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SPOTLIGHT

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A dynamic and modern workplace can ensure employees and customers are engaging with the most current and contextual knowledge base for positive and trustworthy outcomes.

The Value of a Data-Driven Knowledge Workplace

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Introduction

When companies realize that their knowledge is one of their greatest assets, they are eager to put it to work. But turning that goal — running a successful knowledge management (KM) practice enterprisewide — into a reality has been a long-standing struggle. Historic challenges come from systems that are not up to the task and employees who are frustrated when engagement does not deliver results.

Knowledge management is only getting more complex, with a rapidly expanding list of producers and consumers that are trying to capture, create, share, govern, and access a variety of data, systems, and knowledge bases.

The digital workplace is hybrid and evolving. It's global, and a positive experience demands trustworthy outcomes in the language you understand. Whether it is for individuals, departments, automations, or enterprise applications, users must be able to store and extract data that they can transform and translate to meet the diverse needs of each.

AT A GLANCE

KEY STATS

According to IDC's research:

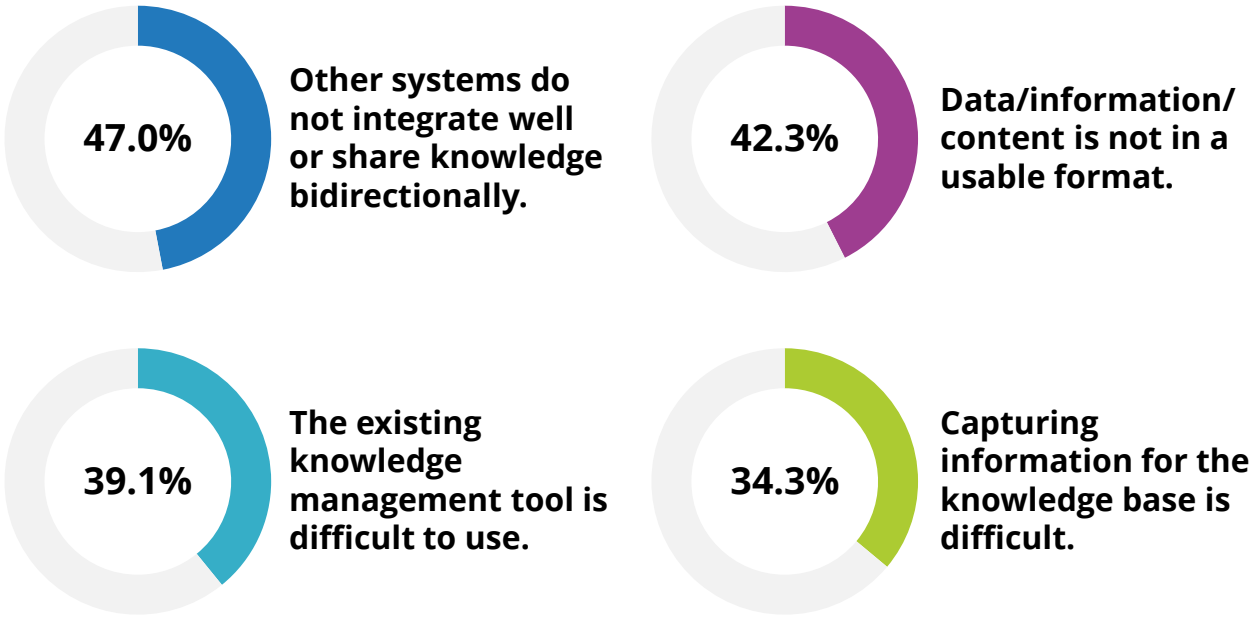
- 44% of companies struggle with inadequate knowledge management solutions. Shortcomings include ensuring the knowledge is current and in context, as well as transforming knowledge for the diverse needs of knowledge consumers.
- 43% of companies believe that identifying knowledge gaps is one of the most important knowledge discovery and sharing capabilities.
- When shaping their AI strategies and investments, nearly a quarter (23%) of global businesses highlight compliant AI as their most important consideration and 17% say that data management is top of mind, ensuring high-quality, accessible, and well-governed data.

Historic Knowledge Management Challenges

Knowledge management has struggled from technology and process standpoints. It's not surprising that very few companies consider their KM solution to be working well (see Figure 1). IDC's July 2024 *Knowledge Management Solutions Survey* found that 18% are using a homegrown knowledge management solution, while others are using content and collaboration applications not purpose-built for KM.

FIGURE 1: ***Technology Challenges in Leveraging Information***

Q ***What are your organization's top technology challenges in leveraging information and knowledge today?***



n = 717

Source: IDC's Knowledge Management Solutions Survey, July 2024

Nearly half of companies told IDC that the technology itself — and its shortcomings — has been a major inhibitor to their knowledge management practice, while 38% pointed to difficulty in capturing and migrating the knowledge base. When it came to process, 37% of companies struggled with unconnected silos of information and 31% said employees do not have enough motivation or reward to engage, according to IDC's July 2024 *Knowledge Management Solutions Survey*. Chief among these problems are the following:

- **Missing knowledge context:** One major shortcoming has been the inability to contextualize content. Traditional keyword searches lack the semantic understanding crucial for knowledge discovery. Compounding this is the fact that semantic understanding varies not only by business and department but also by the individual. Consider the word "entitlement," which can mean something very different to an HR professional versus a claims processor.
- **Lack of governance:** Knowledge often remains trapped in departmental or application silos across various locations and applications, making it complex to integrate and manage, frequently necessitating manual intervention for downstream processes. Companies have lacked standards in how to capture, organize, and format knowledge, and security concerns arise about respecting access controls when accessing knowledge via discovery tools. In fact, 39% of organizations told IDC that data in an unusable format is a top challenge (source: IDC's *Knowledge Management Solutions Survey*, July 2024).

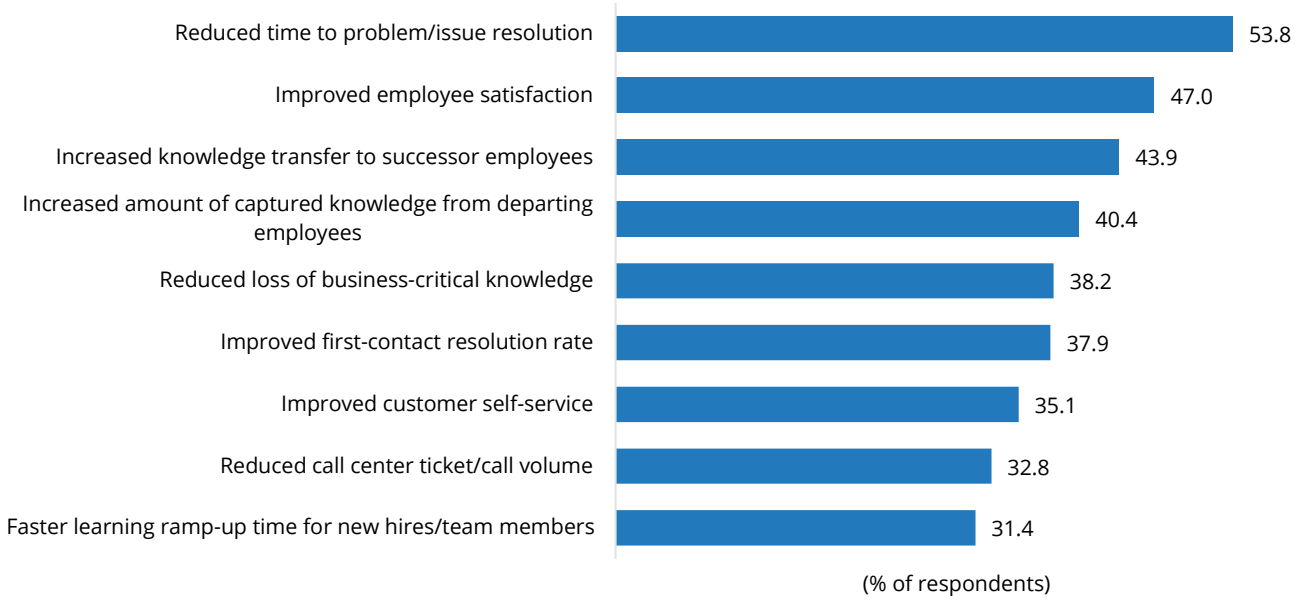
- **Reactive processes and missing knowledge:** Maintaining a healthy knowledge base demands a constant, time-consuming effort. It is often reactive and manual, with issues such as redundant, obsolete, and trivial content and duplicates and contradictions. Simply because a tool surfaces an answer or a knowledge article does not mean that it is trustworthy. Missing information can mean service agents are flying blind, guessing what to do, which hurts confidence in the process. Adding to that, employees do not have the motivation to capture and share knowledge because processes are often manual and time-consuming. The process has been about fixing problems as they arise instead of proactively identifying and addressing them.
- **Drowning in knowledge, some of questionable quality:** As companies unlock more unstructured data for use, it is contributing to the "drowning in data" problem. Data quality and curation are key, and the ability to understand context is a key component of curation. Companies believe that generative AI (GenAI) and LLMs will have the biggest impact by improving knowledge search, according to IDC's July 2024 *Knowledge Management Solutions Survey*. However, businesses also told IDC that concerns about accuracy or potential toxicity of answers can significantly limit adoption.

Benefits of Proactive Knowledge Management

Organizations are leveraging AI and data management strategies to address long-standing knowledge management challenges, shifting KM from a reactive process to a proactive one. Many see modernizing their knowledge infrastructure as part of a digital transformation initiative, investing in dynamic solutions to ensure employees and customers are engaging with the most accurate, up-to-date, and comprehensive information sets (see Figure 2).

FIGURE 2: ***The Value of Knowledge Management Investment***

Q Which of the following metrics or KPIs are you tracking or plan to track to measure the value of your knowledge management solutions?



n = 717

Source: IDC's Knowledge Management Solutions Survey, July 2024

Putting Knowledge in Context

Context takes outcomes from simple similarities to relational understanding. This transformation is in part thanks to implementing knowledge graphs into the pipeline, unifying data from diverse sources, and making queries more accurate. The nodes and edges of a knowledge graph rely on relationships (i.e., how this thing connects to that thing), and by relying on relationships, knowledge graphs yield more precise outcomes compared with previous methods, with higher relevance scores for complex queries. This relational foundation enhances knowledge discovery, self-service, and the actions that employees or AI-driven copilots/bots take.

Curating an "Evergreen" Knowledge Base

A digital knowledge base acts as a hub that empowers users to discover, contribute, and extract valuable knowledge. For this hub to thrive, outcomes need to be trustworthy. Unlike static archives, a modern knowledge base is dynamic and needs continuous attention and curation. Using analytic dashboards and QC procedures make curation and review much easier, automated, and future proof. Considering how many knowledge articles quickly become obsolete, curation ensures the knowledge base is current and evergreen. The benefit means actively preventing the rapid obsolescence that has challenged traditional knowledge systems by identifying and even automatically updating out-of-date information or creating missing knowledge articles.

Identifying Missing Knowledge

Knowledge curation also means pinpointing the knowledge gaps (i.e., what knowledge is missing and what knowledge is needed). In IDC's July 2024 *Knowledge Management Solutions Survey,* 43% of companies believe that identifying knowledge gaps is one of the most important knowledge discovery and sharing capabilities they want when investing in new solutions. In the past, identifying knowledge gaps felt like finding a needle in a haystack. Today, by modeling and mapping topics and knowledge coverage against actual queries and support tickets, companies can see where those gaps exist.

Establishing the Single Source of Truth in Any Language

Companies want to establish a single source of truth to have the most current and accurate data and content available. IDC believes that single source does not mean an actual solitary source — that is, a single repository or data store — but rather an access point that can break through data silos while remaining secure. This is the promise of what modern knowledge management can do, with a unified, contextual, and relevant access point. The truth depends on the use case and persona, and AI-powered translation capabilities ensure that no matter the location, the information appears in a way the consumer can understand it.

Boosting Resolution Rates for Happier Customers

Companies are tracking the value of their KM investments and seeing faster time to resolution as a key metric. Whether it's an internal help desk ticket or a customer support issue, the ability to quickly find accurate information means faster resolutions to problems, translating into higher customer satisfaction scores and more efficient operations. For customers, this can mean successful self-service and quickly finding what they need without waiting on hold or navigating complex menus. It can be the difference between a negative experience and lasting brand loyalty.

Ensuring Knowledge Transfer

Companies are also looking at higher-value metrics, such as increased knowledge transfer to successor employees, ensuring they will have a resilient and knowledgeable workforce for the future. The challenge of losing knowledge with aging employees and being unable to access it because it is locked in individual silos is fading. Knowledge is expertise, and modern digital workplaces ensure the capture, sharing, and accessibility of valuable insights for everyone who needs them. This means companies do not have to fear losing business-critical knowledge. They can retain their "knowledge IP" while accelerating the development of new talent.

Improving Employee Experience

Beyond efficiency, more companies are also recognizing that one of the most important benefits is the effect on their people. Organizations are seeing a significant improvement in employee satisfaction. When employees can find the information they need to do their job, frustration decreases and satisfaction grows. Investing in making employees more empowered and more productive is a good strategy.

New hires can get up to speed faster with accelerated onboarding and faster time to competency (i.e., becoming fully productive and confident). It also impacts current employees by helping them learn new skills and adapt to new workflows. The entire organization benefits from greater access to relevant data, fostering a culture where insights are readily available. And in the process, companies gain new insights into their data, people, processes, and culture.

Knowledge Management and Digital Workplace Trends

Modern KM solutions are AI driven, and responsible and compliant AI is top of mind when prioritizing the technology's use in business (source: IDC's *Future Enterprise Resiliency and Spending Survey, Wave 1,* February 2025). Data management must ensure high-quality, accessible, and well-governed data, as more companies want to make their data AI ready and invest in future-proof tools, especially as AI capabilities (e.g., agents and multimodal) are evolving quickly.

Establishing a taxonomy of knowledge can improve outcomes, especially when consuming from multiple systems and enterprise applications. Capturing deeper semantic relationships that understand the language of the persona and use case improves interoperability and context extraction.

There is also growing pressure to clearly define AI strategies and goals to show ROI and time to value on investments as some GenAI projects are failing to deliver. IDC believes a holistic AI strategy includes the following nine considerations when assessing the business value benefit of investment:

- Revenue generation
- Customer experience
- Employee experience
- Productivity and efficiency
- Innovation
- Sustainability
- Time to market
- Security and trust
- Business resilience

IT buyers are looking for technology partners to ensure their specific business needs, including change management services to help align their AI direction with evolving employee roles.

Considering Unisys

Unisys delivers powerful technology solutions for leading global organizations and has made strategic investments in modernizing field service and service desk solutions and capabilities. In 2024, the company launched a proprietary AI-driven technology framework called Service Experience Accelerator. This technology powers Unisys Next-Generation Service Desk with a road map to expand across other Unisys solutions. It is purpose built to overcome challenges in enterprise knowledge management for service engagement activities.

With many organizations still relying on siloed, outdated, or reactive approaches to knowledge sharing, Next-Generation Service Desk provides a foundation for proactive, dynamic, and secure knowledge ecosystems. It leverages generative AI, automation, real-time analytics, and context-aware intelligence to help improve the way enterprises create, maintain, and deliver knowledge to their employees and customers. A differentiator of Service Experience Accelerator is its end-to-end knowledge management framework capabilities.

A key challenge organizations face is keeping knowledge current. Traditional methods rely heavily on manual efforts like tagging articles, reviewing ticket patterns, and rewriting outdated instructions, all of which are time-consuming and error prone. Next-Generation Service Desk, powered by Service Experience Accelerator, addresses these concerns by automatically identifying gaps in knowledge bases, generating new articles based on real-world service ticket resolutions, and delivering relevant updates in near real time.

Rather than treating knowledge as a static archive, Unisys enables an evergreen knowledge base that evolves continuously in response to emerging issues, process changes, and user needs. This helps organizations reduce the volume of redundant or obsolete content, eliminate knowledge gaps, and improve the overall trustworthiness of the information available to end users.

Context, Personalization, and Language Flexibility

Unisys helps companies address the challenge of semantic complexity in knowledge search. Where traditional search tools return results based on keywords, Service Experience Accelerator uses AI models that understand user intent and contextual meaning, which is a crucial capability in organizations where language varies widely by department, persona, and geography.

By modeling this nuance, Unisys' service desk solution aims to ensure that users receive responses that make sense based on who they are, what role they play, and what problem they're trying to solve. The solution also includes real-time language translation, making it easier for global teams to access accurate, actionable knowledge in their preferred language, eliminating the lag, cost, and inconsistency associated with manual translation efforts.

Unisys Digital Assistant Integration

A key component of Service Experience Accelerator is the Unisys Digital Assistant, a GenAI–powered chatbot designed for real-time end-user interaction. This assistant can field common IT and HR questions, guide troubleshooting, and escalate issues when human intervention is required. Rather than relying on decision trees or rigid scripts, it uses generative models trained on curated knowledge, delivering responses that are conversational, relevant, and aligned with enterprise standards.

This functionality can help organizations significantly reduce service desk load, increase self-service success rates, and improve employee satisfaction.

In-Tenant Trust

A differentiator for Next-Generation Service Desk, powered by Service Experience Accelerator, is its in-tenant trust model. While many generative AI services require data to be sent to third-party or public LLM environments, Service Experience Accelerator keeps all data, prompts, training feedback, and generated content securely within the organization's own cloud infrastructure. This ensures full alignment with data governance, compliance, and privacy requirements.

By operating within each customer's tenant, Unisys can provide the benefits of generative AI without introducing risk to intellectual property, sensitive knowledge, or personally identifiable information (PII). It allows enterprises to scale AI support across the organization with confidence, maintaining control over access policies, audit trails, and data-handling protocols.

According to Unisys, organizations utilizing Next-Generation Service Desk have reported measurable improvements in key areas tied to knowledge management success:

- **Faster resolution times** as knowledge gaps are filled in real time
- **Reduced ticket volumes** through more accurate and effective self-service
- **Higher content accuracy** through continuous AI-powered article generation
- **Improved agent productivity** with better search tools and contextual surfacing
- **Greater employee satisfaction** due to easier access to information and guided help

These outcomes align with the knowledge management priorities identified by IDC research: creating a single access point to relevant, contextual knowledge, reducing silos, improving quality, and empowering employees with accurate, timely information. Unisys continues to invest in expanding its solution capabilities with an eye toward predictive incident management, integration with ITSM and workflow platforms, and advanced analytics for knowledge usage and performance. These innovations support an increasingly AI-ready workplace where knowledge is stored and intelligently delivered when, where, and how it's needed most.

By combining intelligent automation, semantic awareness, and secure in-tenant deployment, Next-Generation Service Desk, powered by Service Experience Accelerator, seeks to offer a forward-looking approach to knowledge management.

Challenges

Despite their clear advantages, some organizations or individual employees can be resistant to AI-powered solutions. Nearly 40% say company culture (e.g., lack of upper management support, siloed organizations, and poor relationship between IT and line-of-business managers) has been a challenge in ramping up knowledge management initiatives. To combat this, a strong change management strategy and clear communication from leadership are essential for success and adoption.

Another challenge limiting investment in new tools is a lack of effective cost management or use case ROI methodologies for AI-infused applications. In fact, new spending requests are subject to greater formal ROI reviews before going live (source: IDC's *Future Enterprise and Resiliency Survey, Wave 2*, March 2025). To address this challenge, Unisys can help its

users establish use case prioritization and document ROI that aligns with their strategy, especially as they measure higher-value metrics beyond productivity gains.

Conclusion

As AI and GenAI rapidly reshape knowledge management, companies must reevaluate their approach to this critical component of organizational infrastructure and workflows. To harness the full potential of AI, businesses need to prioritize how they are optimizing and maintaining their knowledge base. The effectiveness of AI-enabled workplaces hinges on the quality and context of the data they are consuming.

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About the Analyst

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Amy Machado is a senior research manager for IDC's Enterprise Content and Knowledge Management Strategies coverage. She also collaborates on Intelligent Document Processing research. Her advisory program examines the fundamental redesign of content services and related use cases that are transformed by digitization and the application of innovative technologies.

MESSAGE FROM THE SPONSOR

Service Experience Accelerator, the innovative technology powering our Next-Gen Service Desk, leverages AI, automation, and analytics to deliver a proactive, user-centric support experience. It anticipates and resolves issues before they impact end users, provides intelligent self-service options, and automates routine tasks for faster resolution. The technology strengthens in-tenant trust by securing automation execution content, expanded automation use cases, AI/machine learning algorithms without data export, and critical business data insights. It continuously analyzes data to optimize performance, identify trends and drive improvements. It allows for easy customization of workflows and integrations to fit each organization's IT environment seamlessly, providing business insights on generative AI core operations, persona-specific prompt experience and chatbot value. With Service Experience Accelerator, organizations gain a modern, efficient service desk that boosts productivity, increases agility and provides actionable insights. For more information on Next-Generation Service Desk powered by Service Experience Accelerator, please visit Field Service Management Solutions | Unisys

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