

The Intersection Points between Knowledge Management, Artificial Intelligence, and Customer Engagement – A Bibliometric Analysis

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Abstract

The use of artificial intelligence in every aspect of our lives is the new reality of work. When we consider the importance of knowledge to innovation and development, it is impossible not to wonder where the two intersect. Moreover, in the context of rapid changes in consumer interests, from experience to expectations and even reaction time, the delimitation of the connections between knowledge management, artificial intelligence, and customer experience is of both academic and practical interest. This paper covers a substantial gap by delimiting the existing interferences and possible synergistic connections of the concepts of Knowledge management and Artificial intelligence. It projects a possible and gauging result on the Customer Engagement Index. The paper uses a bibliometric analysis conducted with VOSviewer. For the analysis, a database extracted from the Web of Science and selected by keywords was used. The analysis identified and mapped the implications of the concepts across the constructs, thereby setting the current framework for the field's development and measuring the main directions highlighted in the literature. In the second part of the work, we highlight a series of possible and probable interferences between concepts that can even be tested practically. The research results clearly express the connections between the concepts. According to the analysis, in the absence of a solid framework for organizational knowledge management, implementing AI functions and tools can pose real challenges, both at the business level and in communication with consumers. Additionally, without Artificial intelligence, knowledge management practices would remain limited to manual processes and suffocated by the infinite flows of knowledge from social media, blocking the ability to use the new knowledge attracted. Without integrating these concepts, the consumer experience cannot achieve the level of personalization and authenticity that modern consumers require. This work can serve as a first step toward establishing clear knowledge management mechanisms grounded in the realities of artificial intelligence.

Keywords

Knowledge Management; Knowledge; Artificial Intelligence; Machine Learning; Customer Experience; Customer Loyalty.

Introduction

Artificial intelligence has permeated all areas of our lives—personal, academic, and professional. In an era when consumers' attention spans are limited to just 5 seconds, it becomes increasingly difficult to control engagement. Analyzing consumer behavior is growing more complex, especially in a digital setting where content is often created with artificial intelligence (AI). These shifts are driven by rapid digitalization, globalization, and improvements in the quality of consumer experiences. The increased interest in providing consumers with unique experiences directs AI toward automating interactions and services, and toward optimizing responses to requests. But Knowledge Management cannot be completely transferred from human capital to artificial intelligence (Chen & Prentice, 2024)

The way companies and customers can enhance the outcomes of online customer interactions now depends on the use of information-processing systems enabled by artificial intelligence. Using the metaphor of artificial intelligence systems as organisms and adopting a stimulus-organism-response (SOR) perspective (Mehrabian and Russell, 1974), where environmental and informational signals serve as stimuli and influence an individual's responses (Bigne et al., 2020). Therefore, behavioral patterns respond to various online customer interactions, with these actions acting as stimuli for artificial intelligence organisms to process customer-related information (Zadeh et al., 2025). This

leads to artificial intelligence-generated responses that imitate human behavior, which, in turn, shape future online customer interactions.

Considering current trends in the field, this study emphasizes a causal relationship involving real changes in the business world. Knowledge management is crucial for maintaining and developing competitive advantages (Rastogi, 2000), and more recently, data protection trends are expanding from personal data to human and organizational intellectual capital. Artificial intelligence is used to analyze large volumes of data, information, and knowledge related to behaviors, trends, reactions, and tendencies in the online environment. This raises questions about its impact on knowledge management processes and consumer perceptions. The paper aims to conceptually define the key points of intersection among these concepts and to explore how they relate to one another.

Despite the increasing focus on customer experience (CX) and customer management, creating successful customer experiences remains a major challenge for companies. A key gap exists in the marketing literature regarding how to comprehensively measure and understand what makes a customer experience impactful.

Therefore, this paper focuses on three essential concepts: Knowledge Management (KM), which emphasizes the accumulation of knowledge and its interorganizational management for the valorization of knowledge; Artificial Intelligence (AI), which aims to optimize and improve processes by processing, analyzing, and distributing large volumes of data; and the third concept, Customer Engagement (CE), understood as the way authentic relationships with consumers are built to foster loyalty and growth.

The paper aims to answer the following research question:

Q1: What relationships exist between these concepts?

Q2: What is the potential impact of KM and AI on customer engagement?

The main goal of the research is to identify relationships among these concepts through a bibliometric analysis of the Web of Science (WoS), supported by a conceptual analysis. The findings provide both an overview of the current literature and guidance for future research.

Literature review

The classic model of knowledge management starts with the idea that knowledge does not exist independently of the human mind, and that any form of communication involves transforming it into information accessible to others. From this perspective, Knowledge Management (KM) has been established as a complex, systematic process that involves a series of actions, including knowledge creation, storage, distribution, and application within organizations (Alavi & Leidner, 2001; Brătianu, 2015; Nonaka & Takeuchi, 1995).

The development of the KM concept has led to the definition and clarification of new dimensions within innovation paradigms and digital transformation, emphasizing competitive advantage. KM, as a distinct discipline, requires a structured and strategic approach. This involves various technological, cultural, and organizational aspects that impact all company activities. The multiple definitions of KM highlight the complexity of the concept and the need for integrative approaches that leverage both tacit and explicit knowledge.

Artificial Intelligence (AI) has established itself as a key tool for supporting management processes, offering real capabilities to optimize, improve, and develop them. A study of managers (Davenport & Bean, 2018) indicates that, despite claims of AI project implementations, many of these projects involved robotic process automation, machine learning, or scoring (Zbucnea et al., 2019). Technologies such as machine learning, natural language processing, and expert systems enable automated data classification, extraction of relevant information, and real-time decision support. We observe a steady shift from manual knowledge management processes to automated, predictive ones, which have much greater scaling potential. Consequently, knowledge management (KM) should

consider including AI within its scope. The existing literature has relatively little focus on the relationship between KM and AI. Therefore, this paper aims to map previous studies to present a clear picture of the research landscape and to identify key areas that knowledge management needs to address in AI development.

When we discuss artificial intelligence, we are essentially referring to a mockery of human knowledge and machine intelligence. Based on the progression of data, information, knowledge, and intelligence, we see Artificial Intelligence still in the first two stages, capable of absorbing, managing, processing, and transmitting large amounts of data, information, and knowledge, but lacking the ability to generate knowledge in its natural form or perceive and store tacit knowledge.

AI relies on various methods to imitate human intelligence, including supervised machine learning, neural networks, and deep learning. Continuous learning algorithms often use a supervised approach, employing large amounts of pre-existing data to train connections so that the models developed from that data become the foundation for accurate future predictions, enabling ongoing adaptation (Brynjolfsson & Mitchell, 2017).

An example of using AI in customer interactions is deploying chatbots and conversational agents. Research shows they provide a high level of interactivity through immediate and personalized responses (Hill et al., 2015; Følstad et al., 2018). Unlike traditional support, which involves long wait times, chatbots can handle thousands of interactions simultaneously, increasing satisfaction and reducing costs. Studies demonstrate that these conversational agents can positively influence perceptions of service quality, making it more likely for users to become loyal customers (Van den Broeck et al., 2019). Recent analyses, such as that by Zadeh et al. (2025), confirm that factors such as anthropomorphism, communicative competence, and technological features directly help build emotional trust in AI interactions, which in turn affects the adoption of services based on these technologies.

Regarding CE, the literature defines it as customers' cognitive, emotional, and behavioral involvement in their relationship with the brand. Customer experience refers to the overall experience a customer has with a product or service, covering all direct and indirect points of contact along the customer journey. It includes the pre-purchase, purchase, and post-purchase phases. It is influenced by factors such as customer service, product quality, user interface, and the physical environment in which the interaction occurs. Holbrook and Hirschman (1982) provided a key definition of customer experience, describing it as a phenomenon directed toward the emotional and sensory responses evoked during consumption. They emphasized that customer experience is multifaceted, involving emotional (affective) responses, sensory perceptions, and cognitive evaluations. Since 2015, publications focusing on CE have increased significantly. The concept is often linked to terms like "digital engagement," "omnichannel experiences," and "brand loyalty," among others.

We thus understand the impact of the development of digital technologies in this context. Thus, the intersection points between consumers and products or services are predominantly online. AI comes into this team as a form of optimization and the development of innovative strategies to guide and improve interaction (Javornik & Mandelli, 2012). AI-based tools, such as chatbots and virtual assistants, facilitate immediate, personalized interactions that address customers' needs throughout their consumer journey (Cheng & Jiang, 2022). This involvement is dedicated to strengthening consumer relationships and building genuine connections. Problems arise when customers refuse to communicate with forms of AI in solving problems.

Based on these elements, we can deduce the points of intersection between the concepts. Figure 1 shows the existing relationships between the concept, as identified through the literature analysis.

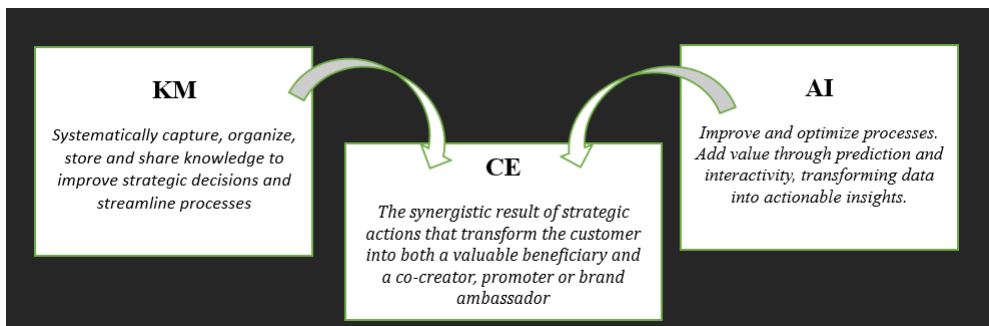


Figure 1. Relation between KM – AI – CE

Source: Author's research

Recent literature emphasizes the need for more detailed research on how engagement varies with product type (hedonic vs. utilitarian) and the role AI plays in capturing and analyzing customer feedback. Furthermore, relationship marketing shows that building and maintaining relationships reduces uncertainty and increases trust (Barari et al., 2020). Here, higher-level analytics become a first-choice tool for identifying patterns of behavior and preferences to create more effective engagement strategies.

Accordingly, the professional literature shows that KM, AI, and CE complement one another and rely on each other. Without a proper knowledge management mechanism, AI cannot generate meaningful insights; without AI, KM would be reduced to paperwork; and without blending these two components, CE would not be able to achieve the levels of personalization and authenticity demanded by current consumers and provided by them, in order to enable the creation of much more effective engagement strategies.

Thus, the specialized literature suggests that KM, AI, and CE are not only complementary but also interdependent. Without a solid knowledge management framework, AI cannot generate relevant insights; without AI, KM would remain limited to manual processes; and without integrating these two dimensions, CE cannot achieve the level of personalization and authenticity that modern consumers demand.

Methodology

The data was collected from Web of Science, filtered, and analyzed. The Web of Science database was selected as a research database due to its vast collection of results. The retrieval was performed on 03 September 2025. As a first stage, a comparison of the results for each construct across Scopus and Web of Science was conducted. The first publication to mention the concept of "knowledge management" in our search was dated 1975, and the first publication to explicitly use this concept was in 1976. The idea of "Customer engagement" is relatively new; the first publication to use this concept was indexed in 1991 in the Web of Science, which includes over 10,000 papers. The mod discussed and debated subjects over the decades that were related to technology and development. The concept of "artificial intelligence" was indexed in 1825, encompassing over 708,850 papers.

To provide a clearer overview of how concepts have evolved in specialized literature, the search was divided into two stages. The first stage involves searching based on the concepts of "knowledge management," "Artificial Intelligence," and "Customer Experience." Then, in the second part of the search, the keywords "machine learning" and "AI" were added. As shown in Table 1, the search criteria are broad, considering the limited specialized literature available in the field. Both articles and conference papers, along with book chapters and other relevant materials, were included.

Table 1: Research protocol, characteristics, and types

<i>Search Criteria</i>	<i>First analyses</i>	<i>Second analysis</i>
Search expressions	"knowledge management" AND "Customer experience" AND "Artificial Intelligence"	"knowledge management" AND "Customer experience" AND "Artificial Intelligence" OR "AI" OR "Machine Learning"
Search database	Web of Science	
Search fields	Author Keywords;	
Type of publications	All types of publications are indexed.	
Subject Areas	All subject areas included	
Timespan	All time	
Language	All languages;	
Techniques for the bibliometric study	Research field charting	
Software for bibliometric research	VOSviewer	

Source: author's research

Using the specific terms, 264 papers in Web of Science were identified. For the result to be accurate. The results suggest an exponential increase in articles connecting KM and AI, but fewer that also integrate CE. However, where CE appears, it is often associated with concepts such as “personalization”, “perception”, “trust”, and “digital interaction”.

Results and discussion

Integrating AI into knowledge management practices is not a completely unexplored area. Knowledge Management is a vital tool for interacting more effectively with customers and creating superior experiences. This can be achieved by developing data-driven systems that increase the efficiency of customer service and enable automation. The use of AI in knowledge management processes can leverage the wealth of information that organizations collect, both intentionally and involuntarily, and can generate new possibilities for improving customer interactions. AI allows for the design and guidance of brand-based customer experiences. We understand CE as the creation of a unique experience through each customer interaction with a company's people, processes, and products, thereby differentiating the brand. CE should reflect the brand, emphasizing that employees should provide a brand-based customer experience (Smith & Wheeler, 2002; Shaw & Ivens, 2002). From both conceptual and practical perspectives, the combined use of KM and AI represents a key to unlocking potential.

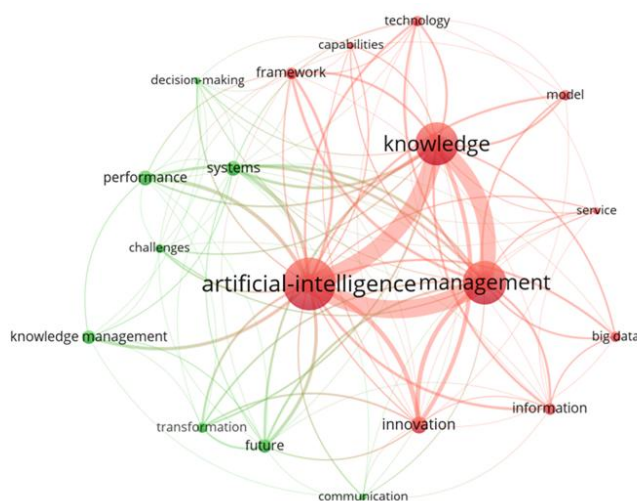


Figure 2. Bibliometric analysis: KM, AI, and CE

Source: Author's research

In Figure 2, the main connections between the key concepts and their neighboring concepts are clearly visible.

The bibliometric analysis revealed two clusters, comprising 19 items, with a total link strength of 409. One cluster focused on artificial intelligence and its relationship with management and skills, while the second was oriented towards knowledge management and decision-making.

Cluster 1, the largest, highlighted in Table 2, illustrates the dynamics of the relationship between the main items: AI, Knowledge, and Management.

Table 2. Cluster 1

<i>Keyword</i>	<i>Cluster</i>	<i>Occurrences</i>	<i>Link strength</i>	<i>Link</i>
Artificial intelligence	Cluster 1 – Artificial intelligence	49	163	18
Big data		5	18	6
Capabilities		3	13	6
Framework		6	31	13
Information		5	28	12
Innovation		10	50	15
Knowledge		37	134	17
management		38	140	17
Model		5	17	6
Service		3	14	9
Technology		5	12	12

Source: Author's research

This cluster provides a comprehensive view of the potential relational impact among the concepts discussed in this paper. In other words, if KM is used to organize, store, combine, and utilize customer data, AI enhances the understanding by extracting predictive insights from the external environment, filtering knowledge, and applying it at crucial moments. Its predictive ability in scenarios such as sales forecasting (Eitle & Buxmann, 2019) demonstrates the connection among AI, KM, and CE. Because it can derive rules from patterns in data, deep learning AI can identify previously unknown patterns in available data sets. Therefore, we emphasize that the process of knowledge creation often involves configuring and recombining existing knowledge, enabling organizations to adapt to new situations (Davenport & Prusak, 1998). We see AI as a creator of valuable knowledge for KM processes. CE becomes the anticipated outcome of this synergistic relationship between KM and AI.

The second cluster, which includes 8 items, focuses on the transformative system of strategic decision-making based on knowledge management practices.

Table 3. Cluster 2

<i>Keyword</i>	<i>Cluster</i>	<i>Occurrences</i>	<i>Link strength</i>	<i>Link</i>
Challenges	Cluster 2 – System	4	18	11
Communication		3	13	9
Decision-making		3	15	11
Future		7	34	13
Knowledge management		8	17	7
Performance		8	28	11
System		16	36	8
Transformation		5	24	8

Source: author's research

The use of AI is essential for operating effectively in our business environment, but decisions about how to use it, data and knowledge protection implications, and its applicability remain strategic choices. These decisions must be carefully calculated, designed with a long-term perspective, and aligned with the existing system and desired performance. Traditional knowledge management guides this decision-making process, and involvement in this area must be thorough.

Traditional KM systems face increasing challenges in managing the large volume of captured knowledge and the new flows of knowledge and data from virtual networks. In this context, AI is positioned as a tool designed to fill this existing gap. Using artificial intelligence techniques to improve how KM stores, accesses, creates, and shares knowledge within an organization can maximize its transformative potential. It changes the game and serves as the missing link in the updated implementation of KM systems, enabling the true application of knowledge within the organization by emphasizing the delivery of relevant knowledge at key moments.

Regarding the improvement of CE, we emphasize that AI's involvement in this process enables customization for each consumer's knowledge management experience. This makes it easier to capture customer knowledge and enhances consumer knowledge flows. It also helps uncover hidden knowledge, which is highly valuable for innovation processes. Additionally, it can generate consumer recommendations and helpful guides to optimize the overall customer experience, from the first interaction to the last. This ultimately improves the overall consumer experience.

From a strategic point of view, AI can enhance decision-making by creating an intelligent knowledge base that automates knowledge transfer based on each employee's current needs. This type of resource would significantly improve the management and use of knowledge capital.

Conclusions

This study explores how integrating KM practices with AI tools enables the development of modern, automated methods with high potential to engage customers. The literature is fragmented, and there is a lack of empirical studies that analyze and clearly present data on the systemic combination of processes. This study addresses an academic gap in understanding the possible relationship. It may serve as a first step in filling a practical gap by developing CE strategies that integrate both systems into a formula tailored to business strategies. Here, the two clusters that emerged in the bibliometric analysis neatly mirror the current academic and practical concern with the interconnection of concepts. We observe that KM continues to play an extremely significant role in strategic decision-making, but Digital Transformation and AI complement KM's limitations in handling enormous volumes of data by providing filtering and greater insight into consumer behavior.

The concept of customer experience is holistic, encompassing the cognitive, affective, emotional, social, and physical responses of a customer towards service organizations. The customer experience is affected by a host of factors. In this context, AI is also influencing it to a great extent (Ameen et al., 2021). AI can be used to enhance the customer experience, improve sales and business processes, and increase the value the company delivers to customers (Nguyen et al., 2022; Prentice et al., 2020). AI must be integrated into an organization's existing knowledge management (KM) base to deliver the expected benefits. If they are not aligned with the consumers' needs and harmonized with the organization's knowledge capital, AI-driven interactions can be disrupted, creating negative emotions of anger, confusion, and dissatisfaction among consumers (Nguyen et al., 2022). For example, AI technology depends on customer involvement, which can increase service complexity and lead to customer dissatisfaction or service failure (Hilton et al., 2013). However, AI applications are the future; they need to be carefully designed, effectively integrated, and aligned with consumer needs and business goals. If properly implemented, AI has the potential to serve customers and businesses alike, creating a seamless customer experience that interacts with consumers (Prentice et al., 2020). The relationship between these concepts is cause-and-effect: the combined use of KM and AI methodologies significantly enhances customer relationships (CR).

This article offers a conceptual model to connect KM, AI, and CE. Future research opportunities include comparative industry cases and the examination of the effects of AI ethics on consumer trust and participation. The contribution of this article is the mapping of these concepts and the identification of opportunities to improve their relationships and address gaps. Developing a KM system with AI can be a great future research opportunity.

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