KMGN 2026:
KM in the New Era- From Strategy to Impact

KMGN
KM Global Network

Business Aligned KM

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March 17, 2026

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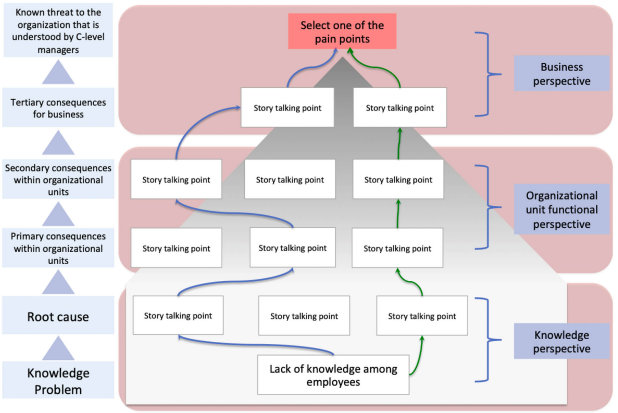
Short summary of today

The KMGN project «Business Aligned KM» led to the development of the KM Storytelling Canvas Model and guideline

- The **KM Storytelling Canvas** is a new tool for showing executives the value of KM projects and for KMers to secure their position
- It does this by visualizing the direct **relationship** between a business problem and the lack of knowledge
- The advantage is that it provides a solid factual basis for a story that will **convince executives** about KM impact.
- How to use storytelling to demonstrate the **impact of KM on business**
- **Bonus:** KPIs that speak the business language



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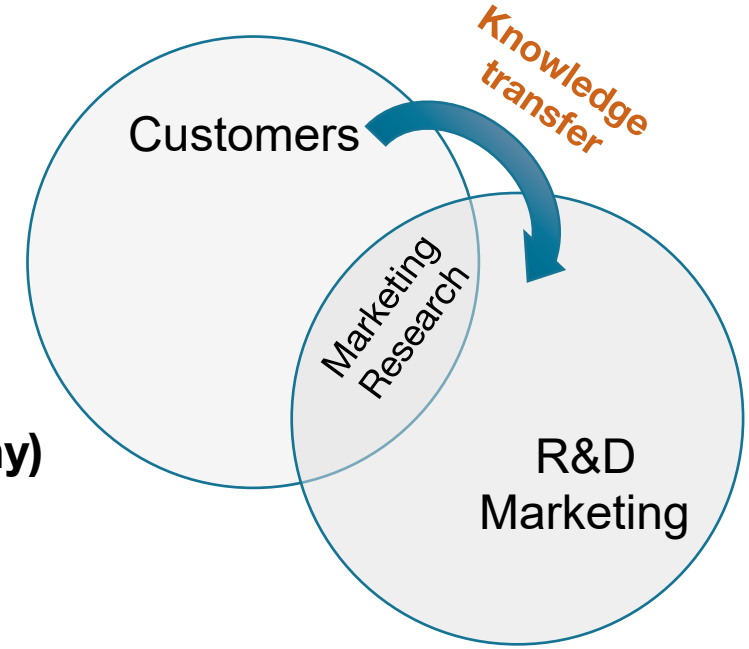
My profile



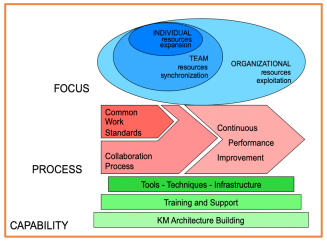
Dr. Pavel Kraus (MSc, MA, PhD in Geography)

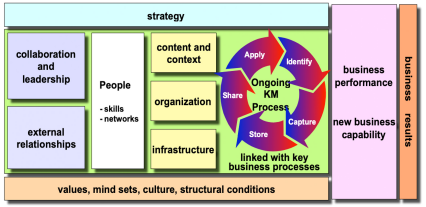
- 1987 – 2002 Learning the trade in pharmaceutical and medical device industries
  - Marketing Research Manager – Roche Pharmaceuticals
  - Global Head of Marketing Research – Roche Diagnostics
  - Knowledge Networking Officer – Roche Diagnostics
- 2005 – 2025 President of Swiss Knowledge Management Forum (SKMF.net)
- 2002 Founding partner of AHT.ch consulting
- 2003 – 2026 University lecturer in knowledge and innovation management

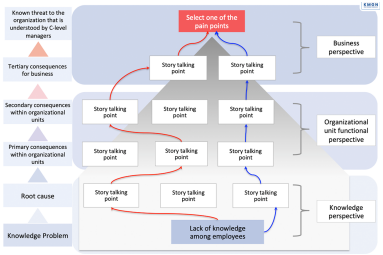
My journey to understand KM

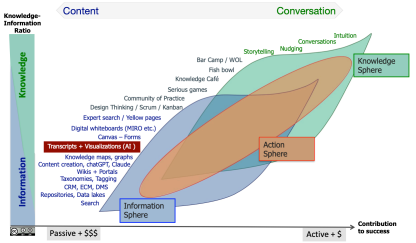
- Geneva Knowledge Group (KM Building Blocks)

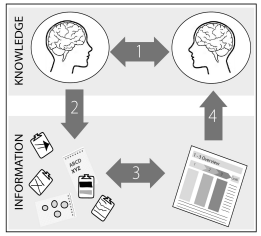
- Development of eight KM Models 1998 – 2025
- They all serve to clarify and explain KM

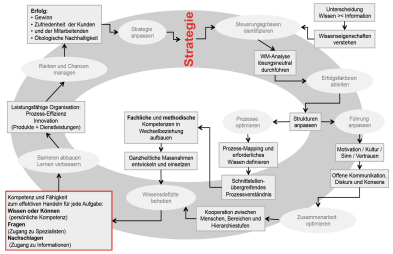


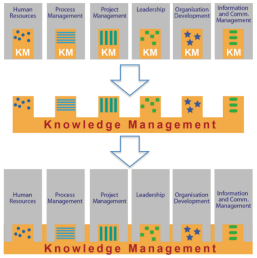


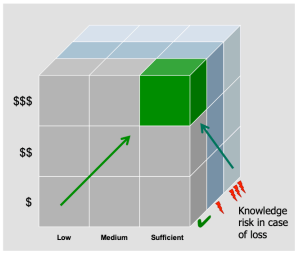












- More information and download: https://www.aht.ch/services/

- KMGN Hackaton 2022
- KMGN Business Aligned KM Project

- Various kinds of KM
  - Societal
  - Political
  - Philosophical
  - Academic

→ Focus on KM in Business, Government or NGOs

- **Profitability**
- **Productivity**

Break-out session question

- What has been your strategy to obtain and secure KM projects?

Role 1:	Role 2:
Knowledge Manager employed	KM consultant looking for contracts

Some results from KM demonstrating impact

- **Shortened time to market** in a R&D project by 6 months with simplified work package planning

→ Estimated value: 180 x 200k = $ 36 mio

- **Four times** more efficient project resource planning

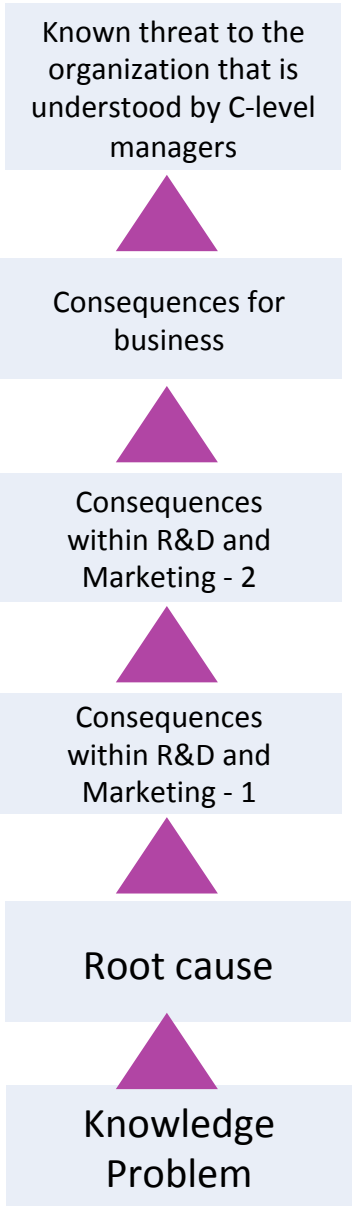
→ Value of the time actually saved: $ 234’000 / year

- Call center has **increased its capacity** from 4,500 to 16,000 customers with the same number of 16 employees

→ Estimated saved salaries: $ 5-7 mio / year

How to build a story to show KM impact

1. Identify issues and problems, which are **well known** within the organization and use them to build a story
2. Structure the story according to the **logical steps** laid out in the KM Storytelling Canvas:
   - Start with the knowledge problem and work your way up the ladder
   - End with a business threat that is of primary concern to your executive or KM client



How to build a story to show KM impact

Known threat to the organization that is understood by C-level managers

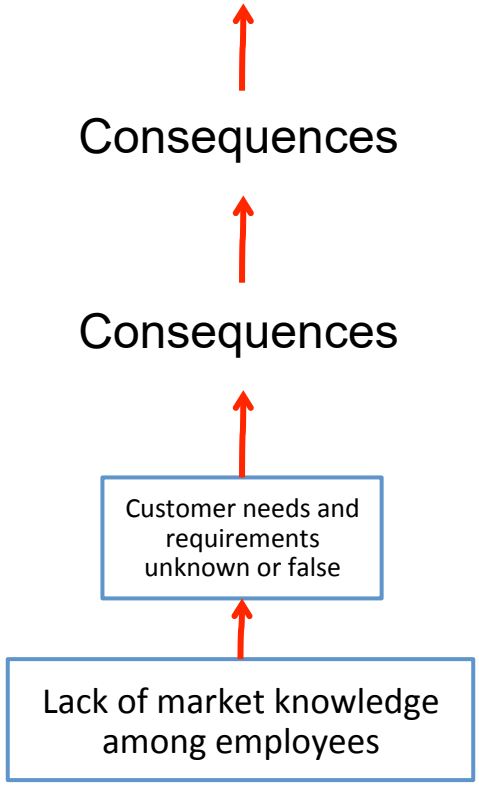
Consequences for business

Consequences within R&D and Marketing - 2

Consequences within R&D and Marketing - 1

Root cause

Knowledge Problem



Knowledge manager‘s perspective

How to build a story to show KM impact

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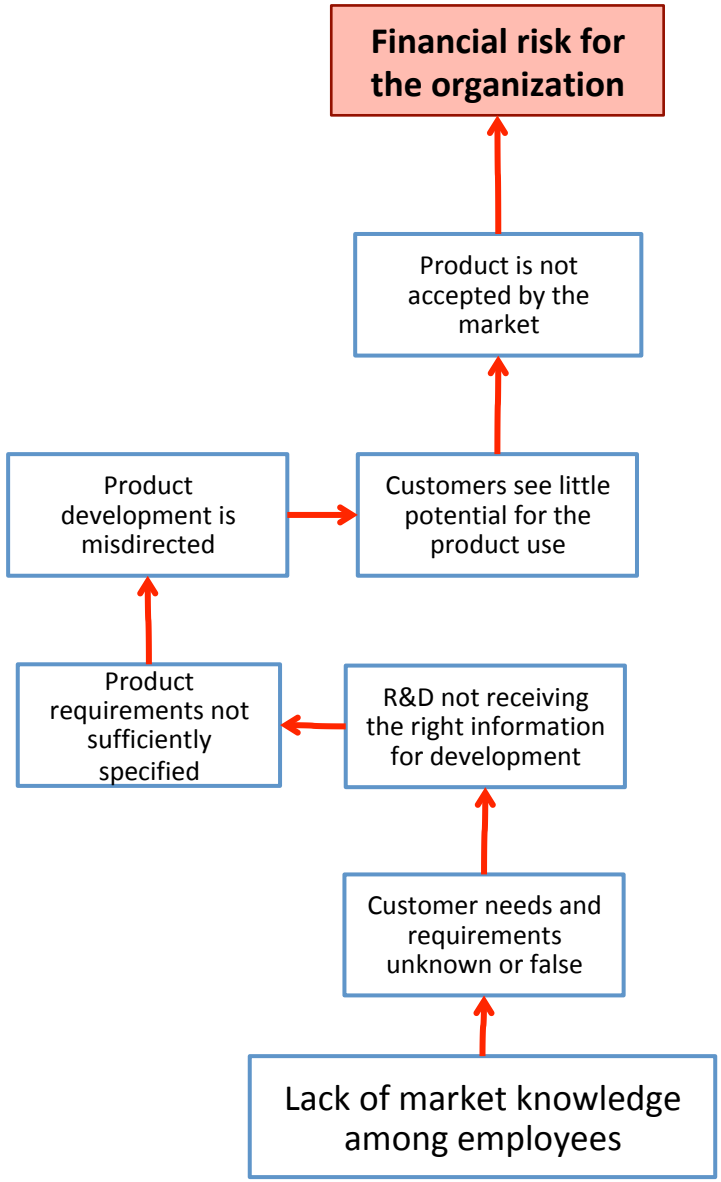

Knowledge manager‘s perspective

How to build a story

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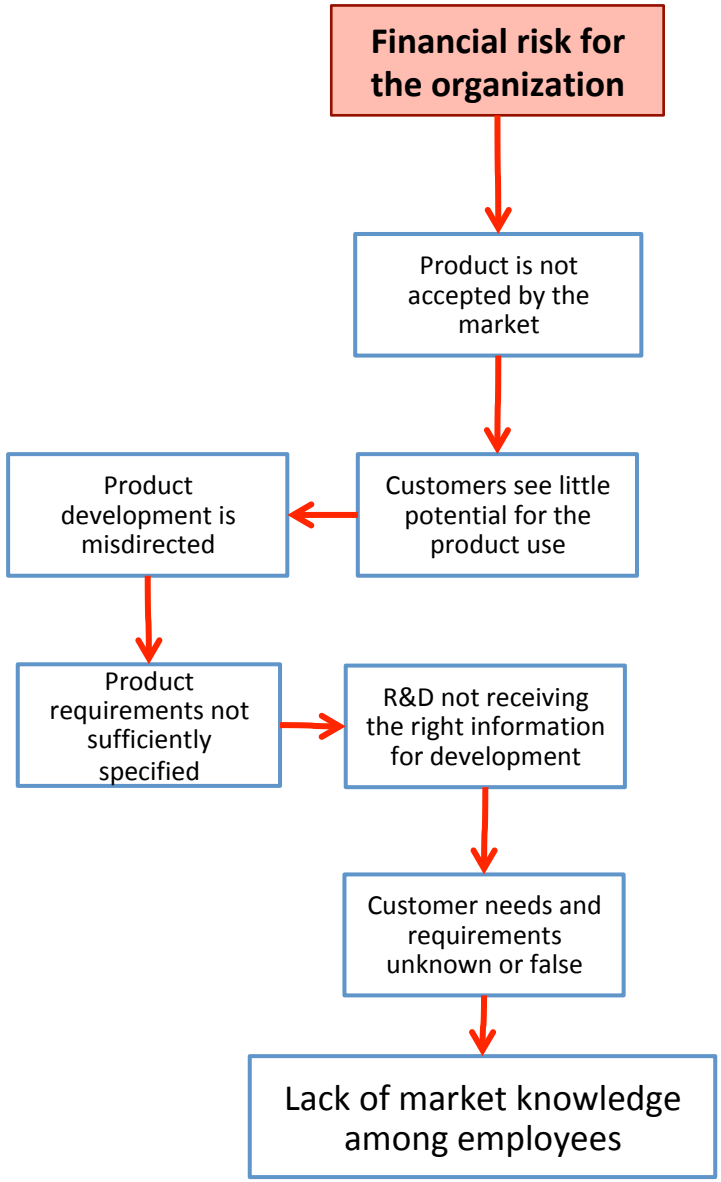


C-level manager‘s perspective

How to build a story - Power of arguments for executive

Known threat to the organization that is understood by C-level managers

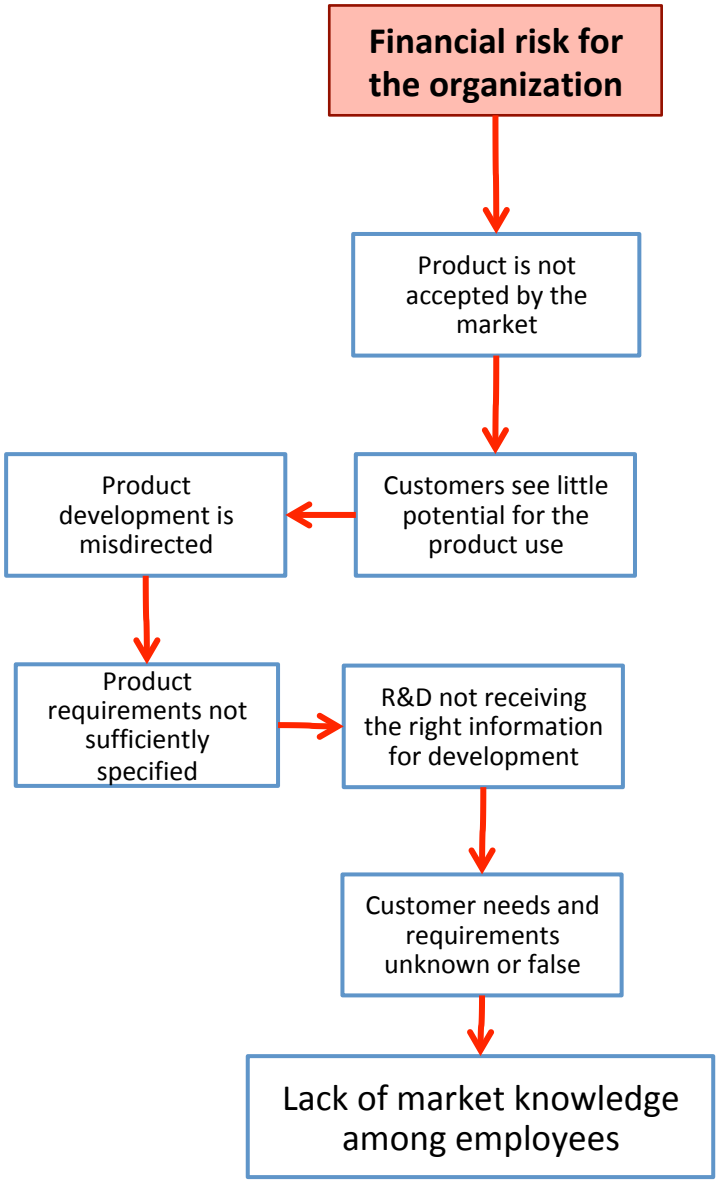
Consequences for business

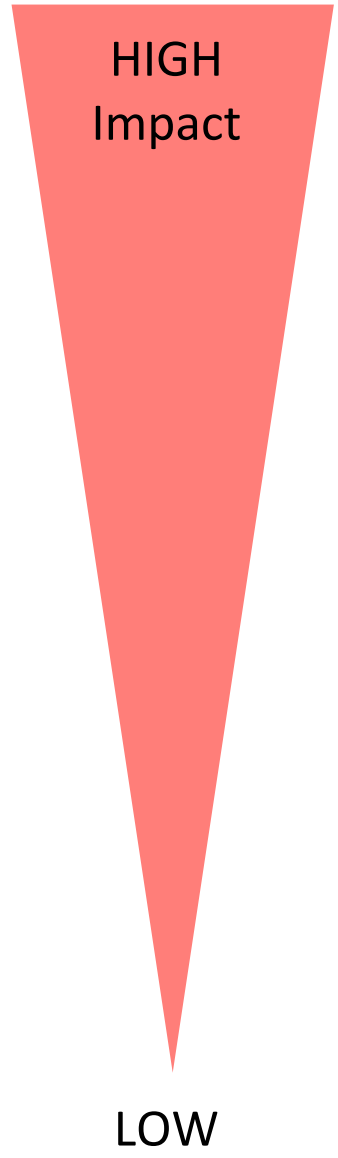
Consequences within R&D and Marketing - 1

Consequences within R&D and Marketing - 2

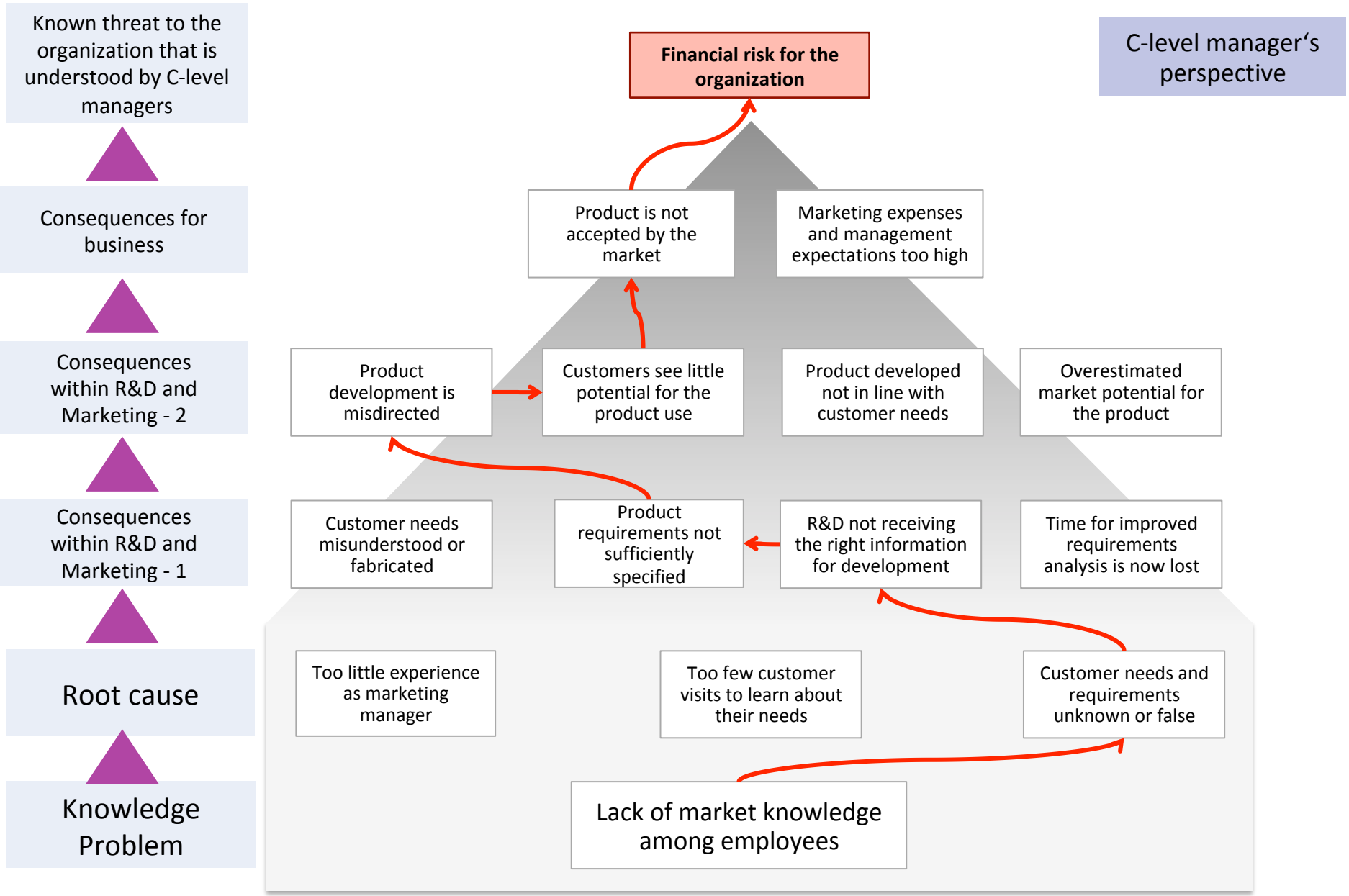
Root cause

Knowledge Problem

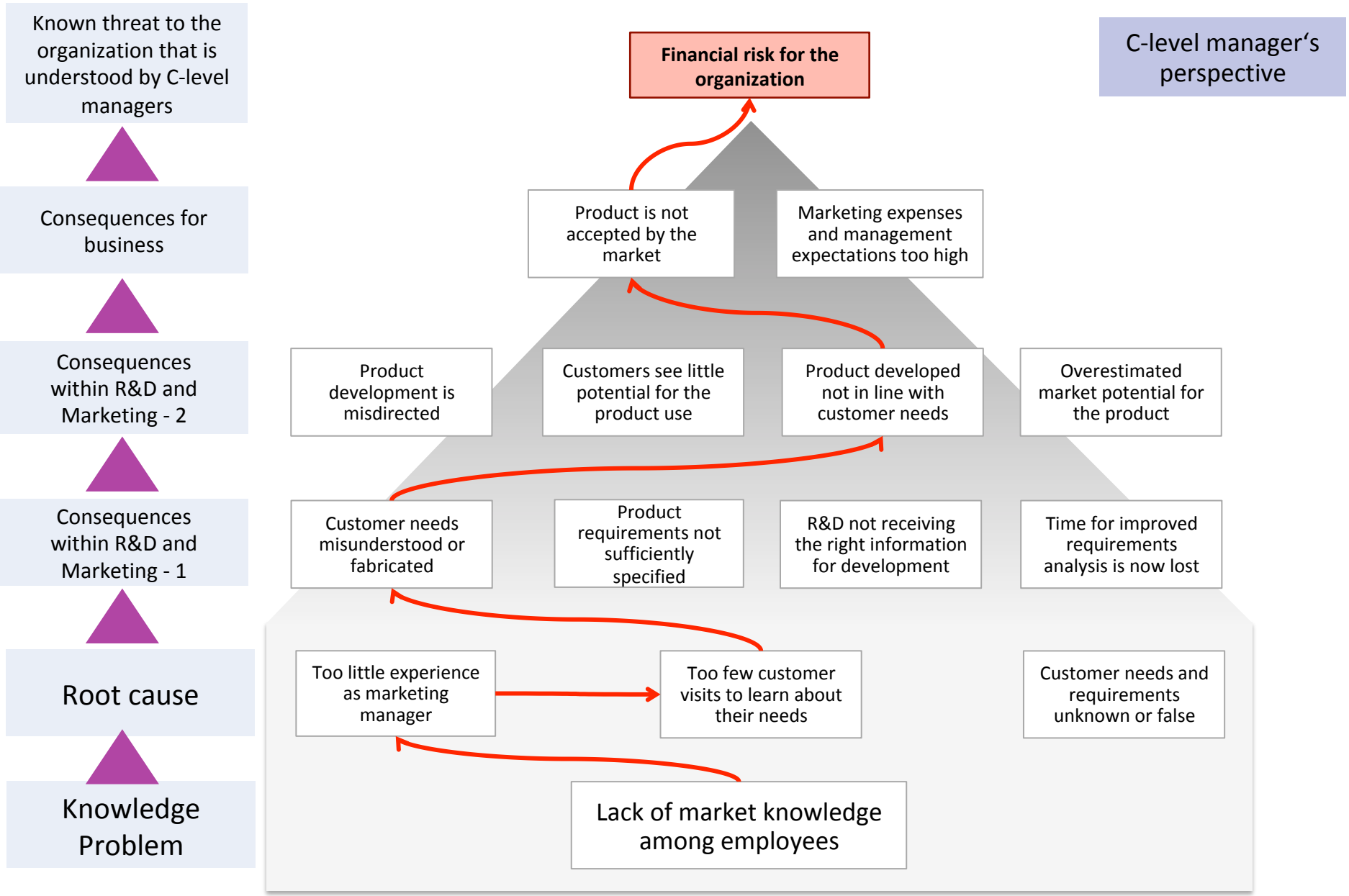




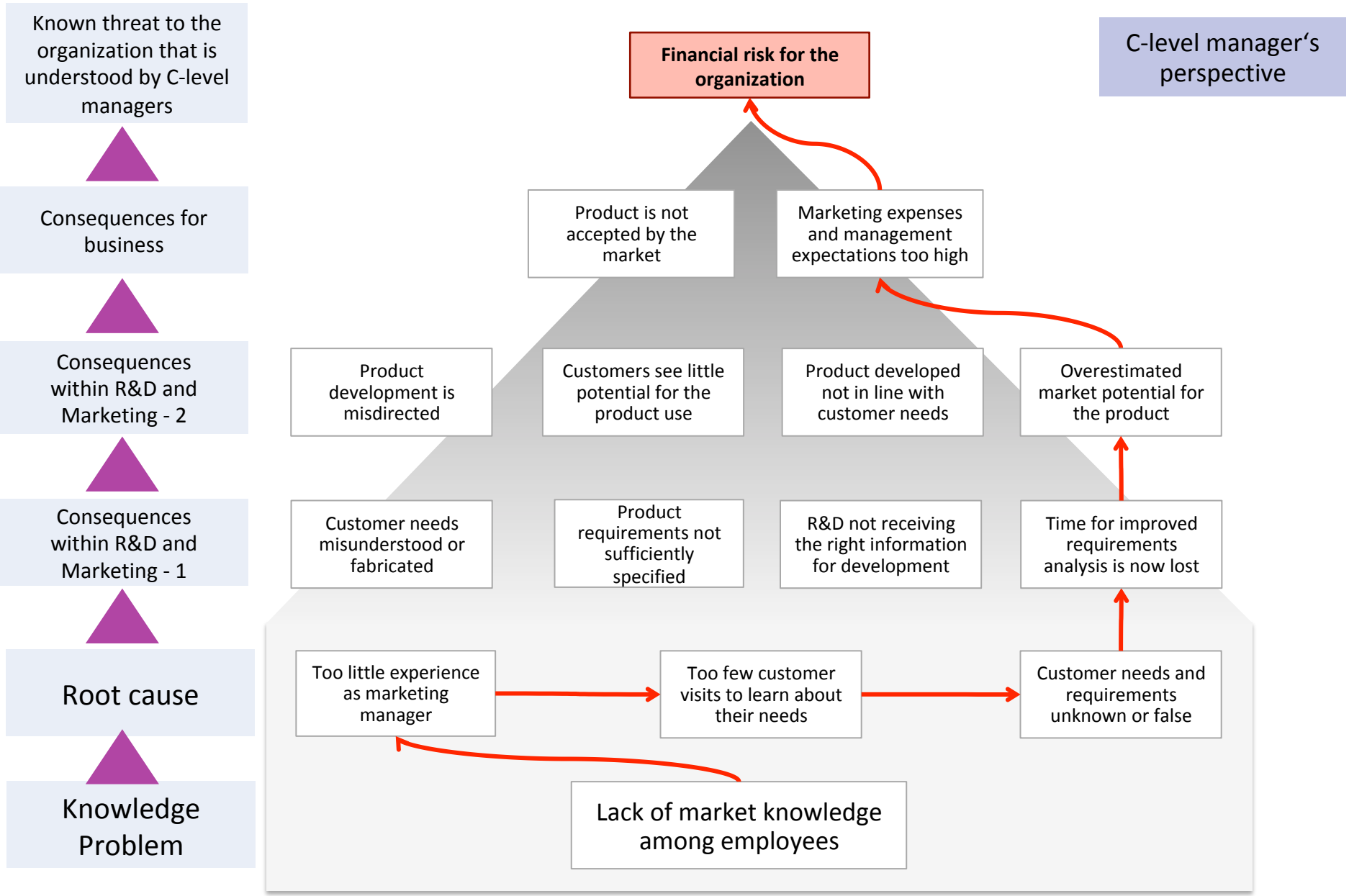
First story path example - R&D Project management - Customer need assessment



Second story path example - R&D Project management - Customer need assessment

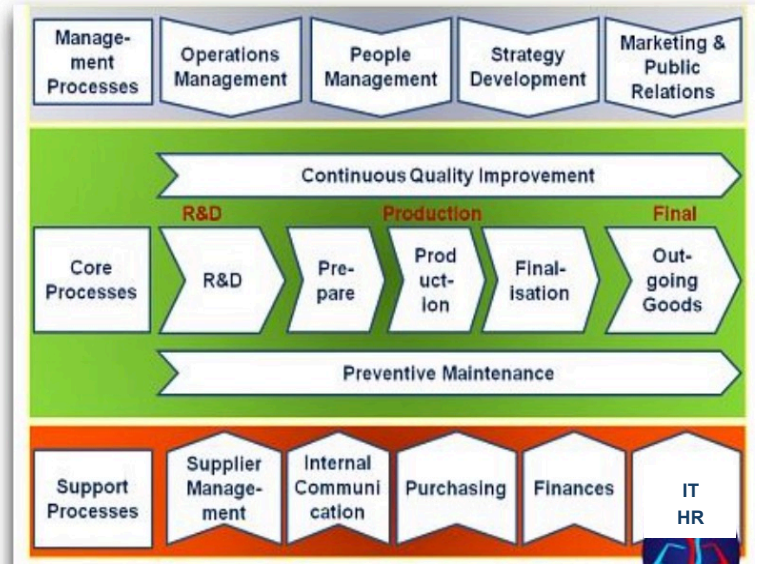


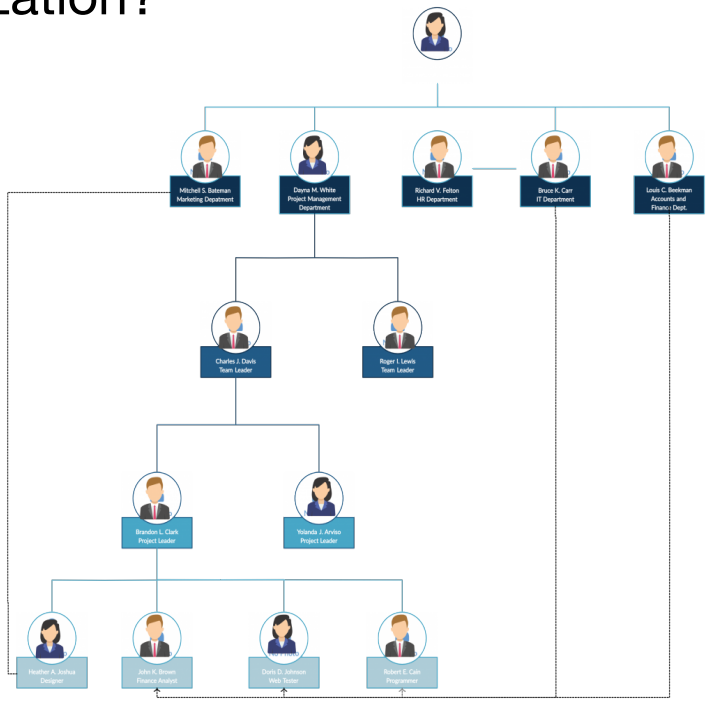
Third story path example - R&D Project management - Customer need assessment



Ask yourself: Who are my KM clients?

- The type of convincing = story depends on the kind of executive.
- Where is the executive within the organization?
- What function or place on the org chart?
  - Core process on the value chain
  - Support to the core processes





Clients of my successful KM projects

Head of New Product Development USA

Head of Innovation Technology Center

Head of Pharma Research (three projects)

Head of Global Medical Information

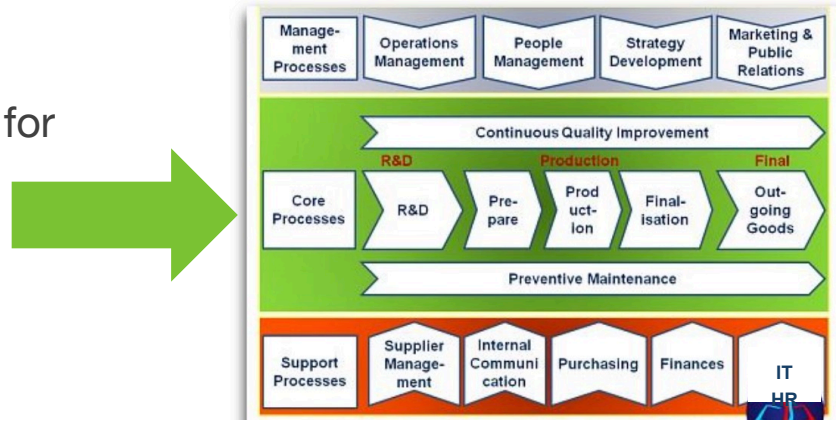
CEO of a start-up company

CEO of a laser manufacturing company

Head of a Diabetes Division R&D

CFO of Pharma Division

Most of above are executives responsible for core processes or have overall responsibility

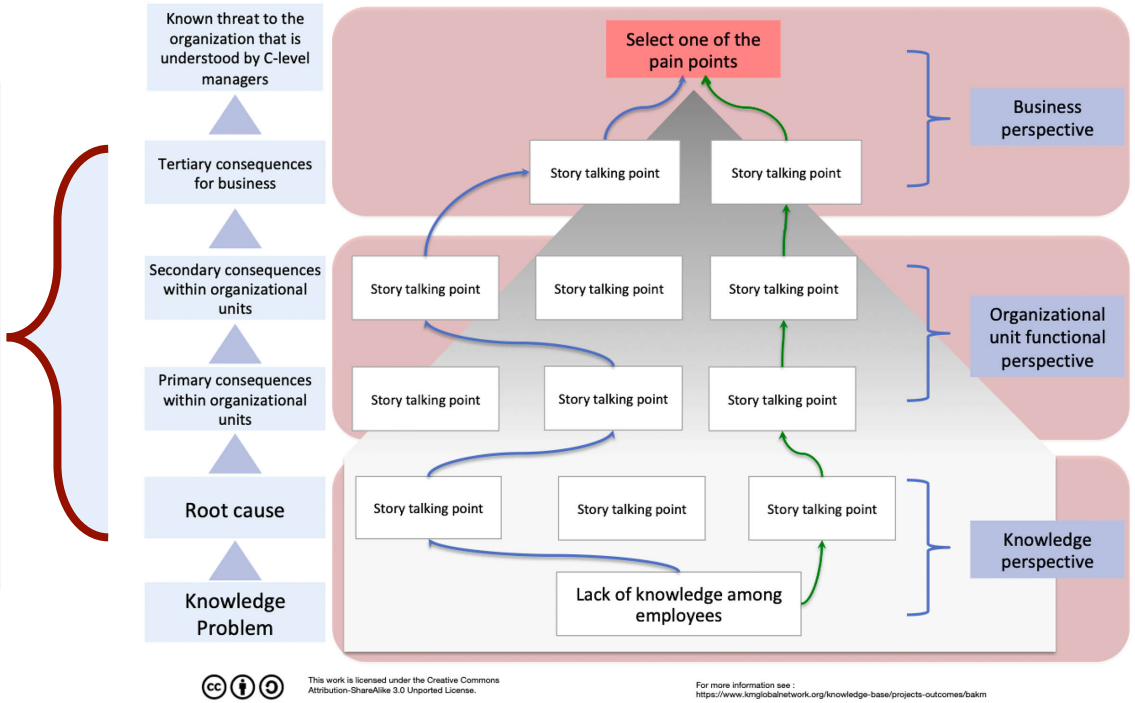


Prerequisites to apply KM Storytelling Canvas

- Good understanding of the current (departmental) strategy
- Intimate knowledge of the organization and the history of successes and failures
- A holistic understanding of all processes you want to impact
- Excellent relationship to employees and executives. This should include understanding their personal annual goals (MBOs)
- Ideally: Be part of the team

Role of knowledge manager or KM consultant

To master, propose and implement solutions to eliminate the problems identified at the central levels of the
KM Storytelling Canvas



You can download the KM Storytelling Canvas and guideline here

Before You Leave Today…

Think about your organization

Ask yourself three questions:

- **What is one problem everyone talks about?**
  (delays, mistakes, missed opportunities…)
- **What piece of knowledge is missing that is causing this problem?**
- **What business risk does this represent, and for whom?**

You have just identified your **first KM opportunity**

Now the challenge is simple:

- **Turn it into a story that executives cannot ignore using the KM Storytelling Canvas**
- Start small
- Start now

Knowledge management begins with the first story you decide to tell

Bonus

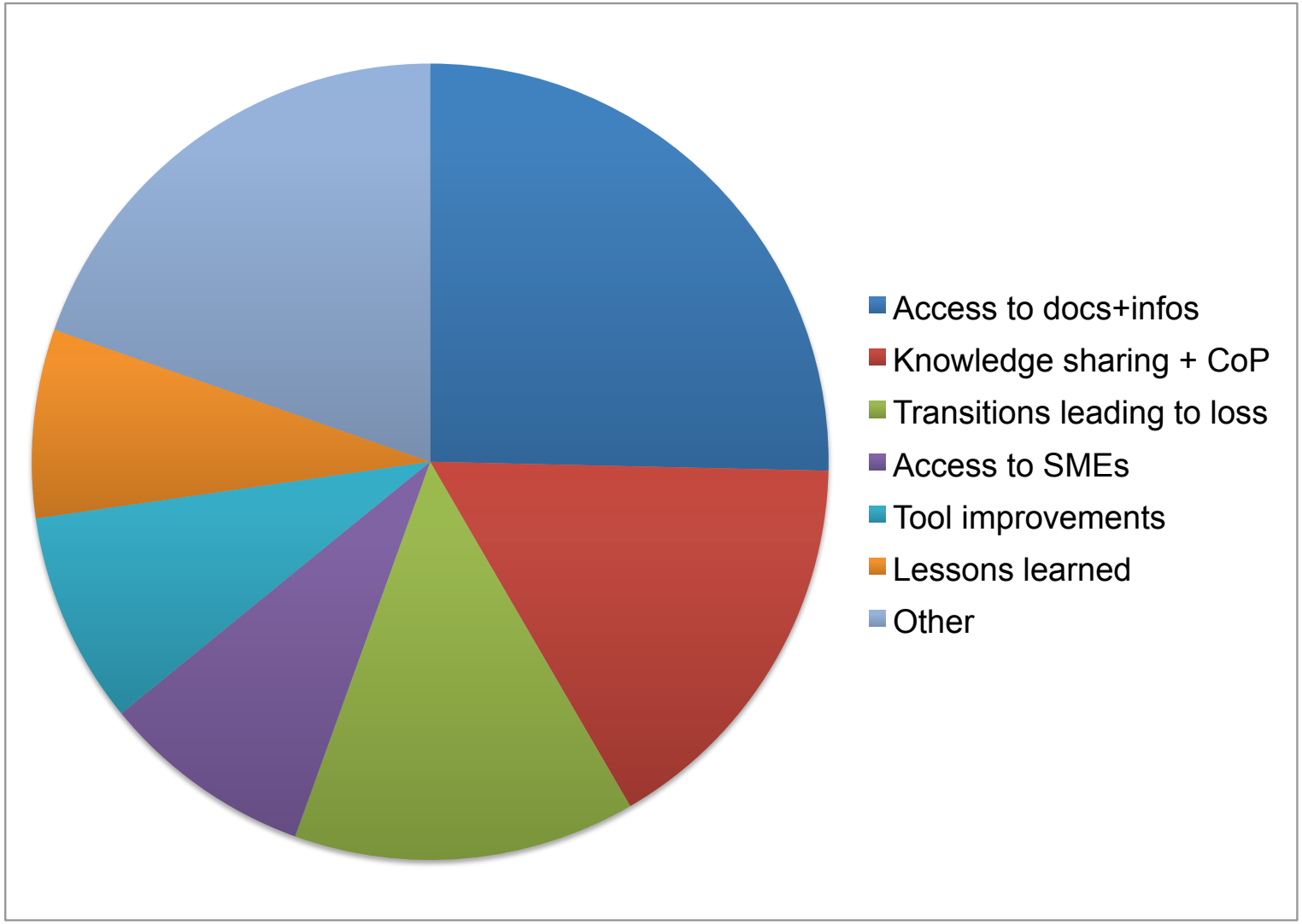
KPIs that speak the business language

- Perspective of an Business Executive

  vs.

- Perspective of a Knowledge Manager

Examples of classic KM issues – helpful ???



Which KPIs have the power to convince executives?

Cost savings (Cost reduction per protocol analysis)

Time reduction

- Shorter cycles (Turnaround time reduction for physician requests)
- Faster task completion (Time to answering a doctor)
- Less downtime (Mean time to repair)

Increased productivity (Reduction in hours spent to recruit patients)

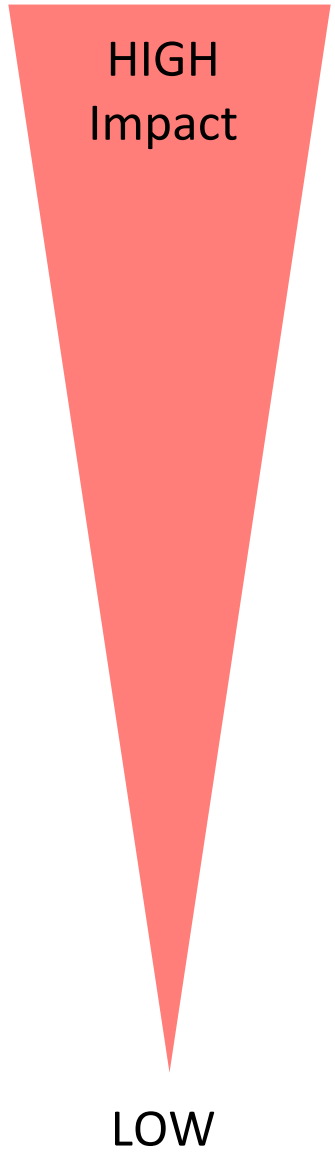
Process improvement (% of shipping orders meeting agreed due dates)

Satisfaction metrics (Employee satisfaction % with xyz)

Consensus metrics (No. of agreements reached)

Beneficial propositions (No. of best practices used)

Activities implemented (No. of communities of practice established in a year)

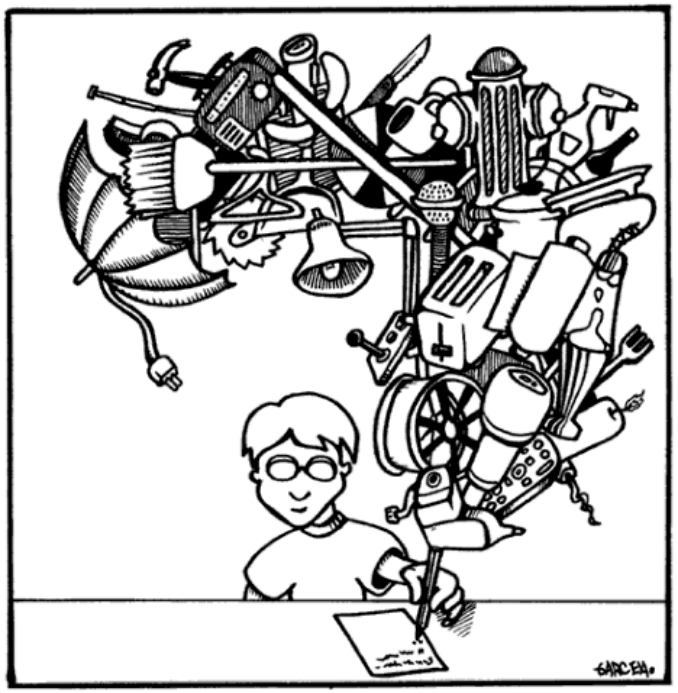


Example for KPI selection:

New product development

Best approach is the classical approach:

- Take KPIs which have always been used to measure business results in your organization = **believable impact**



New product development KPIs @ RD

- Time to market
- Cost
- Feature creep
- Availability after launch

My favorite KPI is Mean Time to Repair (MTTR)

Categories of KPIs

KPIs relevant to executives (Business view = Impact / Outcome)

Cost savings
- Savings due to discontinuation of unnecessary activity
- Variable cost reduction (contract personnel, material expenditures, travel cost)
- Head count reduction

Time reduction
- Shorter cycles
- Faster task completion – Mean Time to Repair
- Less downtime

Increased productivity
- Reduction in hours spent to complete a task
- Higher utilization of specific equipment

Process improvement
- Tasks completed faster due to improved processes
- Working practices accelerated

Important for getting positive decision for a KM project

KPIs relevant for knowledge managers (Activities)

Beneficial propositions
- Share knowledge
- Improve success rates
- Enhanced usability
- Best practices used
- Improving quality of information

Usage of a knowledge repository
- Number of searches, downloads
- Number of page views, clicks

% of activities implemented
- KM Program designed and implemented
- Critical areas identified by 2027
- No. of people trained
- Production of documents, e.g. Lessons learned
- No. of Communities established

Important for focusing and steering a KM project

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