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FALL 2015 Edition

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The State of Knowledge Management: 2015-16 KMWorld Survey

BY JOE MCKENDRICK

Knowledge management (KM)—encompassing the ability to capture and share an organization's information assets—is more critical than ever as the digital economy becomes increasingly prevalent. However, few organizations have solidified their KM efforts enough to fully embrace these opportunities. For organizations that are leading the way in KM, there are new avenues to do so, by leveraging emerging cloud-based services as well as converging their efforts with big data initiatives.

These are the key findings of a new survey of 483 executives and managers who are subscribers to *KMWorld* magazine, published by Information Today, Inc. Survey respondents hold a variety of job roles and represent a wide range of organization types, sizes, and industry verticals. One-fourth are director/manager/chief/head/supervisors, and another quarter hold knowledge management titles. More than one-third work for very large organizations with more than 10,000 employees. By industry group, the largest sectors represented include government, banking, insurance, financial services, real estate/legal, and education.

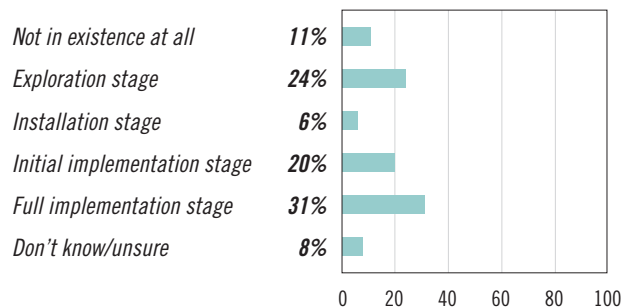
Key highlights and findings from the survey, which provide new insights into the state of knowledge management in today's enterprises, include the following:

- ◆ **Fully functioning KM systems are still few and far between.** About one-third, 31%, indicate they have fully implemented a comprehensive, enterprise-scale knowledge management system on premises. Another 35% either do not yet have such systems, or are still in the exploration stage. KM as a separate discipline is still new to many organizations. A large segment, 42%, indicate their KM efforts are in the early stages, in existence for 3 years or less. One-third have had programs underway for 5 years or more.
- ◆ **KM efforts lack strategic focus.** The main challenge with KM is it is that knowledge sharing not integrated into daily work, cited by 54%. Another 54% say infor-

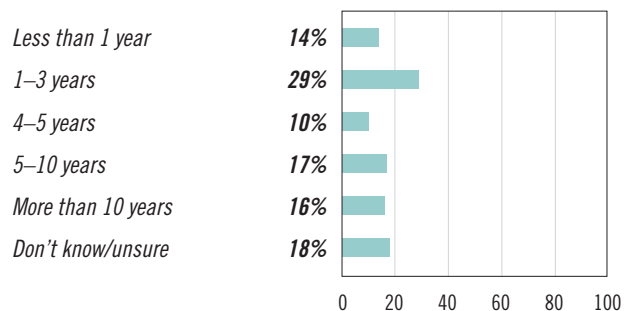
mation is too siloed to allow for knowledge sharing. Half of the executives and professionals say there is too little understanding of the strategic value of KM. In fact, only 11% can say they are “highly satisfied” with the strategic performance of their organization's KM.

- ◆ **KM leadership is scattered or non-existent.** About one-third, 31%, also have a dedicated KM executive or department to oversee their organizations' KM activities. Another 30% simply rely on individual employees to see KM efforts through. KM activities tend to be budgeted into departmental budgets—only 21% have a dedicated KM budget, while 24% say they have a combined KM and departmental budget. Forty-three percent of respondents do not treat KM as a separate line item at all. The most likely area of the business funding KM efforts is information technology. Thirty-seven percent anticipate their KM budgets will grow over the coming year.
- ◆ **More KM assets and activities are moving to the cloud.** Three-fourths of respondents indicate they maintain at least one KM repository within their enterprise. Among this group, 38% say they are using the cloud for their KM repositories, while 44% have on-premises systems. Sixty-two percent predict they will be moving more assets to the cloud over the next three years.
- ◆ **Big data is challenging many KM professionals and projects.** A majority, 57%, report they are challenged, to some degree, with addressing the requirements of managing big data sets (large volume, variety of formats, rapid velocity) at this time. However, there needs to be more collaboration between KM professionals and those working with big data technologies. Twenty percent say these two sides do not collaborate at all, and another 25% are simply not aware of what collaborative efforts may be underway. Another 35% say there is some level of collaboration between KM and data teams. In 14% of the organizations, the KM and data teams are actually one and the same.

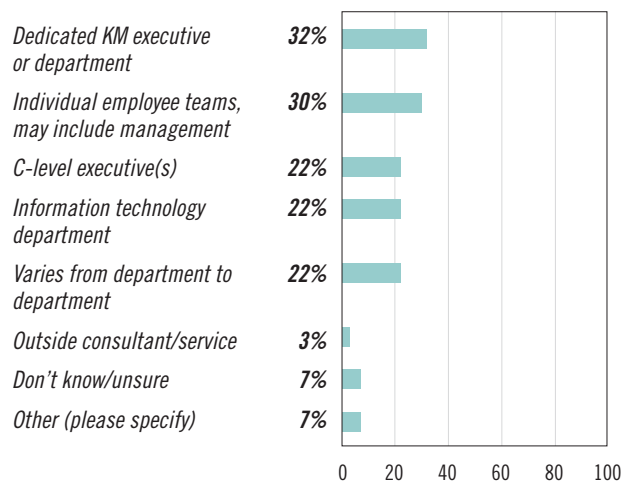
1. What is the current status of knowledge management (KM) in your organization—defined as the formal process of capturing, distributing, and effectively using enterprise information assets?



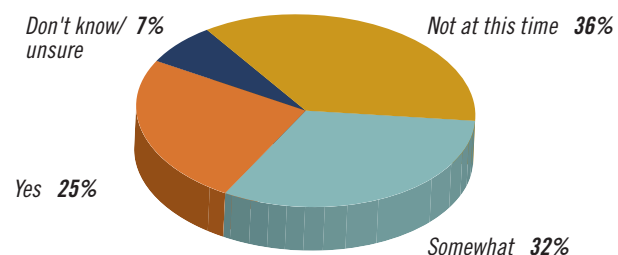
2. If you have already implemented KM, how long have you been conducting KM activities in your organization?



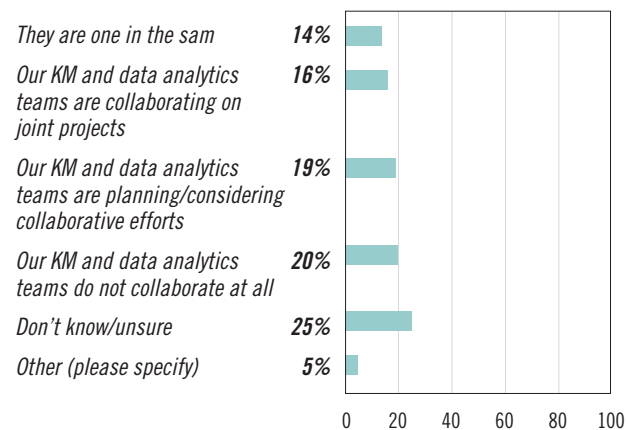
3. Who oversees your organization's KM activities?



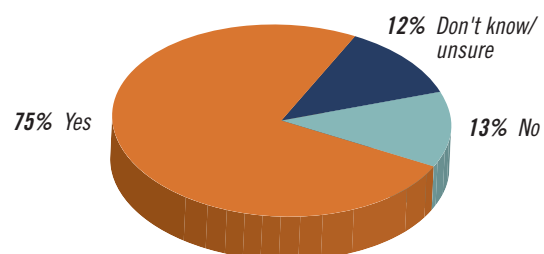
4. Is your KM team (or teams) challenged with addressing the challenges of managing big data sets (large volume, variety of formats, rapid velocity) at this time?



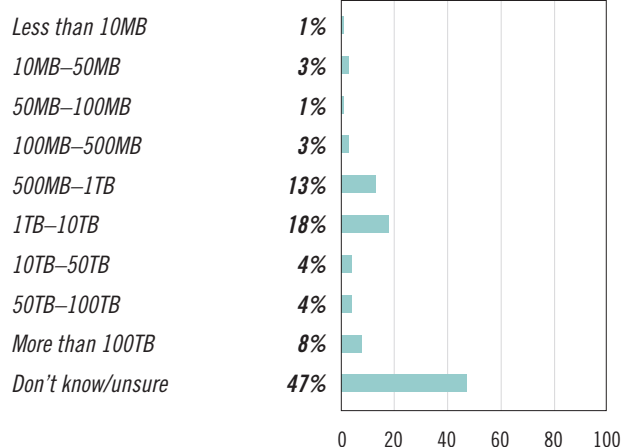
5. How closely is your KM team (or teams) aligned with your organization's big data analytics initiatives?



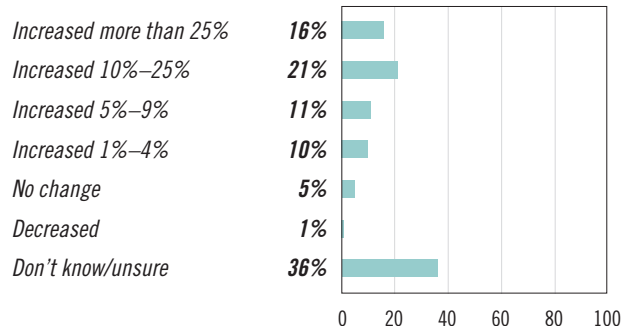
6. Does your organization maintain one or more KM repositories?



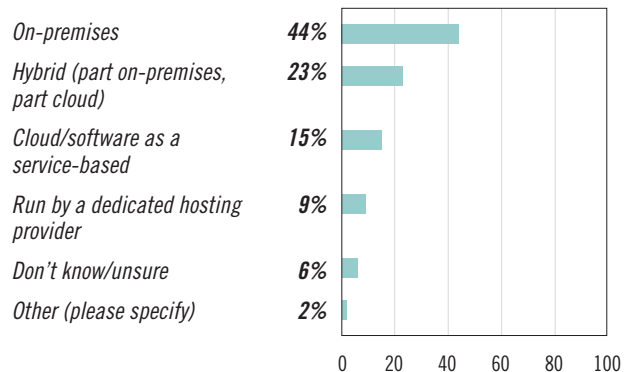
7. What is the total size of your working KM repository(ies)?



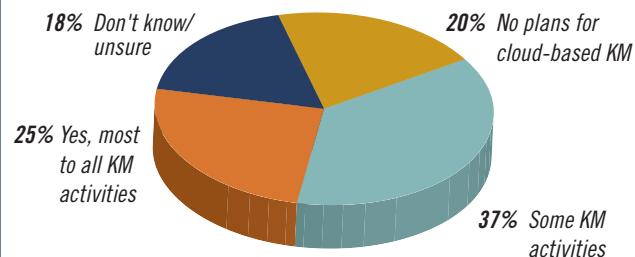
8. How has the size of your KM repository(ies) changed over the past year?



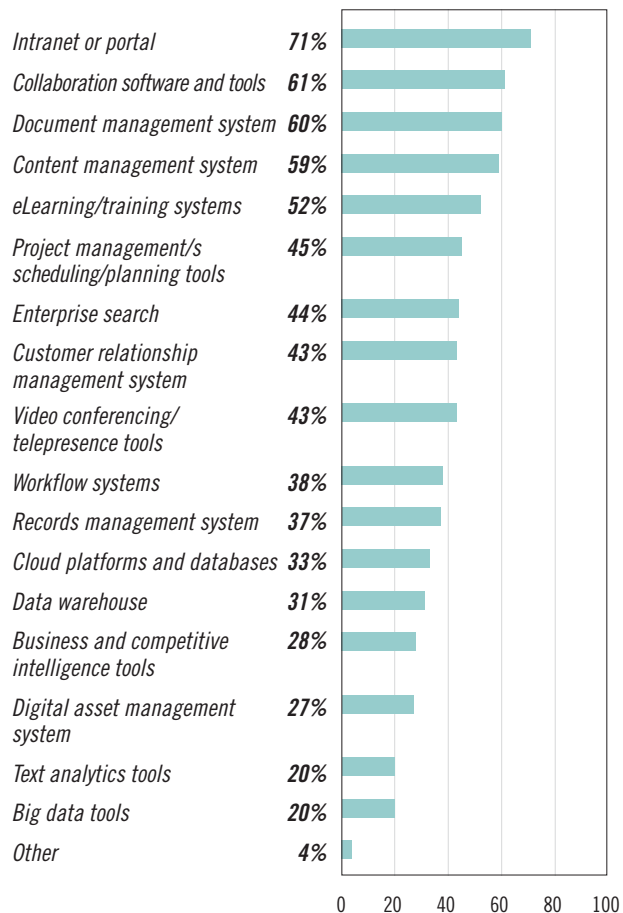
9. Where is most of your KM system hosted?



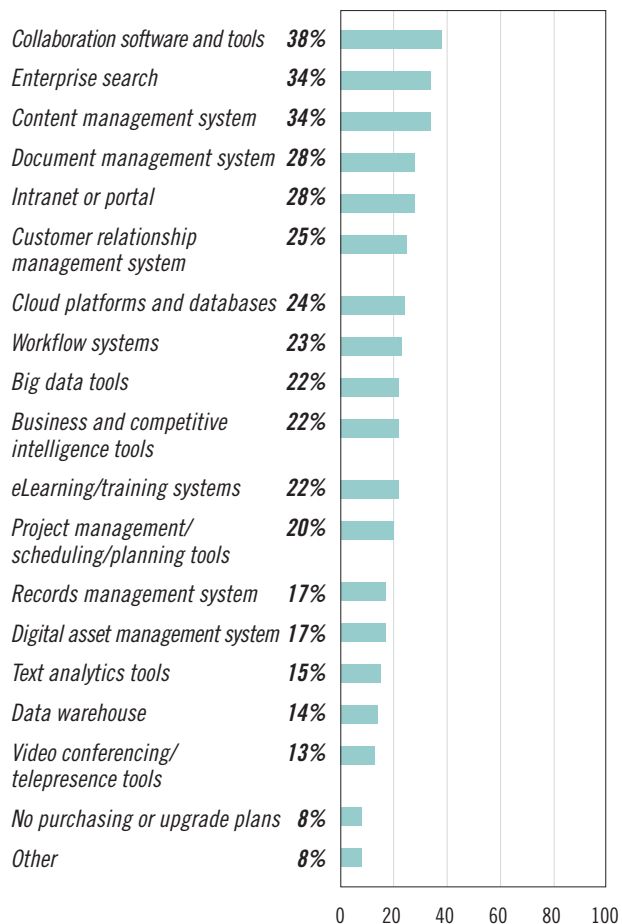
10. Do you anticipate moving more KM activities to the cloud over the next 3 years?



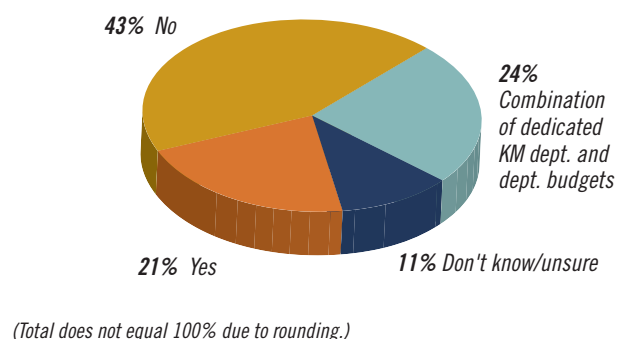
11. Which systems, processes, and resources does your organization currently employ for KM?



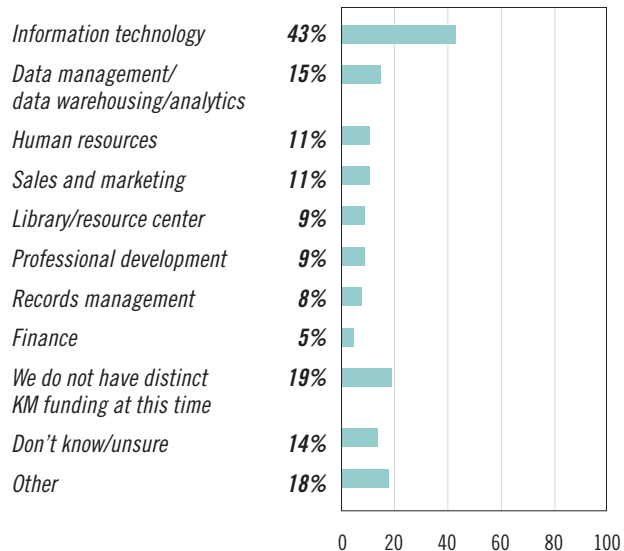
12. Which systems, processes, and resources are priorities for your organization in the next 12 months?



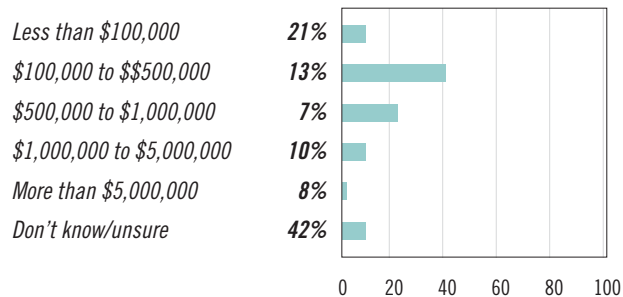
14. Does your organization have a separate KM budget?



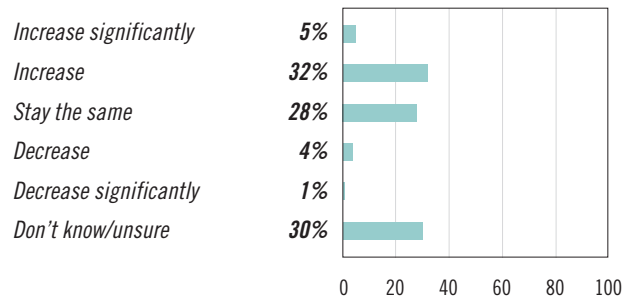
15. Which department, if any, is KM funding included in?



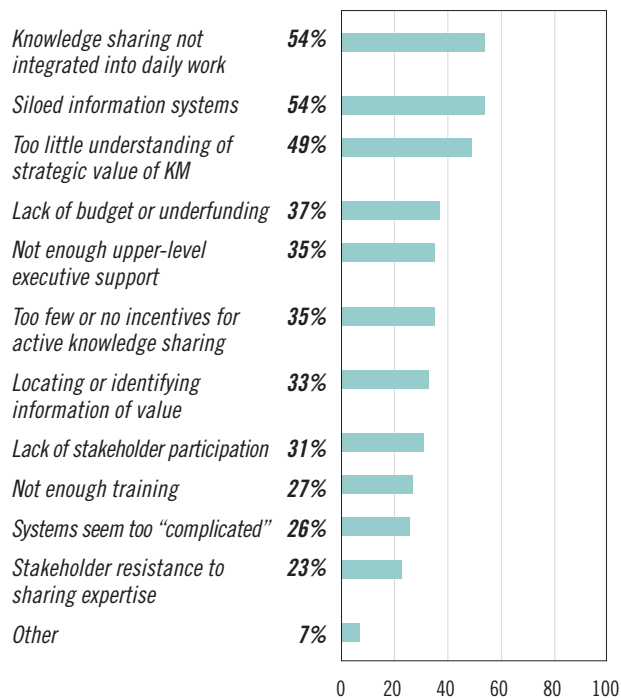
13. What is your estimated organizational annual budget for the systems, products and services mentioned in the questions above?



16. How will KM funding in your organization change in 2016?



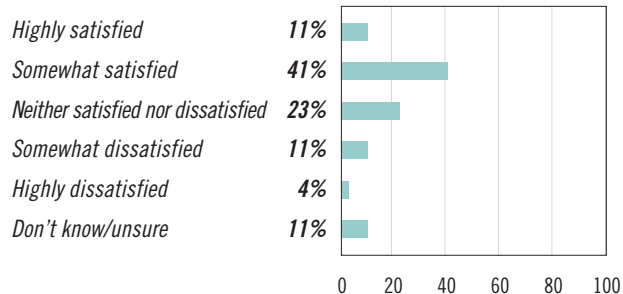
17. What are the biggest hurdles in implementing KM in your organization?



19. Please rate the level at which you expect KM activities to contribute to your organization's abilities to meet the following priorities over the next 3 years on a scale of 0 to 5, from "0" meaning no role at all to "5" meaning a highly visible role

	0	1	2	3	4	5
Revenue growth	17%	7%	17%	26%	25%	8%
Customer satisfaction/loyalty	5%	8%	12%	22%	28%	24%
Profit growth	19%	10%	17%	25%	22%	8%
New markets	18%	9%	19%	23%	18%	13%
Increased market share	21%	11%	17%	21%	19%	11%
Innovation	4%	4%	17%	20%	32%	22%
Cost cutting/expense reduction	8%	7%	17%	27%	24%	16%
New product development	11%	11%	17%	25%	26%	10%
Sales and marketing	16%	10%	20%	25%	19%	11%
Employee acquisition	17%	19%	22%	17%	16%	8%

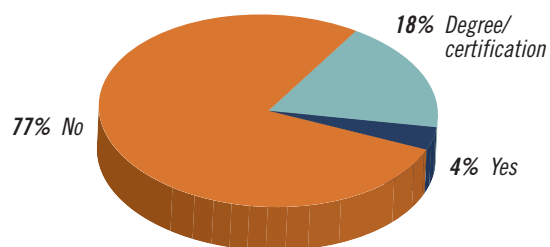
18. How would you rate your organization's satisfaction with the strategic performance of KM-related activities?



20. Please rate the importance of the following KM objectives to your organization on a scale of 0 to 5, from "0" meaning not important at all to "5" meaning of critical importance

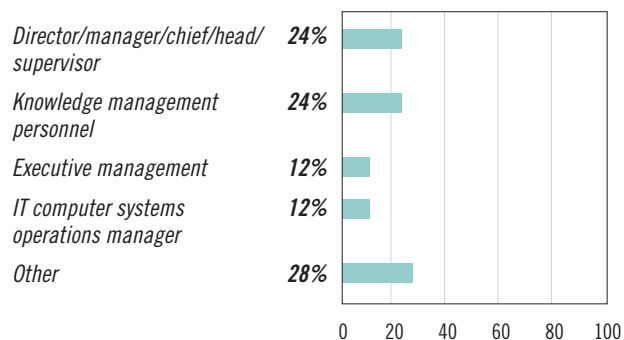
	0	1	2	3	4	5
Support product innovation and development with information resources	4%	9%	15%	20%	31%	21%
Accelerate new product innovation and development	7%	11%	16%	23%	25%	18%
Capture and document employee expertise	2%	5%	11%	20%	28%	34%
Facilitate organizational learning	2%	6%	13%	17%	33%	30%
Manage actionable information for analytics	6%	10%	15%	22%	27%	19%
Boost collaboration and information sharing between employees	3%	5%	6%	17%	31%	39%
Boost collaboration and information sharing with outside partners/customers	7%	10%	14%	21%	27%	21%
Bring outside innovation and knowledge resources into the organization	10%	9%	19%	21%	25%	15%
Collect and share information on best practices	3%	3%	10%	18%	32%	34%
Enhance individual employee productivity/output	2%	5%	9%	18%	29%	36%
Manage intellectual property rights	16%	13%	16%	22%	16%	16%

21. Do you hold a specialist Knowledge Management qualification, such as a certification or degree?

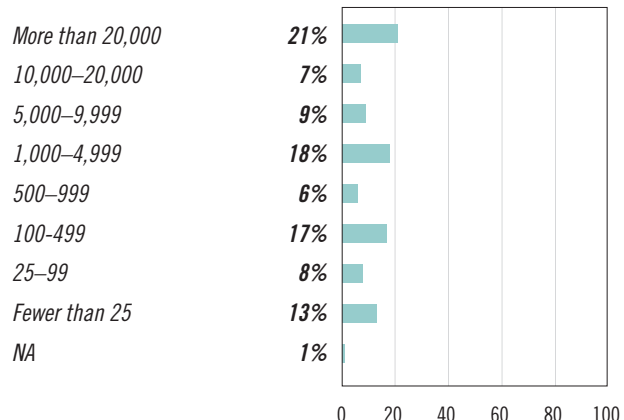


(Total does not equal 100% due to rounding.)

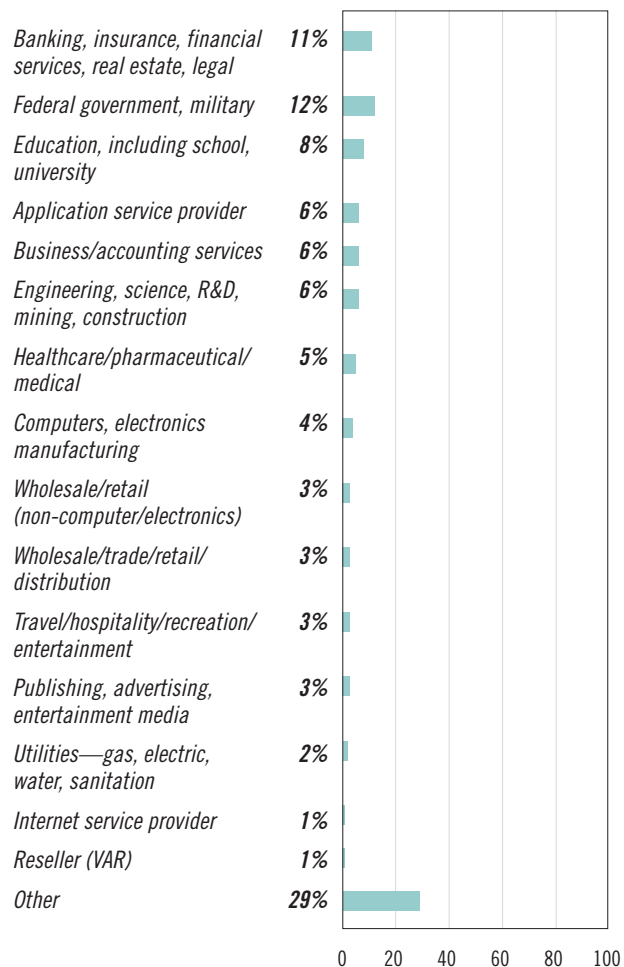
22. What is your primary department?



23. How many employees are in your organization?



24. What is your primary business or activity?



The State of Knowledge Management: 2015-16 KMWorld Survey



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› Contracting › Mobile Work Force Management › Business Process Outsourcing
Bonus Distribution: Gartner BPM Summit

FEBRUARY

E-DISCOVERY • RM/RETENTION PRACTICES/EMAIL/COMPLIANCE
› Enterprise Search/Information Access › Records Management
› Email Management › Information Governance › Legal Hold › Document Life Cycle Management › Storage/Archive
Bonus Distribution: LegalTech NYC

FEBRUARY

DIGITAL ASSET & VIDEO MANAGEMENT • STORAGE/FORMAT/MOBILITY/RIGHTS & PERMISSIONS
› Large File Indexing › Metadata Creation › Brand Asset Management
› Digital Library and Preservation › Cloud vs. On-Premises
› Production Asset Management › Encoding/Decoding
Bonus Distribution: LegalTech NYC

MARCH

INFORMATION ANALYTICS • BI/DATA MINING/HADOOP
› Structured/Unstructured Integration › Predictive BI › Real-Time Data › ETL
› Data Mining › Big Data as a Service › Semantic Analysis
Bonus Distribution: Gartner BI and Analytics

APRIL

ENTERPRISE CONTENT MANAGEMENT • ECM/EDMS/DRM/KM
› Web Content Management › Document/Image/Forms Management
› Digital Asset Management › Cloud and Mobile Applications
› Regulatory Compliance › Case Management › Records Management
Bonus Distribution: AIIM

APRIL

KM FOR FINANCIAL SERVICES • ECM/EDMS/DRM/KM
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› Digital Asset Management › Cloud and Mobile Applications
› Regulatory Compliance › Case Management › Records Management
Bonus Distribution: AIIM

MAY

KM FOR CUSTOMER EXPERIENCE • CLASSIFICATION/TAXONOMIES/ANALYTICS
› Knowledgebases › Contact Center › Customer Relationship Management
› Help Desk › Service Management › Knowledge Management
› Incident Management › Web Experience Management
Bonus Distribution: CRM Evolution, Customer Service Experience, MER, Data Summit

JUNE

ENHANCING SHAREPOINT • RM/STORAGE/SOCIAL NETS
› Cloud Storage › Search › Office 365 Migration › Records Management
› Collaboration › Portals › Security
Bonus Distribution: SharePoint Symposium

JULY

CLOUD COMPUTING • APIS/IAAS/SAAS
› Off-Site vs. On-Prem › Security and Privacy › Public/Private/Hybrid
› Information Governance › Infrastructure/Platforms › Open Source › Mobile
Bonus Distribution: TBD

AUGUST

INTELLIGENT SEARCH • METADATA/ANALYTICS/TEXT MINING
› Semantic Search › Cognitive Computing › Natural Language Processing
› Keyword › Storage Management › Mobile Applications › Security and Permissions
Bonus Distribution: Enterprise Search & Discovery

SEPTEMBER

INFORMATION GOVERNANCE • EMAIL MANAGEMENT/E-RECORDS/RISK MANAGEMENT
› E-Discovery › Information Governance › Document Life Cycle Management
› Retention Management › Archive › Legal Hold › Security › Business Continuity
Bonus Distribution: ARMA

OCTOBER

WEB CONTENT MANAGEMENT • WEB CONTENT MANAGEMENT
› Content Management › Search Engine Optimization › Privacy and Security
› Customer Experience Management › Offline/Online/Hybrid Processing
› Automated Templates › Workflow Management
Bonus Distribution: KMWorld 2016

OCTOBER

KM FOR HEALTHCARE • WEB CONTENT MANAGEMENT
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Bonus Distribution: KMWorld 2016

NOVEMBER

MOBILE WORKFORCE • BYOD/MWFM/PDAs
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› Wi-Fi and 4G › Security › Smartphone Apps › Social
Bonus Distribution: KMWorld 2016; Enterprise Search & Discovery, Taxonomy Boot Camp, SharePoint Symposium, Gilbane Conference

DECEMBER

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› Content Management › Document Management › Enterprise Search
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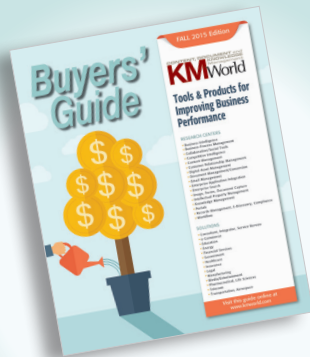
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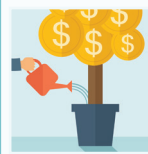
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- *Engagement Management*
- *Customer Engagement Optimization*
- *Security Intelligence*
- *Fraud, Risk & Compliance*

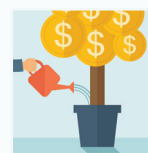


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Index to Research Centers

	Big Data	Business Intelligence	Business Process Management	Collaboration	Competitive Intelligence	Content Management	Customer Relationship Management	Digital Asset Management	Document Management/Conversion	E-mail Management	Enterprise Application Integration	Enterprise Search	Image, Forms, Document Capture	Intellectual Property Management	Knowledge Management	Mobile	Records Management, E-Discovery, Compliance	SharePoint	Workflow
A2iA Corp.	•	•	•			•			•				•		•	•	•		•
Accusoft				•		•			•				•		•	•	•	•	
Adlib	•	•	•	•		•		•	•			•	•		•		•	•	•
Attivio	•	•				•			•	•	•	•	•		•		•	•	
Connotate	•	•		•	•	•		•			•	•	•	•	•		•		•
Incentive, Inc.				•		•		•	•			•		•	•	•		•	•
Magnitude Software		•	•												•				•
Noetix By Magnitude Software		•													•				
Verint	•	•	•	•			•			•	•	•			•	•	•		•



Index to Solutions

	Consultant, Integrator, Service Bureau	e-Commerce	Education	Energy	Financial Services	Government	Healthcare	Insurance	Legal	Manufacturing	Media/Entertainment	Pharmaceutical, Life Sciences	Telecom	Transportation, Aerospace
A2iA Corp.	•				•	•	•	•					•	
Accusoft	•		•	•	•	•	•	•	•	•	•	•	•	•
Adlib				•	•	•	•	•	•	•		•		•
Attivio				•	•			•	•	•		•		
Connotate	•			•	•	•	•	•	•	•	•	•		
Incentive, Inc.	•		•	•	•	•		•	•	•	•	•	•	•
Magnitude Software		•	•	•	•	•	•	•	•	•	•	•	•	•
Noetix By Magnitude Software		•	•	•	•	•	•	•	•	•	•	•	•	•
Verint			•	•	•	•	•	•		•	•	•	•	•