



Report with messages of this year's KM FEST titled:

"Challenges and Good Practices of Digitalization"

ZOOM, 19–20 November 2025

<https://exarca.io/KMFEST25>

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Executive Summary

This report provides an overview of the two-day Knowledge Management Festival's Workshops, focusing on the dynamics of digital transformation, **collaborative hybrid workplaces (CHWs)**, and innovation ecosystems. The workshop highlighted that technology alone is insufficient—successful digitalization requires human-centered strategies, trust-based leadership, ethical AI adoption, and structured collaboration between industry, academia, and government.

Across both days of workshops, participants explored the challenges of digital collaboration, identified promising emerging practices, and reflected on what future-ready workplaces must look like. Central insights show that digital maturity, leadership capacity, and cross-sector partnerships will define the next decade of successful knowledge management.

1. Introduction

The KM FEST'25 workshops brought together global experts, researchers, practitioners, and innovators, creating a multidisciplinary environment to examine how digital transformation reshapes knowledge management. With CHWs becoming the norm and AI advancing rapidly, organizations must rethink how they share knowledge, collaborate, and build sustainable digital ecosystems.

The workshops provided theoretical frameworks, real-world case studies, and interactive group discussions, giving participants a holistic understanding of the opportunities and risks in digitalization.

2. Day 1 Workshop Summary (19 November 2025)

Day 1 workshop focused on CHWs, the human side of digital work, and the evolving role of AI in knowledge-intensive environments. Speakers emphasized that technology should support—not replace—human decision-making and creativity.

Keynote Themes:

- **Prof. Darren Dalcher** highlighted that digital collaboration requires intentional design, clear purpose, and ethical frameworks to preserve meaningful human connection.
- **Dr. Miles Shepherd** discussed how professional knowledge evolves and why lifelong learning is essential for digital professionals.
- **Dr. Shalin Trivedi & Prof. Rajat Baisya** presented how hybrid collaboration and GenAI are redefining India's financial landscape.

- **Dr. Deon Wright** introduced the concept of Alternative Intelligence, showing how generative AI can augment rather than overshadow human capability.
- **Prof. Brane Semolič & Prof. Pieter Steyn** presented an international collaboration case study of LENS Living Lab's ICA - International Collaborative Academy, illustrating how it created environments for co-creation of knowledge production and innovations with its strategic partner, Cranefield College from South Africa.

Messages from the working groups of KM FEST 25

1st Day Workshop participants

Participants examined challenges such as unequal digital literacy, regulatory constraints, and infrastructure barriers. They also identified opportunities, including remote collaboration, improved work-life balance, and faster problem-solving.

AI was a central theme: teams agreed that AI can assist collaboration but requires governance, oversight, and human accountability. Many groups suggested building domain-specific AI models based on curated knowledge sources to minimize hallucination and improve accuracy.

3. Day 2 Workshop Summary (20 November 2025)

Day 2 of the workshop shifted its focus to the manufacturing and service industries, highlighting how digitalization and emerging technologies—amid rapidly changing markets—are reshaping business models, innovation ecosystems, and cross-sector collaboration.

Keynote Themes:

- **Luka Semolič, M.Sc.Eng & Dr. Brane Semolič** highlighted Virtual Management Systems (VMS), illustrating how digital tools can streamline complex processes and empower distributed virtual organizations and their teams. Practical examples were drawn from Critical Communication and Information Systems (CCIS) and Virtual Innovation Platforms (VIPs). The presentation also showcased and explored the LENS Living Lab's supporting virtual innovation ecosystem, enabled by INTESO Group, including its diverse portfolio of partnering collaboration platforms.
- **Dr. Merete Nørby's** MADE Denmark case demonstrated that structured innovation ecosystems accelerate national competitiveness. MADE's success is driven by skilled people, strong governance, and close collaboration between industry, academia, and government,

- **Dr. Martin Tjipita** addressed the inefficient economic lifecycle of uranium mining assets in Namibia in Industry 4.0. He advocated for workforce development and strategic asset management frameworks aligned with Industry 4.0 innovations to elevate operational performance.
- **Lars Globisch & Lionel Guicherd-Callin & Dr. Thomas Baumann** Presented how AI is reshaping collaboration by automating routine tasks, improving communication, and personalizing employee experiences. The practical examples from their company, CANYON Bicycles, were presented and discussed. Discussions on AI's role made it clear that leadership culture determines the success of hybrid workplaces.

Messages from the working groups of KM FEST 25 2nd Day Workshop participants

After introductory presentations, participants formed parallel, separate virtual teams to explore next-generation leadership, the rise of virtual organizations, and the need for more open innovation models. Diversity and inclusion emerged as critical components for future leadership. Participants also reflected on how Industry 4.0 requires stronger cross-functional collaboration and continuous improvement.

4. Cross-Workshops Synthesis

Across both days, a shared understanding developed:

- Digitalization is human-centered—technology must align with human needs.
- Leadership plays a foundational role in shaping digital workplaces.
- AI requires strong ethical governance, transparent data, and digital literacy.
- Innovation ecosystems such as MADE enable national digital progress.
- Hybrid workplaces succeed when organizations balance people, processes, and technology.

Overall, both workshops demonstrated that digital transformation is as much about culture and leadership as it is about technological tools.

5. Conclusions

At KM FEST'25, the workshops ignited a powerful reminder: sustainable digital transformation isn't a tech sprint—it's a symphony of seamless integration, harmonizing cutting-edge technology with human ingenuity, visionary leadership, and dynamic collaboration. Organizations can't stop at shiny digital infrastructure; they must invest in their people, igniting fresh skills and competencies that turn teams into trailblazers.

Forward-thinking leaders play the starring role, cultivating workplaces buzzing with open innovation—where ideas flow freely, sparking cross-disciplinary and cross-industry alliances grounded in unwavering ethics and social impact. At its core, collaborative leadership is the secret sauce for propelling Industry and Society 4.0 toward triumphant reinvention and unparalleled excellence.

But here's the game-changer: true success demands a seismic shift in mindset and culture. It's not optional—it's the fuel. So, let's champion it, nurture it, and watch it unleash waves of innovation that endure.

The takeaways from these two electrifying days? A battle-tested blueprint for conquering the digital frontier—one that spotlights a crystal-clear truth: tomorrow's winners will be the bold organizations that master the art of weaving audacious innovation with unshakeable responsibility, and turbocharged collaboration with pinnacle tech prowess.

6. What Next?

Ignite the future: Join the KM FEST innovation community today and keep the momentum roaring. Jump into our ExArca 4.0 CCS-powered platform—dive into live forums, have access to available resources, and drop game-changing ideas to co-build transformative initiatives. Your spark could redefine tomorrow. Ready? Let's connect now.

See link: <https://exarca.io/join/kmfest>

Brief Info about the 22nd KM FEST Initiator and Coordinator

LENS Living Lab[®] is an open innovation ecosystem organized and enabled by the INTESO Group, a group of private ICT and consulting companies with the mission to initiate, foster, support, and promote sustainable collaborative innovations with their value chains' innovation ecosystem stakeholders.

Over the past two decades, LENS Living Lab[®] sparked and co-led more than 20 collaboration platforms, primarily for SMEs tackling high-demand applications in Industry 4.0 technologies, innovative business models, partnering competence centers, and knowledge management.

One such platform is the KM FEST's Virtual Innovation Platform as part of the LENS Living Lab[®] 's knowledge management platforms portfolio domain. The KM FEST organizers' community was initiated in 2008 in Odense, Denmark, drawing inspiration from Danish Project Management Festivals, co-organized by our Danish partners.

The primary mission of today's KM FEST collaboration platform is knowledge exchange, the transfer of fresh ideas, cutting-edge technologies, and transformative business models; presenting "early bird" practices and learnings; co-creating new initiatives; and cultivating a culture of collaboration.



<https://3-lab.eu/>

Organizer, co-organizers, and partners of the 22nd KM FEST'25

