

# Interplay Between Knowledge Management and Digital Transformation: Designing Solutions

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**Abstract:** This paper explores the overlap between Knowledge Management and Digital Transformation, emphasizing their complementary nature and the necessity of integrated frameworks to maximize their synergistic potential. By reviewing various models and frameworks of the Knowledge Management and Digital Transformation interplay, it highlights gaps in current research, particularly in addressing the complex nature of the interplay, and proposes a comprehensive and novel conceptual framework to fill these gaps. The proposed framework includes core foundations of technology, people, culture and organization, a comprehensive list of risks and challenges, as well as actionable collection of synergistic solutions, offering both theoretical contributions and practical guidelines for organizations. The goal of the framework is to create a comprehensive approach to fully integrate Knowledge Management and Digital Transformation, aiming to maximize their synergistic impact. By bridging the gaps identified in current literature, leveraging overlap of both concepts and their unique dimensions, the novelty of the developed conceptual framework derives from the solution-focused approach, and it acts both as a foundation for future academic research and provides practical guidelines for organizations, which would enable a more strategic and holistic Digital Transformation and Knowledge Management integration and transformational journey towards Industry 5.0.

**Keywords:** Knowledge Management, Digital Transformation, Interplay, Framework

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## 1. Introduction

As industries begin shifting from Industry 4.0 to Industry 5.0, Artificial Intelligence and other digital technologies are becoming more accessible and rapidly evolving, the synergy between Knowledge Management and Digital Transformation becomes a critical capability, that can drive synergistic value creation, innovation, and competitive advantage. Therefore, it is critical to review and understand areas of overlap and how these two concepts support each other, so that maximum synergy and value can be achieved.

Digital Transformation (DT) is a radical, continuous change, on all levels of an organization, which is triggered and supported by digital technologies, with the goal of creating new efficiencies, customer, and stakeholder value, across the whole value chain (Vial, 2019; Ahlskog et al 2022). The organizational change covers more than just the processes of the organization, according to Vial (2019), it can also be broken down into four main categories, and specific focus areas in each of them:

- Organizational structure – enable cross-functional collaboration, organizational agility, and ambidexterity.
- Organizational culture – embrace agile practices, innovation, entrepreneurship, to increase the value generation of DT.
- Leadership – cultivate a DT mindset and respond effectively to disruptions.
- Employee roles and skills – adapt to new roles and responsibilities brought by DT, focus on upskilling or reskilling to succeed in the evolving environment.

DT, creates a highly dynamic environment for organizations, making knowledge creation and efficient processing crucial (Nonaka, 1994), which necessitates efficient management of all knowledge processes within the organization.

Knowledge Management (KM), similarly to DT, is a continuous process, involving all organizational activities and dimensions, used to capture, store, manage and apply knowledge assets of the organization, with the goal of creating new organizational value and reach the objectives of an organization (Quintas, Lefrere, & Jones, 1997; Hilger & Wahl, 2022). In academic literature, there are usually four main KM processes identified (Alavi & Leidner, 2001; Ode & Ayavoo, 2020):

- Knowledge Creation – Involves identifying, creating, and acquiring internal and external knowledge.
- Knowledge Storage – Encompasses effective categorization, enhancement, storage, and continuous maintenance of knowledge.
- Knowledge Transfer or Sharing – Disseminates collected knowledge internally and externally.

- Knowledge Application – using knowledge to gain a competitive advantage, solve challenges, boost innovation, and create business value.

One of the main interaction points between KM and DT, are Knowledge Management Systems (KMS), which are systems and technologies, that support KM processes through coding and sharing of knowledge, creation of organizational knowledge directory and creation of both internal and external knowledge networks (Alavi & Leidner, 2001). Implementation of these systems, according to Purwadi & Sardjono (2024), requires organizations to focus on more than just the technology itself, but also on other key elements:

- Organizational agility – engage and motivate employees, enable decentralized decision-making, ensure leadership support, and foster a collaborative culture.
- Knowledge infrastructure – develop a flexible and reliable IT infrastructure that will support KMS.
- Knowledge empowerment – Align KMS strategy with business goals, onboard or empower talent, provide incentives for KMS use, offer upskilling and training, and create a trust-based environment.

These focus areas are closely connected to the organizational shifts occurring in DT, as summarized by Vial (2019), therefore KMS acts as a mediator between KM and DT, strengthening the relationship and improving the innovation capabilities of the organization (Sánchez Ramírez et al, 2022). DT provides tools and platforms, while KM ensures that the right information is effectively utilized to drive innovation, collaboration, and overall organizational success. More specifically, the changes that I4.0, and by extension DT, adoption brings, enhances the potential of KM, promoting both process and product innovation through knowledge acquisition from internal and external partners (Tortorella et al., 2022). Moreover, successful DT cannot be achieved without proper KM, as it is essential for identifying the needs, basis, and priorities of DT (Erceg & Zoranović, 2022). Synergy between DT and KM directly and indirectly enhances organizational performance, leading to sustainable competitive advantage and increased innovation. The competitive advantage of an organization is directly influenced by the usage of digital technology, as well as the overall commitment to DT and KM (Cardoso et al., 2023). Committing to KM, also facilitates Organizational Learning (OL), which further boosts long-term, sustainable, people-focused, competitive advantage (Anshari & Hamdan, 2022). This integration of digital technology, KM and OL practices, not only boosts competitiveness, but also helps drive DT by improving the innovation performance of an organization and enabling the creation of new products and services (Cheng et al., 2023).

Therefore, researching and understanding the interactions between the processes of KM and DT is highly valuable, offering both practical and academic benefits. Advancing research in this field prepares it for the inevitable and continuous impact of modern technologies, such as Generative AI, and the overall shift towards Industry 5.0, while also provides practical applicability – developing integrated synergetic implementation frameworks can aid leaders in making better decisions when driving DT and KM initiatives.

## **2. Theoretical Background**

The following chapter examines various selected studies that attempt to either build new KM and DT frameworks, or compare already existing ones, the research type, findings, and limitations identified by the authors are summarized in Table 1.

A comparative analysis of different KM models, in the context of DT was done by Tinz, Tinz, & Zander (2019), who found that new challenges introduced by I4.0, are not widely addressed by the current models. Conceptual framework by Seng Cheong & Cheng Ling (2020), only focused on external knowledge, knowledge protection and mobility, and innovation capability and manufacturing performance as the outcomes, missing other potential interactions and solutions. Evans & Price (2020), based on their interviews with 72 C level executives, about information and knowledge asset management supported by DT, created a conceptual Holistic Information Asset Management model, that also supports DT, but it solely focuses on knowledge asset management, and validation of the model in practice is needed. Another conceptual, not empirically evaluated, model was developed by Dovleac, Ionica, & Leba (2021), that integrates Agile processes, together with the concept of Quality 4.0, enabled by I4.0 and in synergy with KM processes. Silvia, Santos & Souza (2021), integrated the knowledge conversion model of Nonaka (1994), together with I4.0 principles, to develop both a theoretical relationship and diagnostic model, though it also needs to be evaluated in practice and expanded with more KM and I4.0 practices and dimensions. Framework by Anshari & Hamdan (2022) focused on the skills and competencies required in the context of KM, Organizational Learning (OL) and I4.0, but is also missing empirical validation, and requires more thorough analysis.

**Table 1: Research papers conceptualizing or analysing KM and DT integration frameworks.**

Authors, Year	Research type, context	Findings	Limitations, future research
Tinz, Tinz, & Zander, 2019	Comparative analysis of KM models in the context of DT and I4.0.	I4.0 introduces new challenges such as human-machine, machine-machine interactions, and data protection. Current KM models do not widely address these challenges.	Future KM models need to include the new challenges and interactions in I4.0.
Seng Cheong & Cheng Ling, 2020	Conceptual paper that builds a conceptual framework of interplay between KM, innovation capability and manufacturing performance in the context of I4.0.	Conceptual framework, which connects external knowledge sourcing, knowledge mobility, knowledge protection, innovation capability and manufacturing performance.	Requires empirical validation.
Evans & Price, 2020	Longitudinal qualitative research - interviews with 72 C level executives and board members on information asset management and how it supports DT.	A conceptual Holistic Information Asset Management model, which supports DT by focusing on benefits, environment, leadership, information systems, behaviour, attributes, quality, performance, and justification.	Validation of the model is needed in practice.
Dovleac, Ionica, & Leba, 2021	Conceptual paper that integrates I4.0, KM, Agile and Quality management practices into a single framework.	Developed an Agile based framework, to implement Quality 4.0, an I4.0 based approach to quality management, in synergy with KM processes.	Models needs to be empirically tested, using knowledge graphs.
Silvia, Santos & Souza, 2021	Systematic literature review to identify how SECI model applies to DT and principles of I4.0.	Developed a theoretical relationship and diagnostic model between I4.0 principles, tacit and explicit knowledge, as well as the SECI modes of knowledge conversion.	Needs deeper understanding of other I4.0 principles, KM dimensions and its impact on management practices during DT. Model lacks empirical testing.
Anshari & Hamdan, 2022	Literature review and focus group to identify critical new skills and capabilities that KM can build for success in I4.0.	KM can improve organizations learning strategy, allow to build a sustainable competitive advantage quicker, upskill and re-skill employees, and in the context of I4.0, focuses on three dimensions – people, process, and technology.	Larger scope for literature analysis, test proposed models to develop KM strategies, use a case study approach

The selected papers reveal that, despite active research in the field of KM and DT interplay, there is a lack of in-depth frameworks that fully explore the interplay between these processes, including the foundations, risks, and possible synergistic solutions. KM should be studied as an overarching organizational concept, but such studies, especially those focusing on practical applications, are currently scarce (Wolf & Erfurth, 2019). Tinz, Tinz, & Zander (2019) reviewed five different knowledge management frameworks, in the context of KM challenges that can be found in smart factories – knowledge identification, development, exchange, use, preservation, evaluation, data protection and human-machine and machine-machine interactions. They found that existing models only partially address these challenges, particularly human-machine interactions, and data privacy, while future models should incorporate OL culture and address the challenges of I4.0. OL is critical in the KM and DT research field, as evident from studies on upskilling and reskilling, ignoring this integral aspect creates significant research gaps. Model developed by Anshari & Hamdan (2022) includes the human-machine and machine-machine interactions and OL, though focuses strictly on employee upskilling, missing other KM and DT interplay aspects, such as organizational strategy, culture, and specific technology dimensions. The SECI-based model by

Silvia, Santos & Souza (2021) specifically addresses tacit knowledge integration but lacks a deeper understanding of other I4.0 principles and the application of technology or KMS dimensions.

The selected research papers, highlight significant gaps in the current research on the interplay between KM and DT, emphasizing the need for comprehensive frameworks that address foundational aspects, risks, and synergistic solutions. Available models are only partially addressing challenges and interactions between KM and DT, miss critical elements such as OL (Tinz, Tinz, & Zander, 2019) or application of technology (Silvia, Santos & Souza, 2021) are highly focused on a specific element of the interaction (Anshari & Hamdan, 2022). This creates a need to develop a conceptual framework, which would fully explore the interplay between KM and DT, incorporate broad aspects of the interaction, including organizational, cultural, technological, and people-related aspects, and provide a comprehensive list of actionable solutions stemming from the interplay.

### 3. Conceptual Model

The conceptual model presented in the following chapter is founded on the premise that KM and DT are complementary processes – both are continuous and encompass all organizational levels, activities, and dimensions, with a common objective to generate new organizational value in accordance with the specific goals of the organization. This cyclical and complimentary relationship is the first element of the conceptual model. Due to the identified research gaps, the model also incorporates the common core foundations, shared challenges, and risks, as well as the possible synergistic solutions. The risks and synergistic solutions are not depicted having a one-to-one relationship, due to the processes being closely interconnected, and one solution can potentially affect multiple risks or dimensions of the KM and DT synergy. This creates an integrated, cyclical, conceptual model, which reviews multiple dimensions of interaction between KM and DT, their impact on an organization, and suggests a concrete list of possible synergistic solutions that would drive the interplay of KM and DT forward.

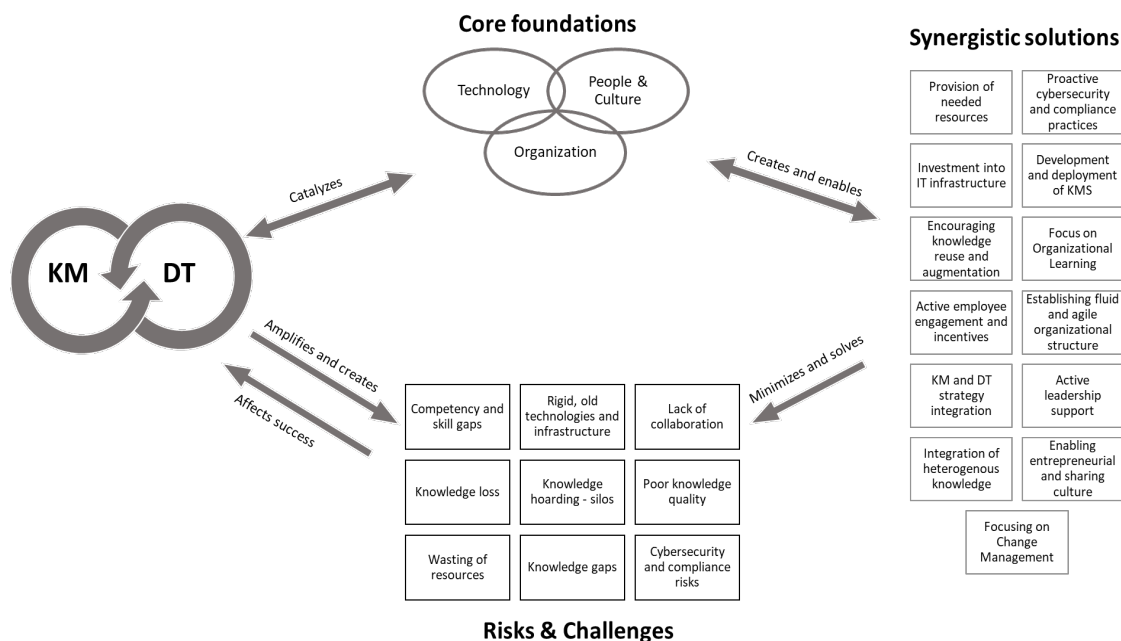


Figure 1: Conceptual model of KM and DT interplay

#### 3.1 Core Foundations

Second group of elements in the conceptual model, are the core foundations that are common between KM and DT processes, and in their intersection become even more critical – Technology, People & Culture and Organization.

Technology is a key element of DT as evident from the various definitions presented in the literature – it can be both a trigger for DT, and its enabler (Vial, 2019; Warner & Wäger, 2019). In the context of KM, the key technological enablers can be summarized under the term KMS, which can be viewed as an extension of other various technologies used in DT, it can also help transform gathered information into knowledge. Implementing

a KMS, similarly, to implementing any other digital technology, becomes a DT project and requires focus on the key areas of implementation of the actual technology, leadership and strategy alignment, cultural and process changes, as well as organizational context, needs and available resources (Maramba & Smuts, 2020). Therefore, Technology becomes a core concept in both DT and KM fields, which can be a trigger and an enabler at the same time.

Second required core foundation are the People and Culture, namely – the culture of knowledge sharing, entrepreneurship, and human centricity. DT requires a culture, which embraces change, takes on risks, allows learning through failures and pilot projects (Abdallah, Shehab, & Al-Ashaab, 2021; Vogelsang et al, 2018). This constant innovation and experimentation, creates a knowledge-rich environment, in order to reap all its benefits and use the generated knowledge effectively, a knowledge friendly culture of sharing and trust is also required, which will in turn empower more learning, pilot projects and technology adoption (Gupta et al, 2022). People, their skills and knowledge, are the critical resource in the success of DT initiatives, and organizations should start their transformation from the changes of the people, culture, and organization, instead of technology (Kane, 2019). This creates a human-centric approach, and companies that can combine human resource management with KM, through diversity, inclusion and people empowerment policies can improve their organizational performance as well (Cillo et al, 2021).

The third overarching foundation is the Organization, which includes its strategy, processes, leadership, structure, and the environment it operates in. DT must be recognized as an integral part of the overall business strategy, closely integrating DT strategy with the business's broader strategy (Ubiparipović et al., 2020), which requires alignment with the organization's unique situation, environment, and capabilities. A similar approach is needed for KM, where its strategy should also align with business goals and fit the unique internal and external environment (Gupta et al., 2022). Due to the complexity of technologies and the new dependencies and relationships DT creates, organizations need a common KM and DT strategy to maintain control over these processes (Wolf & Erfurth, 2019). It is primarily the role of senior management or leadership to develop these strategies, provide resources, engage and empower employees to use them, and enhance the flexibility of organizational structures (Gupta et al., 2022). Another crucial element of the Organization foundation is how well it adapts to the changes of the environment. Organizations that integrate KM strategically, can leverage dynamic capabilities to anticipate and adapt to market shifts, build effective relationships with suppliers and customers, and efficiently allocate resources (Wessam & Nermin, 2023). In summary, the Organization foundation encompasses strategy, structure, leadership, processes, and adaptability to the internal and external environment, serving as a critical enabler in both KM and DT, and it becomes critically important in its intersection.

### 3.2 Risk & Challenges

Third group of elements are the various risks and challenges, which are either common to KM and DT, or is more pronounced in one of the processes, but their interplay amplifies and highlights these issues.

These risks affect the success of the interplay between KM and DT, as well as the implementation of the required capabilities and their efficiency. Most of the risks have a stronger or lesser impact on all the core foundations, yet certain risks are more pronounced than the others. Challenges were identified in the conceptual model are summarized in Table 2:

**Table 2: Risks and challenges of KM and DT interplay.**

Risks & Challenges	Description
Competency and skill gaps	Covers the risks of not having required training, competencies, or skills to effectively participate in KM and DT activities. Having employees who have the required skills and competencies is a critical success factor for DT (Ubiparipović et al, 2020) and for KM.
Rigid, outdated technology and IT infrastructure	One of the critical barriers of modern technology integration and DT, which can also stop development of effective KMS (Gupta et al, 2022; Ubiparipović et al, 2020). Heterogenous systems are also found to be a major barrier for Industry 5.0 implementation (Leng et al., 2022).
Lack of collaboration	DT is a knowledge-intensive process requiring collaboration among employees with diverse expertise across complex projects (Vogelsang et al., 2018). Extending collaboration

Risks & Challenges	Description
	beyond organizational boundaries allows partners to work as experts, focusing more effectively on specific areas of innovation and DT (Ubiparipović et al., 2020).
Knowledge loss	Retention of critical knowledge is a focus area in KM research – loss of such, mostly tacit, knowledge, can lead to business continuity risks (Nakash & Bouhnik, 2020). Knowledge loss happens due to multiple distinct reasons – employee attrition, intentional and unintentional forgetting, or unlearning.
Knowledge hoarding or silos	Closely related to the risk of knowledge loss is the creation of knowledge silos, as attempts to prevent loss can lead to dependency on a few employees who hoard knowledge (Nakash & Bouhnik, 2020). Additionally, the lack of collaboration and cross-functional cooperation can foster a competitive and mistrustful culture, posing significant challenges to DT efforts (Brink, Packmohr, & Paul, 2022).
Poor data, information, and knowledge quality	For a successful DT, correct data needs to be provided to the right user, available real-time and cover many different aspects and alternatives (Vogelsang et al, 2018), knowledge that comes from a variety of sources, is structured, mapped, and high quality, are some of the KM Critical Success Factors (CSF) (Onofre & Teixeira, 2022).
Wasting of resources	Inefficient usage of knowledge, technology, or knowledge gaps, can lead to duplication of work, and thus – wastage of resources, such as labour, machine, time, or monetary resources (Gupta et al, 2022).
Knowledge gaps	Because DT transforms the entire organization, it demands extensive organizational knowledge. If the IT department understands digitization but lacks insight into other functions' processes and needs, it creates a knowledge gap that hinders effective DT implementation (Brink, Packmohr, & Paul, 2022). Additionally, Industry 5.0 requires diverse technological knowledge to reorganize the manufacturing value chain (Leng et al., 2022).
Poor cybersecurity and compliance	Due to the integration of modern technologies, external partnerships, intentional and unintentional knowledge loss risks, cybersecurity and overall compliance to standards and policies becomes a critical organizational risk (Hammoda & Durst, 2022; Schnasse, Menzefricke, & Dumitrescu, 2021). Additionally, human-centric approach of Industry 5.0, generates vast amounts of sensitive, human-related information, security of which, becomes even more critical (Leng et al., 2022).

### 3.3 Synergistic Solutions

The main goal of this article is to provide a comprehensive list of synergistic solutions that arise from the interplay of KM and DT and helps minimize or completely remove the identified challenges. These are the more specific solutions and focus areas, which can also be a part of or enable the needed capabilities, and in the interplay of KM and DT, these solutions can gain even more importance, thereby simplifying the decisions to implement them. The identified synergistic solutions are summarized in Table 3:

**Table 3: Synergistic solutions of KM and DT interplay.**

Synergistic solutions	Description
Provision of needed resources	Identify and provide necessary time, material, and human resources for KM and DT, ensuring employee engagement through rewards and appropriate allocations.
Proactive cybersecurity and compliance requirements	Implement concrete cybersecurity policies and address emerging risks to control and minimize knowledge loss and leaks (Ubiparipović, et al 2020)
Investment into IT infrastructure	Invest in IT infrastructure and update outdated systems to create a solid technological foundation for DT and KM (Gupta et al, 2022).

Synergistic solutions	Description
Development and deployment of KMS	KMS enhance KM processes with advanced digital technologies like AI and automation, improving knowledge creation, sharing, application, and reuse (Gupta et al, 2022). While KMS can support every KM process, its success in knowledge application, reuse, and augmentation depends on employee engagement (Shrestha & Saratchandra, 2023). Specifically, AI-enabled KMS can simplify knowledge delivery, improve personalization and reach, and make knowledge available in real-time for quicker decision-making (Taherdoost & Madanchian, 2023).
Encouraging knowledge reuse and augmentation	Prevent duplication by improving knowledge quality and encouraging reuse and active augmentation (Nakash & Bouhnik, 2020).
Facilitating OL	Promote a culture of learning and knowledge sharing to address skill gaps and enhance organizational effectiveness, particularly with I4.0 technologies (Tortorella et al., 2022). Life-long learning of employees, is also a critical requirement to achieve the human-centric and sustainable goals of Industry 5.0 transition (Leng et al., 2022).
Fluid and agile organizational structure	Organizations cannot successfully manage DT with the old, static hierarchical structures, and should become more flexible, open, and quickly adapt to changes by adapting their organizational model as well (Smith & Beretta, 2020).
Active leadership promotion	Leaders should inspire, support, and promote KM and DT initiatives, fostering a culture of trust and learning, create more robust, integrated strategies and lay the required foundations for organizational and cultural changes required (Inkinen, 2016; Mazorodze & Buckley, 2019).
KM and DT strategy integration	Concrete steps must be taken to integrate the KM and DT together and into the organizational strategy, then cascade it down to functional leaders and strategies, to make sure there is a common vision in the organization (Mathew & Rodrigues, 2019; Mielli & Bulanda, 2019).
Active employee engagement and incentives	A properly motivated employee, through incentives or gamification of KMS, can help ensure a high quality of knowledge within the KMS, and help build the knowledge sharing culture (Friedrich et al, 2020).
Enabling entrepreneurial and sharing culture	Foster collaboration, trust, and experimentation to support an entrepreneurial and knowledge-sharing culture (Vogelsang et al, 2018; Gupta et al, 2022)
Integration of heterogeneous knowledge	DT increases the heterogeneity of knowledge that is required for a successful transformation, and at the same time, it creates a highly heterogeneous knowledge (Yoo et al, 2012). Develop methods and strategies to manage diverse knowledge assets, addressing collaboration, knowledge loss, and hoarding challenges.
Focusing on Change Management	Lack of change management can lead to DT project failures (Brink, Packmohr, & Paul, 2022). KM strategies like personalization, codification, and organizational learning (OL) can boost readiness for change and reduce organizational cynicism, aiding project implementation (Imran et al, 2016).

#### 4. Discussion

The proposed conceptual framework of KM and DT interplay addresses multiple limitations and future research directions identified by other models, frameworks, and research of KM and DT interplay. First, as suggested by Wolf & Erfurth (2019), it addresses both KM and DT as overarching organizational concepts with a focus on practical solutions of the interplay. The suggested framework also incorporates OL, knowledge sharing, upskilling and reskilling challenges raising from the human-machine interactions, data security and privacy risks, all of which were suggested by Tinz, Tinz, & Zander (2019) as critical missing elements of the current frameworks. The technological and strategy dimensions not considered in the frameworks developed by Anshari & Hamdan (2022) and Silvia, Santos & Souza (2021), are included as the core foundations, and their specific elements are identified as both the risks and synergistic solutions.

Every organization has a unique set of variables – internal and external environment, set of strategies, weaknesses and opportunities, which also creates a unique environment for both KM and DT (Gupta et al 2022; Ubiparipović et al 2020), the size of the company, maturity, industry and organization type, all have an impact on the technology adoption and KM activities of the company as well (Wessam & Nermin, 2023). This complexity and uniqueness of every organization, suggests that the KM and DT integration frameworks, also need to be flexible and address the complexities of different industries and organizations, by addressing the specific solutions and risks in the context of organizations of different sizes, maturity levels, industries, and geographical locations.

To advance the integration of KM and DT, it is essential to link these findings with broader academic research and practical implications. The proposed framework highlights the synergy between KM and DT, focusing on specific solutions from this interplay and acknowledging the challenges in diverse organizational settings. This is crucial as it reflects the difficulties highlighted in the literature concerning DT efforts, especially in aligning technological advancements with human-centric approaches (Kane, 2019; Vial, 2019). As KM and DT are dynamic and continually evolving, the framework must also adapt to ongoing technological changes and align with dynamic capabilities theory (Warner & Wäger, 2019). It should ensure efficient use of technologies in KM processes, remain relevant in guiding organizations to Industry 5.0, and address the associated technological and socio-economic challenges (Leng et al., 2022).

Filling in the theoretical gaps of academic research is a strong foundation for the proposed conceptual model, but to gain more in-depth, nuanced knowledge, and for the model to stay both academically and practically relevant, it needs to be empirically validated, remain flexible and change together with the KM and DT concepts.

## **5. Conclusion**

This paper explores the relationship between Knowledge Management (KM) and Digital Transformation (DT), emphasizing how their integration can drive innovation and competitive advantage from Industry 4.0 to Industry 5.0. By examining various frameworks, the study highlights gaps in the current literature and models, particularly in fully integrating KM and DT. These gaps underscore the fragmented approach to tackling the challenges and opportunities of KM and DT interaction.

Theoretically, this paper contributes to the literature by proposing a novel, conceptual, framework that connects the risks, challenges, foundations, and synergistic solutions stemming from the interplay between KM and DT. Because there is a lack of similar frameworks, it can serve as a foundation for future academic research and help build more integrated, cross-functional, and solution-oriented frameworks.

In practice, the developed framework serves as a guide to help practitioners understand the risks and potential synergistic solutions created by the interplay of KM and DT. The framework's foundational elements offer general guidance, while the risks and challenges section provides a detailed list of obstacles that could prevent organizations from realizing the full value of KM and DT, necessitating leadership attention. The synergistic solutions section offers a comprehensive set of focus areas and actionable strategies that, with sufficient resources and support, can help mitigate risks and guide organizations more effectively through their transformational journeys.

Despite its contributions, this study has limitations, primarily because it designs and examines a conceptual framework. Future research should empirically validate and adapt this framework across various industries, organizational and DT maturity levels, and cultural contexts. Such research could tailor the framework to unique environments and deepen understanding of specific parameters that organizations need to address. This would enhance the framework's practical applicability and its ability to create synergistic value from the interplay between KM and DT.

In conclusion, as businesses continue to evolve in a digitally interconnected environment of constant change, understanding the nuanced relationship between KM and DT becomes critical. This paper sets the stage for further research and practical implementations that could potentially reshape how organizations leverage knowledge to achieve sustained innovation and competitive advantage.



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