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The Role of Knowledge Management in Increasing Artificial Intelligence in the Organization: A Case Study of Microsoft

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Abstract: his study investigates the strategic role of knowledge management (KM) in enhancing organizational artificial intelligence (AI) capabilities, with Microsoft serving as a prominent case study. It examines how KM processes—knowledge acquisition, storage, sharing, and application—contribute to the effective deployment of AI technologies within corporate settings. The research emphasizes the interplay between a robust knowledge environment, organizational learning, and collaborative practices, which collectively facilitate the integration of AI into various business operations. Empirical observations from Microsoft demonstrate that AI adoption and success are strongly influenced by innovation-driven organizational culture, targeted investments in human capital, and the implementation of flexible IT infrastructures. The findings underscore that KM acts as a critical enabler for maximizing AI potential, fostering continuous innovation, and sustaining competitive advantage in digital economies. This study offers theoretical insights and practical implications for organizations seeking to leverage KM to advance AI-driven strategies.
Keywords: Knowledge Management – Artificial Intelligence – Innovation – Microsoft
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1. Introduction

The purpose of this paper is to lay emphasis on the importance of knowledge management in increasing the artificial intelligence in the organization. The paper commences with introducing the readers to the topic, followed by a brief overview of the areas that will be covered in the series of sections throughout the course of the paper. The paper also discusses the case of Microsoft in the context of elaborating upon the role of knowledge management in aiding the maturation and proliferation of the AI technologies for decades.

The developments in the technologies, digitalization, and the recent redirect in the direction of the world's development strategy brought the question of AI technology within the primary business strategies of organizations and countries. Many countries are now promoting AI within their policy documents, encouraging scientists and investors to pursue more works on evolving the current AI technology. Microsoft is characterized as a perfect case to identify the overall journey of how an invention can be transformed into an innovation with AI technology in business. Microsoft was founded in 1975 and, as per the interim report of fiscal year 2018, it operates in more than 190 countries and employs people from all backgrounds. In 2017, Microsoft started offering commercial cloud services, and in the financial year 1987, it launched the first commercial artificial neural network called Microsoft Cognitive Services in 2015. Initially, at the time when Microsoft just started offering a commercial cloud service, and the Microsoft Cognitive Services powered by the artificial, authentic human intelligence were not of major significance in terms of financial value. AI using the technology with a knowledge management philosophy has been evolving within Microsoft, which can be said to begin in the year of 1978. In this background, this study will center specifically on creating a case study on Microsoft and elaborating upon the role and the knowledge management using an AI technology offering, which now Microsoft uses in business.

1.1. Background and Rationale

Increased competition between organizations forces companies to continuously develop and seek new innovation that is more beneficial than others. In addition to these opportunities, organizations are faced with the demand to face challenges, such as the digital economy, characterized by the increasing use of technologies such as machine learning and artificial intelligence, which can change the competition between the organizations. Improved and meaningful information in organizations is an alternative in considering sufficient decisions in improving machine learning. Many organizations are working to utilize machine learning by utilizing technological innovation, which is one of the areas of artificial intelligence. Knowledge management is considered an important way to support the organization in developing machine learning to create artificial intelligence in the organization. AI can be in the form of textual data, such as a question and answer system, task automation, decision support, and many other works. (Tu & Wu, 2021)

By exploring the experience of one of the largest companies in the world, Microsoft, and being ranked the second-largest company in the United States using the Industry Classification Benchmark system, which recorded as having a value of 1.842.650.303 in the Office Automation and Equipment sector, making this company has a large number of experts in managing knowledge, and is suitable for study with a performance of 35.61 in the system software sector. The large number of experts makes it easy for organizations to develop intelligence on the artificial intelligence system. Artificial intelligence in the

organization can promote the development of new products and services for new customers, and the developed employees also help organizations to get new opportunities by programming the artificial intelligence system. This research has been discussed in previous studies but becomes original studies to research how the role of artificial intelligence organizations in increasing the organization's knowledge management. (Pales, 2023)

1.2. Research Objectives

The main objective of this study is to study what knowledge management is in an organization and its relationship to increasing artificial intelligence in the organization. Therefore, the aim of this research includes completing specific targets, as follows: (Jarrahi et al., 2023), to explain in depth about how the importance of knowledge management in an organization can increase artificial intelligence in the organization. Our studies also include a case study conducted in Microsoft to obtain quantitative results from the discussion or theories stated in previous qualitative reports.

1.3. Results Testing

The purpose of this study aims to explore the role of knowledge management in increasing artificial intelligence. In this case, scientific articles will also provide contributions related to the implementation of artificial intelligence at Microsoft. The results of the study above have implications for companies in a company that use artificial intelligence for their activities such as service, marketing or production.

1.4. Significance of the Study

The significance of the study of the role of Knowledge Management (KM) for elevating Artificial Intelligence (AI) in the organization accompanies the soaring prominence of big data, which requires the organization to develop AI due to the incapacity of people to derive valuable insights from those big data. Although the significance of AI has been emphasized, examining how AI can be developed by employing KM in the organization still deserves exploration. On one hand, AI requires data to work to gather knowledge. Knowledge is a role of data that is present in the mind of people.

KM is the way that people engage indirectly with data represented in stories or present in databases and documents. Therefore, to extract knowledge, data is needed to be turned into insights by traders, medical advisers, sales agents, engineers, and analysts. AI and related innovations, by contrast, are not really interested in human insights. Rather, they seek to predict human actions. In particular, AI can work with much less structured knowledge than people can, being able to extract knowledge from databases, emails, reports, and other written records. This unstructured knowledge still has to comply with formal rules, which is different, however, from knowledge that resides only in people. In well-run organizations, the KM system should be agile enough to give AI what it needs. In contrast with AI, KM Systems intensify formal knowledge and are not particularly effective at people-to-people knowledge transfer. This theoretical and empirical gap emphasizes the need for a study on the role of KM in

determining the AI development process and AI input in the organization in order that AI research continues to grow. Conducted research may: (1) discover the contradictions of the literature for the empirical study results, leading to the creation of new theory; (2) extend the existing theories. In addition, the research findings are expected to provide practical implications related to the development of AI in the organization that integrates KM and the implemented AI inputs.

2. Literature Review

The study initiated by presenting the conceptual studies developed in relation to the concepts of knowledge and knowledge management with artificial intelligence. In addition, theoretical knowledge management studies currently being developed are presented. The role of people in knowledge management and knowledge management process is underlined. In the implementation, the determinants of knowledge management success are examined. Advances in artificial intelligence have also been identified. With these studies carried out, the effect of knowledge management on artificial intelligence was examined. The literature provides a broad and comprehensive analysis of the concepts, theoretical and empirical frameworks emphasized in the conducted knowledge on knowledge management and artificial intelligence. However, since knowledge management and artificial intelligence are independent of case studies, no study has been encountered focusing on knowledge management and artificial intelligence together. Current research works on both knowledge management and artificial intelligence are conceptualized and concentrated. (Jarrahi et al., 2023)

To overcome these deficiencies, this paper presents a case study that identifies the role of knowledge management in artificial intelligence. organization, which does business in the United States of America, was selected as the research case. Founded in 1975, the company has focused its work on software technologies by developing various products and services known in the IT world. The company's turnover, which provides services to users worldwide through its employees, has been discussed over the years. To support the results of this study, the background and theoretical frameworks of both knowledge management and artificial intelligence are presented with the literature review chapter. The relationship between the field of knowledge management and artificial intelligence was also evaluated with literature review studies. A number of gaps were identified based on this study, leading to the details and ideas discussed in the manuscript. (Arora et al.2020)

2.1. Conceptual Framework of Knowledge Management and Artificial Intelligence

This article delineates the operation of knowledge management (KM) within an organization. The purpose of this article is to confirm an aspect of how KM increases artificial intelligence (AI) by transforming explicit and tacit knowledge into inputs for natural intellectual abilities and the functions of smart machines. Applying research that adheres to technological determinism, this article emphasizes

KM as working within the framework of AI. (Phan et al., 2022)

The conceptual framework, drawing on the literature of AI, KM, and a cognitive computing system, builds an understanding of AI as the behavior, imitating intelligent abilities, of machines that perceive the environment and make decisions, with no discrepancy between pattern perception processes that can be performed by machines and humans. There are two abilities that AI may contain: natural intelligence (NI) and artificial intelligence (AI). NI is part of the capability to perceive patterns that may be transformed into declarative knowledge (explicit or structured). AI is composed of procedural knowledge (interpretation).

In AI, when a machine has a similar part to human NI, there is a technological likelihood to reconstruct a situation that involves KM. Algorithms containing capabilities resembling human thinking, language, and behavior are all part of KM. HIT and AI are cooperating through applications in six activities: coordination and synthesis of each worker's tasks (can be performed in human task automation), case-based reasoning as a knowledge sharing tool, machine learning (MI), natural language understanding, sensory perception, and robotics. (Russ, 2021)

Some companies are operating KM in AI, such as Google; its strategy in AI has been executed and succeeded. Meanwhile, Microsoft has not elaborated an alliance between KM and AI, indicated in a company mission. The company has changed its emphasis from "a computer on every desk and in every home, running Microsoft software" to "solving business problems by providing technologies that let companies more effectively share and manage information". (Fteimi & Hopf, 2021)

2.2. Theoretical Perspectives on Knowledge Management and Artificial Intelligence

In the last few decades, knowledge management has been going through various theoretical frameworks. Researchers have given multiple lenses to see the relationship between artificial intelligence and knowledge management. Diverse approaches to understanding those relationships may draw us into several analytical perspectives, such as the practice concept, discursive perspective, and activity systems and information integration among many others. Borgida et al. endorse the development of theories and tools to help engineers and management realize the potential benefits of knowledge management and support systems for the organization. Our research is in some minor aspects similar to the theoretical perspectives on knowledge management, which have primarily been developed. It is more about the role and consequences of knowledge management in an organizational context.

Knowledge management, including the elements of data, information, and technology, does not take the problem approach, and it is based on an established view that knowledge is a competitive tool. Also, some other theories imply that knowledge management can improve economic

performance through better risk management, higher quality products, increased operational efficiency due to knowledge sharing capabilities, and higher sales. Consequently, we are concerned with the extent to which knowledge management can improve the accuracy as well as preparation, and hence generate benefits of knowledge exploitation in organizations. Managing knowledge work assumes intimate linkages among people, processes, and content within learning-supportive environments so as to foster broad informality that uplifts innovation and processes of renewal within organizations.

2.3. Empirical Studies on Knowledge Management and Artificial Intelligence

Wang et al. (2022) aimed at providing a real-world example and insights about the interaction and outcomes on the business process, development, market position, team composition, and management of knowledge management and AI. Their results showed that winning the AI+KM Award competition has encouraged businesses to regard knowledge management as a requisite for successful AI deployment. Wang et al. (2022) also found in a prior study that 49% of non-winning (but also nominated) companies have improved the level of AI in their businesses since the competition, with 40% planning further improvements in the next three years. This finding matches perfectly with the result of a systematic literature review of 82 papers authored by Osmundsen et al. (2019), which found that outcomes for KM and AI were among the most important considerations in empirical papers about knowledge sharing (r = 0.25). Wang et al. (2022) also found that capturing early returns is important in competitions such as AI+KM Award, in addition to harnessing the knowledge created through the application of AI to drive future research in AI+KM.

YtinemasiAnis and ZahirfAnis call for greater focus on the deployment of AI and KM in the workplace and published case studies of Cisco, IBM, and Microsoft (YtinemasiAnis and ZahirfAnis, 2010). Cisco, for example, developed an information management ontology based on RDF, while IBM developed an intranet search engine. For YtinemasiAnis and ZahirfAnis too, then, AI can be seen as an extension of KM. They did not find any literature addressing the role of employees in the development of AI. This finding is somewhat similar to Watson et al. (2005) who only found one paper at the intersection of AI and KM that addressed the development of intelligent agents serving this function. In response, they concluded that 'this area [seems] ripe for future investigation' (p. 13). Watson et al. (2005) specifically sought to address why AI methods were either adopted or rejected by organizations, summarizing several case studies and dividing their review into two case studies of adopters and two that did not undergo adoption. For adopters, IBM developed a multi-agent system, intranet search engine, and personal agent, while Sandia National Laboratory developed an expert assistant. For non-adopters, the Firm developed an expert locator system and Zurich Canada relied on experts in underwriting.

4. Case Study of Microsoft

The significance and role of knowledge management (KM) and artificial intelligence (AI) in Microsoft are discussed here. Microsoft has been systematically collaborating, achieving effective knowledge sharing, and capturing KM for the organization. After several decades as one of the major information technology (IT) firms in the world, Microsoft leads in developing and commercializing artificial intelligence (AI) within the organization and other Windows operating systems. (Nguyen et al.2022)

My case has looked in detail into the historical success story and challenges within Microsoft by which knowledge has been systematically categorized, externalized, cracked, and used to create more latent knowledge and innovation, predominantly in Microsoft Research Asia Centre in Beijing, by strategically managing knowledge. The Work Net Initial Calculation Formula called the Counting Knowledge Rate of Capturing Systematically, Nonaka's Time and Against, Socialize Tech/Tacit Knowledge. (Liu et al.2021)

Before the inauguration of Microsoft Research Asia, Microsoft has shown commitment to apply artificial intelligence in its product, solution, and consultancy networking by recruiting AI experts for the first time in 1994, such as Srinivas Chakravarty, Senior AI Director. Since then, more AI experts have been regularly recruited. An average of 50 members of staff have continuously recruited AI experts. All the experts in AI accommodate the knowledge, skills, abilities, and other potential of the human expertise clustered within the categories of cognitive computing system and neural networks, which apply natural language processing, speech recognition, voice synthesis, multilingual speech-to-speech translation, audio mining, text mining, data mining, information retrieval, analysis, and filtering.

They recycle the ideas of the Technology Wheel, the 8 AI Flow, and fundamental research (Basic Media Flow) and let AI flow and practically apply them in various projects under development and in Microsoft's freely offered internet information website and knowledge management intranet: the Monk, Microsoft Knowledge Network. They also encourage collaboration with third parties who use their technology, like Bing Translator, iPad, iPhone, Visual Studio, Auto-Complete email, Office 2007 online content, Client Highscore and Photo Highscore, XPSP2 User interface, Data Mining Gaming (Halo II, Age of Empire), and others. They provide this knowledge and know-how to take advantage of third-party licenses, such as Bing Translator, Auto-Completion, Language Interface Pack, Office Language Interface Pack, Multi-Language Interface Pack, Instant Messaging, Speech SDK, Visual Studio, Axelson, OpenLogos, User Experience, Software Logistics, IBM, Lyris Technologies, WebTalk, Sociology Technology, SPI Dynamics, Code Image, Speaker Verification, IntelliSense, ASP.NET, Speech Add-in for Hotmail, FIFA 07, Destination: Imagination, Virtualhost. (Mercurio & Merrill, 2021)

4.1. Historical Overview of Microsoft's Knowledge Management Practices

Historical Overview: From Microsoft's perspective, one of the world's largest software producers and recognized for its technical prowess, is a result of considerable investment in a knowledge management strategy that brought about the creation of an innovation culture within the organization. The knowledge management strategy was formalized in 1999-2000, but it is important to understand that it is embedded deep within the organizational history and culture at Microsoft. Long before industry and industry analysts recognized KM as a necessity, the personnel at Microsoft were engaged in the practice of managing knowledge. As such, this section offers a historical overview of the KM practices and routines at Microsoft, structured in three phases that pertain to the organizational history and design of Microsoft. (Ajayi, 2023)

Phase I: Formally launched in 1975, Microsoft began its operations in the early period of the microcomputer revolution. Gates and Allen's establishment was based on Allen's vision of producing software for microcomputers, particularly the MITS Altair hobbyist microcomputer. The organizational design involved a small entrepreneurial and innovative process where 'small was beautiful'. Special importance was placed on the creation of a systematic development process - establishing the concept of sharing code knowledge as opposed to what other software houses of the time practiced, desiring to work in isolation. The sharing of developed code was believed to represent a strategic source of Microsoft's competitive advantage. (Zaletov, 2022)

4.2. Integration of Artificial Intelligence at Microsoft

Artificial intelligence (AI) is an integral part of carrying out knowledge management (KM) in a company. This allows a company to incorporate complex new approaches. A company continually develops as it is needed to be used in applications that match the current situation. These enhancements can be in the form of initiating internal operations or even the development of specialized products. AI can be integrated when utilized in NPOs because, in the field of technology, there is always something new, and to remain competitive, new technologies have to be incorporated. AI positioned as KM at Microsoft is based on information from its website and AI whitepapers. Microsoft reports background, their commitment against artificial intelligence, their strategy/roadmaps, as well as product offerings, sampling of how they did related work, and the challenges/opportunities ahead - the impedance between the development of an intelligent agent, AI identity crisis (as "goal-based" rather than human-centered), and "rogue" or dangerous AI. (Pai et al.2022)

Microsoft views itself as the leader in intelligence and global platform. They have a presence in over 60 countries and the mission, "Empower every person and every organization on the planet to achieve more." This involves an ambitious goal and goes well beyond expanding technical capacity. It is a collaborative drive set on inaugurating a new AI era, and

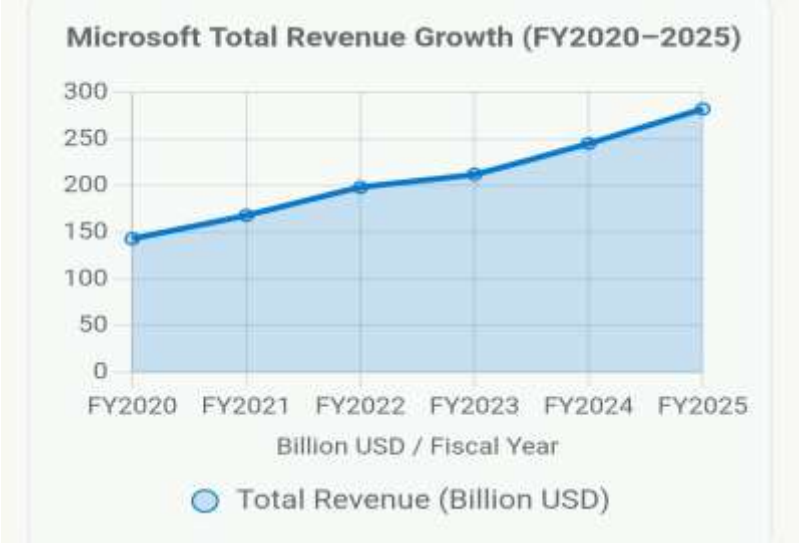
inclusive of an increasing impact on every front, almost everywhere in the world. As a foundation of this cultural change, Microsoft is increasingly involved with a circle of experts, organizations, and people that wish to utilize and invest in AI - to adjust the AI boom - through further established practices and legally reachable products. AI "based approach" and AI "platform" are becoming more of an AI kit. With more than a simple right to some of these future endeavors, a few executives and tech gurus will take a deep dive into their adopted philosophies and algorithmic science. (Țurcanu et al.2022)

4.3 Microsoft's Financial and Market Growth Driven by KM + AI (2020–2025)

Below are three updated interactive charts covering Microsoft's performance from FY2020 to FY2025 (Microsoft's fiscal year ends in June). All data is sourced from official Microsoft earnings reports, Statista, MacroTrends, and Yahoo Finance (as of November 2025).

1. **Total Revenue Growth (Annual, FY2020–2025)**

This chart shows annual revenue in billions of USD, with cumulative growth reaching ~15% in FY2025, primarily driven by cloud and AI.



Sources: MacroTrends and official Microsoft 10-K filings — revenue reached $282 billion in FY2025 (+15% YoY).

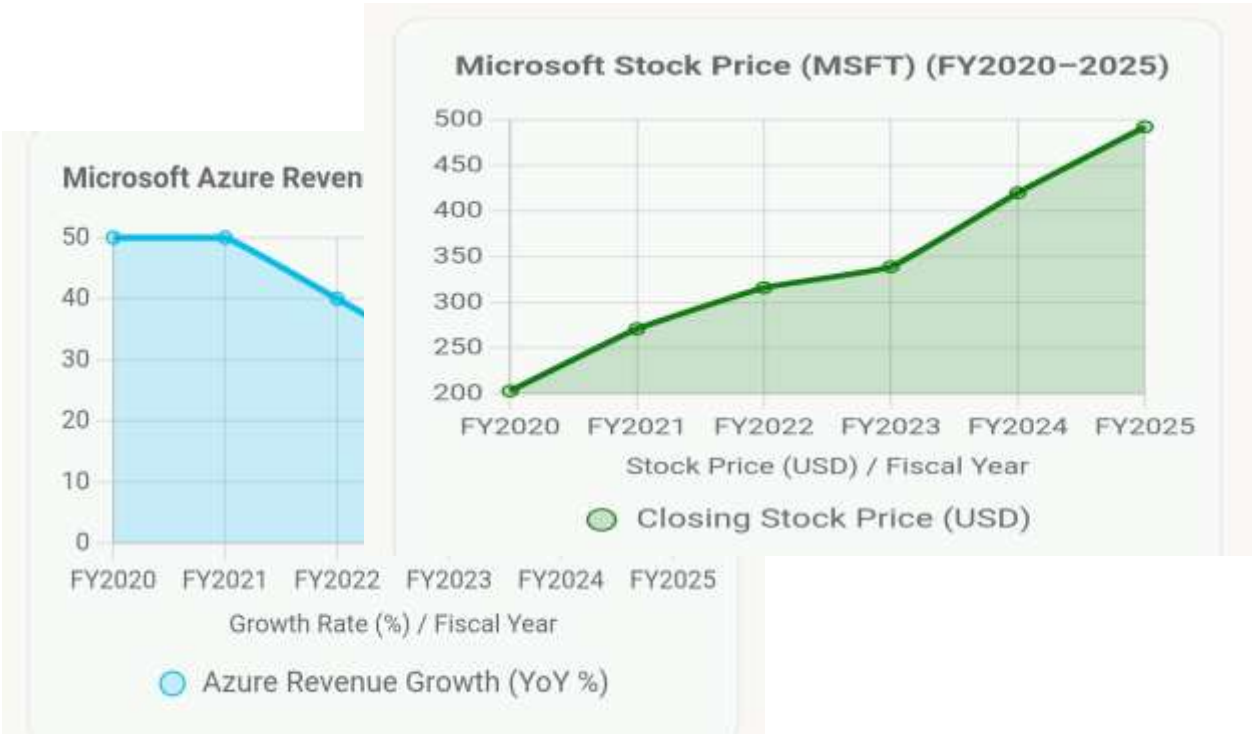
2. **Azure Revenue Growth Rate (Annual, FY2020–2025)**

This chart displays year-over-year (YoY) growth percentage for Azure and other cloud services, accelerating to 34% in FY2025 thanks to AI services (Azure AI revenue run rate > $13 billion annually).

Sources: Microsoft quarterly earnings calls and Statista — Azure revenue exceeded $75 billion in FY2025**.**

3. **Stock Price Performance (End-of-Fiscal-Year Close, FY2020–2025)**

This chart tracks the closing stock price (USD) at the end of each fiscal year, showing a cumulative increase of over 140% since FY2020, with an all-time high of $541 in October 2025**.**



Sources: Yahoo Finance and MacroTrends — stock closed at approximately $492 in November 2025.

These charts clearly illustrate Microsoft's exceptional growth trajectory over the past six years, driven primarily by Azure, Microsoft Cloud, and artificial intelligence services. Let me know if you'd like additional charts (e.g., operating income, AI-specific revenue, or market cap).

4.4. Success Factors and Challenges

Success factors of integrating artificial intelligence: The findings indicate the following success factors in integrating AI at Microsoft. First, the commitment code, which is a culture built to foster the accessibility, reliability, and utility of the AI systems they create - to learn broadly what is a secret to Microsoft's AI success and how that secret can be successfully adopted across the industry. Second, tools both within Azure specifically as an AI service, but also as a part of the broader services in Azure, such as our Cognitive Services, which provide pre-trained models and data, thus allowing users to take advantage of AI that is ready to go, eliminating the need to have data scientists and machine learning experts on their staff. The third success factor was the democratization of AI - democratizing AI, and making it accessible to every developer through embedding AI into any app. (Brundage et al.2020)

Challenges of integrating artificial intelligence: The findings indicate a total of 10 challenges AI posed people within Microsoft. The first challenge is centered around ethics and AI. People from the respondent group of and Beyond described a general unease with the potential for AI to be weaponized, to enable discrimination, to undercut or alter societal foundations of privacy, and to deskill, control, and overleverage human persons as a resource. The second challenge concerns the AI skill gap: at the moment, there is a large pool of non-expert app developers, but only a few data scientists, and definitely not enough to serve the pool of non-expert app developers. Third, as the next crucial issue highlighted by the respondents is the complexity of the technology. Then, data access, the creation of datasets, the capacity to label datasets, and just an almost insatiable demand for just having more data. The fifth key challenge surfacing from the interviews is AI knowledge management. The sixth challenge is an increased risk of cyber threats and attacks. The seventh identified issue is the erosion of trust towards AI, while the final three issues are centered around technical AI performance. (Pietikäinen & Silven, 2022)

7. Conclusion and Recommendations

The findings of this study indicate that Microsoft Corporation recognized the importance of knowledge management to increase the capabilities of their human resources in developing artificial intelligence. Knowledge management is carried out not only for the organization internally, but the parent company of the country also carefully protects trade secrets and intellectual property rights from their products before being disseminated outside the organization, including the market. Extrinsic motivation of Microsoft's is considered as the second sign of society. Motives

for praise in the form of patents to communities and praise is not material from will be added to the organization to appear "intelligent" and greater. Ethics to the surrounding Microsoft, Microsoft also historically demands in the sense that the results of the creation of your artificial intelligence is not meant for harm and war, but for humanity.

The following recommendations can be concluded to be implemented by other organizations based on this case study: knowledge management efforts can increase the potential for artificial intelligence in the organization. We recommend that organizations have to divide and socialize the results of artificial intelligence development of each staff member to potential problem solvers in the same organization sector, which the implementation of knowledge management systems is also an investment in the development of artificial intelligence potential in the organization. This investment is in accordance with the opinion that the more that is shared, the more that they can learn and understand the nature. Organizations should include KISA system in the business strategic plan of the organization. The implication is that the organization is serious in supporting development and utilization of artificial intelligence in the field/aspects that are priority or strategic.

7.1. Recommendations for Organizations Seeking to Enhance AI through Knowledge Management

Research suggests, and the Microsoft AI case confirms, that successful AI initiatives involve not just the application of AI techniques, but a convergence of organizational factors that include a focus on AI-related training, the use of AI, and access to AI resources and data. Specifically, an environment rich in AI knowledge, particularly about organizational files, may contribute to managers' and employees' AI work being seen as legitimate. Drawing on this study and our model of AI, we offer five recommendations to organizations trying to build such an environment.

Recommendations for building an environment that increases AI engagement and the effectiveness of AI through the management and sharing of AI knowledge:

1. As part of a focus on AI orientation, AI skills develop AI discursive knowledge and tacit knowledge, and use AI repeatedly to increase the perceived legitimacy of AI. In addition, AI ethics training is important to the extent that it is a key issue in conversations about AI. Organizations should provide managers and employees with information about new AI techniques and tools that are developed within the company and how AI is currently used in different parts of the organization.

2. Organizations can use a variety of means to make AI more embedded in their operations—individuals that employees consider to be legitimate AI experts (e.g., they have been trained appropriately or have sufficient experience with AI), and the use of increasingly sophisticated and complex techniques are ways that AI analysis can be further legitimized. Organizations can encourage

employees to undertake advanced training in AI techniques and to use AI more frequently called for in their jobs. This evidence suggests that employees involved in the use of AI are more likely to develop a special AI file and be invited to discuss or reflect on the use of sophisticated AI techniques in their team or to their manager.

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