



Helping Organizations Worldwide Work
Smarter, Faster, and With Greater Confidence

2022 KM PROGRAM BENCHMARKS AND METRICS

Survey Report

ABOUT THIS REPORT



Knowledge management programs have evolved rapidly to accommodate remote work, embrace digital transformation, and provide strategic support to the business.



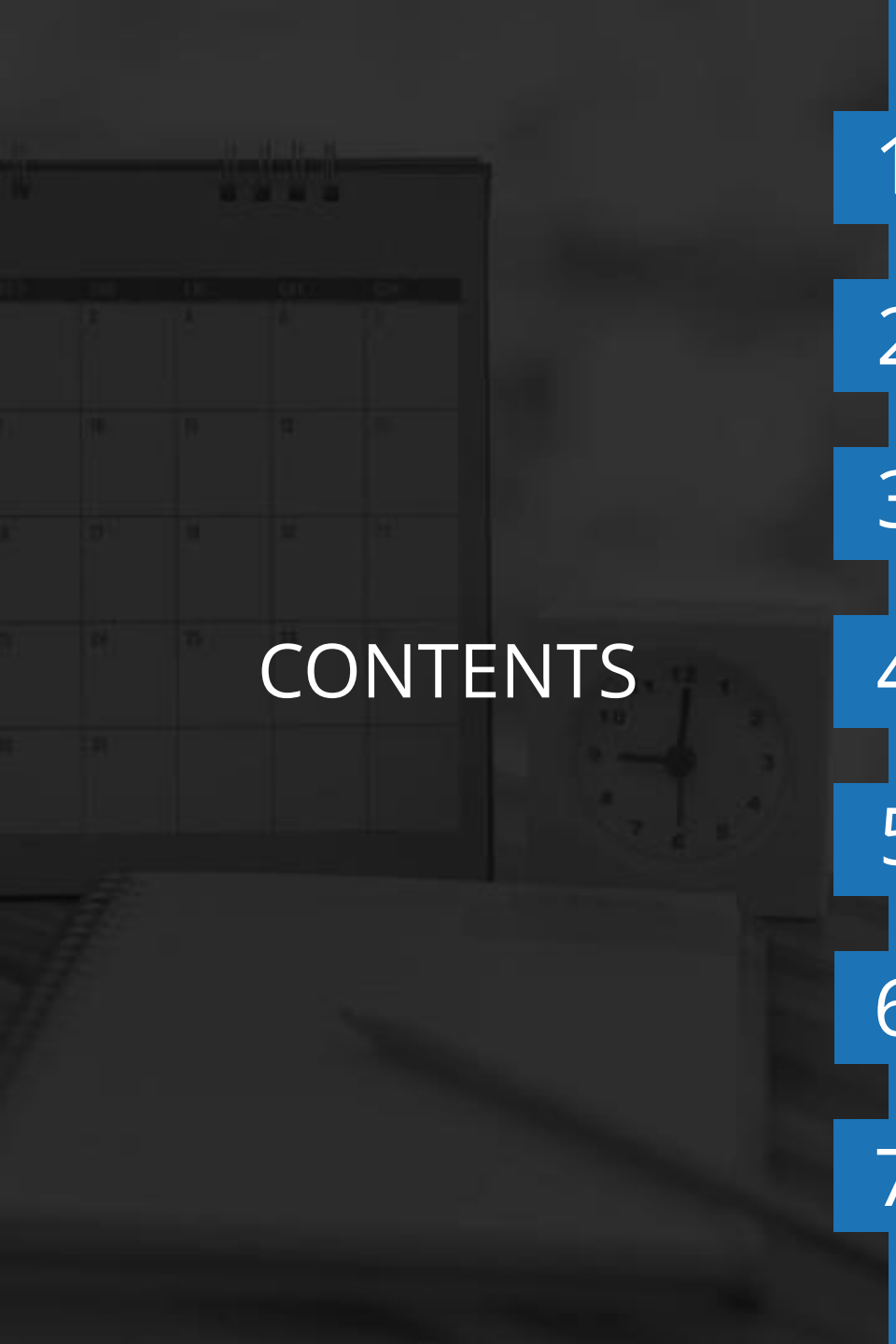
In 2022, APQC surveyed KM programs to understand current KM benchmarks, metrics, and success drivers. This report summarizes the findings on:

- » Current KM organizational models, staffing levels, and reporting relationships
- » What organizations spend on KM and how that money is allocated
- » The tools, approaches, and enablers KM has in place
- » How KM programs encourage business engagement
- » How KM teams measure success
- » The business results KM achieve



416

Valid participants



CONTENTS

1

[KM Program Structure and Governance](#)

2

[KM Staffing and Roles](#)

3

[KM Tools and Approaches](#)

4

[KM Costs and Funding Sources](#)

5

[KM Participation and Engagement](#)

6

[KM Measures and Outcomes](#)

7

[Demographics](#)

A blue geometric pattern consisting of various triangles and polygons, creating a textured, crystalline effect. It occupies the left side of the slide, separated from the white background by a diagonal line.

KM PROGRAM STRUCTURE AND GOVERNANCE

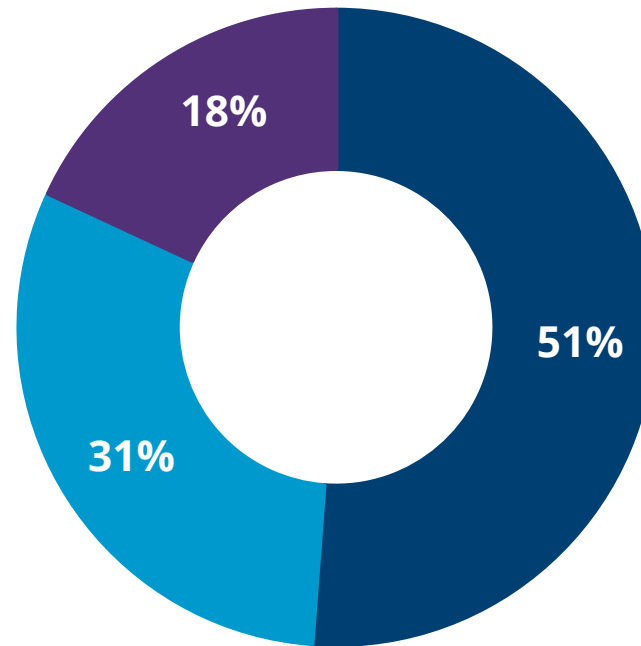
KM PROGRAM ORGANIZATIONAL MODEL

Around half of participating KM programs have centralized governance, which helps ensure consistency and minimize siloes. Nearly a third have hybrid models, which combine centralized oversight with distributed implementation. This may provide more flexibility for business groups to adapt KM to their needs, especially when the central KM team provides services to many different stakeholder groups.

■ Centralized ■ Hybrid ■ Decentralized

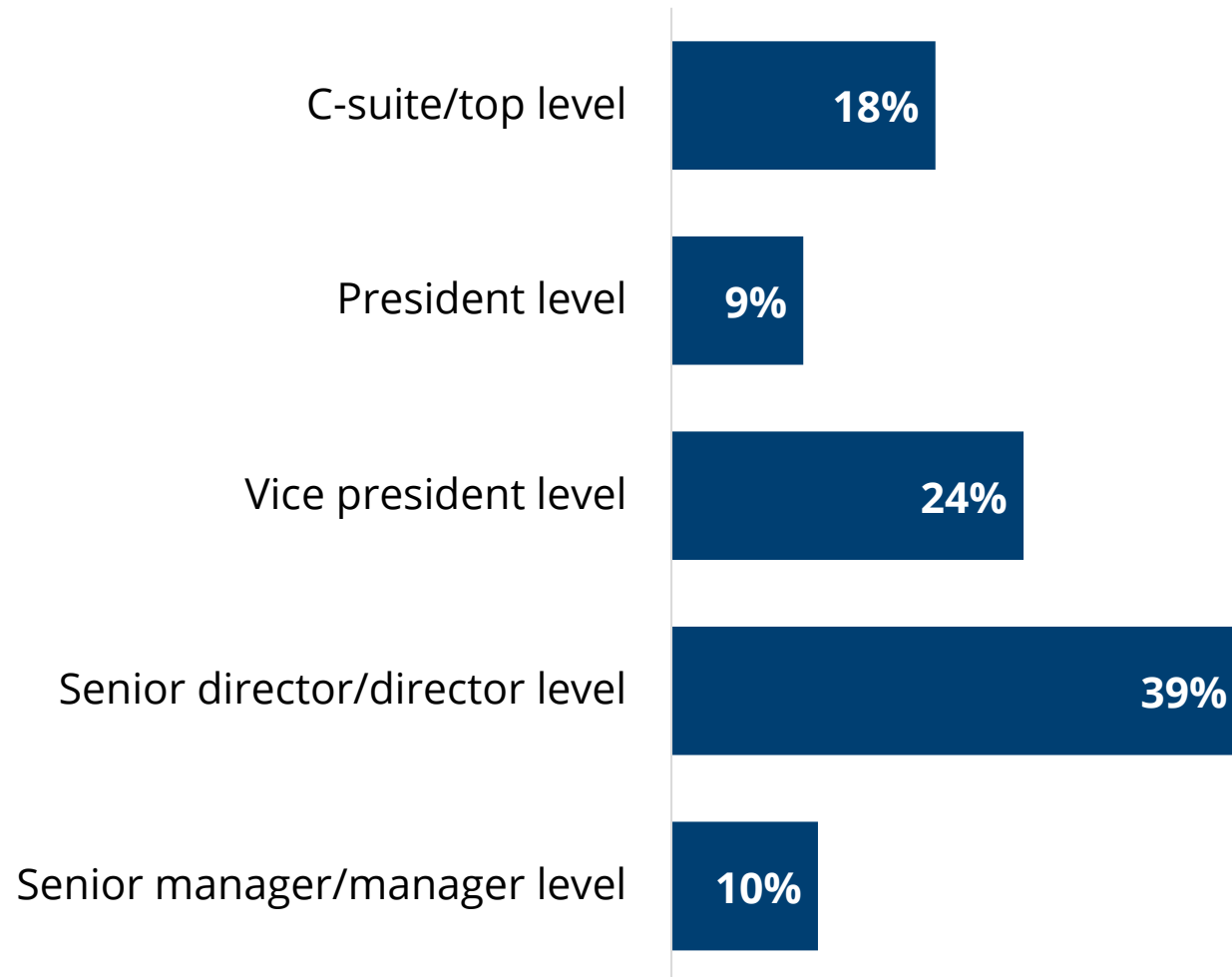
Decentralized:
Oversight and implementation are distributed across business units and departments

Hybrid: A central team provides oversight, but implementation is distributed



Centralized: Oversight and implementation consolidated in a single group

LEVEL OF LEADER DIRECTING THE KM PROGRAM

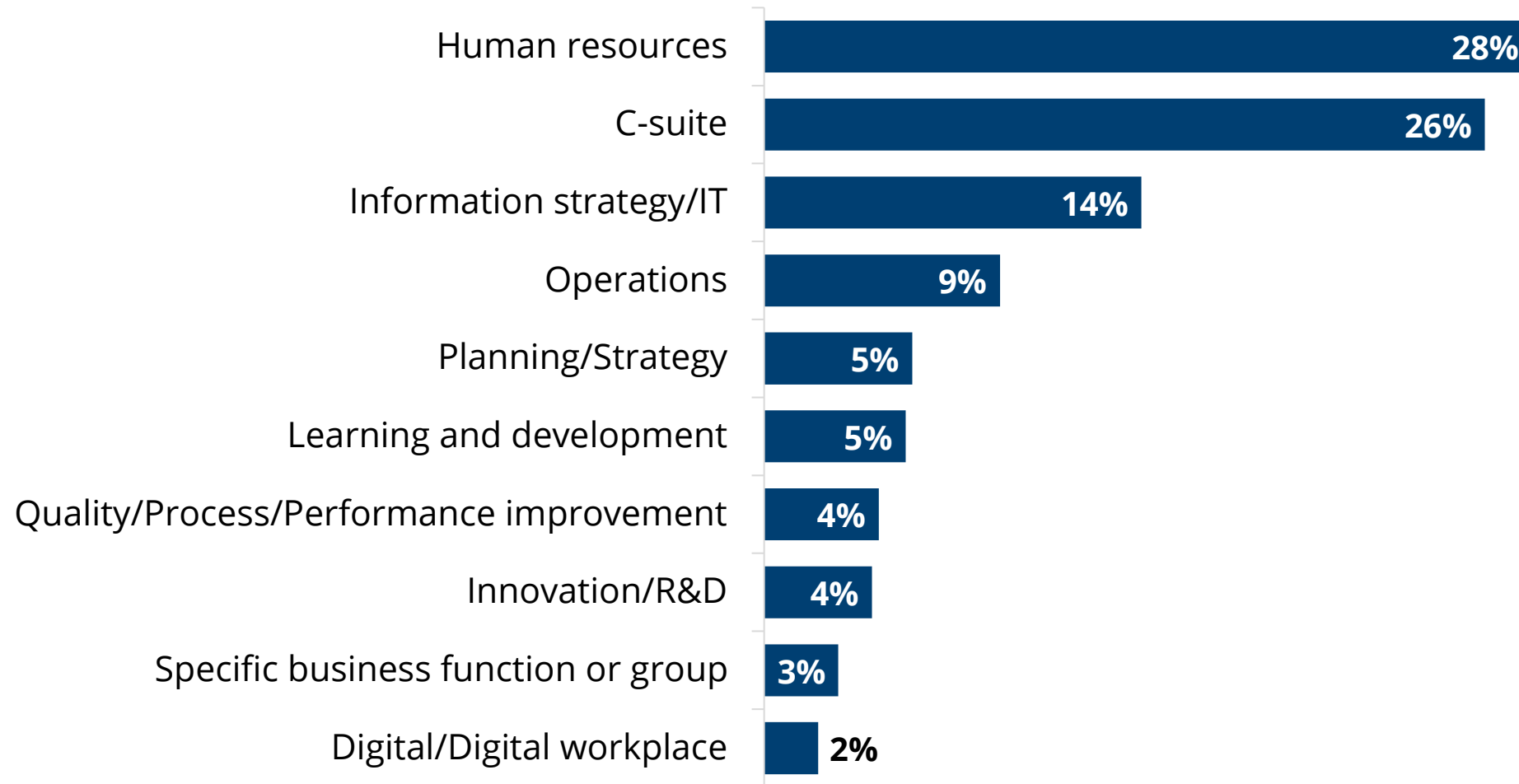


It's most common for KM leaders to be at the director or senior director level, though many are also at the vice president level.

In more knowledge-intensive organizations, the KM leader may take on a chief knowledge officer or other c-suite role to help align KM with high-level strategy.

FUNCTION TO WHICH KM REPORTS

There is no “right” reporting line for KM: It can reside in nearly any function depending on its sponsors and business goals. Reporting to the c-suite can help KM stay attuned to strategic priorities and allow it to influence decision making. However, KM teams that report to HR are well positioned to integrate KM into the employee lifecycle, from onboarding through each career stage to pre-retirement knowledge transfer.



Fewer than half of KM programs have formal business cases, knowledge flow processes, change management strategies, and communication plans.

This suggests significant improvement opportunities in terms of documentation, buy-in, and engagement.

KM PROGRAM ELEMENTS IN PLACE

- 64%** Defined KM strategy
- 54%** Structured process to create/harvest, store, deliver, and facilitate access to content
- 50%** Knowledge maps to identify knowledge gaps and/or needs
- 49%** Formal business case for KM
- 46%** Defined knowledge flow process that describes how knowledge moves through the organization
- 46%** Change management strategy to support KM
- 39%** KM communication plan to raise awareness and convey value

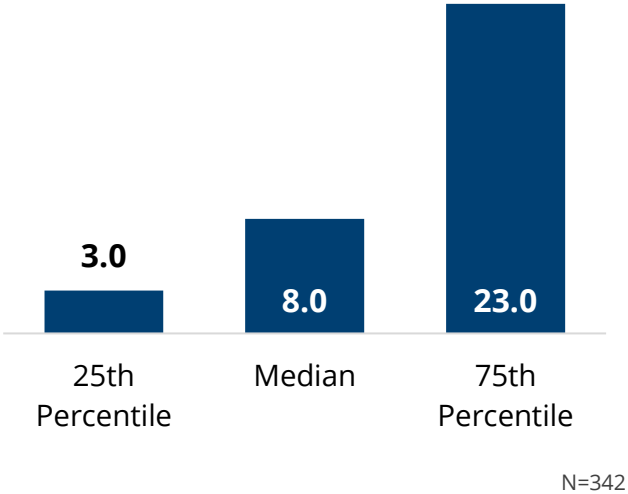
A decorative blue geometric pattern consisting of various triangles and polygons, located on the left side of the slide.

KM STAFFING AND ROLES

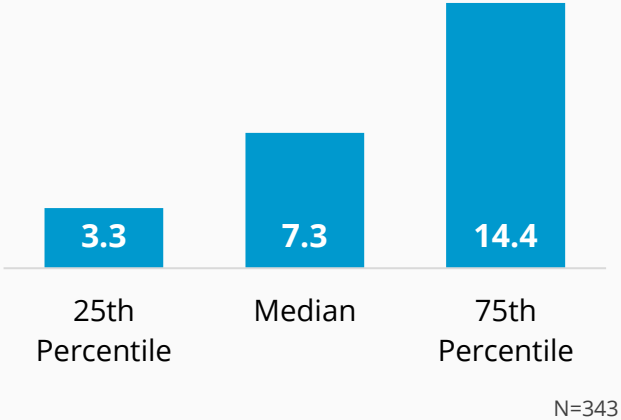
KM STAFFING LEVELS

KM programs have a wide range of staff sizes depending on their purpose and scope. The median KM program has 8 full-time equivalent (FTE) staff members directly supporting it (e.g., as members of a KM group or team). This equates to 7.3 FTEs per \$1 billion in revenue, or one FTE for every 444 employees in the supported business entity.

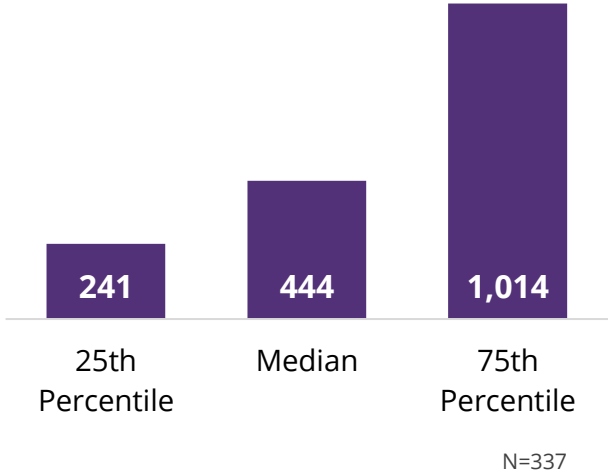
Number of FTEs That Directly Support the KM Program



Number of FTEs That Directly Support the KM Program per \$1 Billion Revenue



Number of Business Entity Employees per FTE That Directly Supports KM



Note: The business entity is the part of the organization that the KM program, initiative, or service supports. In the case of enterprise KM programs, the business entity is the entire organization.

Note: Full-time equivalent (FTE) is a unit of measure used to indicate the workload of an individual employed full time (approx. 40 hours per week). An employee working 40 hours per week would equal an FTE of 1.0, whereas an employee working 20 hours per week would equal an FTE of 0.5.

COMMON KM ROLES IN PLACE

May include partial roles

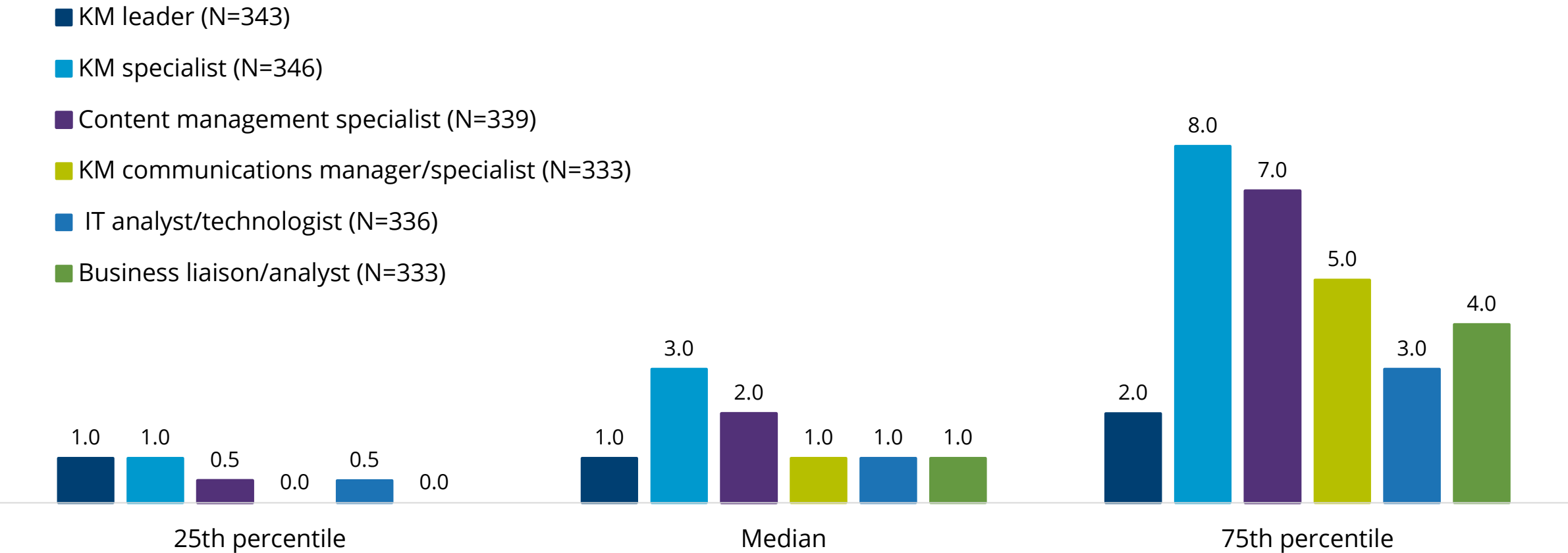
96%	KM specialist	(N=346)	<i>Responsible for supporting the design, implementation, maintenance, measurement, and enhancement of KM processes and approaches</i>
84%	KM leader	(N=343)	<i>Responsible for directing the KM effort and aligning it with business strategy/leadership</i>
78%	IT analyst/technologist	(N=336)	<i>Responsible for supporting KM technology infrastructure, fulfilling KM technology needs, and/or coordinating between KM and IT</i>
76%	Content management specialist	(N=339)	<i>Responsible for content curation and related services</i>
62%	KM communications manager/specialist	(N=333)	<i>Responsible for developing, managing, and publicizing messages to increase awareness of KM and its value</i>
58%	Business liaison/analyst	(N=333)	<i>Responsible for supporting KM needs and opportunities in specific locations or business groups</i>

Most programs have KM leader and specialist roles, since these translate across nearly all KM strategies and value propositions.

Slightly less common are content management, technology, communications, and business liaison roles. Not all KM programs require these roles, depending on their goals and maturity level.

NUMBER OF FTES IN EACH KM ROLE

The distribution of KM roles varies widely by organization, depending on supported KM tools and approaches. KM and content management specialists are the most prevalent roles—which makes sense given that these specialists tend to do a lot of the operational work required for communities of practice, knowledge transfer approaches, knowledge repositories, and so on.



KM OVERSIGHT AND SPONSOR ROLES

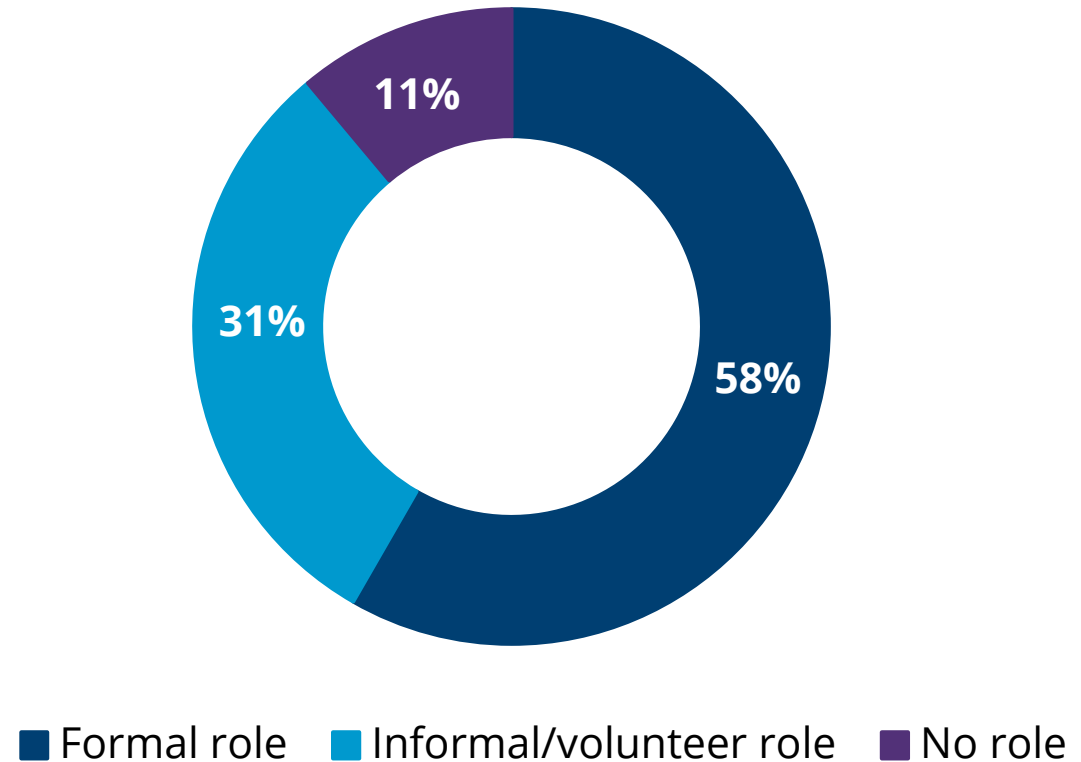
50%

of KM programs have a cross-functional steering or advisory committee to oversee KM

58%

have formal business sponsor roles to guide, monitor, and support KM initiatives

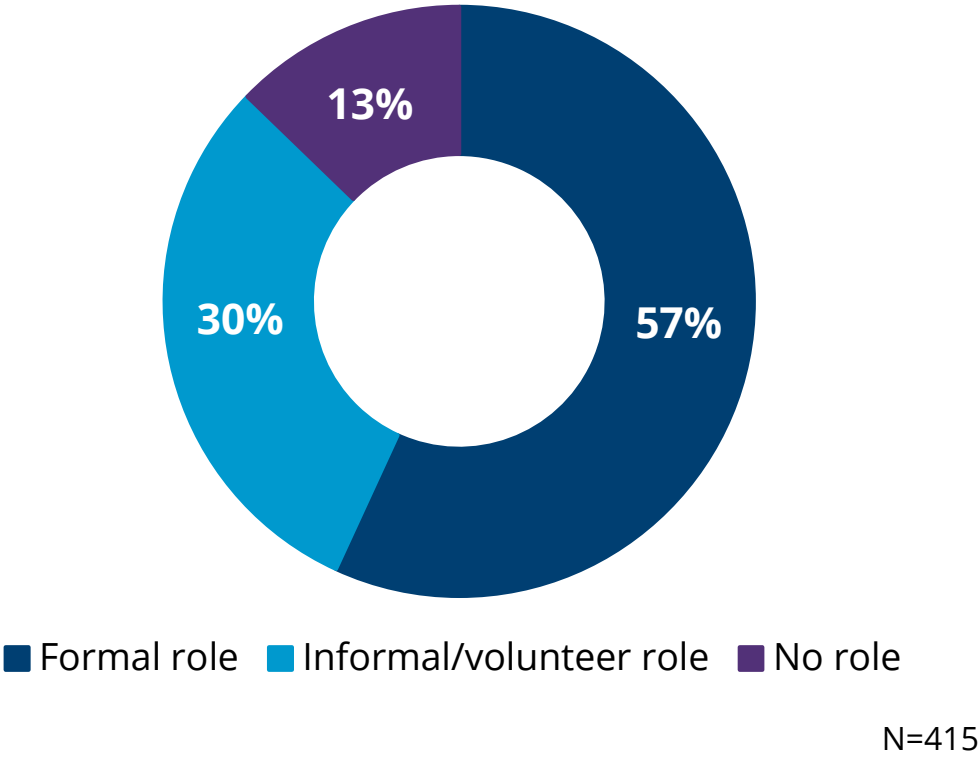
Does Your Organization Have KM Sponsors within Business Units or Functions?



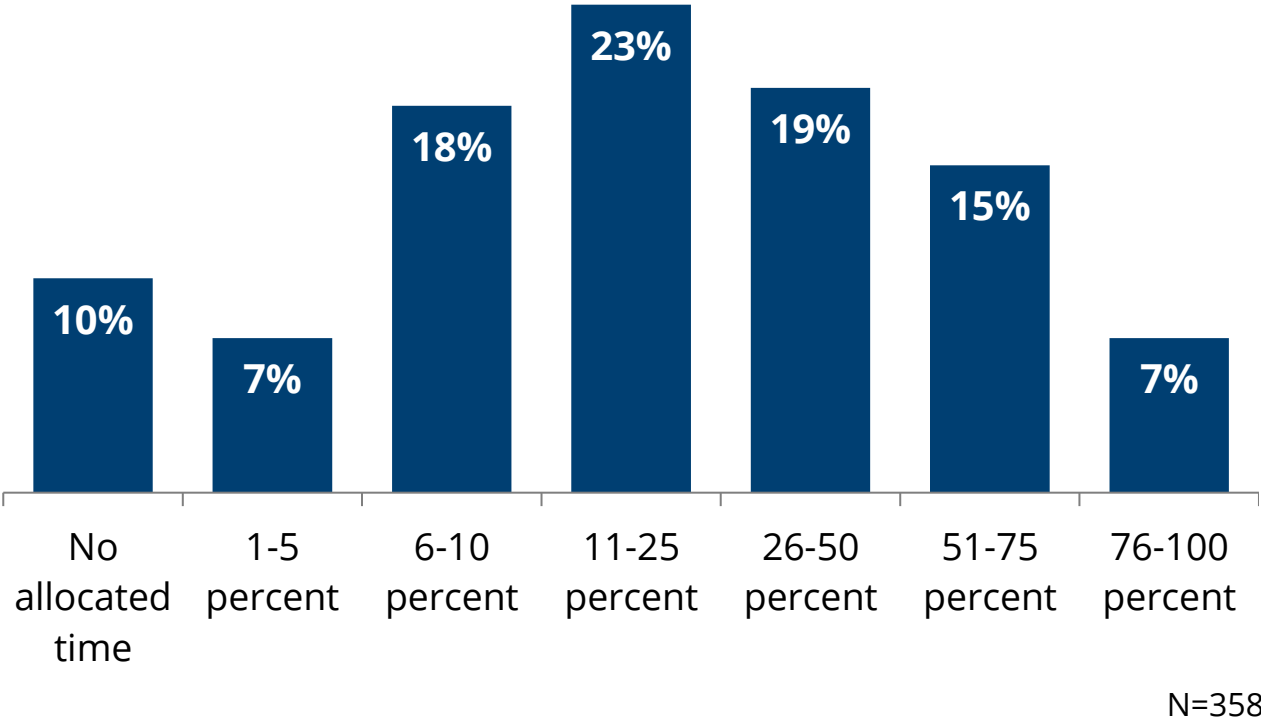
COMMUNITY LEADER ROLES

Most KM programs have community leader roles, but this is often a relatively small portion of the holder’s duties. A majority of community leaders devote 25 percent or less of their time to community leadership, and one in 10 has no allocated time.

Does Your Organization Have Community of Practice Leaders?

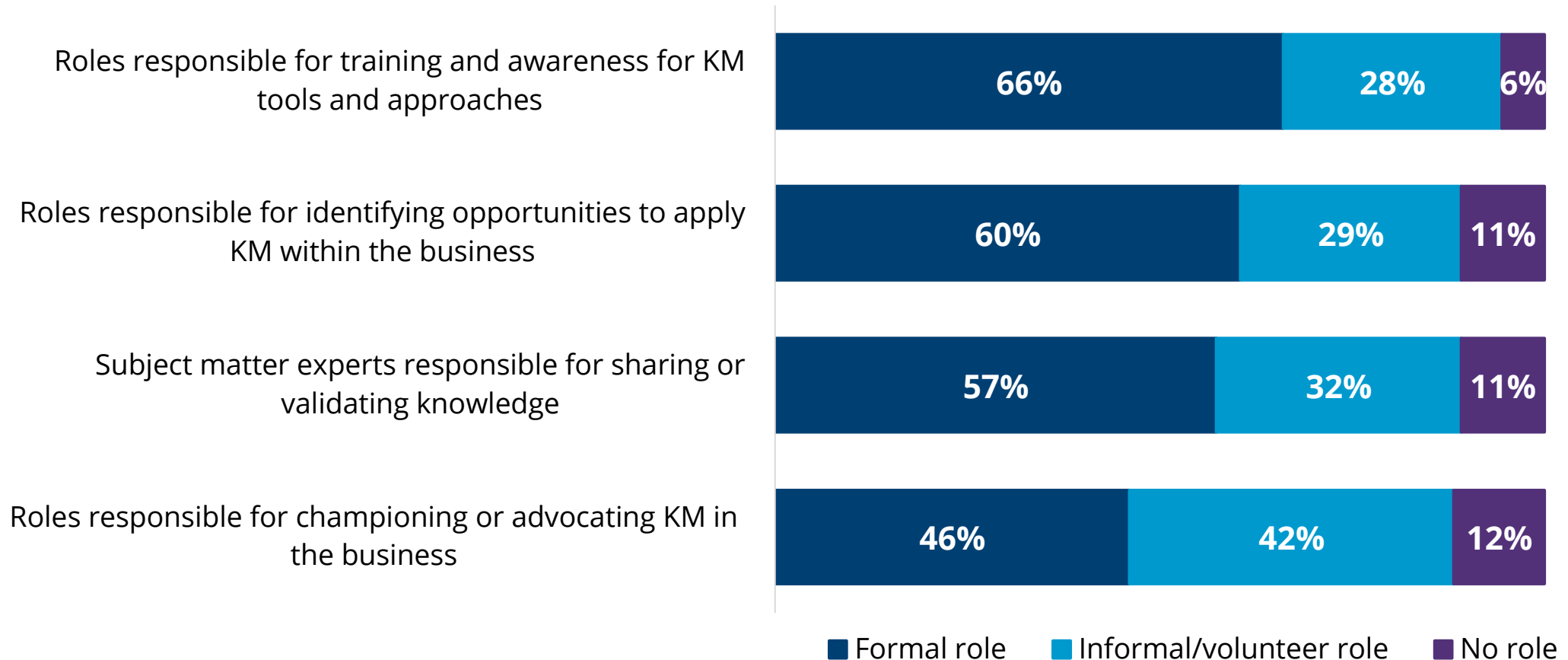


Percentage of Time Devoted to Community Leader Role



OTHER KM SUPPORT ROLES IN THE BUSINESS

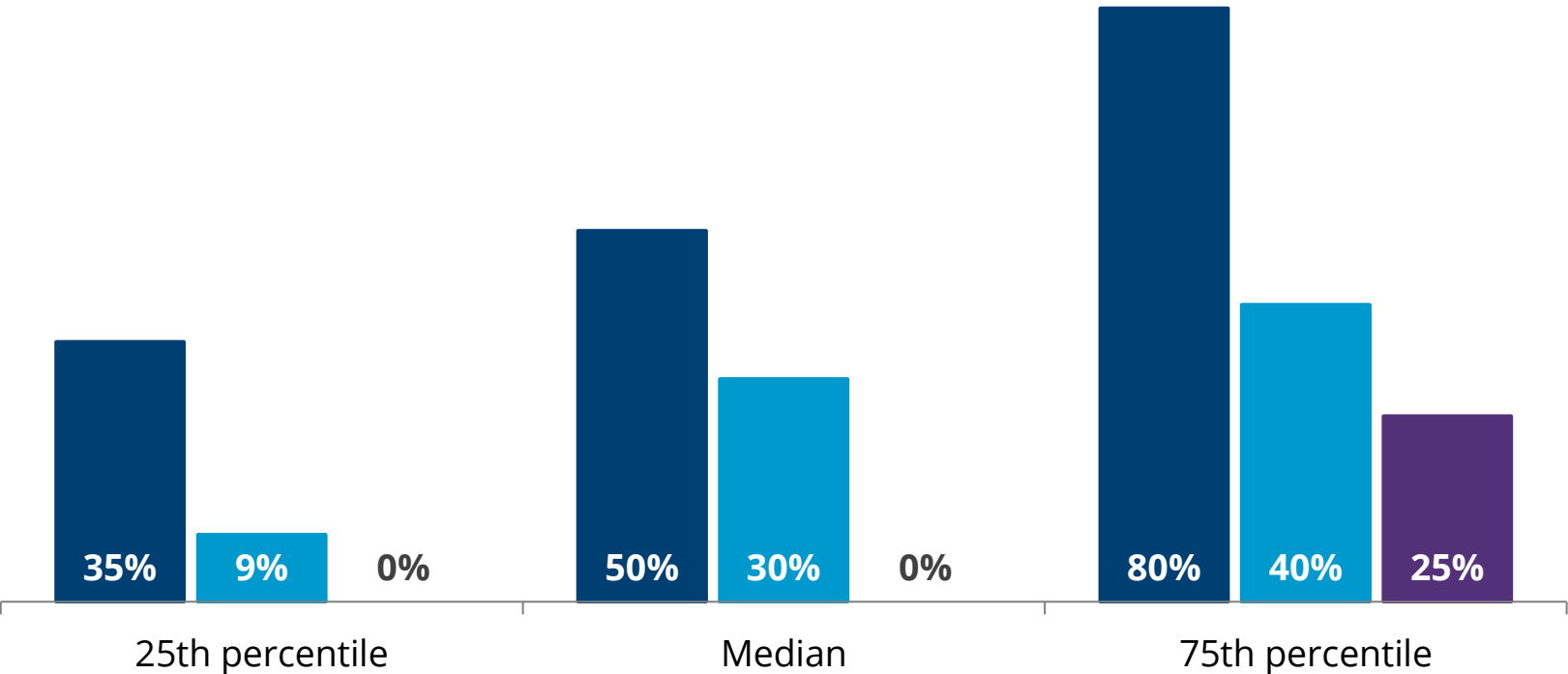
Two-thirds of KM programs have business representatives who support KM awareness and training, and 60 percent have representatives who identify opportunities to apply KM in their parts of the business. These types of roles connect central KM teams to end-user groups and help ensure that knowledge sharing, access, and reuse occur as part of day-to-day operations.



KM TEAM DISTRIBUTION

Percentage of Total KM FTEs in Each Group

- Part of an onshore KM core group or center of excellence
- Embedded in business groups or co-located with end users
- Part of an offshore or low-cost delivery center model



N=416

Almost all KM programs have a core group. In addition, 76 percent have staff embedded in the business, and 46 percent have staff who are part of a low-cost delivery center model.

Typically, the core group manages the KM strategy, policies, tools, and approaches. Embedded staff help their respective business groups apply KM effectively, whereas staff in low-cost delivery centers handle routine activities such as content management and technology upkeep.

CO-LOCATED VS. GEOGRAPHICALLY DISPERSED ROLES

With the rise of remote work, geographically dispersed KM roles are becoming more common. Two-thirds of KM programs have at least some roles that are not location-dependent. However, a majority of KM staff remain in co-located roles tied to a particular office or geographical location.

Geographical Structure of KM Teams



32%

Fully co-located in specific geographic regions, so recruiting for all KM roles is location-dependent



62%

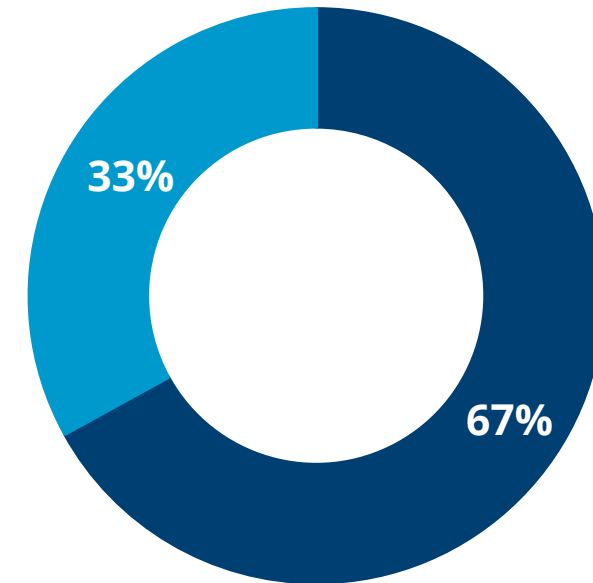
Combination of co-located and geographically dispersed roles



6%

Fully geographically dispersed, so that recruiting for all KM roles is not location-dependent

Mean Breakdown of Team Distribution



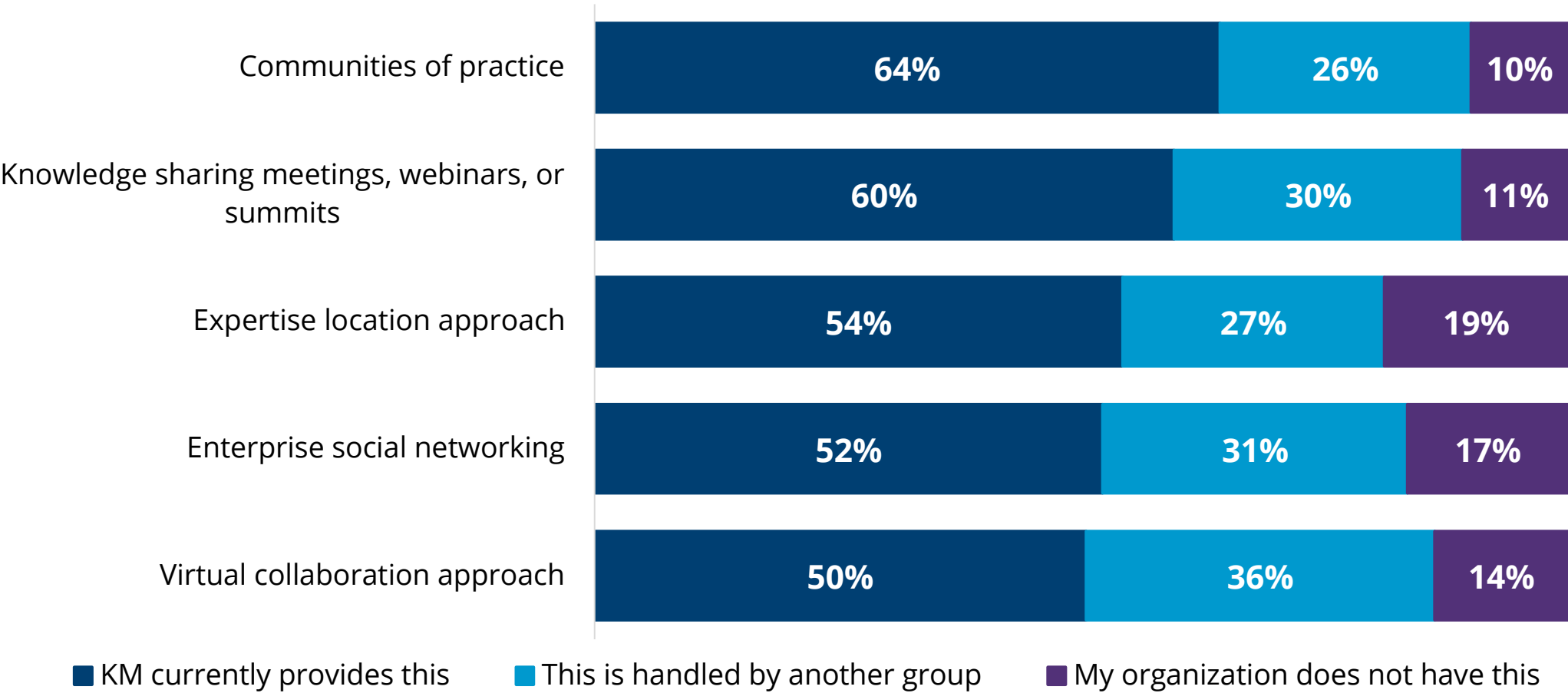
- Co-located in a specific geographic region, so recruiting is location-dependent
- Geographically dispersed, so recruiting is not location-dependent

A decorative blue geometric pattern consisting of various triangles and polygons, creating a textured, crystalline effect. It occupies the left side of the slide, separated from the white background by a diagonal line.

KM TOOLS AND APPROACHES

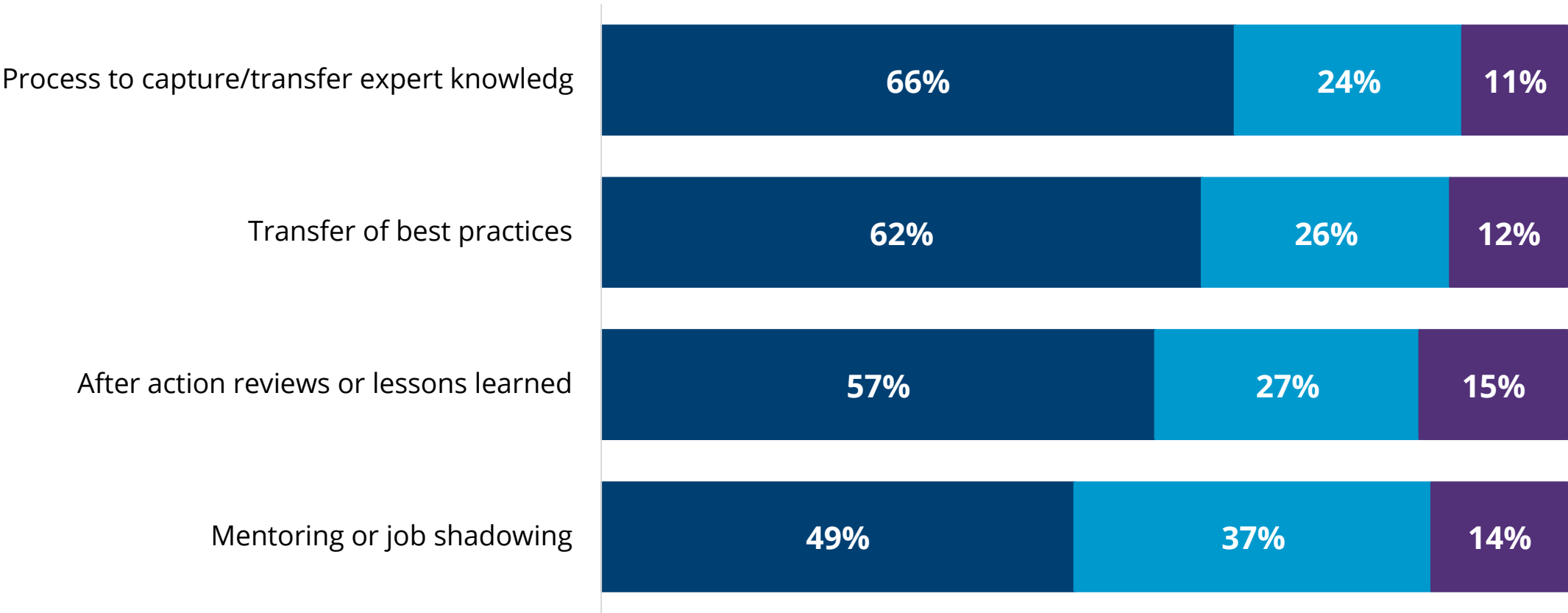
KNOWLEDGE SHARING AND COLLABORATION APPROACHES

The KM program is responsible for most knowledge-sharing and collaboration approaches within their respective organizations. The most common include communities of practice and knowledge sharing meetings, webinars, and summits.



KNOWLEDGE CAPTURE AND TRANSFER APPROACHES

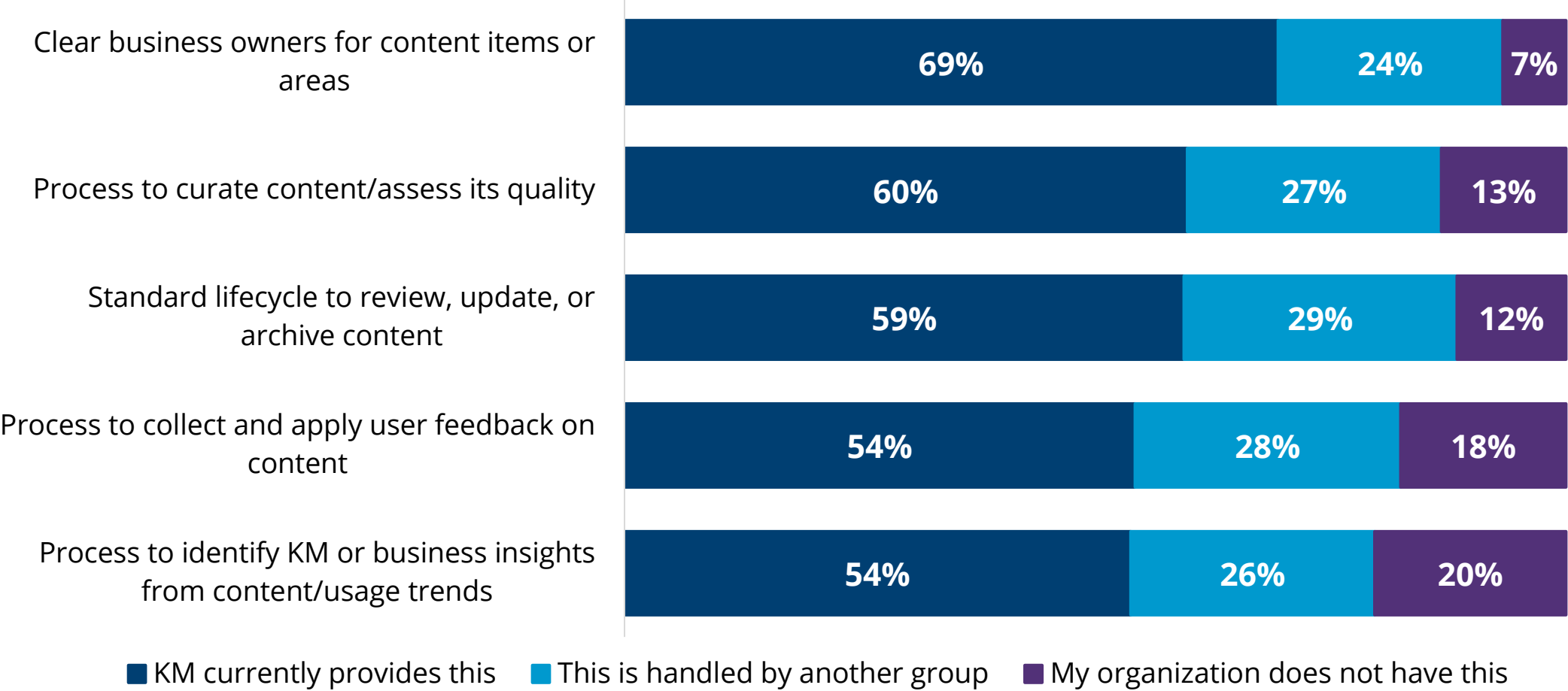
Two-thirds of KM programs provide processes to capture and transfer expert knowledge, with nearly as many facilitating the transfer of best practices and lessons learned. Fewer KM programs get involved with mentoring and job shadowing.



■ KM currently provides this ■ This is handled by another group ■ My organization does not have this

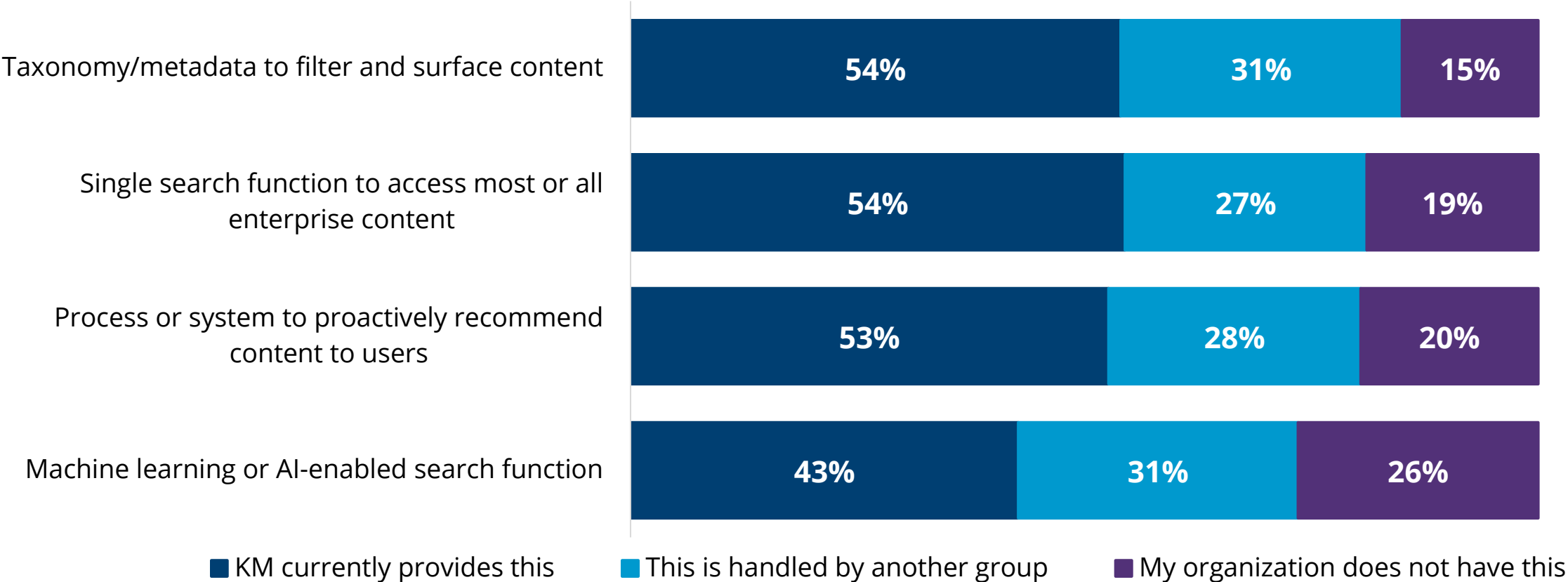
CONTENT MANAGEMENT PROCESSES

KM programs have strong content management processes. Two-thirds have clear business owners for content, and nearly as many have processes to assess content quality, prioritize high-value content, and actively manage the content lifecycle.



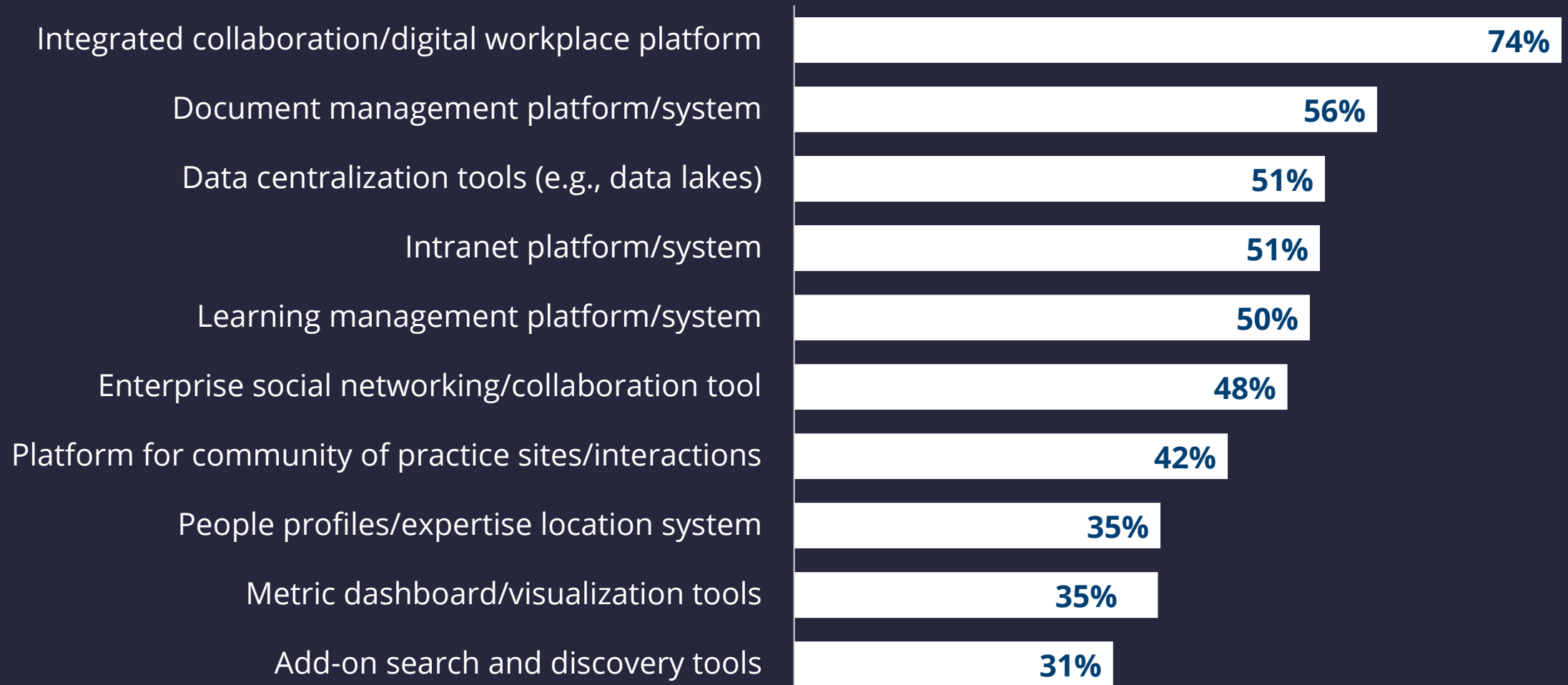
SEARCH AND DISCOVERY SOLUTIONS

More than half of KM programs report relatively sophisticated search and discovery features, including search functions that span across repositories and tools to proactively recommend content to users.



TECHNOLOGIES AND APPLICATIONS SUPPORTING KM

Nearly three-quarters of KM programs leverage integrated collaboration and digital workplace platforms such as Microsoft 365 or Google Workspace. Specialized technology for expertise location, data visualization, and search and discovery is less common.



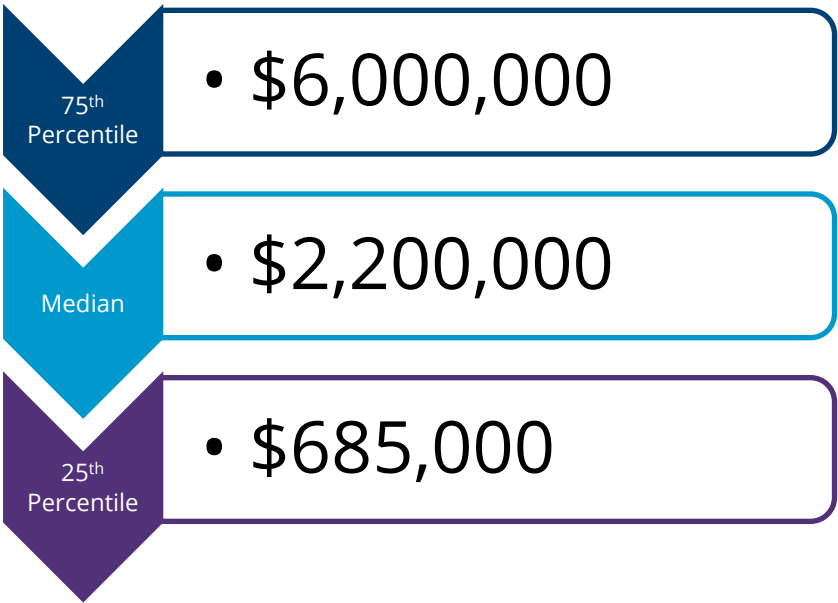


KM COSTS AND FUNDING SOURCES

TOTAL COST OF KM PROGRAMS

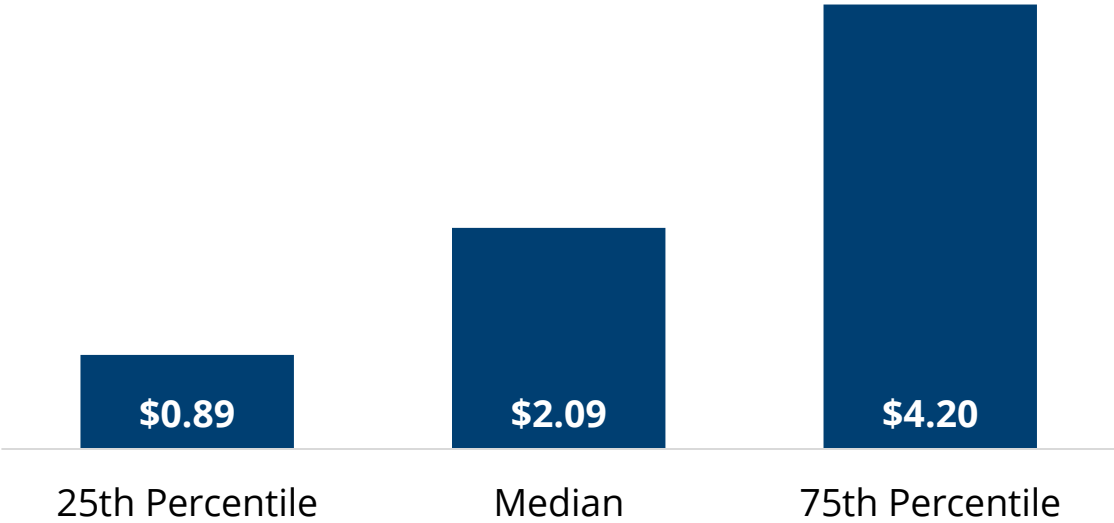
The median KM program costs \$2.09 per \$1000 in business entity revenue, or 0.02% of revenue. However, costs vary widely depending on the organization’s knowledge needs and the scope of KM services offered. Costs also depend on the balance of work performed by KM staff vs. stakeholders out in the business, since time the business spends on KM activities typically is not calculated as part of KM costs.

Total Cost for the KM Program in the Most Recent Year



N=355

Total Cost, Excluding Overhead, For the KM Program per \$1000 Revenue

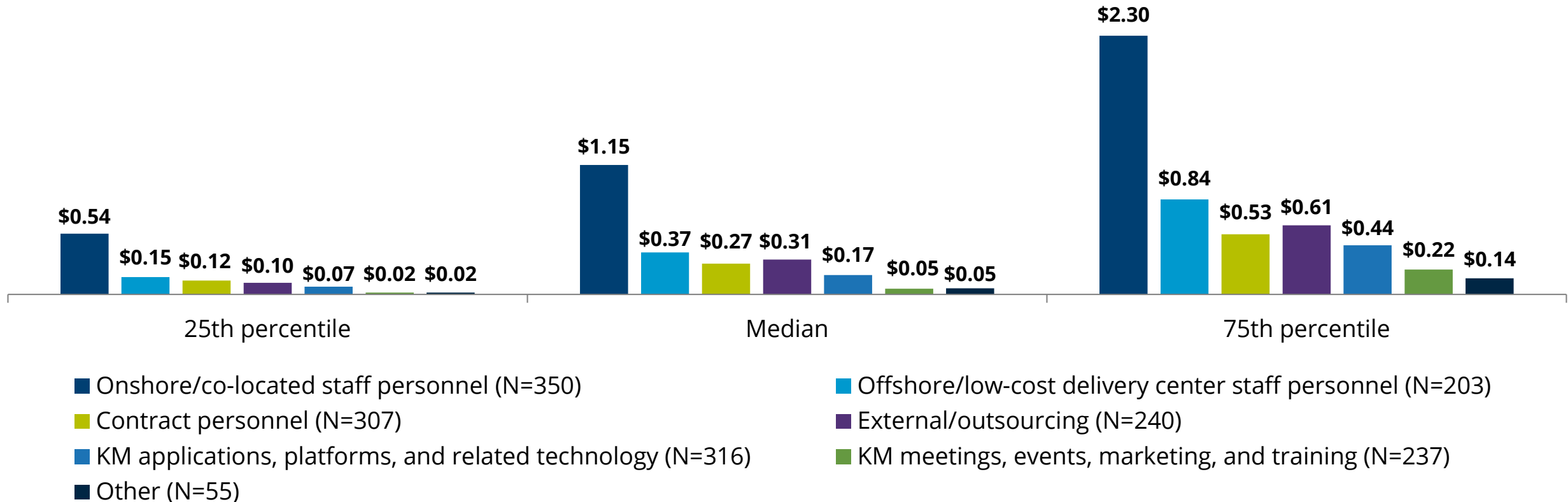


N=333

ALLOCATION OF KM COSTS

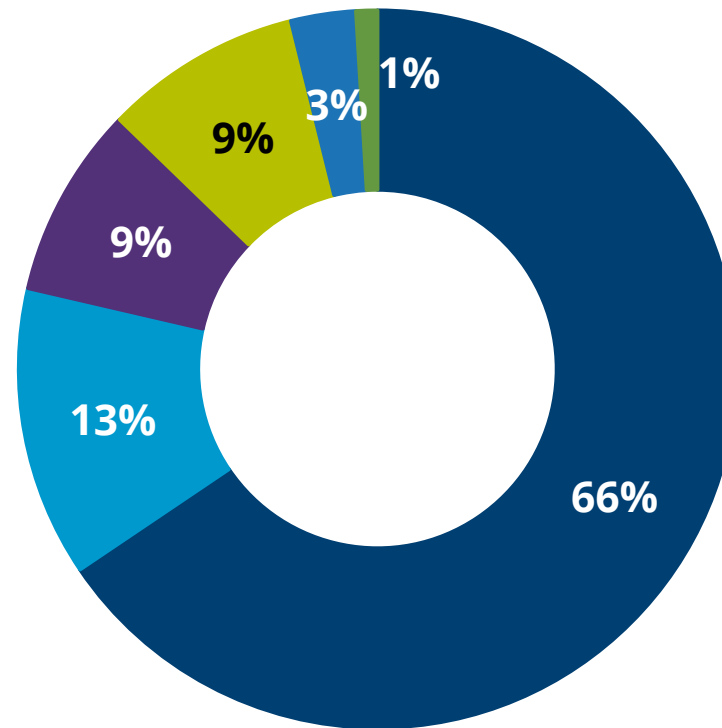
KM spending remains highly concentrated on personnel. Systems costs for KM applications, platforms, and related technology are relatively low despite the emergence of new IT capabilities. This may reflect KM programs taking advantage of digital workplace platforms and applications funded by other parts of the business. KM systems costs are more than 4x higher at the 75th percentile than at the median, so a certain subset of KM programs are investing a *lot* more on technology than others using standard, off-the-shelf solutions.

Cost for Each Category per \$1000 Revenue



MEAN PERCENTAGE ALLOCATION OF KM COSTS

- Staff personnel (N=291)
- Contract personnel (N=291)
- External/outsourcing (N=295)
- KM applications, platforms, and related technology (N=295)
- KM meetings, events, marketing, and training (N=294)
- Other (N=287)



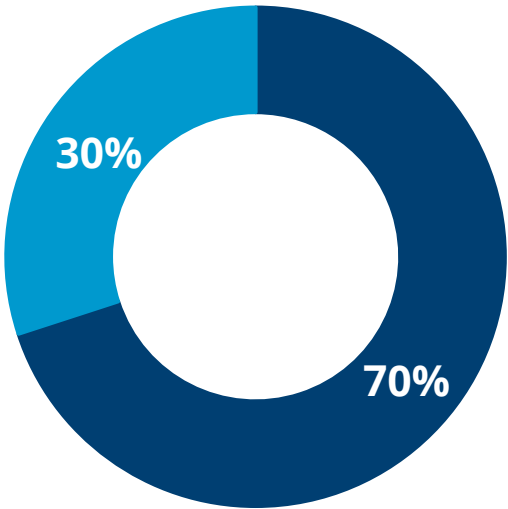
Despite advances in technology, most KM spending is allocated to human labor. *People* are still required to manage the KM strategy and lead, execute, and oversee KM processes and approaches.

On average, staff costs account for two-thirds of the KM budget.

KM FUNDING SOURCES

Most KM funding comes from central sources, but end-user business units, functions, and groups pitch in around 30 percent of funding. From this budget, KM programs typically supply around half the funding for enabling technology, with the remainder coming from IT, digital, and the business.

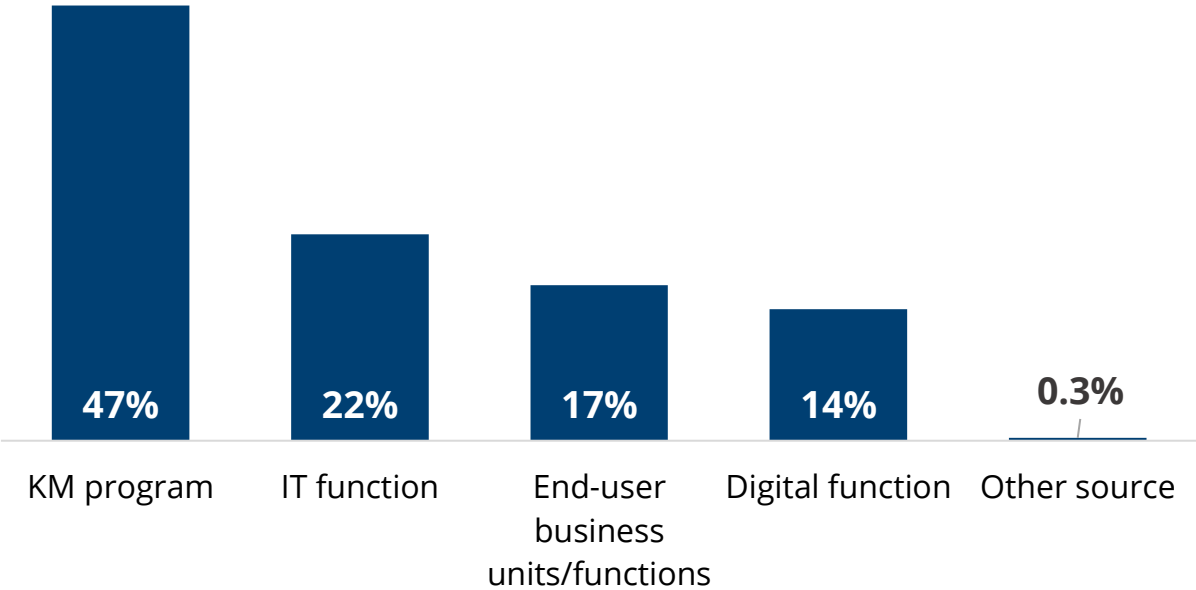
Median Breakdown of Funding Sources for the KM Program, Initiative, or Service



- Central/enterprise funding source
- Allocations from business units, functions, or groups leveraging KM services

N=390

Mean Breakdown of Funding Sources for KM Applications, Platforms, or Technologies



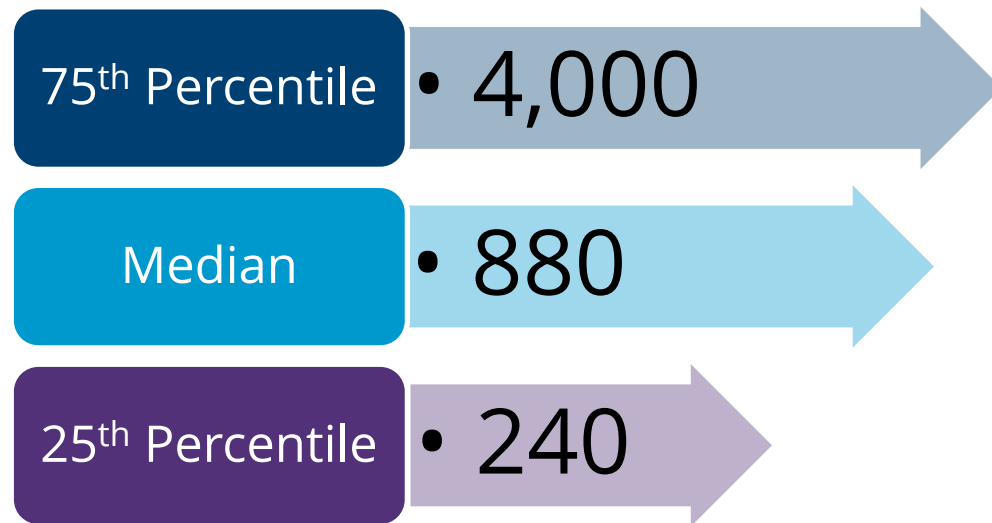
N=409

A decorative blue geometric pattern consisting of various triangles and polygons, located on the left side of the slide.

KM PARTICIPATION AND ENGAGEMENT

KM PARTICIPATION RATES

Employees Who Participate in KM Approaches and Activities at Least Every Few Months

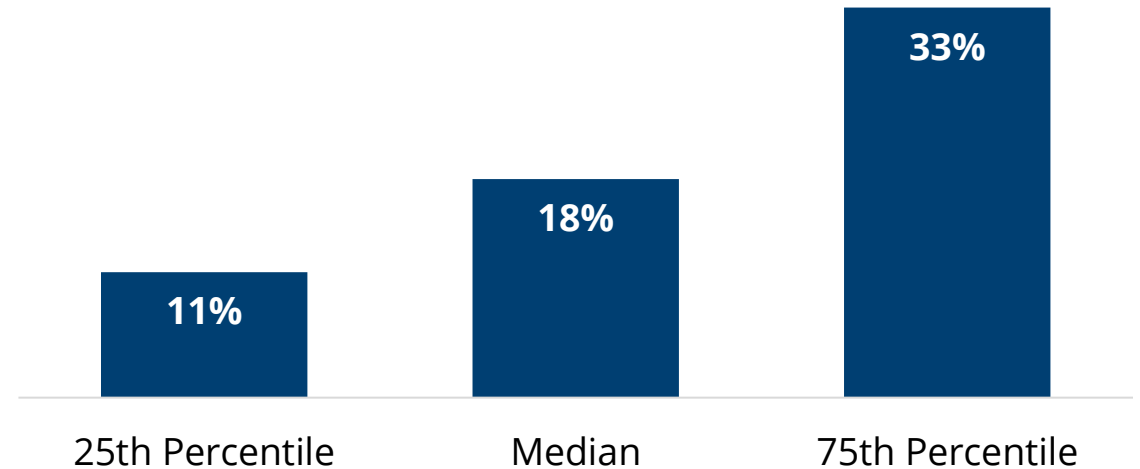


N=413

The *median* KM program has a relatively small user base, with around 880 regular active participants. However, many KM programs cover much larger employee populations, pushing the *mean* number of active participants to 4,693.

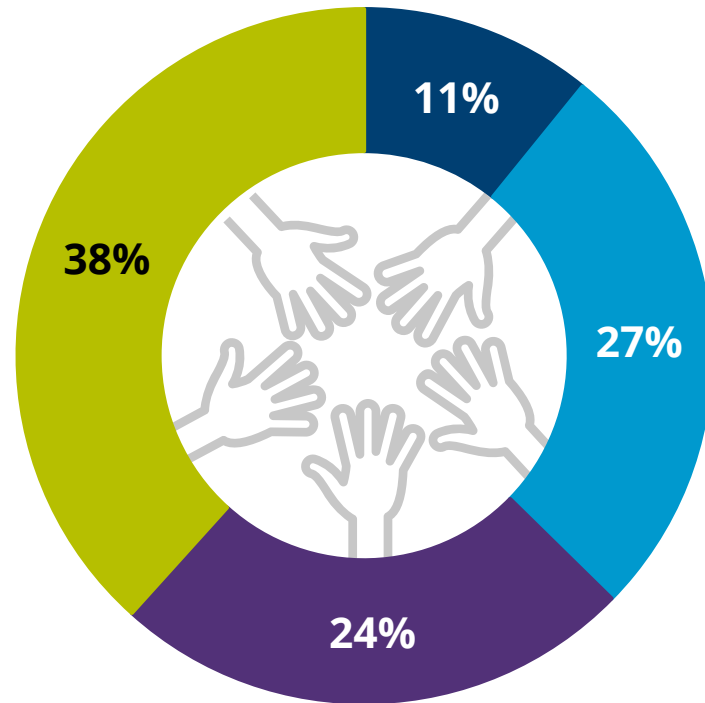
The percentage of business entity employees who participate in KM programs is relatively low. This may be because many KM programs have focused participant audiences that do not encompass everyone who works for the business entity.

Percentage of Total Business Entity Employees Who Participate in KM at Least Every Few Months



N=402

APPROACH TO MOTIVATE KM PARTICIPATION



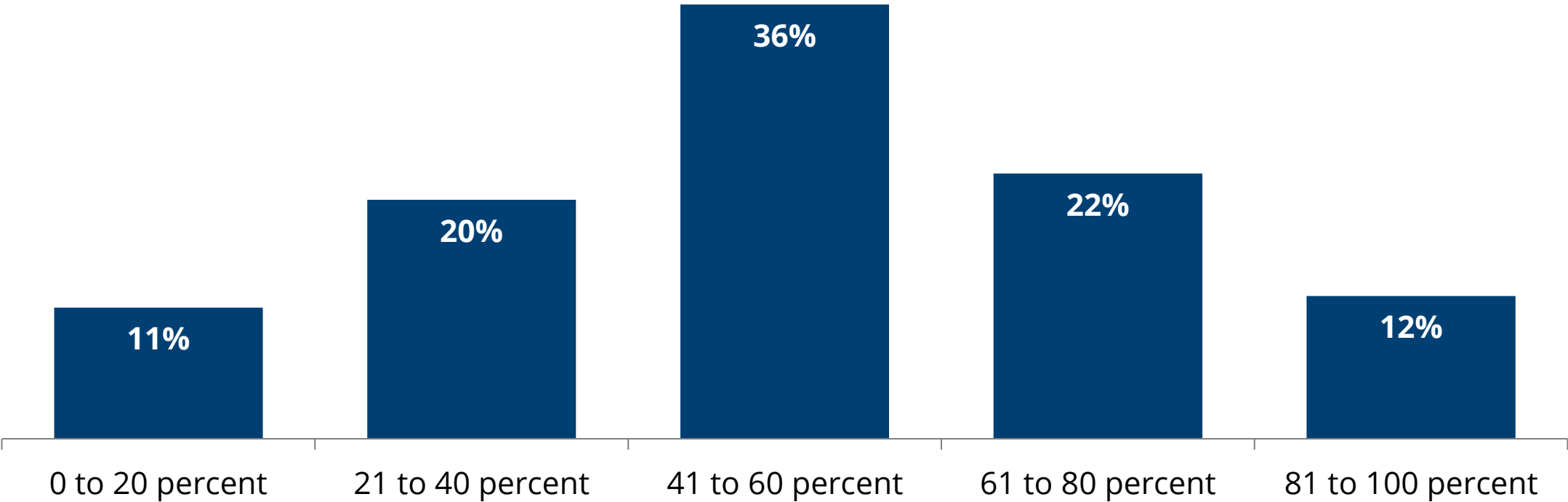
- Participation is built into job descriptions/requirements
- Participation is built into performance goals/measures
- Participation is voluntary, but employees receive incentives
- Participation is voluntary, with no incentive program

Around two in five KM programs make participation voluntary, with no tangible incentives. Others do not require participation but encourage it through awards, gamification, professional development opportunities, or other incentives.

The remainder formalize KM participation expectations by building them into job descriptions/requirements, performance goals, or measures.

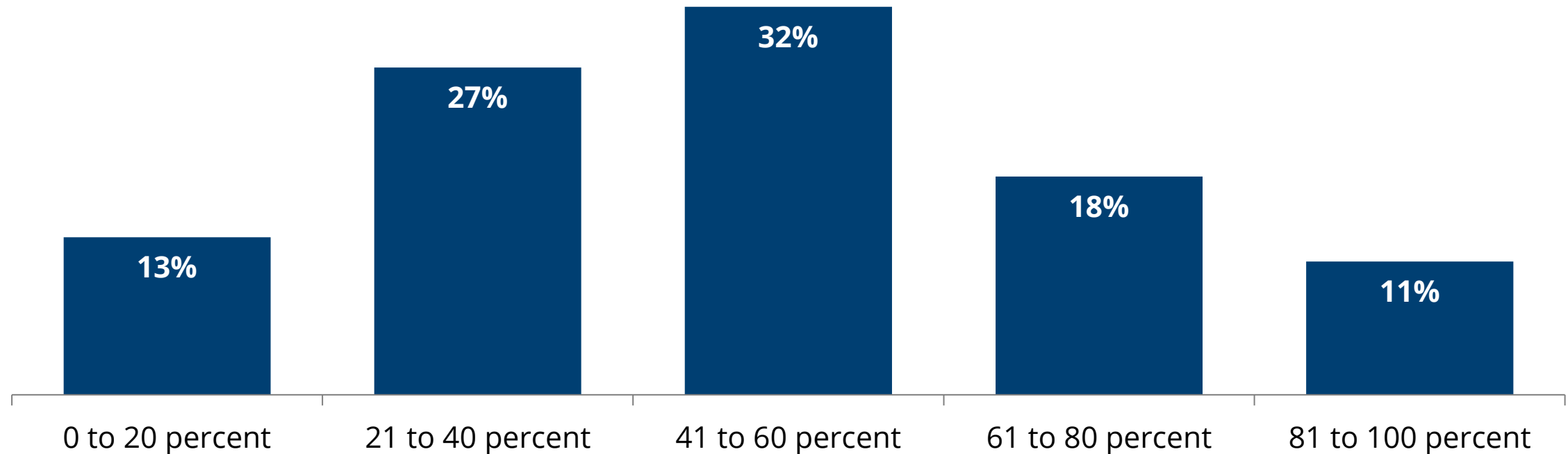
PERCENTAGE OF TARGET AUDIENCE PARTICIPATING IN AT LEAST ONE KM APPROACH

When looking at the percentage of the *target audience* who participates in KM, instead of the percentage of total business entity employees, we see a more balanced distribution across KM programs. About equal numbers of KM programs have participation rates below 40 percent, between 41 and 60 percent, and above 60 percent, respectively.



PERCENTAGE OF TARGET AUDIENCE THAT CONTRIBUTES TO ENTERPRISE KNOWLEDGE BASES AT LEAST ANNUALLY

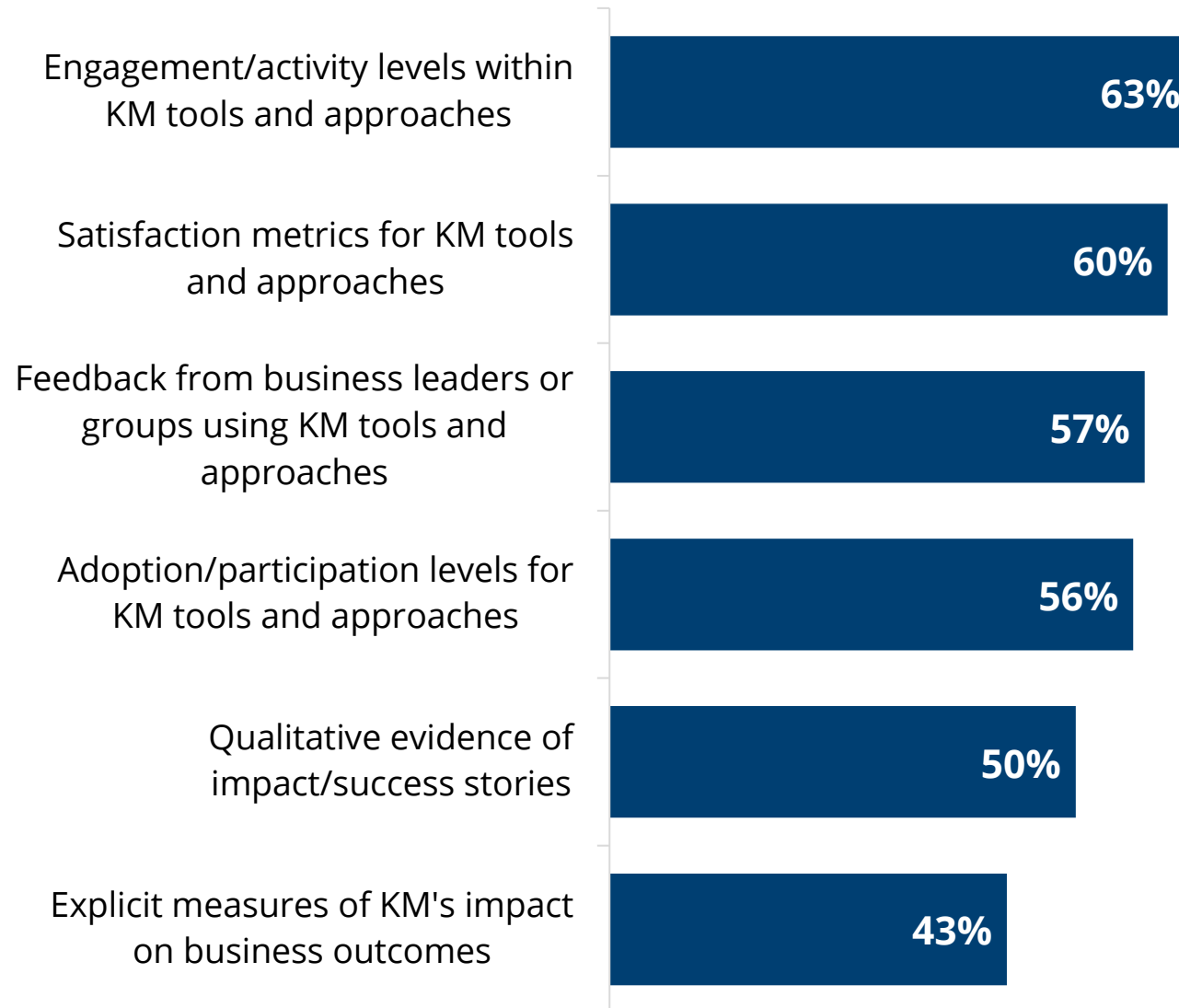
Contributing to enterprise knowledge bases is slightly less common, with 30 percent of KM programs reporting that more than 60 percent of the target audience does so at least annually.





KM MEASURES AND OUTCOMES

TYPES OF MEASURES TO EVALUATE KM



N=406

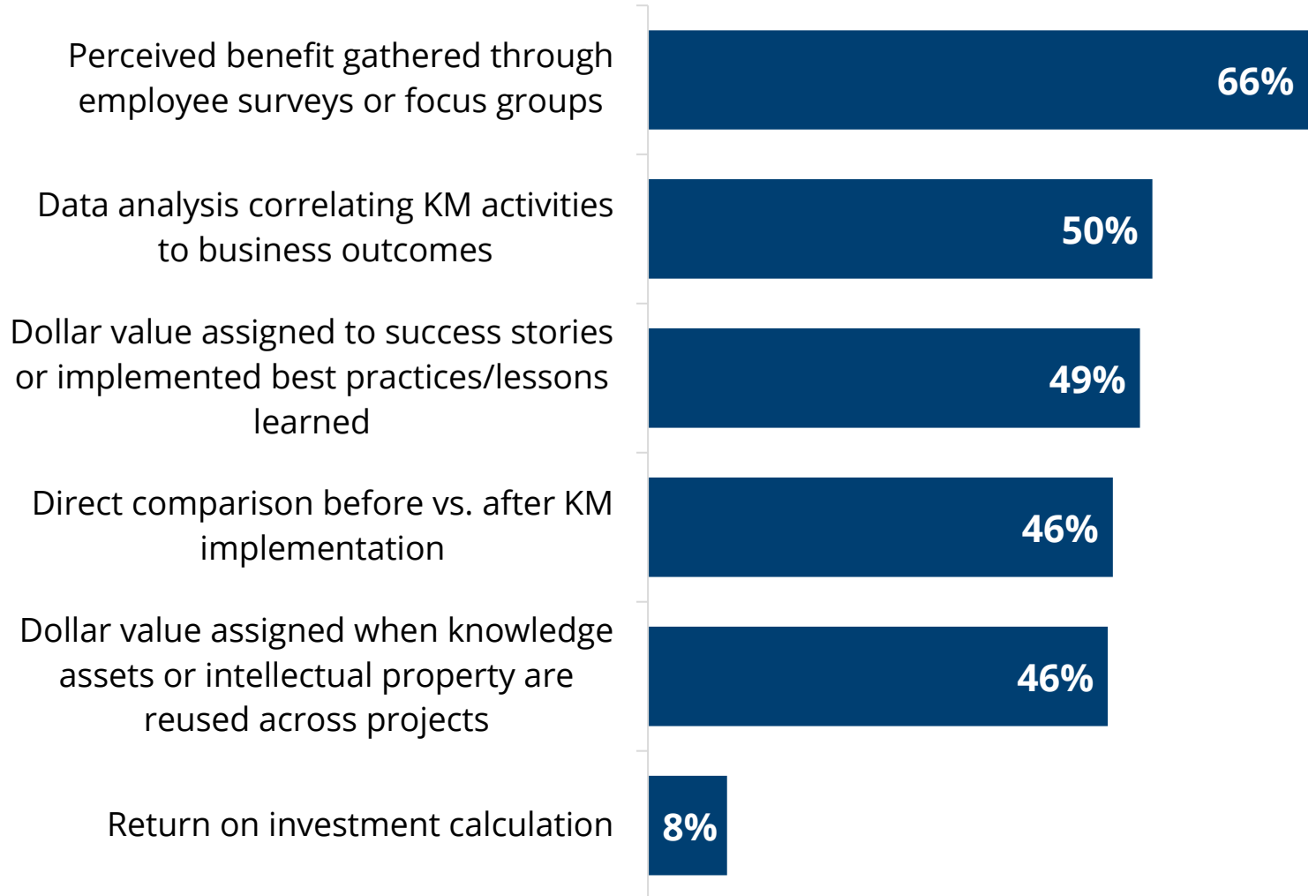
Many KM programs track activity measures (e.g., adoption, participation, usage) and process measures (e.g., user satisfaction, feedback) to evaluate KM's performance and determine whether it is worthy of continued investment.

Significantly fewer explicitly calculate ROI or the effect of KM on business outcomes.

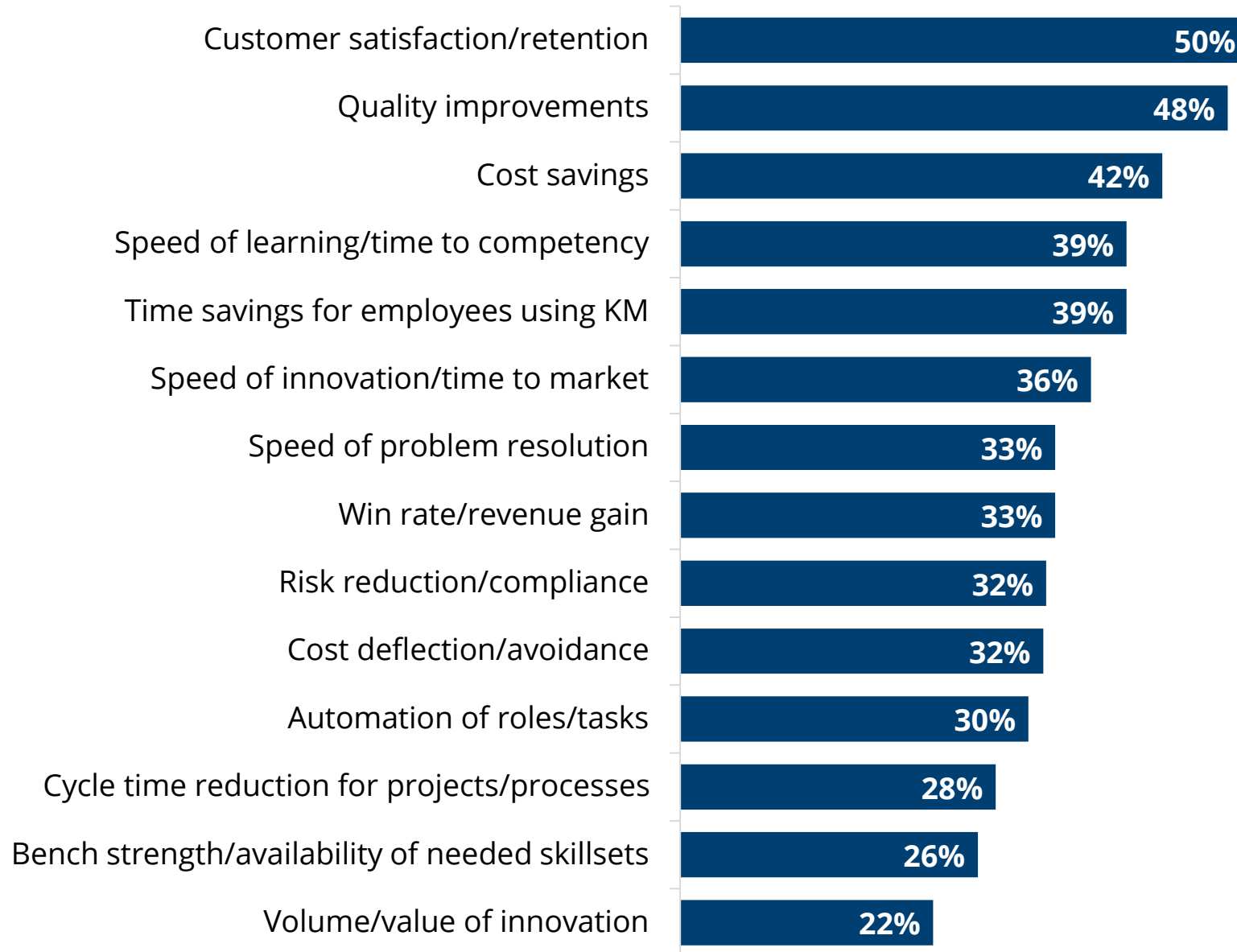
HOW ORGANIZATIONS ASSESS KM'S BUSINESS IMPACT

The most common assessments of KM's business impact are qualitative, based on input from employee surveys or focus groups.

However, nearly half of KM programs report performing some kind of data analysis to quantify KM-driven outcomes.



IMPACT KPIS IN PLACE

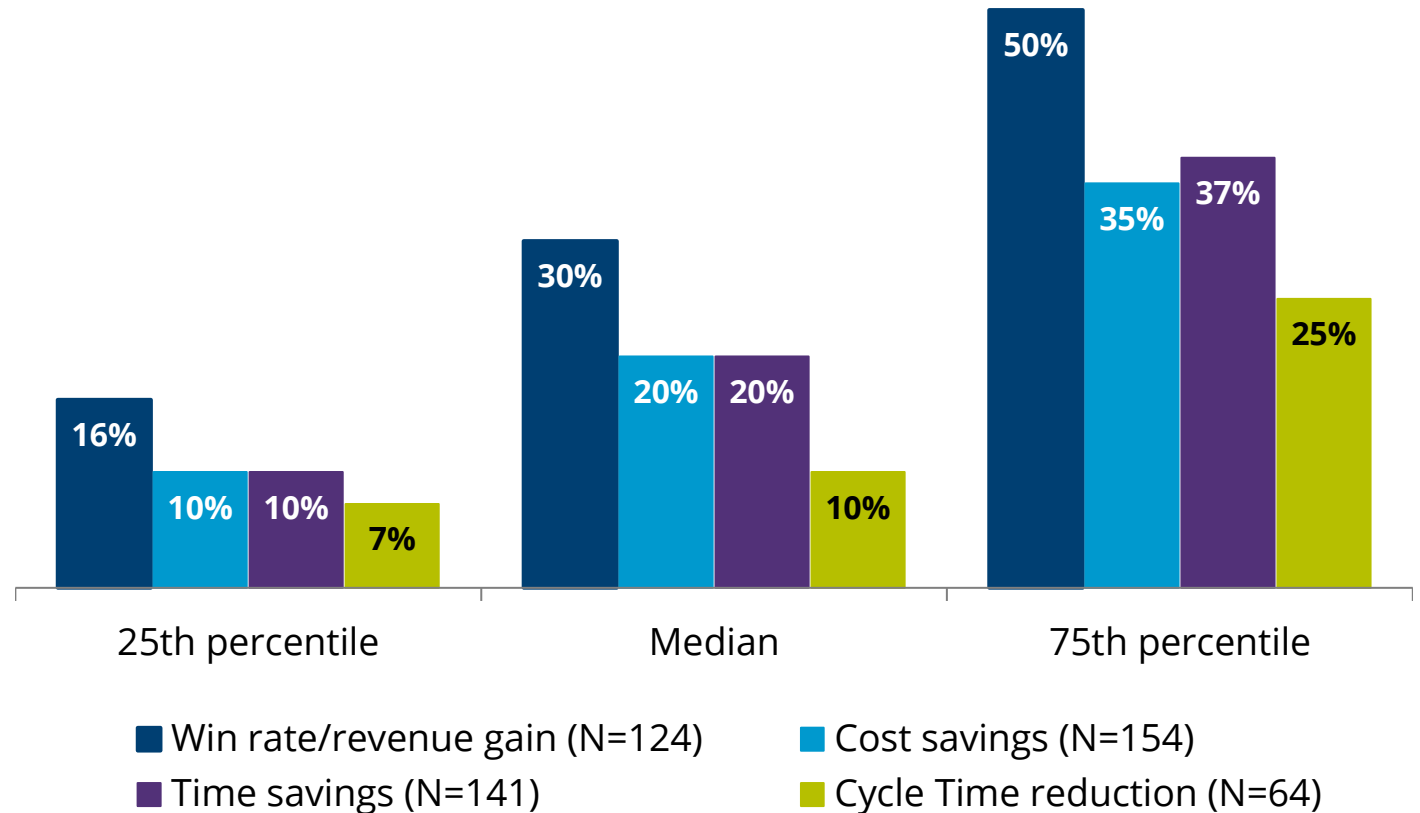


The most common business impact KPIs are customer satisfaction/retention and quality improvements. Organizations also align KM with cost savings, time to competency, time savings for employees, and accelerated innovation.

KM programs have the most success showing an impact on new business and revenue. However, KM is also linked to significant cost savings, time savings, and cycle time reductions.

BUSINESS IMPACT

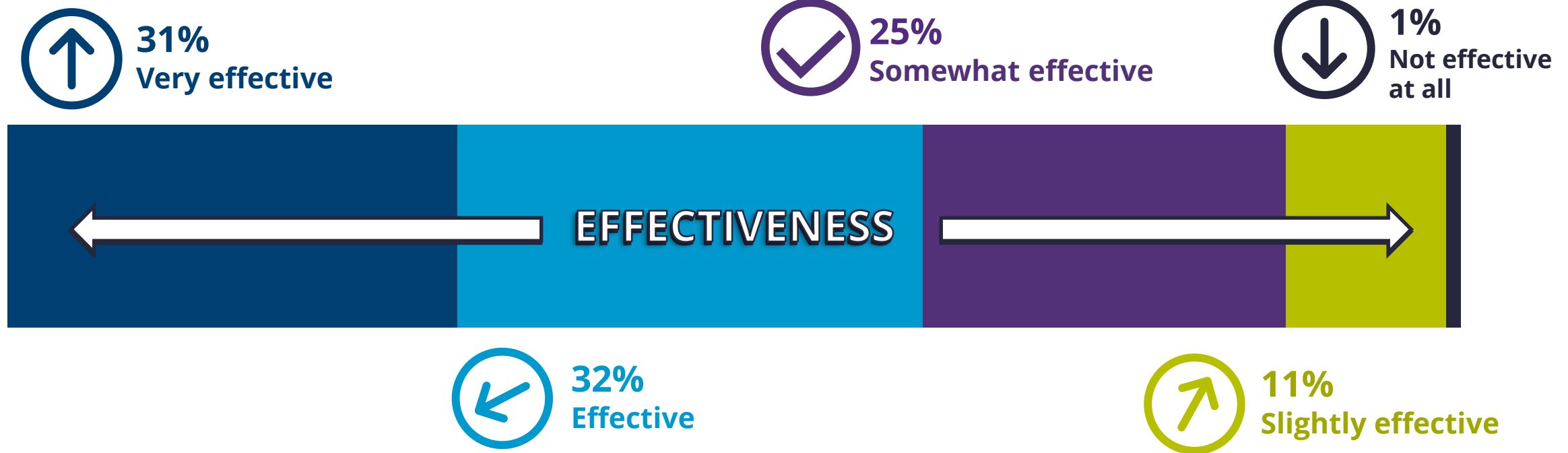
Percentage Change Attributed to KM Among Organizations That Measure Each Business KPI



KM EFFECTIVENESS: LEADER PERSPECTIVE

Nearly two-thirds of KM programs report that organizational leaders see KM as effective or very effective in delivering its intended business value.

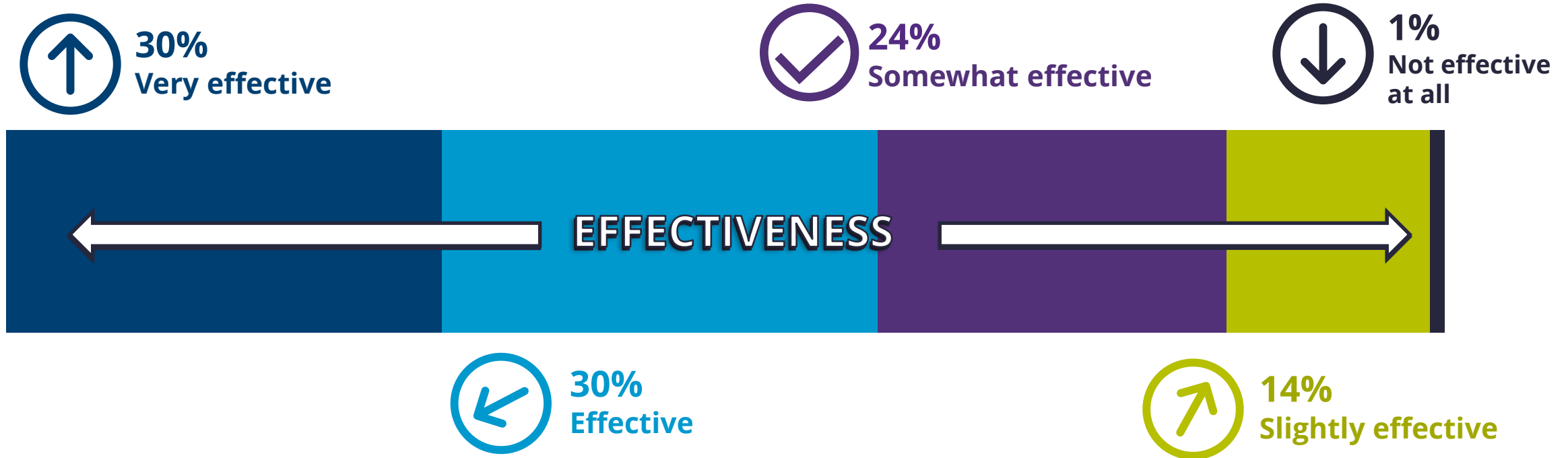
Based on feedback or interactions with leadership, how effective do leaders believe your KM program, initiative, or service is in delivering its intended business value?



KM EFFECTIVENESS: DATA PERSPECTIVE

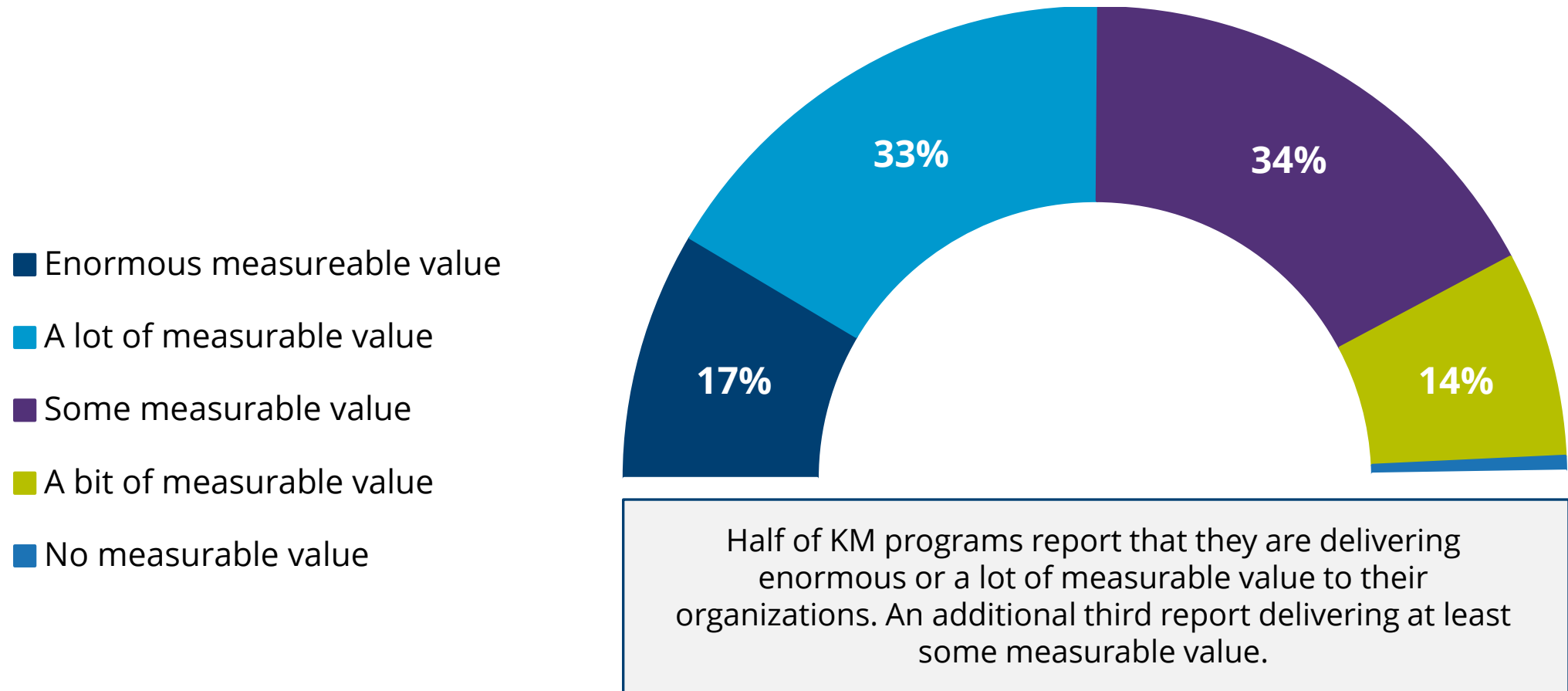
A majority of KM programs also report that they effectively perform against goals and objectives, based on the data and feedback they collect.

Based on the quantitative and qualitative data your KM program, effort, or service collects, how effectively is it performing against its goals and objectives?



KM PROGRAM VALUE

Based on your current portfolio of metrics, how effectively is your KM program, initiative, or service delivering measurable value?

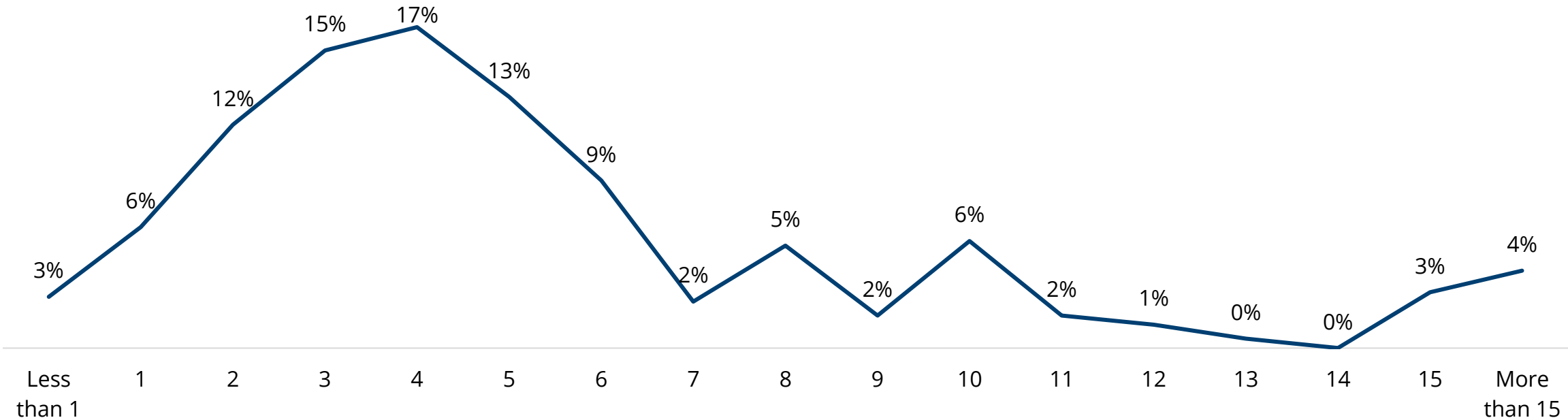


A dark blue geometric pattern consisting of various triangles and polygons, creating a textured, crystalline effect. It occupies the left portion of the slide.

DEMOGRAPHICS

DEMOGRAPHICS

Years the KM Program Has Been in Place



DEMOGRAPHICS

Top 10 Industries	
Services	24.8%
Retail and Wholesale	9.9%
Pharmaceutical	8.9%
Utility	7.0%
Government/Military	6.5%
Financial Services/Banking	6.3%
Petroleum/Chemical	6.0%
Insurance	5.8%
Automotive	4.6%
Industrial Products	4.3%

DEMOGRAPHICS

Region	
Africa & Middle East	1.9%
Asia-Pacific	24.0%
Central & South America	0.5%
Europe	26.7%
US & Canada	46.9%

Scope of KM Program	
Enterprise (i.e., entire organization)	66.1%
Manufacturing, operating, or business unit	27.9%
Region	2.2%
Department	3.8%

Revenue	
\$20 billion or greater	13.8%
Between \$15 billion and \$20 billion	0.7%
Between \$10 billion and \$15 billion	4.2%
Between \$5 billion and \$10 billion	6.9%
Between \$1 billion and \$5 billion	27.6%
Between \$500 million and \$1 billion	15.8%
Between \$100 million and \$500 million	24.4%
Less than \$100 million	6.7%

CONTACT US

Lauren Trees

**Principal Research Lead,
Knowledge Management**

ltrees@apqc.org

Sharae Celestine

Research Analyst

scelestine@apqc.org



www.apqc.org



800-766-9676