

**THE FUTURE OF  
KNOWLEDGE MANAGEMENT:**

**4**

**Key  
Questions  
Answered**

**An Interview with Kate Leggett,  
Vice President and Principal Analyst  
FORRESTER®**

**VERINT®**



Verint recently hosted a Knowledge Management webinar that featured Forrester's Kate Leggett as guest speaker. Afterwards, we sat down to ask her these follow-up questions.



**1**

**How is KM foundational to customer engagement?**



**2**

**What's the connection between KM and AI?**



**3**

**What is contextual knowledge?**



**4**

**How can I future proof my KM solution?**

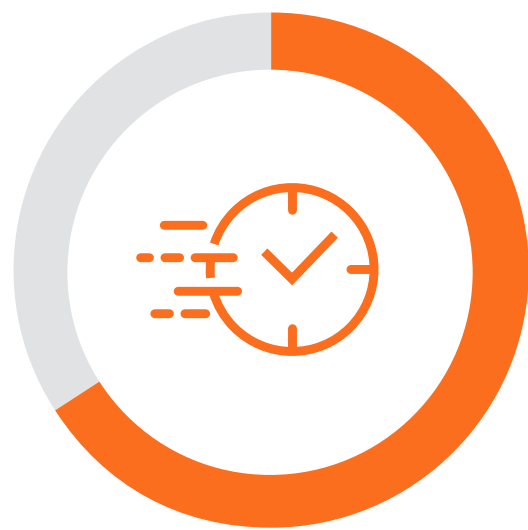
# 1

We believe that knowledge management (KM) is an incredibly important solution for any organization. **Can you elaborate on how KM is foundational to customer engagement?**

**Customers today want efficient, effortless engagement.**



47% of US online adults say that they are very likely to abandon their online purchase if they cannot find a quick answer to their question.<sup>1</sup>



66% say that valuing their time is the most important thing a company can do to provide them with good service.<sup>1</sup>



Customers leverage self-service as a first point of contact with a company. Customer-facing knowledge management is a foundational technology that fuels great self-service experiences. It provides relevant, accurate answers to customer questions, delivered in a way that values their time. Self-service knowledge also reduces the burden on customer service agents by deflecting common questions. In fact, companies increasingly invest in knowledge management solutions: 67% of global business and technology decision makers report that they have implemented or are expanding their implementation, and 19% plan to implement their knowledge management solutions in the next 12 months.<sup>2</sup>

In addition, agent-facing knowledge empowers agents with consistent answers to customer questions. It reduces contact handle times, making operations more efficient. It increases the standardization of responses, which improves compliance. It also boosts agent confidence in delivering the right answer to customers, helping increase agent onboarding times and tenure.

This means that knowledge management is an integral solution across all customer touchpoints. The knowledge base essentially acts as a central service to intelligently surface information as needed regardless of channel.

**Companies are increasingly investing in their KM solutions.**



**67% of global business and technology decision makers report that they have implemented or are expanding their implementation.<sup>2</sup>**

# 2

Artificial intelligence (AI) is a hot topic across many industries. **What's the connection between KM and AI?**

“Forrester defines knowledge management solutions as “software used to create, publish, and maintain curated content, enabling employees to answer internal and customer-facing questions and customers to find answers via self-service.”



### AI-infused knowledge management solutions enhance the way that knowledge is created, managed, and maintained. Specifically, AI is used to:

- Autogenerate knowledge to ease knowledge creation. Text and speech analytics can group together digital customer interactions and call recordings and create a first draft of content. Knowledge workers can then focus on evolving content, using the words and phrases that resonate best with customers.
- Enhance search to reduce the friction of engagement. Natural language search understands the customer's intent. Machine learning helps anticipate the customer's search query and displays the most common search phrases, which are refined as the customer keeps entering text. This helps connect users with the right answers more often and with less friction.
- Improve intent derivation for better knowledge findability. Understanding customer intent requires an analysis of the terms that customers use to frame a question. Knowledge management solutions include industry-specific intent libraries. Typically, knowledge workers further enhance these libraries by using AI to train intent models with recorded utterances or chat logs. This allows knowledge management solutions to surface the right answer for the user's question.
- Improve context to better personalize knowledge. Knowledge must be personalized with customer and transactional data. AI further refines the customer context by analyzing unstructured data such as product usage data, customer journey data, and other behavioral cues to present the right knowledge to the user at the right time in their journey.
- Optimize knowledge by surfacing insights. AI can analyze session behavior to understand how knowledge is used. AI can pinpoint the most commonly used knowledge as well as gaps in knowledge. It can also help assess the quality of knowledge by analyzing associated ratings and feedback.
- Surfaced insights help knowledge teams predict trending knowledge areas or topics that users need. Knowledge teams use insights to also evolve suboptimal content, fill in knowledge gaps, and respond when search issues are flagged — all helping improve the findability and usefulness of knowledge.

# 3

## What is contextual knowledge, and what are some of the most compelling emerging use cases for contextual knowledge you have seen?

Content without context is useless. Customer context includes customer, ticket, transactional, and interaction data. It also includes unstructured data gleaned from analyzing a user's behavior and journey. Unstructured data can include, for example, product usage data, customer journey data, steps within a scripted process, life events, buying indicators, and organizational role.

For example, knowledge embedded in applications allows customers to access context-aware knowledge based on where they are in an application.

Knowledge changes depending on the customer's journey. Applications can also proactively display answers to the most-common questions based on prior user behavior at the time that the application senses friction in the customer journey.



## 4

## How can someone be sure their KM solution is future-proof and will grow along with their organization?

Customers expect accurate and consistent knowledge across communication channels and touchpoints. They also expect personalized knowledge that is delivered in the context of their situation and journey. Customer-facing personnel expect accurate, consistent knowledge proactively surfaced at the right time within a customer engagement process — whether that is a sales, onboarding, training, or customer service process.

To be able to meet user demands, companies must establish an enterprise-

wide view of knowledge. They must architect knowledge-as-a-service, which includes:

- **A singular knowledge repository with role-based access.** Knowledge management isn't only for customer service. Sales, digital operations, customer success, and customer service teams also use knowledge and must be able to access the same source of knowledge that customer service agents rely on. Knowledge-as-a service includes a singular knowledge base for the company and role-based access to control the visibility and management of knowledge.
- **Common knowledge processes.** Companywide knowledge must be consistently authored, reviewed, and published across a company. The efficacy and accuracy of knowledge must be continuously and consistently monitored via direct feedback, along with indirect methods such as analysis of search terms and content usage. Insights must be used to evolve knowledge.
- **A dedicated staff to manage knowledge efforts.** Knowledge worker roles and responsibilities must be clearly defined. These include knowledge authors, champions, editors, and subject matter experts. IT resources are also needed to manage the application.
- **Channel-less knowledge:** The same knowledge must be surfaced across all channels — for example, digital channels such as email, chat, and messaging; social channels such as Facebook and Twitter; voice self-service channels such as IVR and voice assistants; and web and mobile self-service. Customer- and agent-facing chatbots must also tap into this same source of company knowledge. Knowledge-as-a-service powers consistent knowledge for all channels and touchpoints.



1 Source: Forrester Analytics Consumer Technographics® North American Retail And Travel Customer Life Cycle Survey, Q1 2017 (US).

2 Source: Forrester Analytics Global Business Technographics Networks And Telecommunications Survey, 2017.



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