



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

2025 KNOWLEDGE MANAGEMENT PRIORITIES AND TRENDS

Survey Report

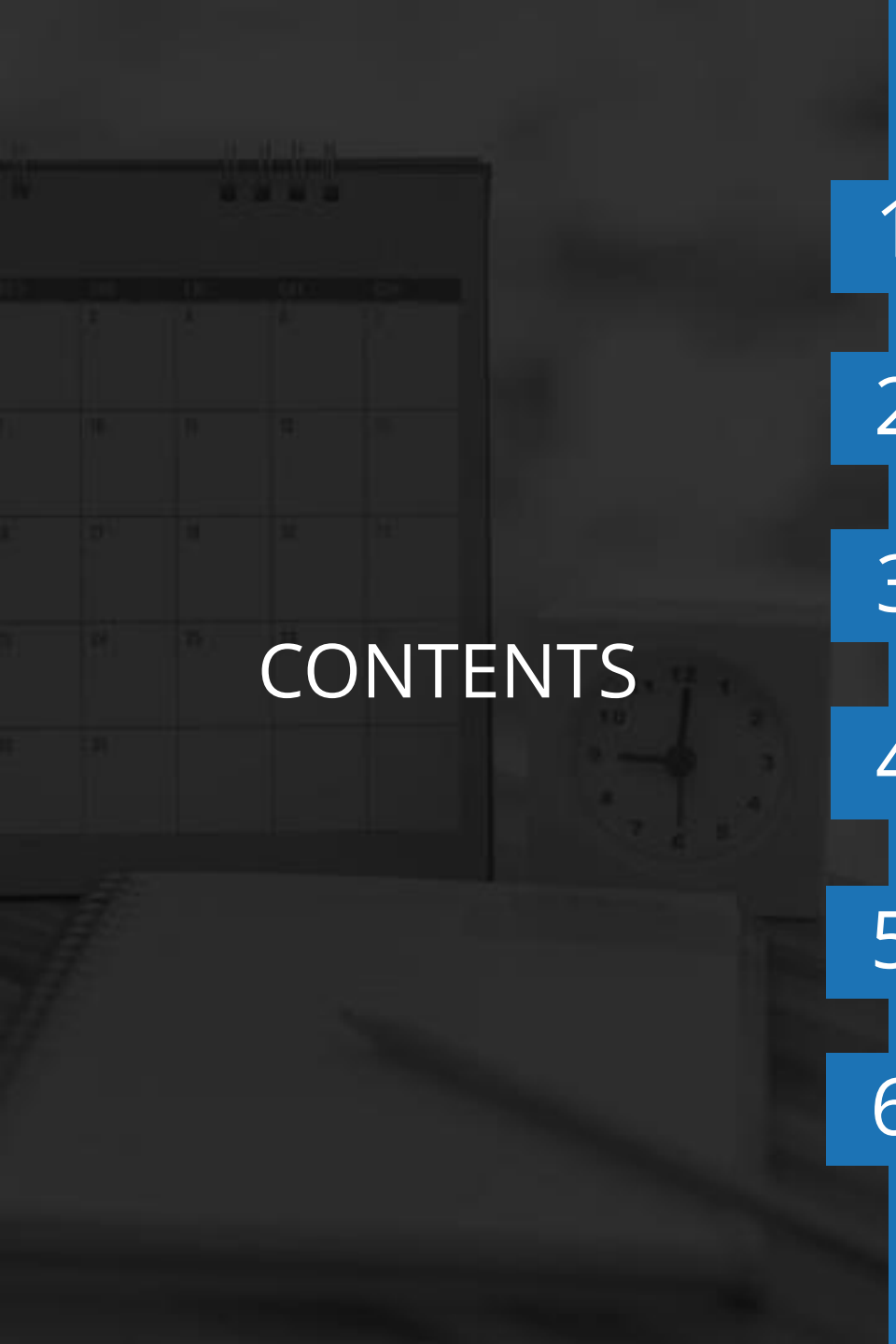
ABOUT THIS REPORT

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, emerging technology, end-user expectations, and stakeholder needs.

To jump-start 2025, 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

340 Valid Global Participants



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1

THE CURRENT STATE OF KNOWLEDGE MANAGEMENT

PERCEIVED CURRENT STATE OF KM

Overall, KM experts and practitioners remain optimistic about KM's outlook. Ten percent see KM thriving, while a large majority believe KM is at a steady state or gaining ground. A small percentage believe KM may be in decline, but the data continues to show KM with a strong future as KM teams prepare to support emerging business needs.

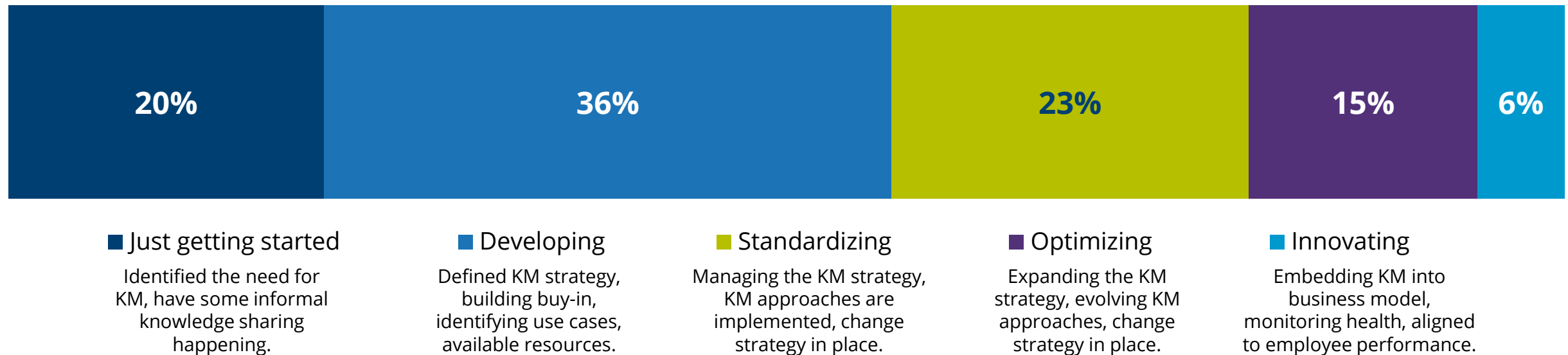
Which best describes the current state of KM?



PERCEIVED KM MATURITY

A majority of respondents report their organization's level of maturity in KM is just getting started or developing. Around one-quarter are standardizing, with 21% already operating or innovating at a high level of KM maturity.

How would you assess your organization's current level of KM maturity?

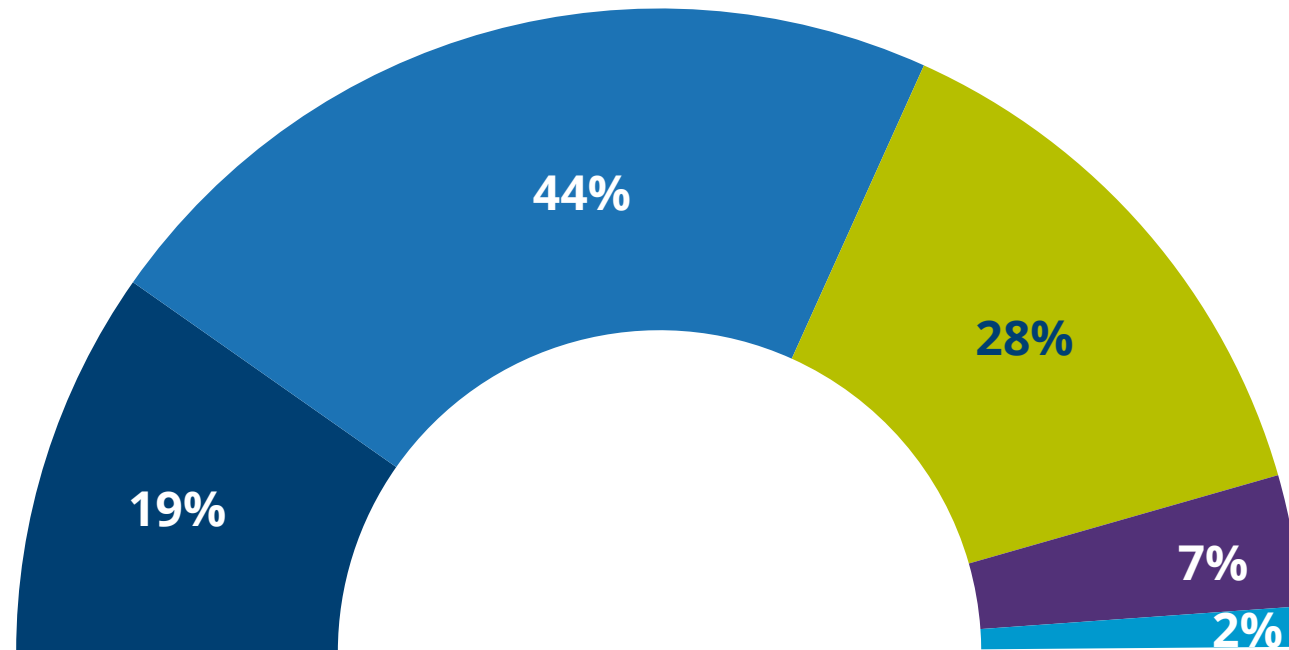


Note that these results are based on the respondent's perceived level of maturity and may not be derived from a formal KM maturity assessment.

EXPECTED CHANGE IN KM INVESTMENT

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

How do you expect your organization's investment in KM to change in the near future?



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

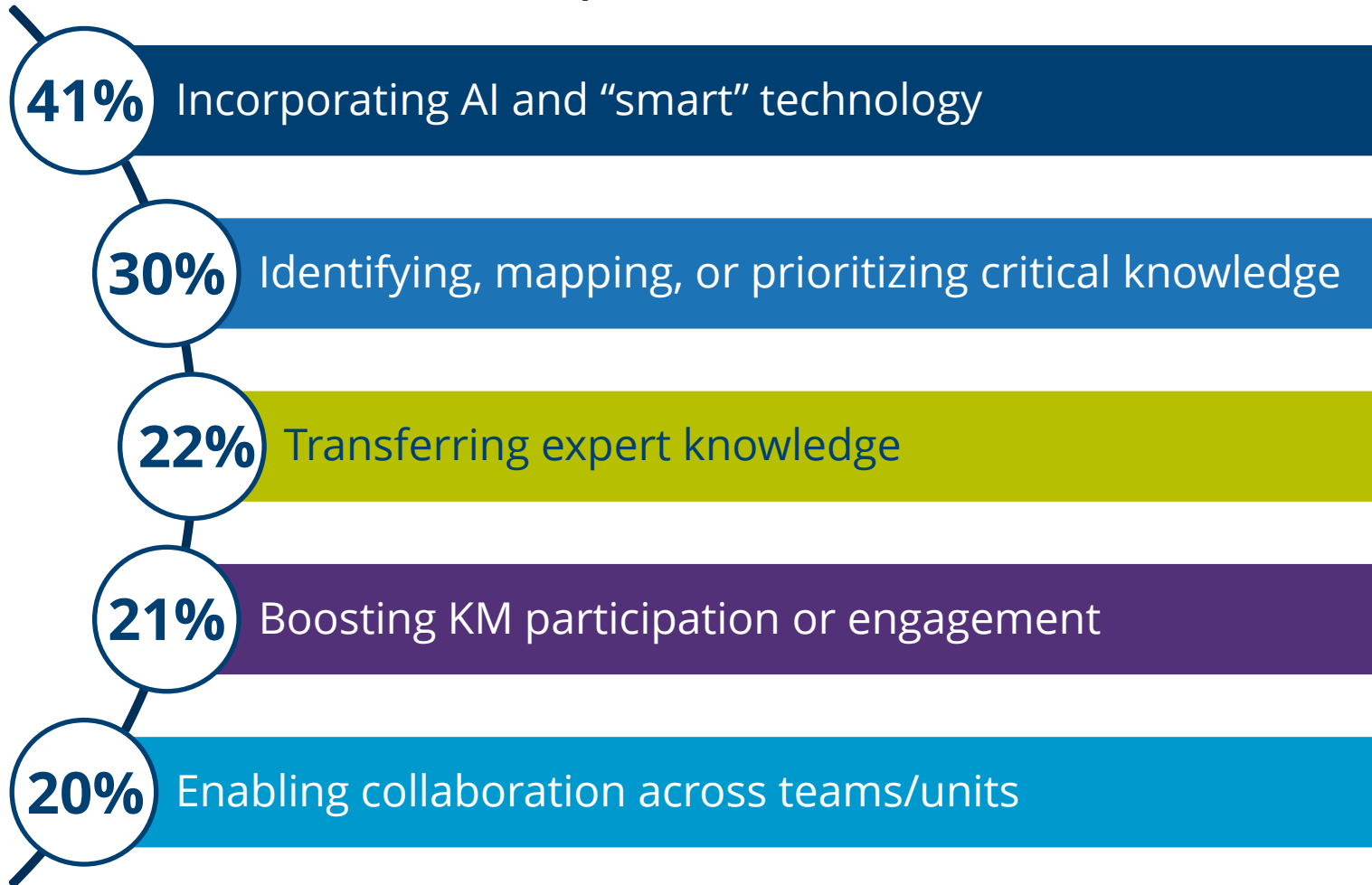
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2

FOCUS AREAS FOR 2025

TOP 5 PRIORITIES FOR KM TEAMS IN 2025

Top 5 KM Priorities 2025



Note: Values may not add up to 100 percent as question was "select up to three"

Showing up as the new top priority, with 41% of respondents reporting, is incorporating AI/generative AI and smart technology.

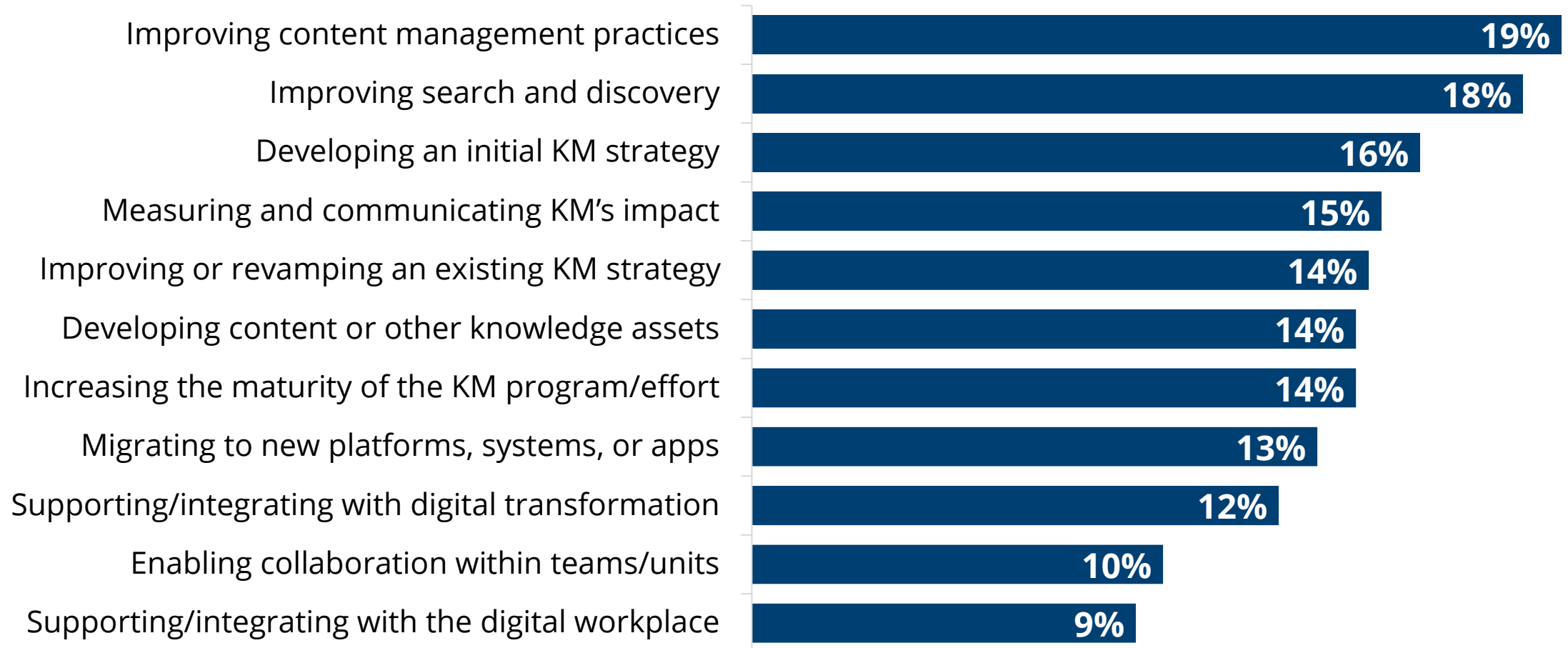
Slightly less than one-third of respondents now report identifying, mapping, or prioritizing critical knowledge as the second priority for their organization's KM teams.

These shifts in priority are likely due to the continued impact and evolving nature of technology like generative AI along with ever-changing workplace environments and ongoing shifts in the workforce.

ADDITIONAL PRIORITIES FOR KM TEAMS

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

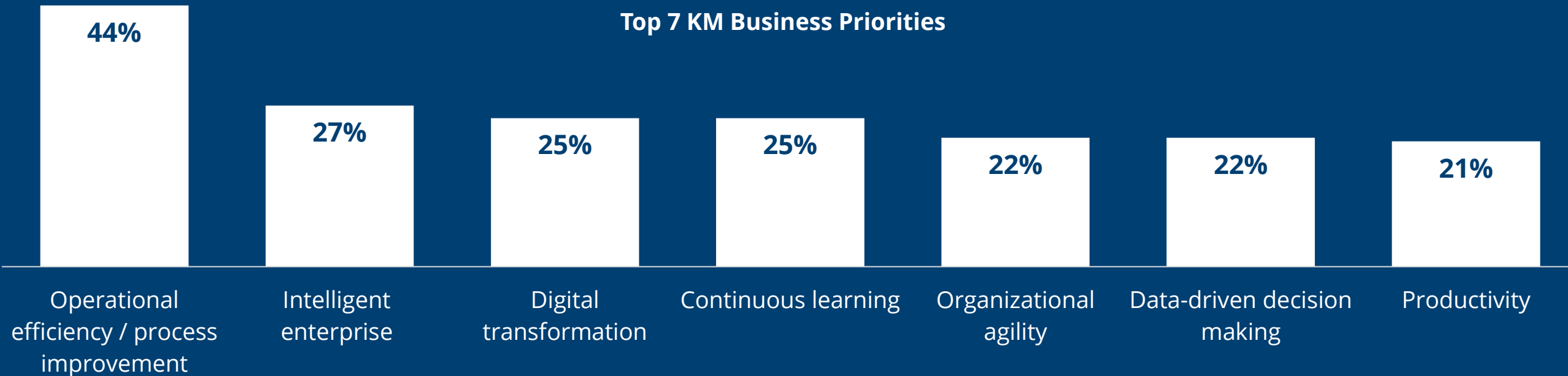
Other KM Priorities 2025



Note: Values may not add up to 100 percent as question was "select up to three"

TOP 7 BUSINESS PRIORITIES MOST IMPORTANT FOR KM

In this age 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 include focus on the intelligent enterprise (a targeted strategy focused on data analysis, AI, machine learning, etc.), digital transformation, and continuous learning.



Note: Values may not add up to 100 percent as question was "select up to three"

OTHER BUSINESS PRIORITIES

Business priorities such as strategic integration and employee and customer experience fall around 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 and DEI continue to remain a relatively low priority for KM.

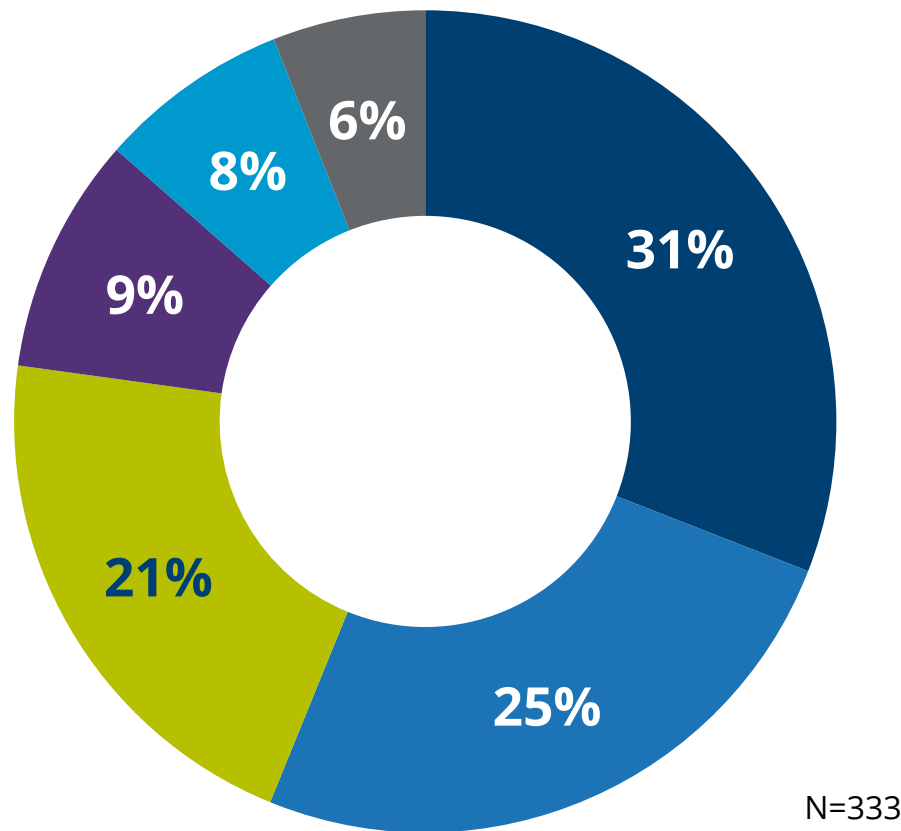


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KM USER EXPERIENCE

Over half of respondents say it's essential for KM to provide an in the flow or automated user experience. Less than one-quarter are focused on simplification as a priority while anticipatory, personalized and deep knowledge remain a lower priority. These results are likely supported by the continued focus on AI as a priority in most organizations.

What is most important for KM user experience moving forward?



In the flow

Embedding knowledge capabilities directly into work processes and applications

Automated

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

Simplified

Making the user experience less confusing and more intuitive

Personalized

Customizing the knowledge and experience to each user

Deep

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

Anticipatory

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

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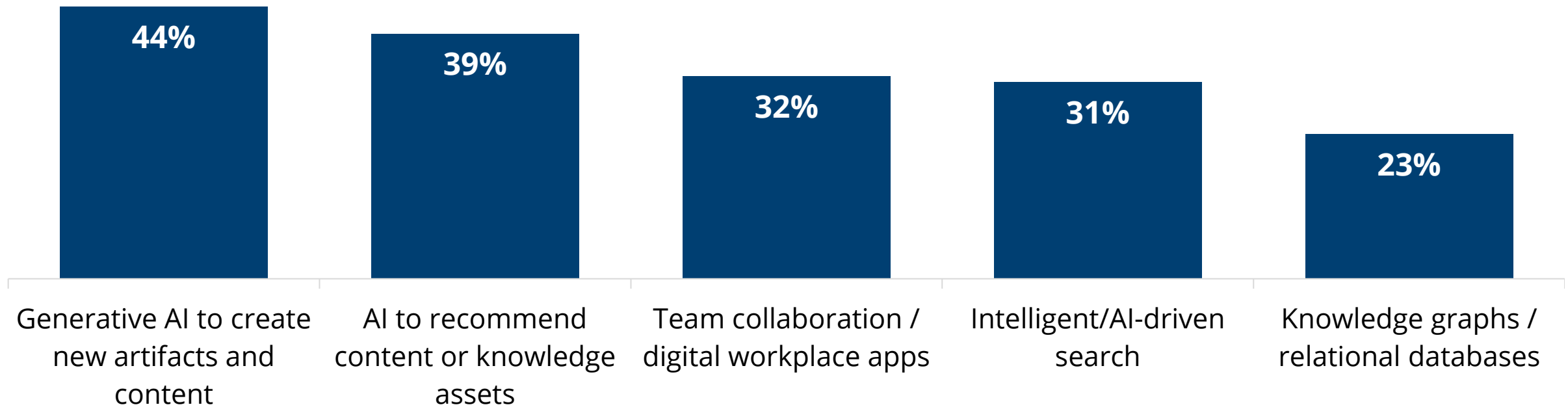
3

TECHNOLOGY IMPACT

TOP 5 TECHNOLOGIES IMPORTANT TO KM RIGHT NOW

A large percentage of respondents report generative AI to create new content as their top priority with AI to recommend content or knowledge as a close second. As organizations normalize in a world of digital transformation, automation and generative AI, it remains critical for KM to continue to focus on virtual team collaboration and digital workplace apps.

Top 5 Important Technologies For KM

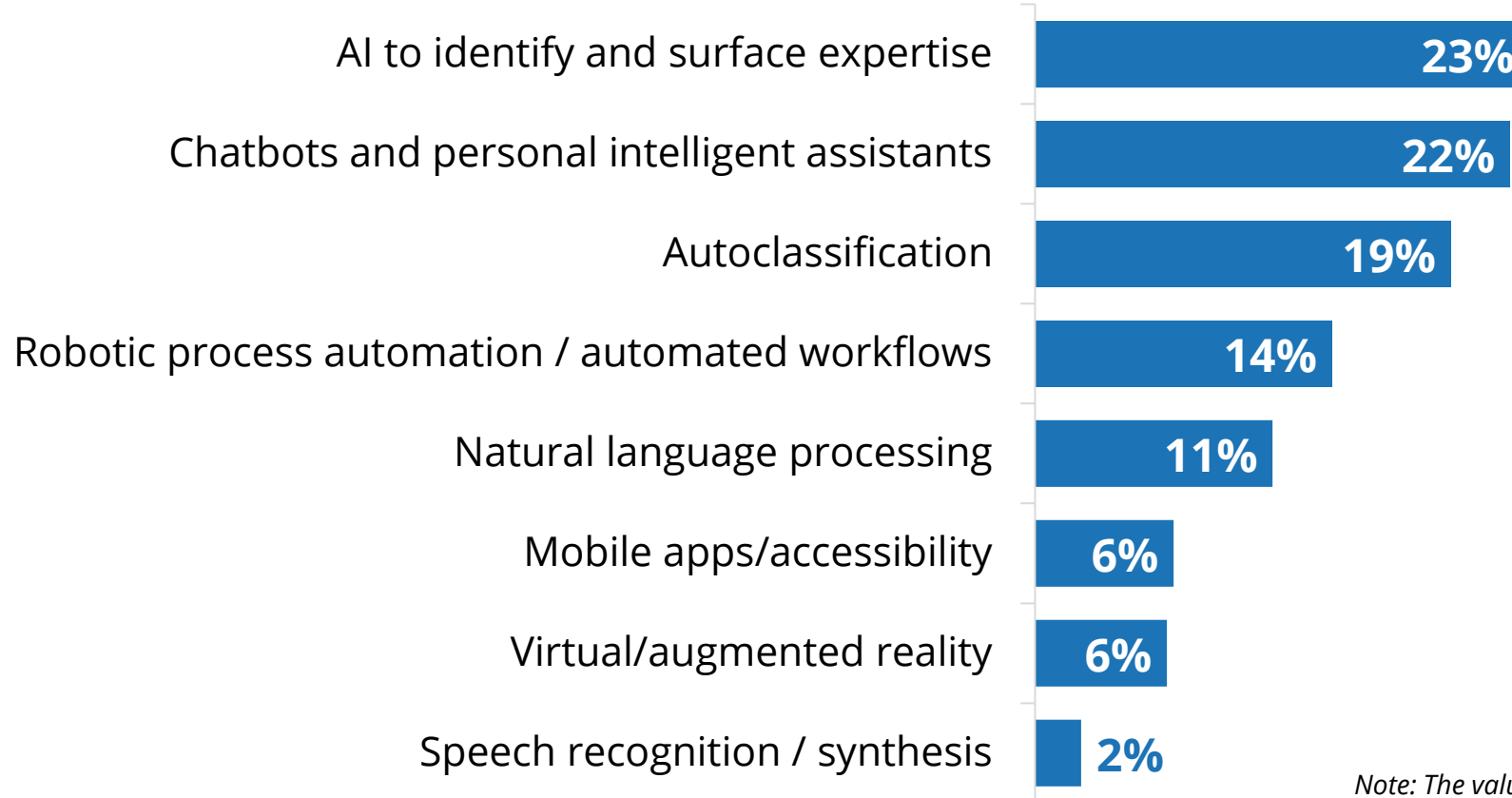


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ADDITIONAL TECHNOLOGIES IMPORTANT TO KM RIGHT NOW

Technologies such as AI to surface expertise, chatbots, autoclassification 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.

Other Important Technologies for KM



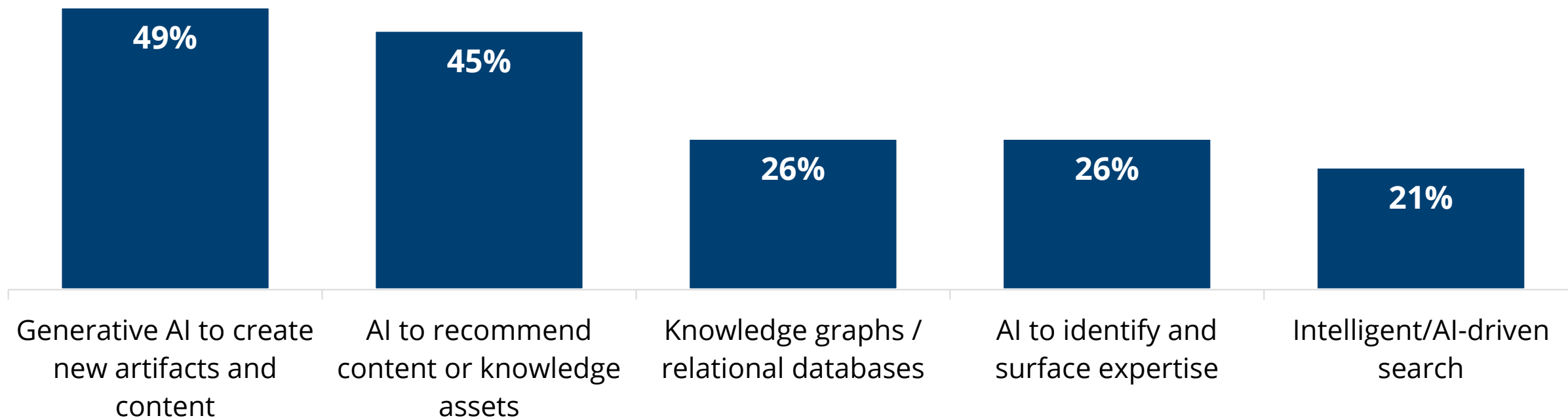
Note: The values in the graph displayed do not add up to 100 percent because it was a "select up to three" question.

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TOP 5 TECHNOLOGIES IMPORTANT TO KM IN THE NEXT 3 YEARS

The need for intelligent technology continues to take center stage. Going forward, the most important technologies for KM respondents to embrace focus heavily on generative AI to create new content and traditional AI to recommend content. Over one-quarter report knowledge graphs, AI to surface expertise and AI-driven search as a top priority in the near future.

Top 5 Important Technologies For KM (Next 3 Years)

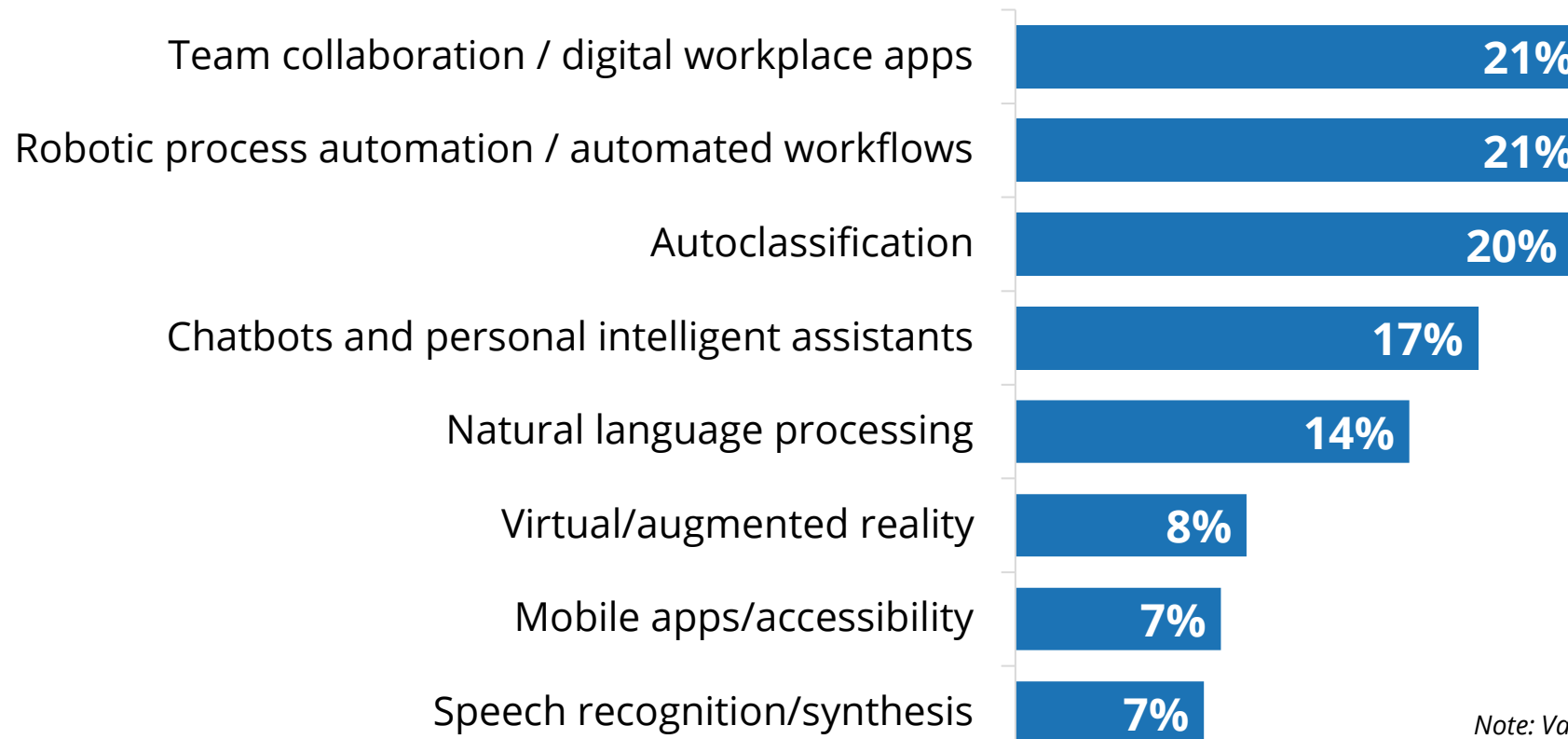


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ADDITIONAL TECHNOLOGIES IMPORTANT TO KM IN THE NEXT 3 YEARS

Additional technology priorities include team collaboration and digital workplace apps, which are essential to ensuring a successful knowledge sharing culture. Process automation, autoclassification, and chatbots will continue to gain ground.

Other Important Technologies For KM (Next 3 Years)



Note: Values may not add up to 100 percent as question was "select up to three"

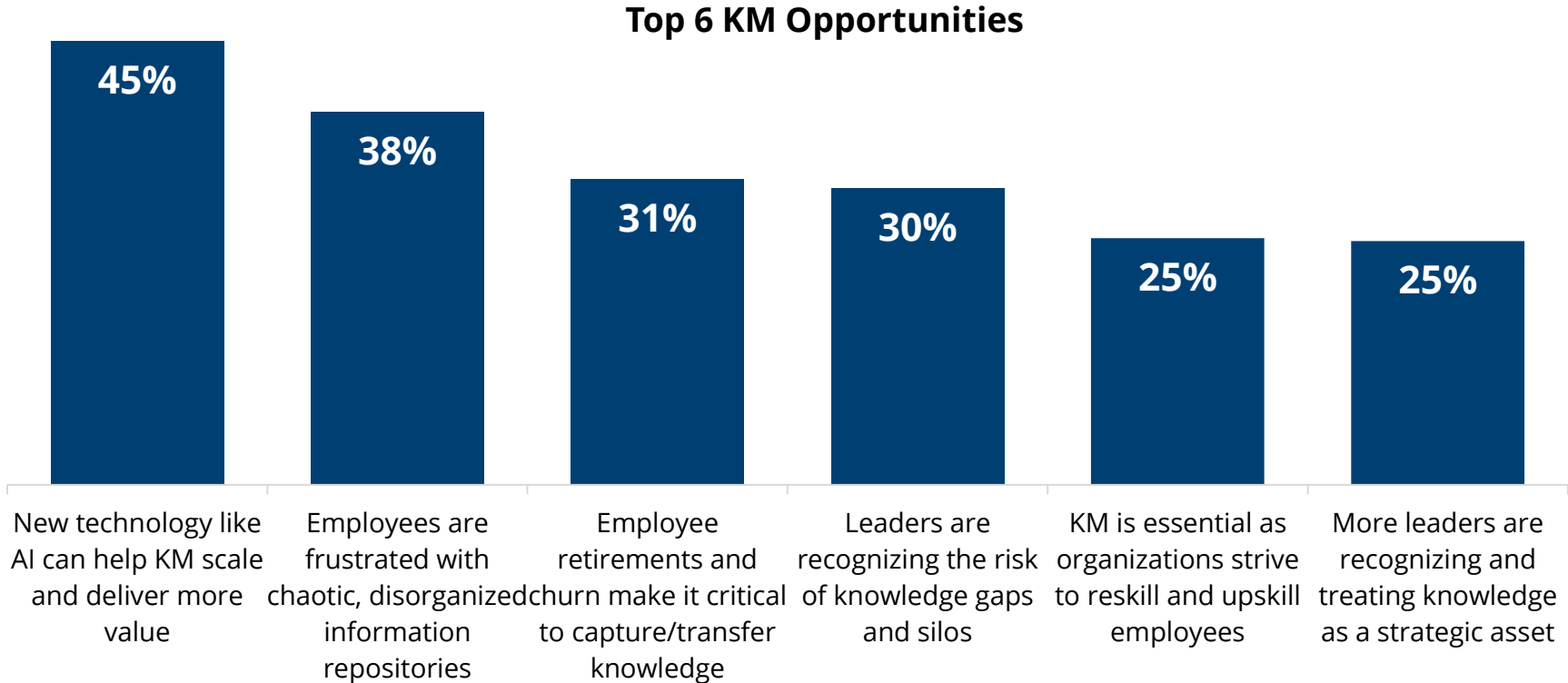
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OPPORTUNITIES & THREATS

TOP 6 OPPORTUNITIES FOR KM TO CAPITALIZE ON RIGHT NOW



Note: Values may not add up to 100 percent as question was “select up to three”

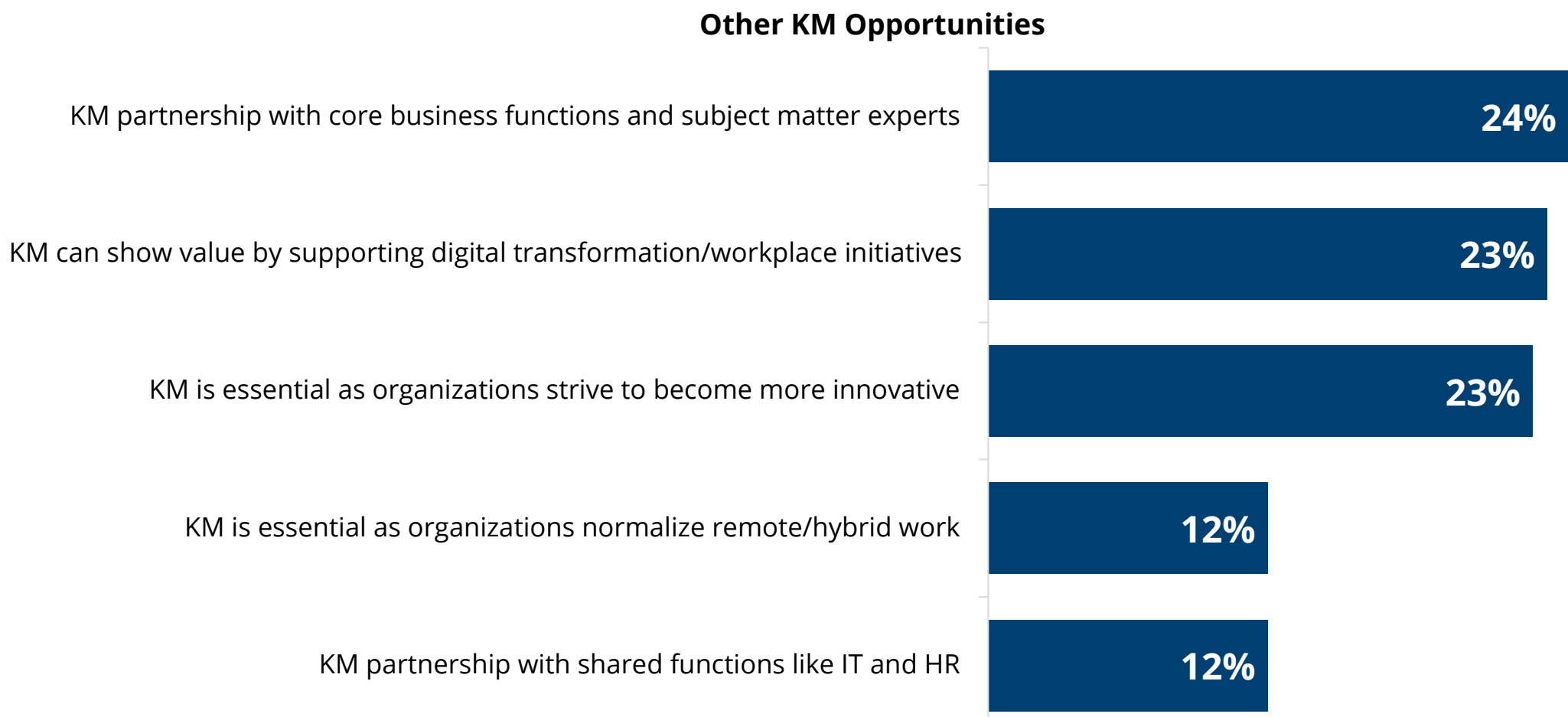
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New technology like generative AI is now a top priority for KM, allowing teams to focus more heavily on effective content management practices and partnering with the business to build solid use cases to leverage AI.

Respondents continue to identify disorganized repositories as a top priority pain point for KM to address. 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.

ADDITIONAL OPPORTUNITIES FOR KM RIGHT NOW

Respondents feel strongly about KM partnership with core business functions and subject matter experts. Other priorities such as showing KM’s value by supporting digital transformation and aligning to innovation efforts are continuing to increase in priority for KM teams.



Note: Values may not add up to 100 percent as question was “select up to three”

TOP 5 THREATS TO KM RIGHT NOW

Reporting shows that employees are overworked and think they don't have time for KM. KM's impact continues to be difficult to measure which can complicate funding and buy-in.

Leaders continue to see KM as a higher priority likely due to the ongoing focus on generative AI and the realization that KM can help support successful implementation of this capability with valid use cases and better content management and change management.

42%

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

41%

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%

Organizational culture does not incentivize knowledge sharing and reuse

37%

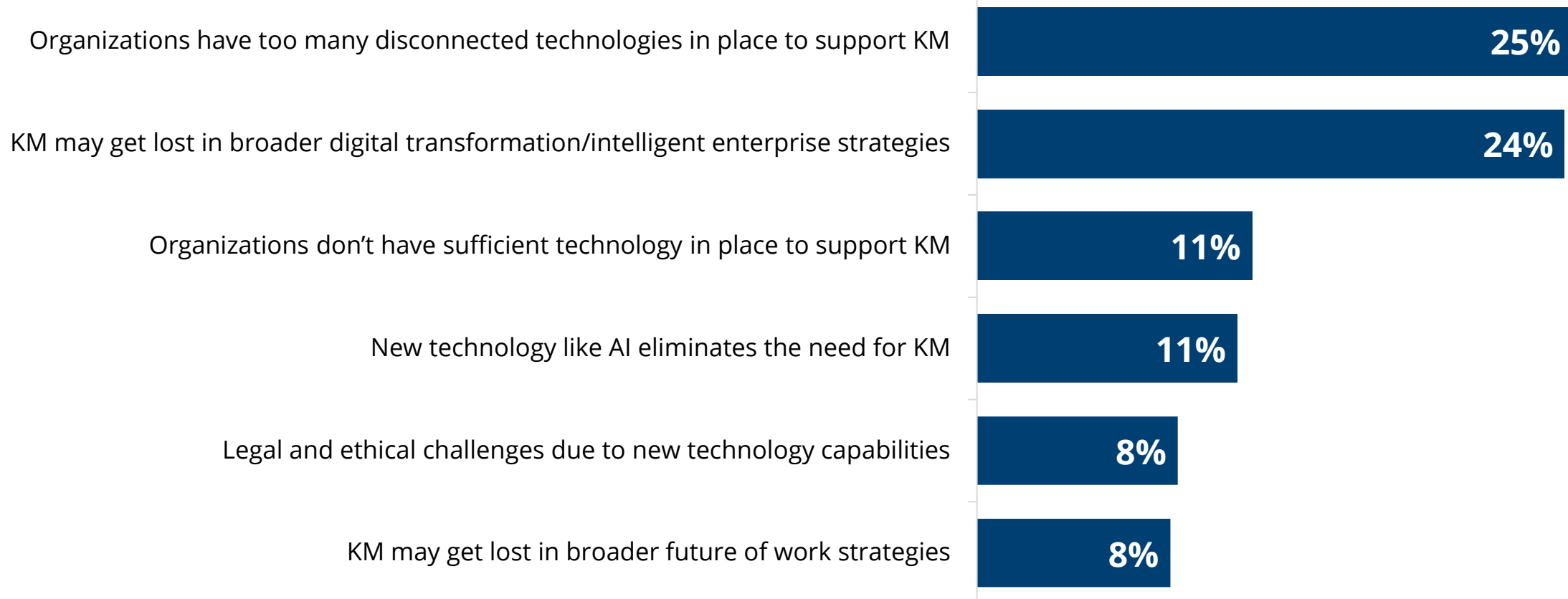
People are dealing with a lot of change, which makes it harder to motivate new behaviors

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ADDITIONAL THREATS TO KM RIGHT NOW

One-quarter of respondents believe organizations have too many disconnected technologies to support KM, likely causing it to get lost in the broader digital transformation strategies. Additionally, some organizations believe they don't have sufficient technology in place to support KM and that new technology like AI eliminates the need for KM.

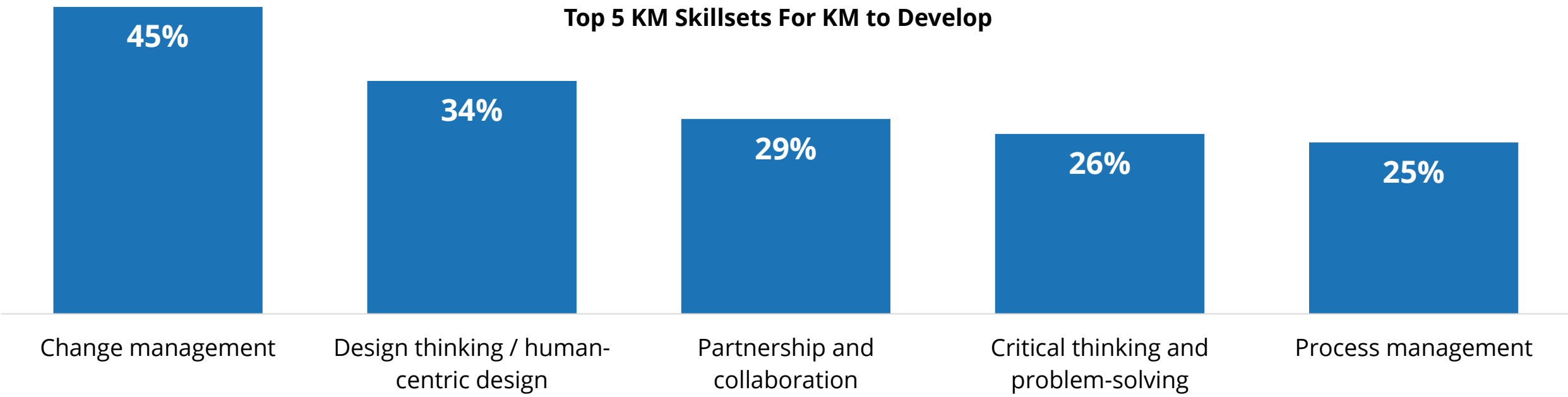
Other KM Threats



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TOP 5 SKILLSETS FOR KM TO DEVELOP RIGHT NOW

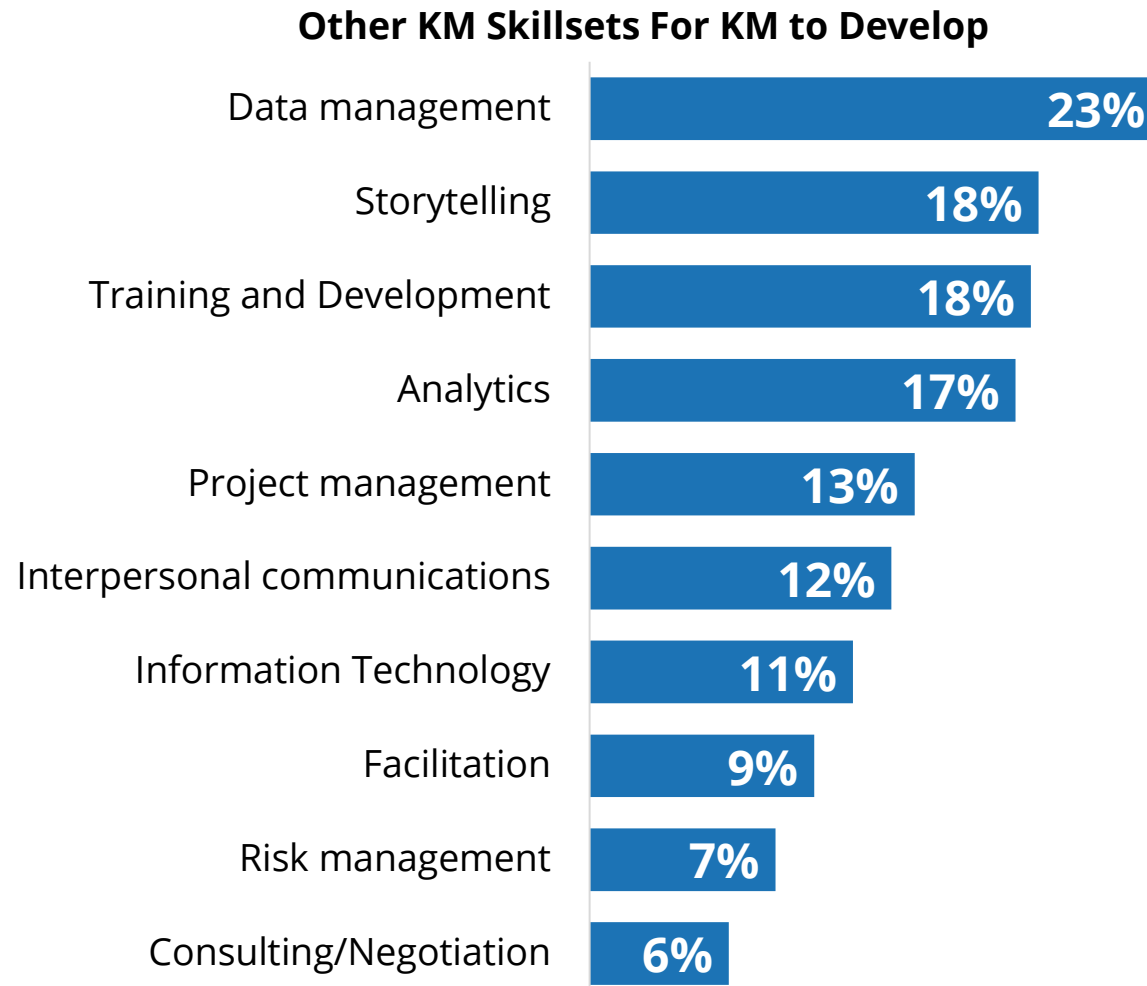
Change management and design thinking remain at the top of in-demand skills for KM teams to develop. About one-quarter of respondents report partnership and collaboration along with critical thinking and problem solving as top skillsets. Most organizations continue to see value in partnering with KM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



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ADDITIONAL SKILLSETS FOR KM TO DEVELOP

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



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But there remains many new opportunities along with new and continued challenges for KM in 2025 and beyond.

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RELEVANT RESOURCES

KNOWLEDGE MANAGEMENT RESOURCES

Recommended Content

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

Collections

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

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6

SURVEY DEMOGRAPHICS

PARTICIPANT DEMOGRAPHICS

Top 10 Industries	
Government/Military	16%
Financial Services/Banking/Insurance	12%
Software/Technology	11%
Services/Legal/Professional	11%
Healthcare/Pharmaceutical	9%
Petroleum/Chemical/Oil	8%
Education	6%
Consumer Products/Packaged Goods/Food & Beverage	5%
Non-profit	4%
Construction	4%

FTEs	
Fewer than 1,000	32%
Between 1,000 and 49,999	47%
50,000+	20%

Organizational Role	
Upper Management (C-suite/top level, president, vice president)	8%
Mid-level Leader (Sr. director/Director, Sr. Manager/manager)	52%
Specialist/Analyst/Consultant	40%

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