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The State of Knowledge Management: 2015-16 KMWorld Survey

BY JOE MCKENDRICK

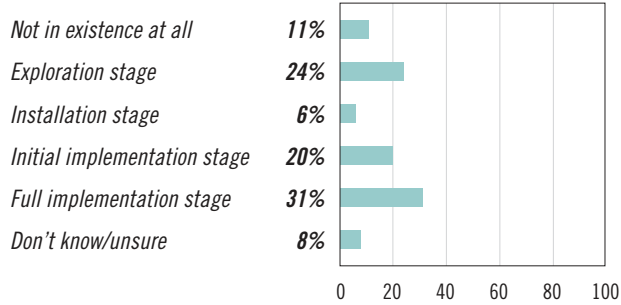
Knowledge management (KM)—encompassing the ability to capture and share an organization’s information assets—is more critical than ever as the digital economy becomes increasingly prevalent. However, few organizations have solidified their KM efforts enough to fully embrace these opportunities. For organizations 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.

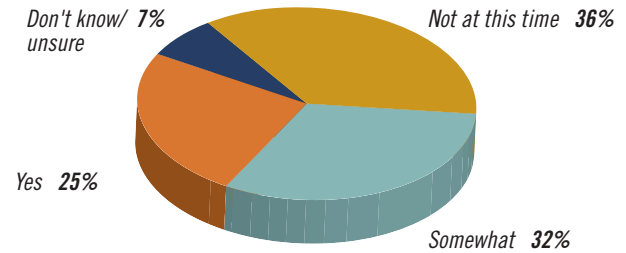
Key highlights and findings from the survey, which provide new insights into the state of knowledge management in today’s enterprises, include the following:

- ◆ **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 information 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.

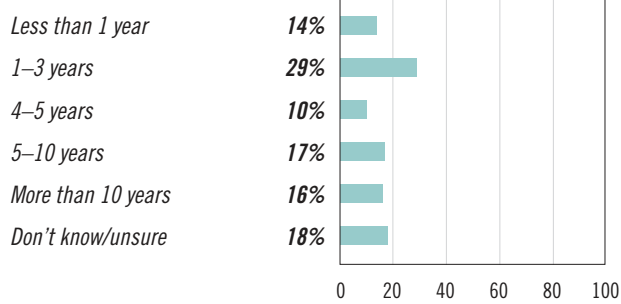
1. What is the current status of knowledge management (KM) in your organization—defined as the formal process of capturing, distributing, and effectively using enterprise information assets?



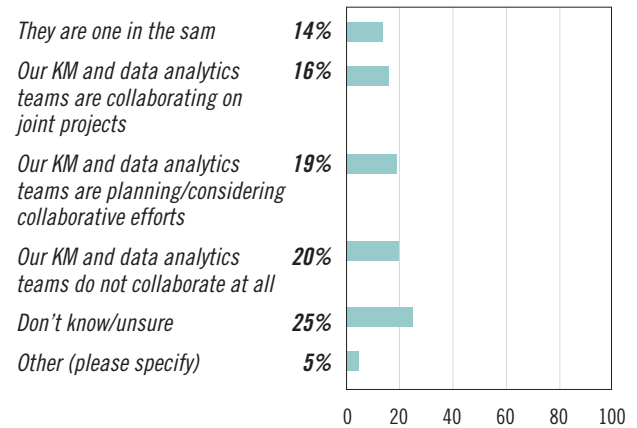
4. Is your KM team (or teams) challenged with addressing the challenges of managing big data sets (large volume, variety of formats, rapid velocity) at this time?



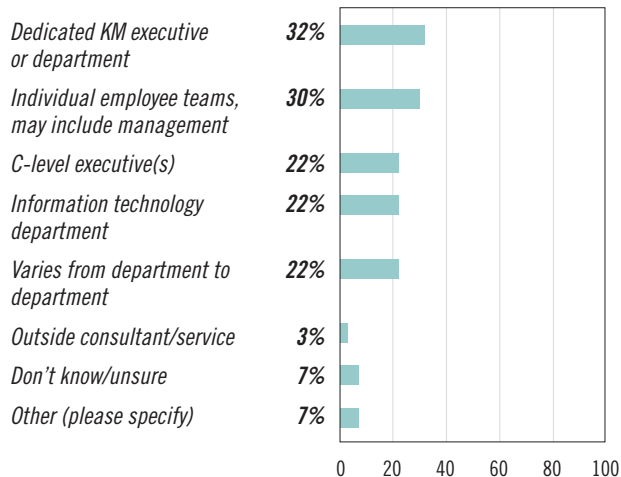
2. If you have already implemented KM, how long have you been conducting KM activities in your organization?



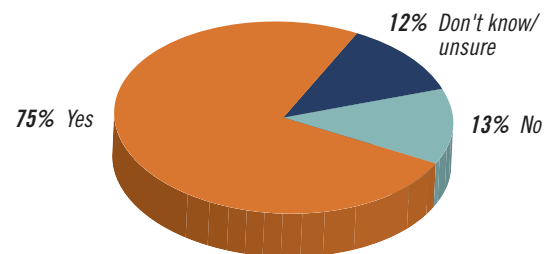
5. How closely is your KM team (or teams) aligned with your organization's big data analytics initiatives?



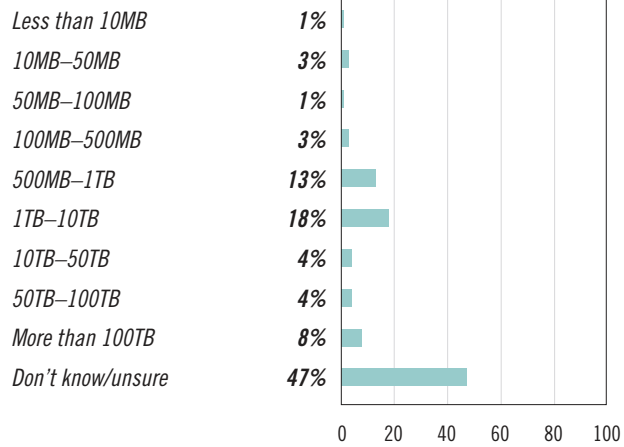
3. Who oversees your organization's KM activities?



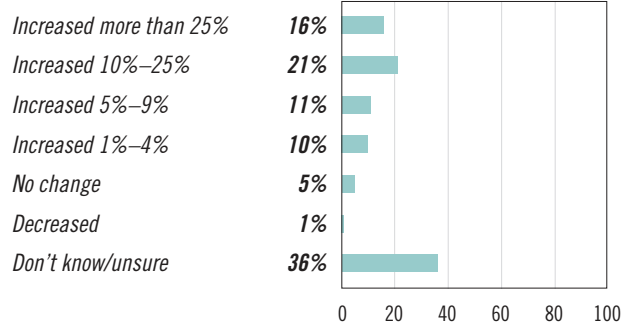
6. Does your organization maintain one or more KM repositories?



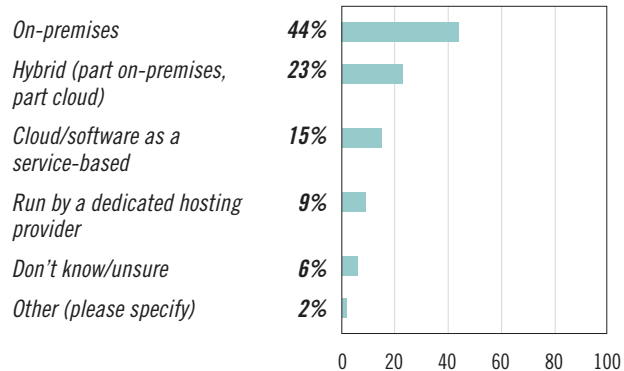
7. What is the total size of your working KM repository(ies)?



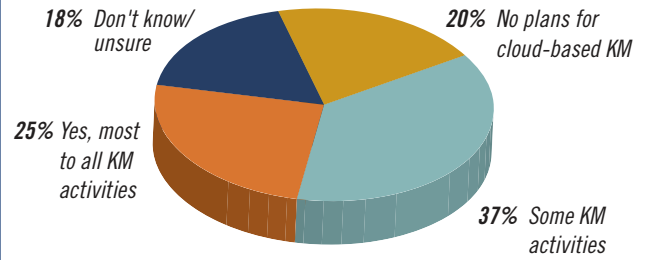
8. How has the size of your KM repository(ies) changed over the past year?



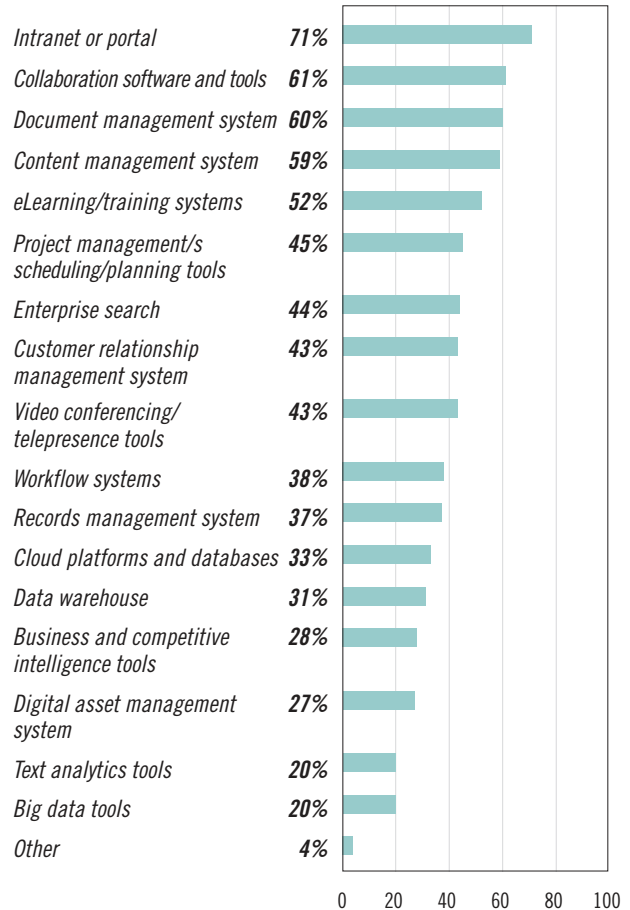
9. Where is most of your KM system hosted?



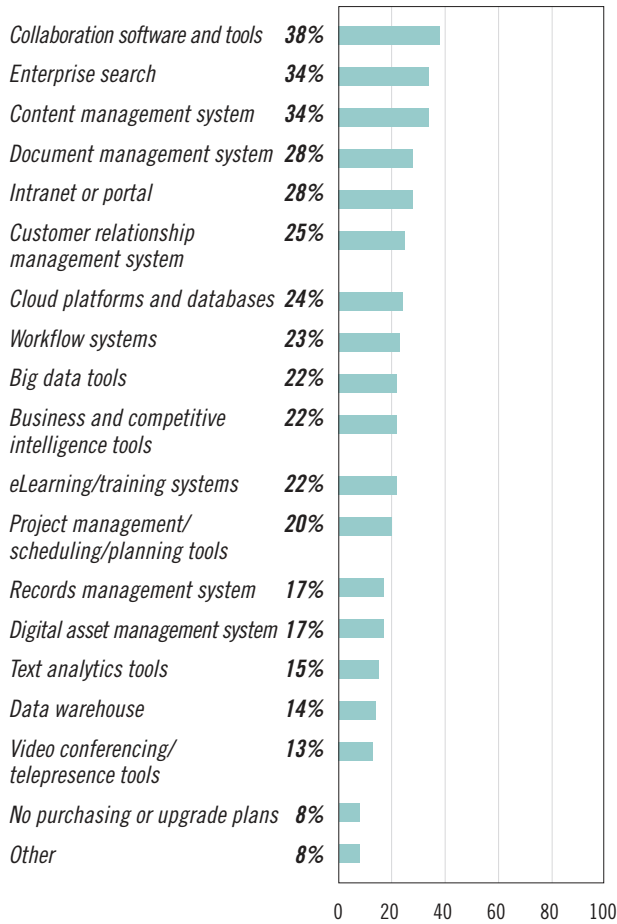
10. Do you anticipate moving more KM activities to the cloud over the next 3 years?



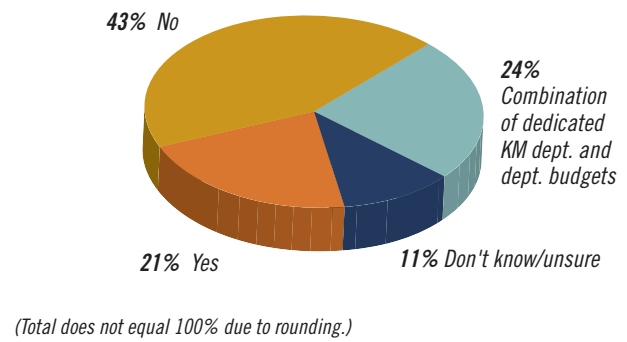
11. Which systems, processes, and resources does your organization currently employ for KM?



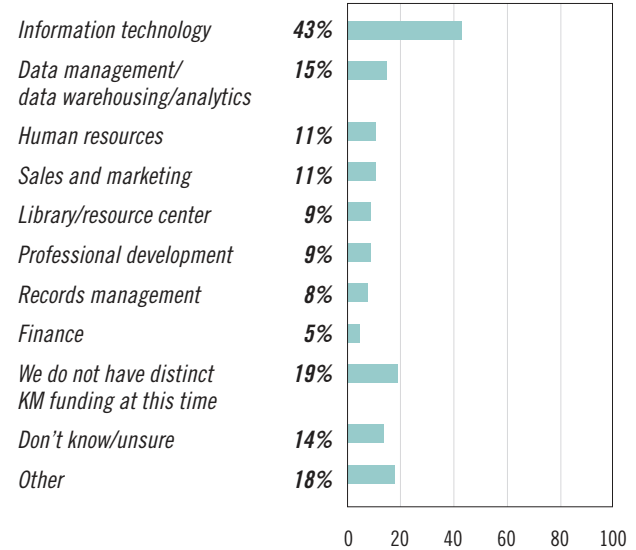
12. Which systems, processes, and resources are priorities for your organization in the next 12 months?



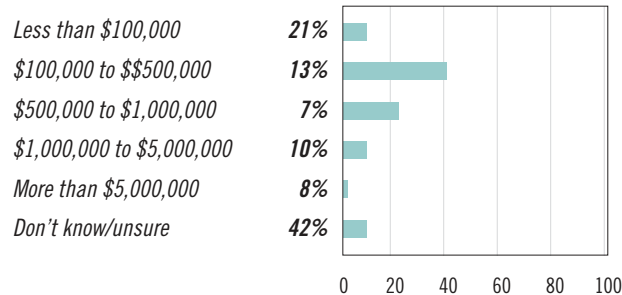
14. Does your organization have a separate KM budget?



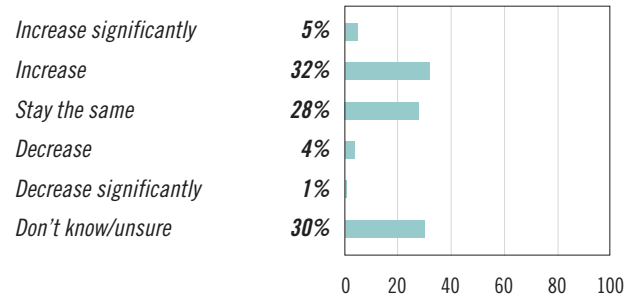
15. Which department, if any, is KM funding included in?



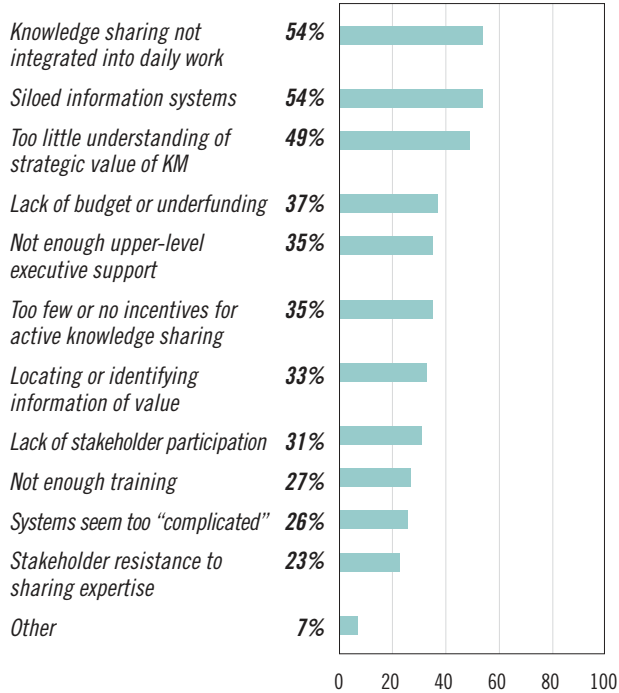
13. What is your estimated organizational annual budget for the systems, products and services mentioned in the questions above?



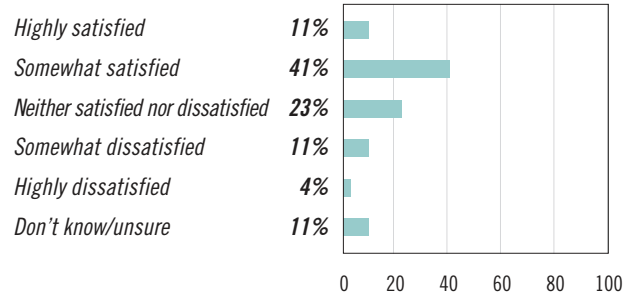
16. How will KM funding in your organization change in 2016?



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



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



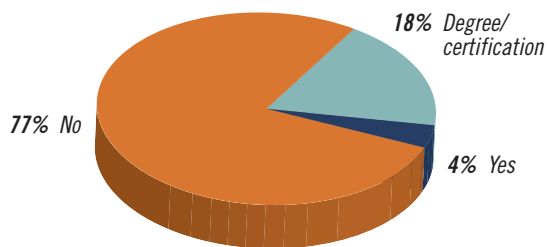
19. Please rate the level at which you expect KM activities to contribute to your organization's abilities to meet the following priorities over the next 3 years on a scale of 0 to 5, from "0" meaning no role at all to "5" meaning a highly visible role

	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%

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

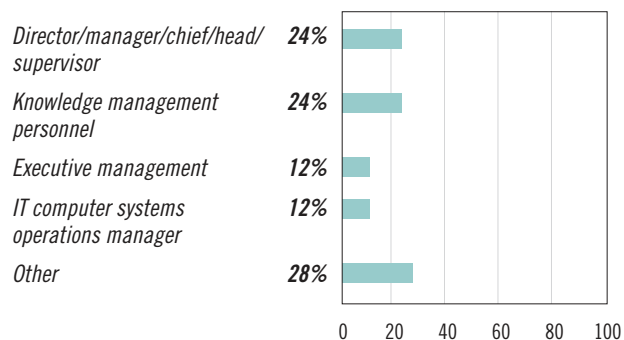
	0	1	2	3	4	5
Support product innovation and development with information resources	4%	9%	15%	20%	31%	21%
Accelerate new product innovation and development	7%	11%	16%	23%	25%	18%
Capture and document employee expertise	2%	5%	11%	20%	28%	34%
Facilitate organizational learning	2%	6%	13%	17%	33%	30%
Manage 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?

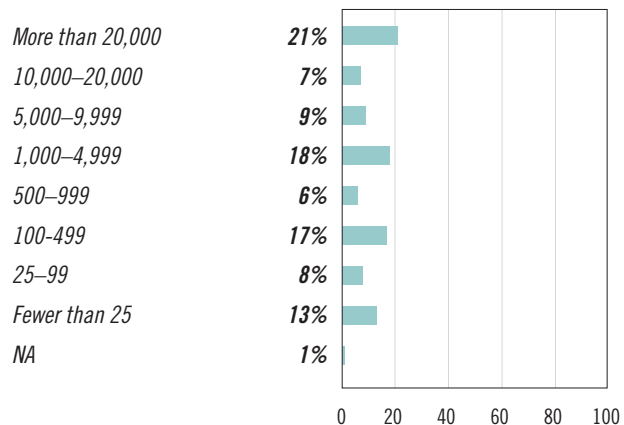


(Total does not equal 100% due to rounding.)

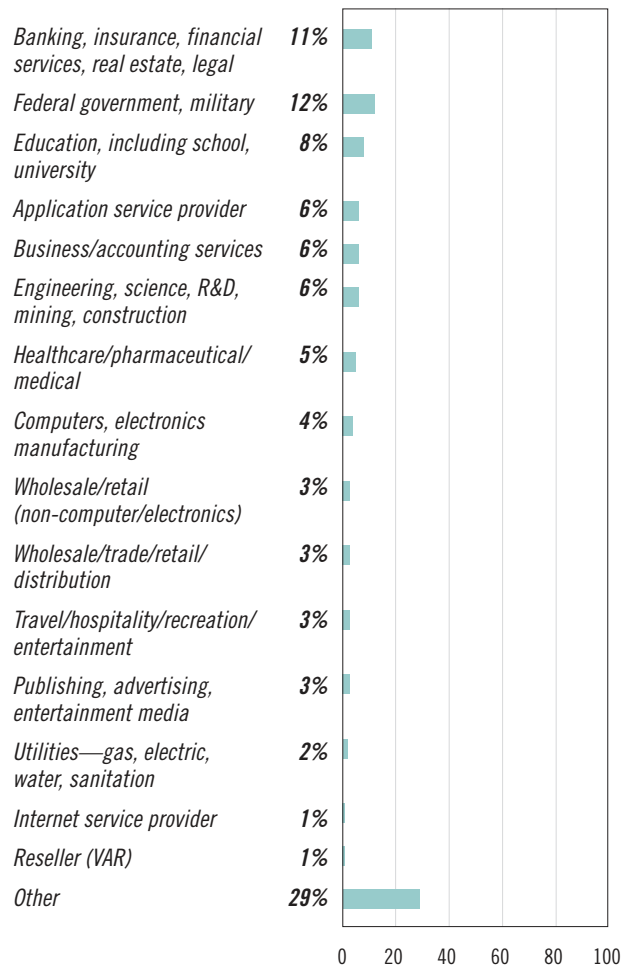
22. What is your primary department?



23. How many employees are in your organization?



24. What is your primary business or activity?



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