

ACHIEVING KNOWLEDGE MANAGEMENT MATURITY AND BUSINESS IMPACT FROM KM

Research Sponsorship Opportunity

PROJECT OVERVIEW AND SCOPE

APQC provides many tools to guide the development and improvement of knowledge management (KM) programs. One of the most important is its Levels of Knowledge Management Maturity, a five-stage maturity model designed to help organizations determine the current status of their KM programs. The Levels of KM Maturity form the basis for APQC's KM Capability Assessment Tool, which shows participants their current maturity level and helps them uncover gaps that may impede the efficacy of KM initiatives.

To date, more than 200 KM programs have evaluated their performance and progress using the KM Capability Assessment Tool. In 2016-2017, APQC is conducting further research to explore the path to KM maturity, the effect of the assessment process, and the factors that influence KM's ability to demonstrate tangible business impact.

The study team will analyze aggregate data from the Capability Assessment Tool to determine the KM capabilities most likely to predict whether an organization can leverage knowledge for competitive advantage and demonstrate ongoing evidence of business impact from KM efforts. The analysis will also attempt to connect KM maturity to publically available data on financial performance to identify any trends.

In addition to this analysis, the study team will interview KM leaders at organizations that have participated in APQC's Capability Assessment Tool over the past two years. Some interviews will spotlight KM programs that have achieved Maturity Levels 4 and 5; these will focus on the organizations' KM journeys and the critical success factors for building mature KM capabilities. Other case studies will highlight less mature KM programs, highlighting key milestones achieved to date as well as ongoing challenges and plans to overcome them.

All the interviews will address why the organizations opted to complete the assessment; what they learned; and whether they have used the results to communicate with leadership, promote their success, or make meaningful changes within their KM programs.

AUDIENCE

- ◆ KM leaders and practitioners
- ◆ Those looking to make a business case for increasing KM investment and maturity

RESEARCH QUESTIONS

- ◆ Why, how, and how frequently do organizations assess KM maturity?

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- ◆ What are the characteristics of mature, successful KM programs?
 - ◆ What tips and lessons learned can mature KM programs share based on their experiences designing and deploying KM capabilities?
 - ◆ What actions and enablers should an organization focus on in order to progress to each successive level of maturity?
 - ◆ How can organizations use the assessment process and results to jumpstart investment, expansion, or continuous improvement?
 - ◆ What is the ultimate value of a maturity assessment

RESEARCH METHODS

This research project will be conducted by collecting and analyzing data from multiple sources via:

- ◆ Interviews with organizations that have participated in APQC's KM Capability Assessment Tool
- ◆ Analysis of data from the KM Capability Assessment Tool

ABOUT APQC

APQC helps organizations work smarter, faster, and with greater confidence. It is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries. With more than 40 years of experience, APQC remains the world's leader in transforming organizations. Visit us at www.apqc.org, and learn how you can make best practices your practices.