

S T U D Y  
**KNOWLEDGE MANAGEMENT IN PORTUGAL**  
. 2 0 1 0 .

### List of conclusions

1. 1 in 3 organisations has a person responsible for knowledge management (KM). There are less organisations with a sponsor at top management level.
2. 1 in 5 organisations has a sponsor and a person responsible for KM.
3. 2 in 5 organisations has at least one person with KM functions.
4. Organisations which have a KM sponsor at top management level are less likely to suffer from lack of resources to execute the KM strategy or carry out KM activities.
5. 9 in 10 of those responsible for KM do not have “knowledge management” in their job title.
6. There is no prevailing job title for those responsible for knowledge management.
7. Most of those responsible for KM sit at top management level. There is also a significant number in Human Resources.
8. The smaller the organisation the more likely it is that responsibility for KM lies with top management.
9. It is slightly more likely to find a person responsible for KM in private organisations.
10. It is more likely to find a person responsible for KM in organisations with 250+ staff.
11. It is more likely to find a person responsible for KM in Portuguese subsidiaries of foreign companies than in Portuguese companies or than in foreign companies with branch offices in Portugal.
12. 2 in 3 people responsible for KM dedicate two days or less per week to that role.
13. 3 in 5 of organisations with a KM responsible have more people officially working on KM.
14. 3.13 is the average number of people who, besides the KM responsible and the KM sponsor, have a role in KM. On average, each of them dedicate 11.41 hours per week to that role.
15. Organisations are not clear about the amount of time they are investing in KM activities.
16. 1 in 3 organisations mention KM in their business strategy. There are less organisations with a KM strategy.
17. 1 in 3 organisations with a KM strategy have had it for four years or more.
18. Employees resistance to a KM strategy or to the execution of KM activities seems to diminish when the organisation has a KM strategy or when the strategy mentions KM.
19. Having a KM strategy or a business strategy that mentions KM does not seem to influence resource allocation to KM.
20. An intranet or a corporate portal is the most common KM tool.
21. Meetings to review finished projects or knowledge sharing meetings are the most common KM activities.

22. There is a big difference between people's perception of the existence and diffusion of KM tools and activities inside the organisation.
23. Organisations implement KM mainly to better take advantage of existing knowledge.
24. The main difficulty organisations face when it comes to implementing the KM strategy or KM activities is the lack of knowledge and experience in KM.
25. 1 in 5 organisations have a strategic approach to KM, while 2 in 5 have an informal approach.
26. Not for profit organisations have a more conscious approach to KM.
27. Organisations with 250+ staff are more likely to have a strategic approach to KM.
28. Chemical and pharmaceutical organisations are those who most adopt a strategic approach to KM.
29. Portuguese subsidiaries of foreign companies are more likely to have a strategic approach to KM.
30. A strategic approach is significantly more common in organisations searching for more employee satisfaction and for differentiation from other organisations.
31. Organisations with an intentional approach to KM are more likely to suffer from lack of people to lead at a strategic level.

Authors: Ana Neves and Maria José Sousa

Date of data collection: October – December 2010

Sample: 255 organisations in Portugal



This work is licensed under the Creative Commons Attribution-NonCommercial-NoDerivs 3.0 Unported License. To view a copy of this license, visit

<http://creativecommons.org/licenses/by-nc-nd/3.0/> or send a letter to Creative

Commons, 444 Castro Street, Suite 900, Mountain View, California, 94041, USA.