



MAKING KNOWLEDGE WORK.™

A report for the knowledge work community
on how to drive productivity and collaboration
to enable better business outcomes

2023

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THE KNOWLEDGE WORK OPPORTUNITY: FIND YOUR EDGE

Businesses looking to get ahead in increasingly competitive marketplaces need to have an edge. They need their collective knowledge to work for them. But what is knowledge work? Who are knowledge workers? And what is needed to help them succeed so that our workplaces and communities can prosper?

To answer these questions, iManage partnered with Metia Group to conduct a large-scale data analysis of knowledge workers' views, goals, aspirations, challenges, and frustrations. To capture both breadth and depth of insight we adopted a multilayered approach. This research included:

- Qualitative and quantitative analysis of over 500,000 global, digital conversations
- Quantitative survey data, drawn from a sample of 1,068 global respondents
- One-to-one in-depth interviews with 29 subject matter experts

This report is a synthesis of the data and analysis derived from the Metia Group data research enriched with perspectives and insights from knowledge work experts within iManage.

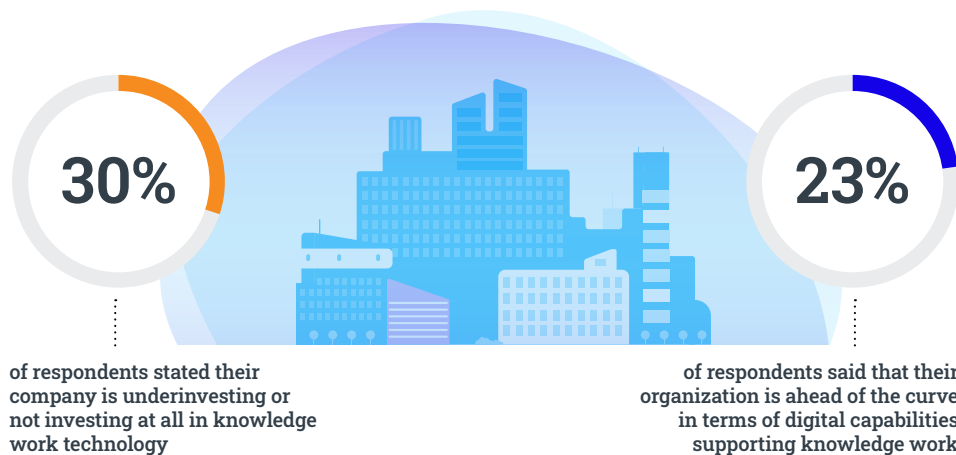
By capturing the voice of the knowledge worker, our report highlights the opportunity and potential of making knowledge work. We set out to understand where knowledge work is being done, what makes it effective, and how organizations gain a knowledge edge.



WHAT'S DRIVING THE KNOWLEDGE WORK TRANSFORMATION?

Every business is looking for an edge – a way to work more efficiently, innovate faster, or get the most from employee expertise. To get that edge and stay ahead, every resource counts, but in too many organizations, knowledge remains a valuable, untapped asset.

Respondents's perception of knowledge work



In the study, 30 percent of respondents stated that their company is underinvesting or not investing at all in knowledge work technology. Only 23 percent of respondents considered that their organization is ahead of the curve in terms of digital capabilities supporting knowledge work.

While knowledge holds the key to unlocking transformational opportunities, it is currently at great risk. It would appear that in many organizations it is neglected and sometimes ignored. The following factors make the imperative to better facilitate knowledge work more urgent than ever.

Information overwhelm

Businesses know how important information is to their success. In the study, 68 percent of survey respondents described “the information contained in digital documents and files” as the most important thing to their business.

However, even though information is valued, it’s overwhelming many workers instead of empowering them.



28%

of survey respondents said that most or all of their documents are scattered and siloed across multiple systems.

30%

of respondents said that documents reach their organization via five or more channels.

While the information stored in documents holds tremendous potential, it can’t be activated if workers are too overwhelmed by scattered and disparate sources to make the most of it. The magnitude of this challenge is endorsed by other observers. A 2018 IDC study found that “data professionals are losing 50% of their time every week” — 30% searching for, governing, and preparing data plus 20% duplicating work. (Source: [Forbes, 2019](#)).

Organizations are capturing knowledge, but they are not putting it to work effectively. As a consequence they are missing out on the competitive edge that knowledge could provide.

Workplace transformation

Workplaces have undergone radical change. Disruption has become normal. Established habits have been broken. No one knows whether we will revert to old behaviors, or retain current working patterns and create new habits. These uncertainties and unknowns pose new challenges to making knowledge work better for business. In our survey, 24 percent of respondents believe that the decrease in face-to-face interaction makes collaborative knowledge work even more critical in a post-COVID-19 world.

Knowledge workers and IT decision-makers need to ensure the potential for knowledge work isn't lost in the new remote-work normal. Adapting to this shift requires a knowledge platform that supports:



Effective collaboration among remote workers.



Company-wide access so employees can easily retrieve key knowledge and information from secure platforms across multiple and diverse devices.



Integrating better knowledge storage, sharing, and protection into the shift from on-premises to the cloud.

Workforce demographics have begun to shift as well, emphasizing the need to preserve legacy knowledge while we welcome diverse new insights:



Every day until 2030, 10,000 baby boomers in the US will reach age 65 – a milestone that many associate with retirement (Source: [Census.gov](https://www.census.gov), 2019). Each retiring boomer will take with them 30–40 years of professional expertise and institutional knowledge.



Talent now entering the workforce hail from backgrounds that are increasingly varied. While this presents its own challenges, organizations can also gain an edge from their new employees's diversity of thought.

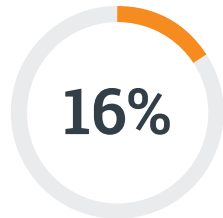
As we think about and prepare for the future of work, it is important to recognize that the priorities of today's best talent differ from those of the past. They care about different things, have different motivations, and see technology as a means to an end, not an end in itself. Many see remote or hybrid work as a given and expect solutions that are modern, fast, reliable, and connected, so that they can work, search, and collaborate effectively.

To attract and retain the best talent available, and benefit from the collective intelligence and broad perspectives these diverse teams bring to the organization, infrastructure must ensure all insights are heard and valued. Seventy-five percent of business leaders in surveyed organizations said that creating and preserving knowledge across evolving workforces is important to their success over the next 12 to 18 months (Source: [Deloitte 2020](https://www.deloitte.com))

Modern architecture elevates reliability and removes friction so end users can be productive anywhere. But perhaps even more crucially, it enables companies to capture, access, and share knowledge in all its forms, affording a primary advantage in the future of work.

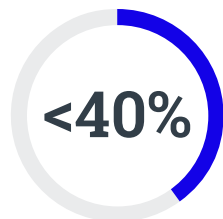
Artificial intelligence

Digital workplace transformation has catalyzed AI and automation adoption, sparking a collaborative reliance between workers with legacy knowledge and those disrupting old systems. The survey confirms that a deep knowledge of an organization's best practices is essential to understanding how AI adoption will impact processes downstream:



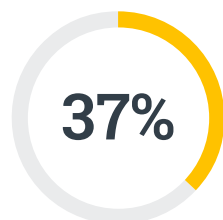
identified the need to train existing employees in required skills

Digital transformation demands a new set of competencies and skills, which need to be scaled for organizations to operate efficiently. Sixteen percent of survey respondents identified the need to train existing employees in required skills as the top priority for optimizing knowledge work.



of respondents said that their department uses document automation technologies

As AI and machine learning improves, getting employees to integrate knowledge work remains a challenge. In our study, fewer than 40 percent of respondents said that their department uses document automation technologies when working with extremely or very important digital documents or files.



of study participants stated that members of their departments currently use workflow automation technologies when working with extremely or very important digital documents or files

Digital transformation also means our society will continue to accelerate the pace at which we produce and document new knowledge, leading to even more information overwhelm. Despite the need to streamline processes around knowledge sharing, only 37 percent of study participants stated that members of their departments currently use workflow automation technologies when working with extremely or very important digital documents or files.

WHAT IS KNOWLEDGE WORK?

To benefit from the edge that knowledge can provide, we must first understand what knowledge work is. While we may be inclined to define knowledge work as the application of dry and dusty professional expertise, one-to-one interviews unearthed a more liberating, holistic perspective.

Quotes from the study's in-depth interviews: Knowledge work is...

“

...emotional and social intelligence, reading between the lines, intuition.”

—

“

...going back to what we did as children: playfulness, experimentation, listening, imagining, dreaming, and failing fast, failing cheap, and trying again.”

—

“

...unlearning the habit of acting like machines and relearning how to act like humans.”

—

To clear the way for knowledge work to have an impact, it's essential to clarify what it looks like and how it gives businesses an edge, beyond the traditional and established perceptions of knowledge management.

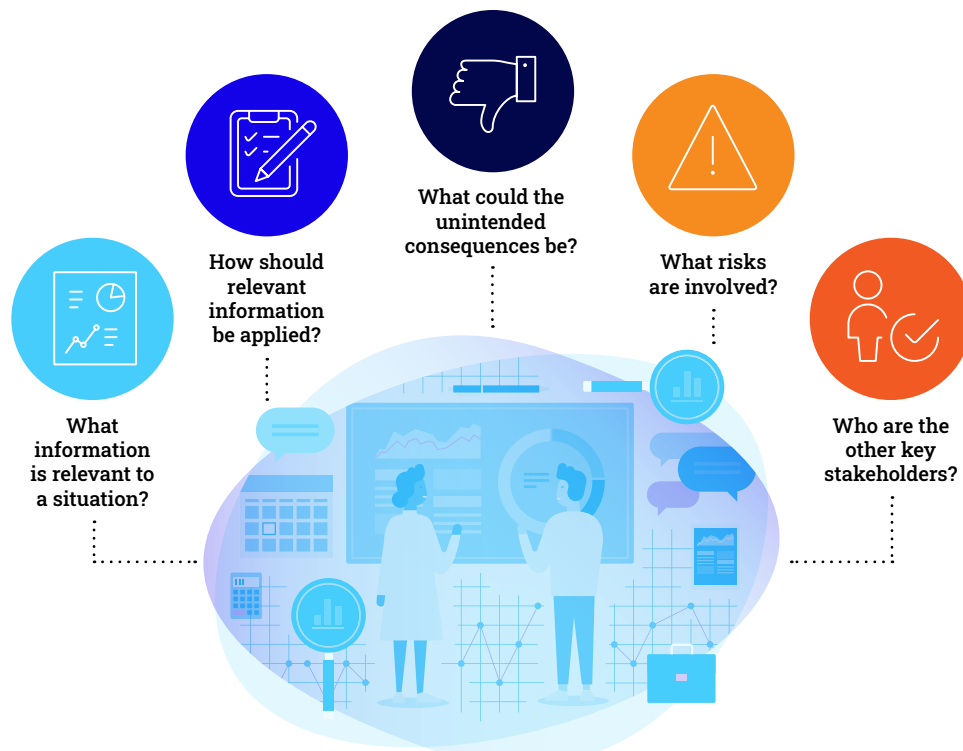
Defining knowledge work

To become valuable as *knowledge*, information must go beyond just being organized, stored, or managed. The value of that information must be unlocked and applied in the right way, at the right time. This is the role that knowledge work fulfills.

Knowledge work can be differentiated from other forms of work by its emphasis on “non-routine” problem solving that requires a combination of convergent and divergent thinking. It involves an individual – not a machine – interpreting information *through the lens of context* to understand:

- What information is relevant to a situation?
- How should relevant information be applied?
- What could the unintended consequences be?
- What risks are involved?
- Who are the other key stakeholders?

The five elements of knowledge work



Knowledge work draws on a deep level of accumulated experience and expertise combined with critical analysis and communication skills to translate documented processes into meaningful action.

If data and information are bricks and clay, knowledge is the building that is created through their correct application. Knowledge work is the “know-how” labor that can efficiently design and create a building appropriate to each situation or requirement.

Knowledge work vs. knowledge management

The study exposed that in order to clearly understand knowledge work, it's important to differentiate it from knowledge management. Both are valuable and interdependent. Each reinforces the other. Our study highlighted three key differences that can clarify the role knowledge work plays:



The know-what vs. the know-how and know-who

Knowledge management helps us understand what information we have and where it is stored. This provides a starting point for knowledge work strategies. Knowledge work determines how to share and collate this information, then use it to create actionable outcomes for customers.



Document organization vs. document activation

Knowledge work goes beyond organizing the information in documents to giving value to the information by using it to make decisions, refine processes, and implement solutions.



Data-driven vs. data-smart

Knowledge work draws on the collective know-how of the organization and the industry, applying context and best practices to interpret the data used to complete tasks, deliver measurable impact, and create value.

Knowledge management is focused on the production and storage of the outputs that matter to an organization — contracts, purchase agreements, claims, architectural plans, deeds, and employee agreements, for example.

Knowledge work captures and creates actionable insights in context to unlock the value that exists within these outputs and deliver desired customer outcomes as part of a refined, collaborative process.

Who are knowledge workers?

Knowledge workers are those whose main capital is knowledge and whose line of work requires them to “think for a living.” While knowledge workers used to be thought of as researchers, librarians, or management consultants, knowledge workers can also be architects, engineers, editors, lawyers, financial advisors, and investment managers. People who may not traditionally regard themselves as knowledge workers may still be highly engaged in knowledge work.

Just as knowledge management and knowledge work are different, so too are knowledge workers and knowledge managers. To clarify the value knowledge workers provide, our study identified some of the critical roles they fulfill:



Providing context to help navigate a sea of information

Knowledge workers protect their customers and colleagues from information overwhelm, understanding and establishing the limits of a project, highlighting relevant information or risks, and eliminating unnecessary tasks and research.



Passing on know-how

Knowledge workers don't simply pass on knowledge as information, they help others learn how to apply their own knowledge to solve problems. They elevate other employees's abilities to think critically and make hard decisions.



Tackling non-routine problem-solving

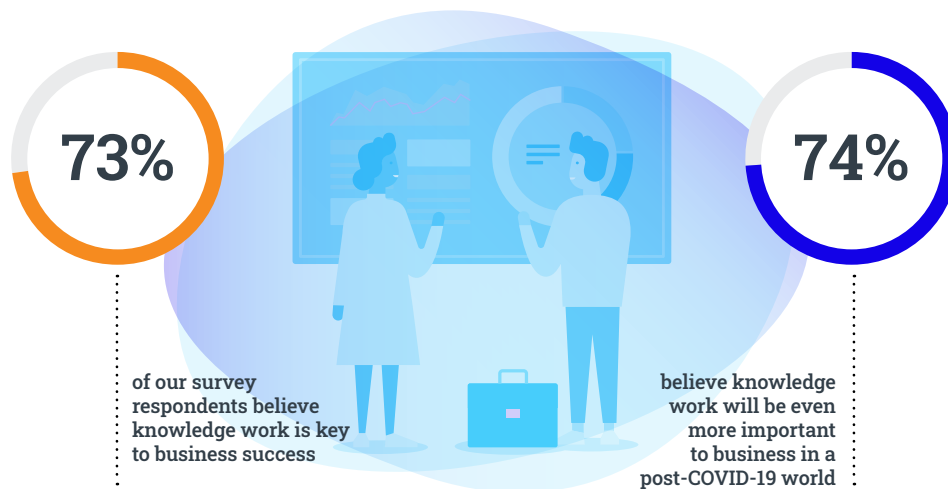
Knowledge workers combine complex organizational skills, analytical knowledge, and a relentless ability to cut through ambiguity to chart the best course to new destinations. They balance customer expectations while anticipating risks, learning from past experiences and honoring organizational priorities to find solutions.

In many ways, knowledge workers own the means of production by selecting methods, deciding what steps to take, and focusing teams on the right information to achieve success. Their decisions ripple out to impact every part of the business. Giving knowledge workers an edge gives your whole business an edge.

WHY IS KNOWLEDGE WORK SO IMPORTANT?

Knowledge work may not be a formally recognized category, but few question its critical value to business. Even respondents who hesitate to assign an exact definition to knowledge work understand its importance. In fact, 73 percent of our survey respondents believe knowledge work is key to business success, and 74 percent believe it will be even more important to business in a post-COVID-19 world.

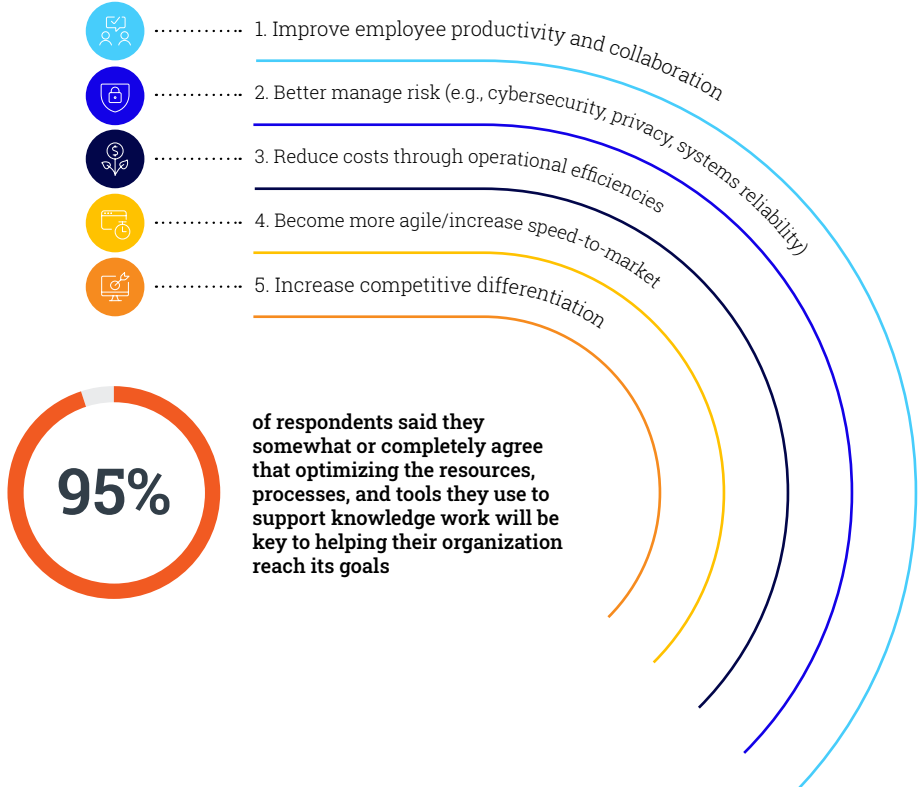
The value of knowledge work



The crucial role of knowledge workers becomes even clearer when investigating the long-term priorities of organizations. In our study, 95 percent of respondents said they somewhat or completely agree that optimizing the resources, processes, and tools they use to support knowledge work will be key to helping their organization reach its goals.

Survey participants were asked to state the top organizational goals for their business.

Aligning knowledge work with business goals



Analysis of both survey data and qualitative interviews identifies the fundamental role knowledge work plays in meeting each of these organizational goals:

1. Improve employee productivity and collaboration

Forty-seven percent of survey respondents said that one of their organization's top goals is to improve employee productivity and collaboration. Knowledge sharing, a vital component of knowledge work, is key to achieving this goal. Time-poor professionals will recognize compromising on the intention to share when pressured by deadlines. While knowledge management focuses on acquiring and organizing knowledge, putting it to effective use is what catalyzes productivity and collaboration around the lifecycle of each individual task or unit of work. Making knowledge easy to share, safely, is at the heart of improving productivity.

Productivity

Productivity depends on the tactical use of many resources throughout an organization. Any given project may require skills and knowledge from within specialist departments – or more broadly – sales, IT, operations, accounting, communications, and other business centers. Knowledge work ensures that the right resources are being used to accomplish the most relevant tasks. Integrating the expertise of multiple individuals to enhance productivity requires strategic decision-making, experience in technological implementation, and sensitivity to the organization's specific culture. These are all core competencies of knowledge work. The individual or teams working in an organization may separately have the skills and talents necessary to further an organization's goals, but knowledge work ensures that these skills converge in the right way to maximize output.

47%

of survey respondents said that one of their organization's top goals is to improve employee productivity and collaboration



Collaboration

Without knowledge sharing, employees may work under assumptions that aren't shared by other members of the group. This often leads to time lost as expectations need to be readjusted and work needs to be redone. Knowledge sharing creates a common understanding that leads to higher productivity. A culture of sharing also preserves knowledge that increases long-term productivity by embracing lessons learned instead of reinventing the wheel every time a new project begins.

2. Better manage risk

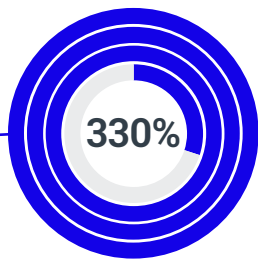
Cybercrime increased 330 percent during the period between January 1, 2020 and August 31, 2020 when compared to the same period in 2019 (Source: [CrowdStrike, 2020](#)). Your business's credibility depends on how well it protects sensitive data. We know that security challenges can feel seemingly endless. Remote employees often do their work on personal networks and devices, while complex infrastructures mean bolted-on security solutions that can leave gaps that go unnoticed. A shift in customer experience expectations is also driving increasing digital customer engagement, exposing even more customer data to cyberthreats.

Cybercrime now costs the world almost \$600 billion, or 0.8 percent of global GDP (Source: [CSIS/McAfee, 2021](#)).

A considered approach to securely integrating knowledge work gives businesses the edge they need to stay ahead of cyberthreats.

Protection

Regulatory frameworks may outline the security expectations of an industry, but success ultimately relies on people and processes to prevent breaches. Function-specific expertise and deep knowledge of how employees and customers use devices is essential to defining and implementing a strategy that protects all potential access points.



increase in cybercrime for the period between January 1, 2020 and August 31, 2020 compared to the same period in 2019.



Proactive

To be effective, security strategies must be proactive rather than reactive. Understanding the sequence and processes through which knowledge work is undertaken plays a key role in this transformation. This includes identifying risks across all levels of the organization, analyzing the potential impact and likelihood of the risk, developing mitigation and response plans, implementing these actions when necessary, and then revising these plans according to lessons learned. The proactive forecasting that facilitated knowledge work enables can help keep organizations from being blindsided by new threats.

3. Reduce costs through operational efficiencies

Less than 30 percent of cost-cutting programs hit their targets, and less than 20 percent of these can demonstrate sustained benefits over three years (Source: [PwC, 2020](#)). Improving operational efficiency is not a one-time initiative. It requires ongoing intelligent resource allocation, process optimization, team retraining, and automation of repeated non-billable work.

This level of organization-wide continuous improvement needs knowledge work to:

- Identify where technology can be leveraged to replace redundant tasks
- Ensure resources are allocated where they can have the greatest impact
- Facilitate cross-departmental collaboration
- Anticipate risks and mitigate them proactively to improve on-time and under-budget project delivery

<30%

of cost-cutting programs hit their targets, and less than 20 percent of these can demonstrate sustained benefits over three years



4. Become more agile/increase speed to market

The speed of innovation in today's world just keeps accelerating. This pace has conditioned customers for instant gratification, and all businesses now recognize that speed is paramount to success.

Efficiency

Knowledge work accelerates progress by defining a clear route to delivering outcomes from the start. Relying on knowledge to get things right the first time and improve quality eliminates rounds of revision and rework. Knowledge workers help answer the questions, "What problem is this solving? What else is this like? How will we know what success looks like?" This aspect of knowledge work is also key in determining what is not part of the project. Time can be repurposed at the outset of a project by identifying what is not necessary, so you know where not to waste effort.



Agility

Even with a clear vision and a plan in place that is well laid out, the unexpected still happens. Knowledge work helps you stay agile in the face of changes. The experience that accompanies knowledge work is key to responding to the unexpected, recalibrating resources, and changing course to meet objectives in a timely manner.

5. Increase competitive differentiation

For organizations competing in fast-changing dynamic markets, knowledge work makes it possible to react to market conditions while achieving and sustaining a competitive advantage. Knowledge work encourages the synthesizing of new external knowledge with internal knowledge, connecting previously unconnected components to uncover new opportunities and methods for capitalizing on them. Encouraging knowledge sharing breaks down silos and reveals valuable data and perspectives that can add value to a product. It can also create new channels for reaching customers faster or highlight technology that can enable more efficient workflows.

PRINCIPLES OF MAKING KNOWLEDGE WORK

Having analyzed data that describes what's keeping organizations from making knowledge work for them, we've developed the following core principles for achieving the knowledge edge. For knowledge to be made to work, it must be:

Shared



Knowledge can't be siloed or hoarded. The future of work will require new ways of collaborating and knowledge sharing: 68 per cent of European survey respondents see facilitating knowledge transfer as a major priority in their organizations. (Source: [Deloitte 2020](#)). Collaboration and accessibility are key, but fewer than half of organizations currently have a formal knowledge sharing process, and only half have a person or team responsible for knowledge management. (Source: [Business Insider](#)).

Your knowledge sharing platform should encourage real-time collaboration and use AI to make knowledge readily available. Knowledge workers interact with high volumes of documents and emails and need to find information with specificity and accuracy. Finding the right document, the right version, the right clause, is critical. The search function must be powerful and personalized, easy to navigate, and searchable by task, as well as by topic.

When tailored to the specific challenges and tasks at hand, knowledge platforms eliminate friction, turning knowledge work into an everyday part of your organization's culture.

Safe



Protecting the valuable IP under your care is foundational to being able to build on it. Whether it is your own IP or that of your clients, protection is paramount. Your knowledge security strategy needs to balance protection with ease of use, integrate seamlessly into the rest of your organization's security strategy, and keep up with constantly evolving data protection and reporting regulations. The flexibility, collaboration, and remote work needs of your employees must be served by your security strategy, while integrating the essentials of existing on-premises, private cloud, and public cloud infrastructure.

Contextualized



Context addresses the unique requirements of each individual user against a specific situation at a particular time, making knowledge significant and useful by delivering relevant meaning when it is needed. Contextualizing knowledge means presenting it so that the user can immediately know whether it is relevant to the problem they're trying to solve. Effective knowledge work platforms contextualize knowledge by including the context in which it was created, who originally documented the knowledge, if it's scalable or transferrable, and what may be missing from it. A knowledge platform that presents these meaningful limits can help organizations make better, more informed decisions that lead to successful outcomes.

Nurtured



To build a culture that values and grows its knowledge assets, organizations must nurture knowledge workers. While collaboration is key for making sure knowledge is shared, knowledge workers also thrive on autonomy and time to focus. Task-oriented measures of productivity — such as tracking every 15 minutes of work — run counter to the uninterrupted mental space a knowledge worker needs to conduct considered, high-value work.

Providing a suitable knowledge platform offers a stage on which knowledge workers can excel, and their expertise can be captured and multiplied. While the functionality of the platform facilitates and enables these possibilities, organizational culture and individual behavior need to be orchestrated to realize the potential of knowledge work.

Integrated



Many organizations early in their cloud migration journey are driven by a sense of urgency to develop a strategy that will support rapid migration. For any cloud migration strategy to be effective, it's important to take the time to ensure your knowledge platform is optimized for integration. By integrating a knowledge work platform into your strategy, you will prevent knowledge from being siloed, reduce friction, and drive efficiencies in the cloud migration process.

Knowledge workers can support and optimize your cloud migration strategy by helping identify and consolidate key resources and processes, discovering the skills and assets required at each stage of the journey.



KNOWLEDGE WORK OUTCOMES

Competitive threats, customer expectations, and external factors such as new work patterns, demographics, and competition for talent all contribute to the pressure on organizations to make their knowledge work harder for them.

In the face of a global pandemic, businesses were confronted with the imperative of giving everyone the ability to work remotely, at speed. And while all strove to ensure that adequate protections were in place with interim security measures, some companies looked beyond immediate necessity and considered their long-term goals. With this foresight, they implemented comprehensive, pervasive security and governance that works with knowledge workers, not against them.

More than a million knowledge workers and thousands of organizations rely on iManage — the secure, intelligent, knowledge work platform — to identify, unify, and magnify knowledge. We've been on the forefront of making knowledge work for 20+ years.

We recognize that knowledge is the engine that drives performance and the source of true value to our customers. Our platform empowers you to unlock your productivity and expertise to drive better business outcomes. Every solution we build is focused on making knowledge work better.

The pillars of the iManage knowledge work platform enable knowledge workers to Create, Collaborate, Protect, and Innovate — giving you an edge:

Create – Build institutional knowledge

Transform meaningful information into knowledge that can be acted upon

iManage provides universal access to relevant knowledge through intelligent search, enabling you to uncover and activate employee expertise to create higher business value. Protecting and sharing knowledge is foundational to any organization's health and is key to customer-centered growth. Activating that knowledge is what elevates performance.



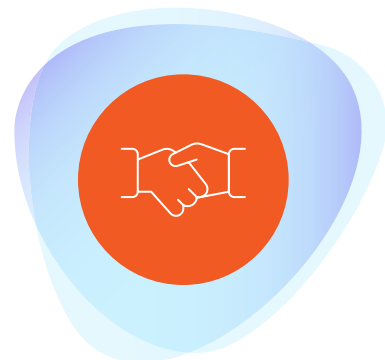
Knowledge work plays a fundamental role in helping organizations gain a competitive advantage by increasing agility, speed-to-market, competitive differentiation, and employee productivity and collaboration. Efficient workflows and meaningful search and classifying experiences lead to internally intelligent organizations.

Go beyond managing knowledge to contextualizing it and making sure that the pathways to acting on it are free from obstacles. Automate the mundane with smarter, AI-based technologies that save knowledge workers time and focus. Differentiate your work product, make your organization smarter, drive efficiency, and reduce costs by clearing the pathway to creating institutional knowledge and acting on it.

Collaborate – Enable collaboration and connectivity

Harness the power of collective wisdom

iManage helps businesses elevate to a new level of performance through collaboration, recognizing inclusion as a strategy to leverage all knowledge centers and sources. Organizations often overlook the opportunity to design in the ability to recognize, use, and reward diverse presentations of expertise to unlock social and financial returns.



Organize projects with context and safe sharing so that teams can achieve a common goal from anywhere. When teams can connect and share safely from anywhere you eliminate friction and empower people to make faster, better decisions for greater business continuity and agility.

Creating a knowledge-centered culture eradicates the notion that employees in modern professions must assimilate or leave. You address knowledge gaps by pairing complementary intelligences as force multipliers for growth. Your systems and processes allow you to scale operations, accommodating adoption across departments, roles, and offices.

Protect – Secure your vision

Build in the safety to take meaningful risks

iManage solves the tension between security and ease of use by baking world-class governance into workflows, so you can manage and protect the IP under your care. These security policies cultivate an organizational cultural strategy that de-silos IT and security decision-makers while inspiring employees to collaborate more.



Instead of applying short-term band-aids to security gaps, the iManage platform is a comprehensive security ecosystem that is a source of both technological and psychological safety. We optimize customer outcomes by employing end-to-end lifecycle management; governance across people, policies, and systems; and reduced risk through intelligence.

This leads to a mature risk management strategy that goes beyond file storage and sharing – integrating with evolving cloud infrastructures and guarding against uncertainties. Employees feel they can experiment and innovate, and customers can evolve from a mindset of scarcity to a mindset of abundance.

Innovate – Optimize business outcomes

Enable companies to become a beacon for possibility

iManage democratizes knowledge work innovation with a vibrant ecosystem of partners and integrations to help you imagine and realize your quickest path to highest value and take your business into the future. New ideas can come from anywhere and be easily incorporated on the platform. We want you to build quickly on your success and innovate with confidence.



By implementing the latest technology while consolidating vendors and keeping your security models in place, you set the example for others to follow. They see you are willing to risk who you are for who you may become – pursuing the “what ifs” to maximize your organization’s potential. They want to work and partner with you because your relationships lead to growth for all.

At iManage, we are committed to advancing the application of knowledge to benefit people, businesses, and society. As an iManage customer, you have access to programs like advisory boards, as well as our own experts, to listen to the challenges you face and help you find solutions. You act on that expertise with a bias toward impact and your decisions are seen as informed, vetted, and ethical. You don't just look to the future — you create it.

What does full knowledge integration look like?

Technology outcomes



Having a deeply ingrained strategic partnership with a technology vendor can help you successfully tackle new challenges and meet your business and technology goals.

Desired outcomes evolve naturally over time and achieving better technology outcomes starts with mapping your journey. Day-to-day outcomes — like spending less time troubleshooting, updating, or maintaining knowledge management solutions — are a fundamental first step along the path to achieving more sophisticated longer-term outcomes. Building a technology stack that provides better integration and breaks down data silos to enable better productivity is one example.

Business outcomes



Achieving better business outcomes starts with securing your vision with technology that enables your organization to reinvent processes and disrupt normal ways of working.

Knowledge workers need secure access to tools for knowledge sharing and collaboration with coworkers and clients from anywhere they are. Automating repetitive or administrative tasks to increase time spent on complex, unique tasks is ideal. The ability to find and build on previous work enables workers to create better outputs and make confident business decisions quickly. These objectives lay the foundation for more compelling customer experiences.

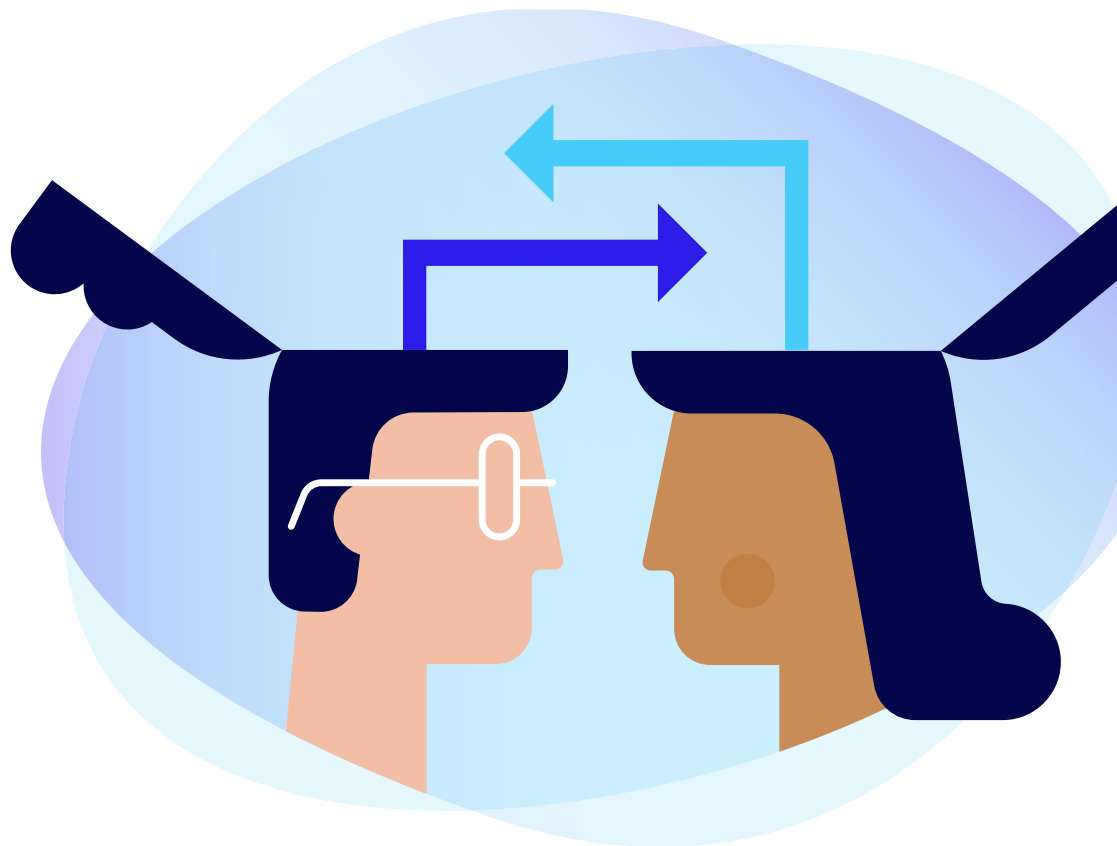
Collective intelligence

The ultimate outcome of making knowledge work is to achieve cross-organizational collective intelligence. To do so requires a framework and measure of your organization's knowledge maturity.

Knowledge maturity can be measured against different criteria and drivers. Understanding these inform the levers your organization must pull to unlock the potential, connect the dots, and refine how knowledge runs through the organization.

Measuring knowledge maturity enables you to benchmark against your industry bedfellows and compare approaches to knowledge maturity across sectors, cultures, and continents.

Collective intelligence is the true alignment of people, processes, and technology that turns all that you know and all that you act upon into knowledge currency. Inherent in this new currency is power, opportunity, and pure potential. The wealth of collective knowledge gleaned from increasing your organization's level of knowledge maturity not only drives better business outcomes: it also holds the promise of solving some of the world's biggest problems.



About iManage

iManage is the company dedicated to Making Knowledge Work™. Its intelligent, cloud-enabled, secure knowledge work platform enables organizations to uncover and activate the knowledge that exists inside their business content and communications. Advanced Artificial Intelligence and powerful document and email management create connections across data, systems, and people while leveraging the context of organizational content to fuel deep insights, informed business decisions, and collaboration. Underpinned by best-of-breed security and sophisticated workflows and governance approaches, iManage has earned its place as the industry standard by continually innovating to solve complex professional challenges and enabling better business outcomes for over one million professionals across 65+ countries.

Visit <https://imanager.com> to learn more.

About Metia Group

Metia Group is a global marketing consultancy with offices in London, Seattle, Austin, and Singapore. Metia provides specialist services designed to support its clients in the areas of Insight, Content, Demand, and Advocacy. These services are based upon deep expertise, proven methodologies, and are enabled by unique tools and systems. Metia's clients include many of the world's leading corporations and largest brands. During the past two years, the company has delivered programs in 88 countries and in 39 languages.

The Metia Insight unit conducts data-led research programs to derive customer and audience insight for leading global brands across a range of industries. Using proprietary data-modelling tools and techniques, Metia enables businesses to better engage with their most important audiences, providing actionable strategies and practical guidance to improve conversations and interactions with customers, prospects, and influencers.

For more information, visit www.metia.com.