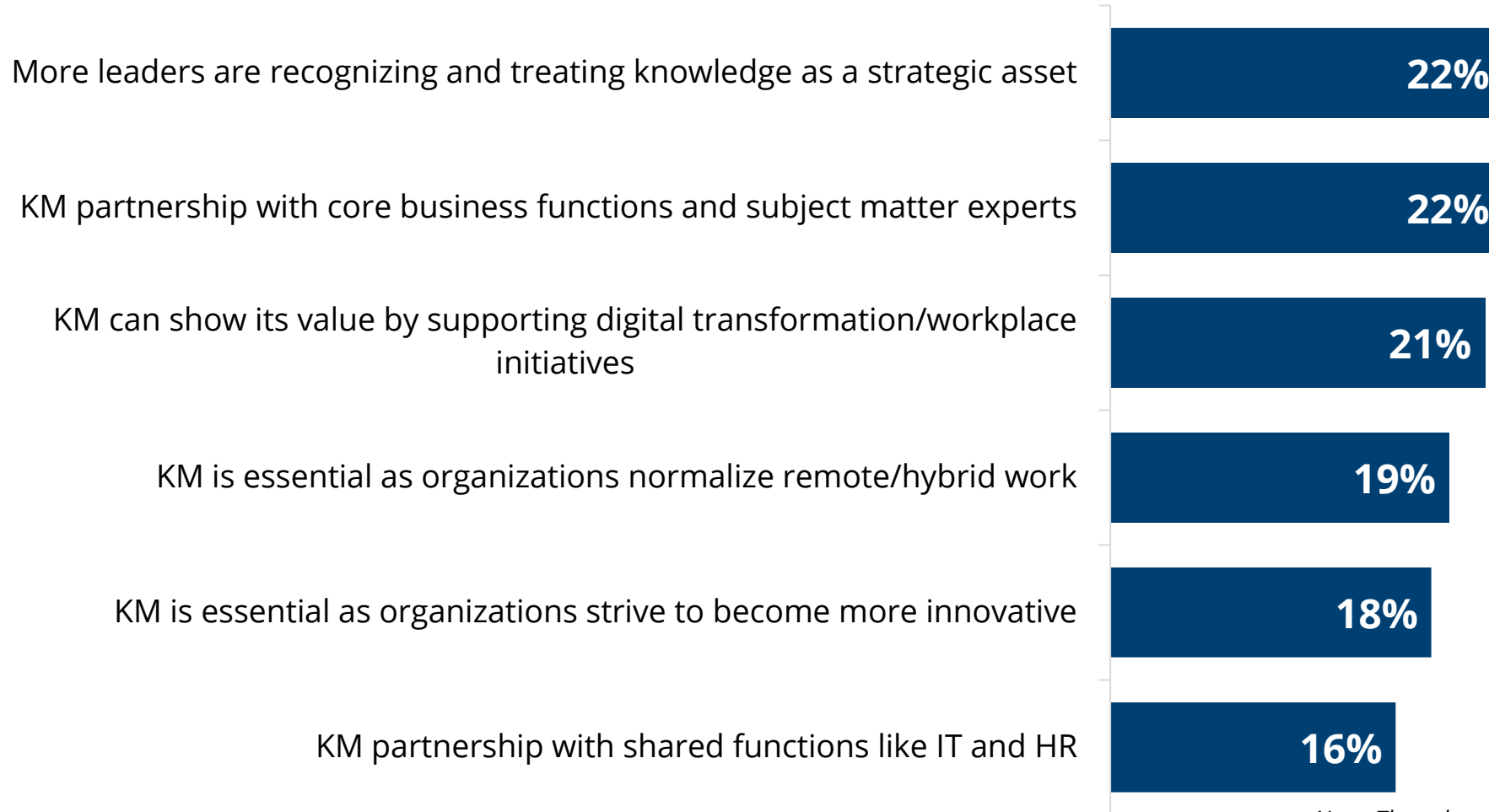
Respondents continue to identify disorganized repositories as a top priority pain point for KM to capitalize on. By optimizing the structure and management of information, KM teams ensure employees have access to the appropriate knowledge, which in turn can address concerns over identifying critical knowledge and transferring expertise.

New technology like generative AI is now a top priority for KM, allowing teams to focus more heavily on effective content management practices and partner with the business to build solid use cases to leverage AI.



ADDITIONAL OPPORTUNITIES FOR KM TO CAPITALIZE ON RIGHT NOW

Respondents feel strongly about leaders recognizing knowledge as a strategic asset. Other priorities such as KM partnership with core business functions and shared functions like IT and HR continue to remain important for KM teams to thrive.



Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question. N=228

TOP 5 THREATS TO KM RIGHT NOW

The biggest threats to knowledge management are not new but are beginning to shift in priority.

Leaders now see KM as a higher priority than previously reported. This is likely due to the acceleration of new technology like generative AI and the realization that KM can help support the successful implementation of this capability with better content management and change management.

Employees continue to face constant change, and deal with unreceptive cultures, insufficient KM measures, and a lack of reward structures for knowledge sharing.

48%

Employees are overworked and don't think they have time for KM

43%

KM's impact is hard to measure, which complicates funding and buy-in

39%

Leaders are focused on (what they see as) more urgent problems or opportunities

38%

People are dealing with a lot of change, which makes it harder to motivate new behaviors

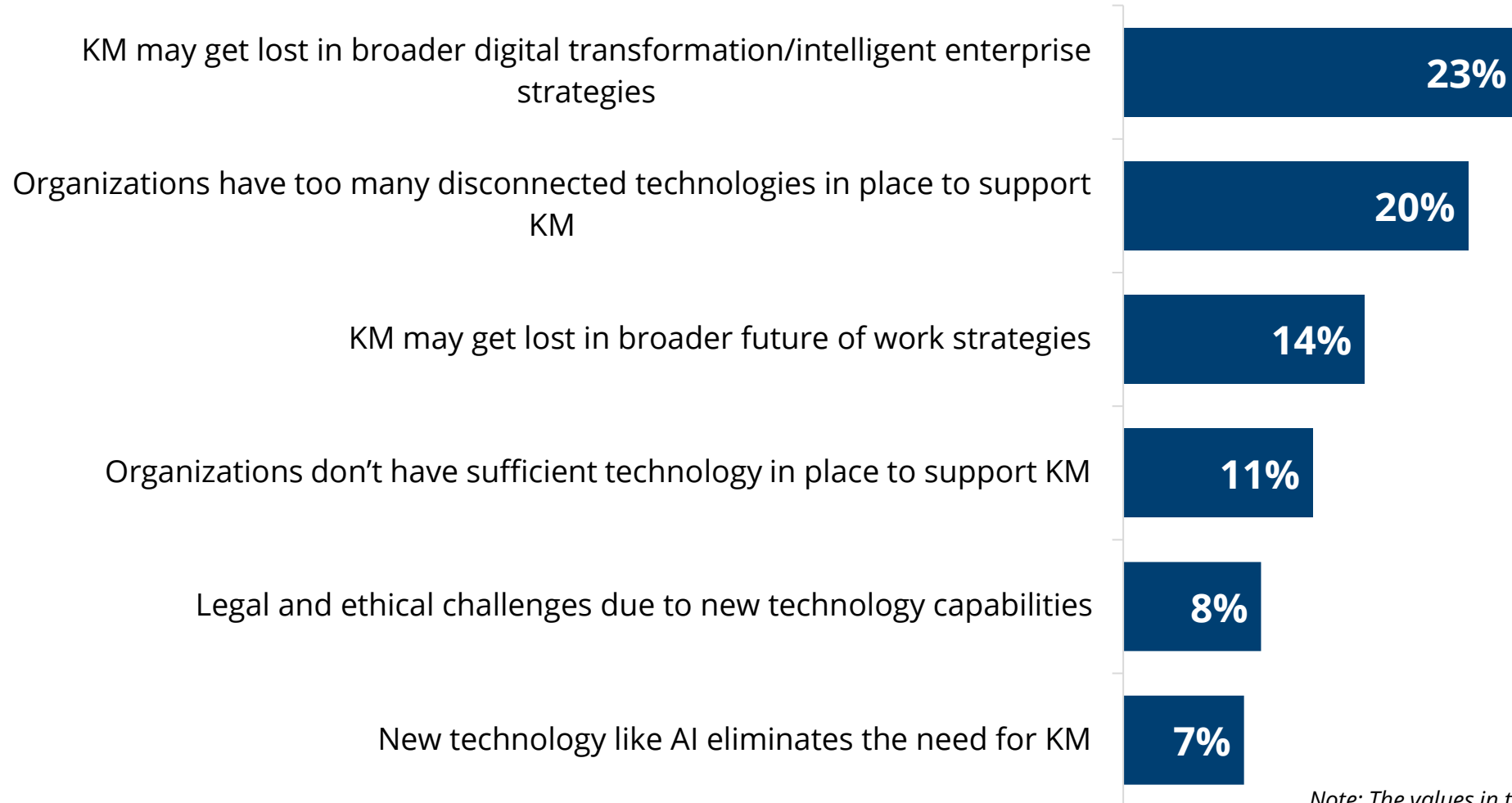
35%

Organizational culture does not incentivize knowledge sharing and reuse

Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question. N=221

ADDITIONAL THREATS TO KM RIGHT NOW

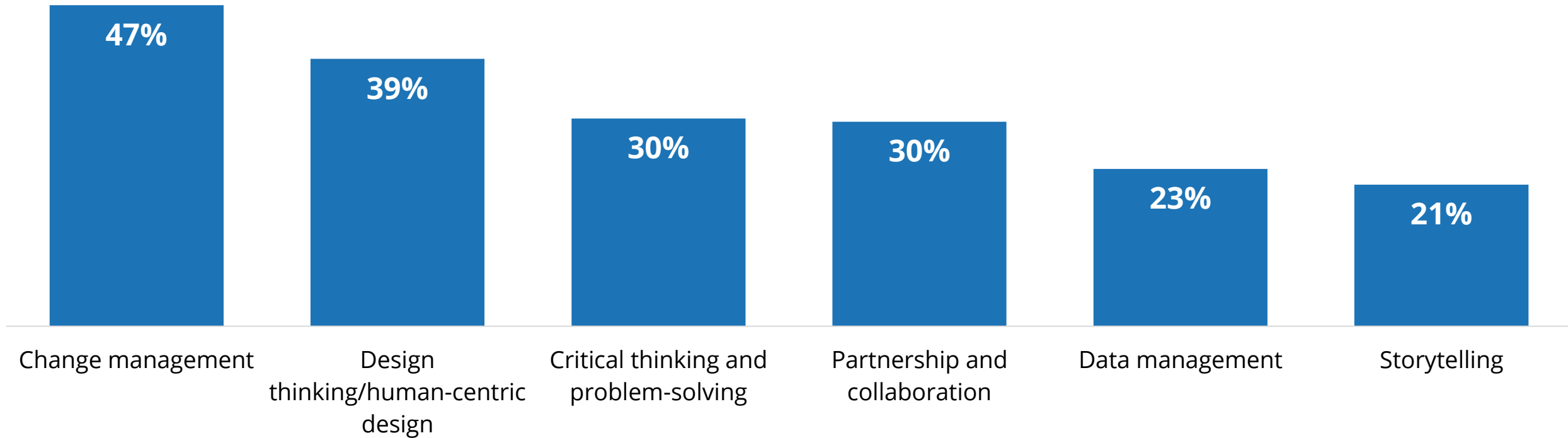
Twenty percent or more of respondents also believe KM gets lost in broader digital transformation strategies and that some organizations still have too many disconnected technologies to support. Additionally, some organizations believe that KM can get lost in broader future of work strategies (the ongoing evolution of work and workplaces).



Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question. N=221

TOP 6 SKILLSETS FOR KM TO DEVELOP RIGHT NOW

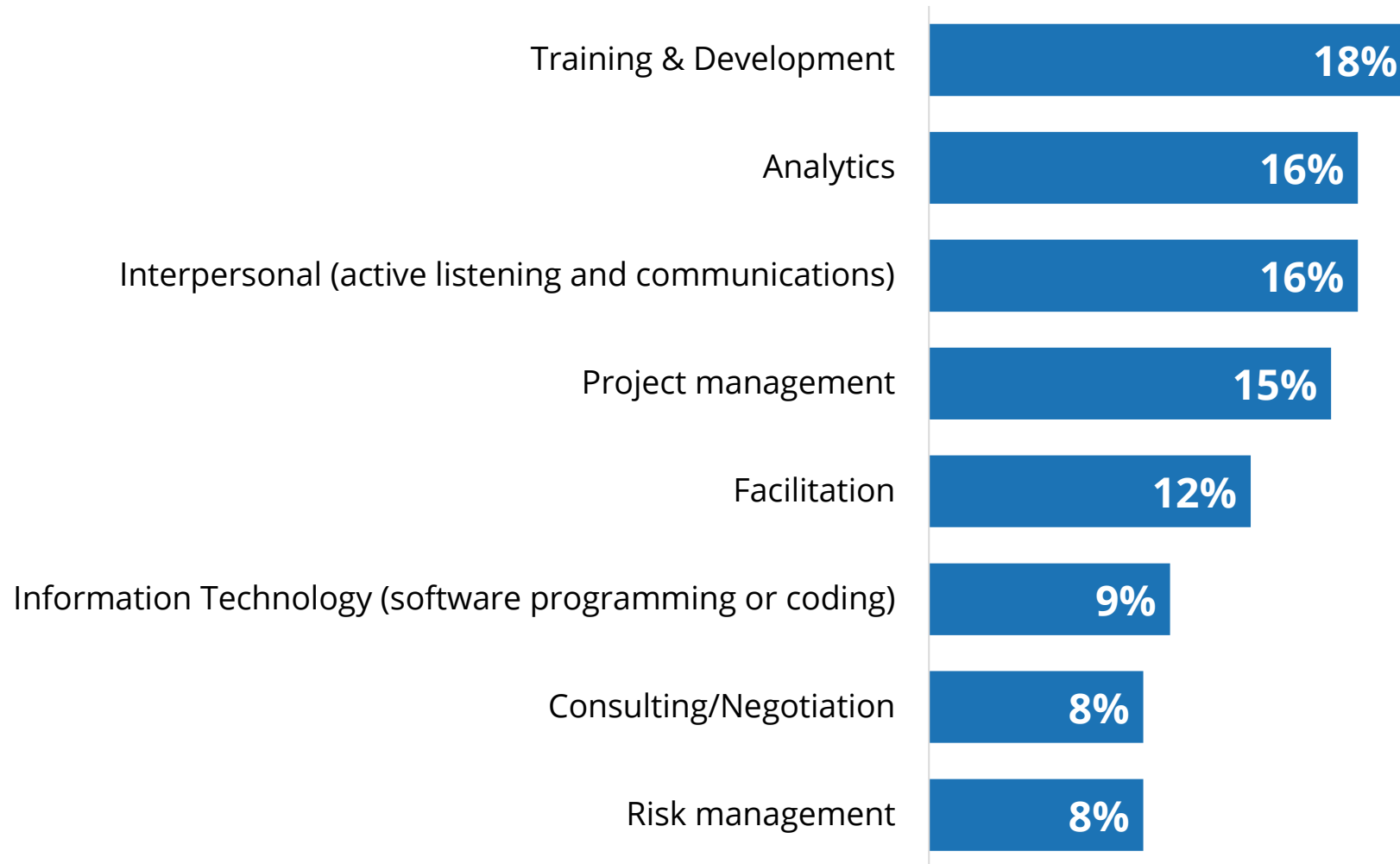
Change management and design thinking remain at the top of in-demand skills for KM teams to develop. Almost one-third of respondents now report critical thinking and problem solving along with partnership and collaboration as top skillsets. Most organizations likely see value in partnering with KM to enhance their ability to leverage AI for business value.



Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question. N=219

ADDITIONAL SKILLSETS FOR KM TO DEVELOP

A good number of respondents continue to report the need for KM teams to develop skills such as training and development, analytics, interpersonal and project management skills.



Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question. N=219

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RELEVANT RESOURCES

KNOWLEDGE MANAGEMENT

Recommended Content

- » [Knowledge Management Expertise Page](#)
- » [APQC Knowledge Management Blogs](#)
- » [Exploring APQC's Knowledge Flow Process](#)
- » [20 Questions to Ask Yourself When Developing a KM Business Case](#)
- » [Eleven Practices of Highly Effective KM Programs](#)
- » [The Role of Technology in KM: Pulse Survey Summary Report](#)
- » [Measure How Your KM Program Makes a Difference](#)

Collections

- » [Knowledge Management Overviews](#)
- » [APQC's Knowledge Management Essentials](#)
- » [Achieving KM Maturity and Business Impact](#)
- » [Managing Content so It's Fresh and Findable](#)
- » [Key Measures for Knowledge Management](#)
- » [Making Change Management Mindful](#)
- » [2023 Excellence in Knowledge Management](#)

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SURVEY DEMOGRAPHICS

PARTICIPANT DEMOGRAPHICS

Top 10 Industries	
Government/Military	19%
Services/Legal/Professional	17%
Non-Profit/Education	11%
Pharmaceutical/Healthcare	10%
Software/Technology	5%
Consumer Products/Packaged Goods/ Food & Beverage	5%
Financial Services/Banking	4%
Aerospace	4%
Utility/Energy	4%
Petroleum/Chemical/Oil	3%

Other Industries Not Shown: Mining/Steel, Insurance, Distribution/Transportation, Retail and Wholesale, Construction, Automotive, Telecom, Industrial Products, Electronics, Agriculture, Media and Entertainment/Travel, Waste Management/Environmental, & Rental. .

FTEs	
Fewer than 999	29%
1,000-9,999	37%
10,000 or more	34%

Organizational Role	
Head of Business (Chairman, CEO, President, VP/Senior Executive, etc.)	11%
Director/Senior Manager	32%
Manager	23%
Specialist/Analyst	34%

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