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Media Relations Strategy of the Directorate General of PSDKP in Responding Practices and Factors of Knowledge Acquisition and Knowledge Transfer in Digital Media Companies: A Systematic Literature Review

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ABSTRACT

Knowledge acquisition (KA) and knowledge transfer (KT) are two central processes in knowledge management that directly shape an organization's capacity to innovate and sustain performance. Despite growing research interest, the existing literature remains fragmented across various contexts and rarely integrates practices, influencing factors, and the role of information technology into a single synthesis. This paper presents a systematic literature review following the PRISMA 2020 guidelines and the PICOC framework to synthesize 22 studies published between 2021 and 2026 retrieved from five electronic databases: Scopus, ScienceDirect, ACM Digital Library, IEEE Xplore, and Google Scholar. The synthesis is organized around three research questions addressing practices, influencing factors, and the role of information technology. The review finds that KA and KT in digital media companies are conducted through a combination of formal, informal, and technology-supported mechanisms; their effectiveness is influenced by organizational, relational, and individual factors; and information technology fulfills four key roles: knowledge storage and retrieval, communication and collaboration, data analytics, and artificial intelligence (AI)-based systems. The findings indicate that effective KA and KT in this context result from the alignment of mechanisms, organizational conditions, and technological capabilities rather than from any single dimension. This review contributes a structured framework of practices, influencing factors, and information technology roles that supports future research and practical decision-making in digital media organizations.

INTRODUCTION

The digital media industry has undergone significant transformation over the past decade. Traditional revenue models have weakened, multisided digital platforms have expanded rapidly, and production workflows have increasingly been shaped by data and artificial intelligence (Strønen et al., 2022). In this environment, organizations such as publishing houses, broadcasters, content marketing agencies, and digital content studios must continuously collect, interpret, and utilize diverse information sources to remain competitive (Wahid et al., 2025). Knowledge has therefore become more valuable than physical or financial capital, and an

organization's ability to acquire, internalize, and share knowledge directly influences its capacity to innovate and sustain performance (Malik et al., 2022).

In knowledge management theory, knowledge acquisition (KA) and knowledge transfer (KT) are two interconnected processes. KA refers to the process through which organizations obtain new knowledge from internal and external sources, whereas KT refers to the process through which knowledge is shared among individuals, teams, and organizational units (Bereznoy et al., 2021). Both processes are particularly important in digital media companies for three reasons. First, content production relies heavily on tacit knowledge, including editorial judgment, creative intuition, narrative sensitivity, and platform-specific skills, which are difficult to document and often remain embedded in individual employees (Trio et al., 2025). Second, work in these organizations is typically characterized by short production cycles, project-based teams, and high employee mobility, increasing the risk of knowledge loss when formal transfer mechanisms are absent (Harviainen et al., 2022; du Hommet et al., 2022). Third, the boundaries between producers and consumers have become increasingly blurred on digital platforms; therefore, user-generated content, audience insights, and prosumer interactions have become important inputs into organizational knowledge bases, requiring new approaches to knowledge acquisition (Barker & Hanekom, 2022).

The effectiveness of KA and KT is influenced by various organizational, relational, and technological factors. Previous studies have highlighted the importance of trust and relational capabilities in digital media firms (Malik et al., 2022), collaborative work environments and informal interactions in creative settings (Waheed et al., 2021), and user motivation in knowledge-sharing activities conducted through social media platforms (Yaqub & Alsabban, 2023). Information technology is no longer merely a supporting infrastructure but also an active enabler that transforms how knowledge is captured, processed, and shared. This transformation can be observed through the use of big data analytics in publishing houses (Strønen et al., 2022) and the recent adoption of generative AI in content marketing workflows (Wahid et al., 2025).

Although research in this area has continued to grow, the literature on KA and KT in digital media remains fragmented and insufficiently integrated. Empirical studies are distributed across various sub-contexts, including journalism and publishing, advertising firms, content marketing agencies, video game studios, and broader creative industry networks. Most studies focus on only one aspect, such as a specific practice, influencing factor, or technological application. Several studies also examine KA and KT indirectly through related concepts, such as knowledge sharing, knowledge creation, or organizational learning (Wang et al., 2021), making cross-study comparisons more challenging. Furthermore, existing reviews tend to focus on the broader creative industry or consumer-oriented knowledge management (Nabilah et al., 2025), without specifically integrating evidence regarding how digital media firms acquire and transfer knowledge internally, which factors influence these processes, and how information technology facilitates them. This fragmentation limits both theoretical advancement and practical implementation because researchers and practitioners lack a comprehensive framework for understanding knowledge processes within this specific context. To the best of the authors' knowledge, no systematic literature review has integrated these three dimensions into a single structured synthesis for digital media organizations.

To address this gap, this paper presents a systematic literature review (SLR) of recent studies examining the practices and influencing factors of knowledge acquisition and knowledge transfer in digital media companies. The review is guided by three research questions: RQ1. What knowledge acquisition and knowledge transfer practices are applied in digital media companies? RQ2. What factors influence the effectiveness of knowledge acquisition and knowledge transfer in digital media companies? RQ3. How does information technology support knowledge acquisition and knowledge transfer processes in digital media companies?

This paper offers three main contributions. First, it synthesizes fragmented empirical and conceptual evidence to provide a clearer understanding of KA and KT practices in digital media contexts. Second, it identifies and categorizes organizational, relational, and technological

factors influencing the effectiveness of these processes, providing a basis for comparison across different sub-contexts. Third, it explains the evolving role of information technology, ranging from analytics platforms and collaboration tools to generative AI, as an enabler of KA and KT, while highlighting implications for researchers and practitioners in the digital media industry.

METHOD

This section described the methodology used in this systematic literature review, including the review approach, research question formulation using the PICOC framework, search strategy, study selection procedure, quality assessment, data extraction process, and data synthesis method.

Review Approach

This study adopts a systematic literature review (SLR) approach to identify, evaluate, and synthesize existing research on knowledge acquisition and knowledge transfer in digital media companies. An SLR is selected because it follows an explicit and reproducible protocol that reduces bias in the selection and interpretation of literature, which makes the findings more transparent and verifiable than those produced by a conventional narrative review (Kitchenham & Charters, 2007). The SLR approach is also considered appropriate when the goal is to map the state of research in a specific area, to identify research gaps, and to provide a basis for further theoretical development (Xiao & Watson, 2019).

The review is conducted based on two established guidelines. The first is the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020, which provides a reporting standard for each stage of the review, covering identification, screening, eligibility, and inclusion of studies (Page et al., 2021). PRISMA 2020 is used because it is widely adopted across disciplines and its flow diagram allows the selection process to be traced in a clear and replicable manner. The second is the Population, Intervention, Comparison, Outcome, and Context (PICOC) framework, which is used to structure the research questions and to guide the formulation of the search string (Kitchenham & Charters, 2007). PICOC is selected because it helps ensure that the scope of the review is aligned with the population, intervention, and outcomes of interest, which in this study are digital media companies, KA and KT mechanisms, and their practices, influencing factors, and the role of information technology. Following the PRISMA 2020 procedure, the review is organized into three main stages, namely planning, implementation, and reporting, which are detailed in the following subsections.

Review Protocol

The review protocol defines the scope of the review and guides the subsequent stages of search, selection, and synthesis. The protocol is structured around the PICOC framework, which specifies the population, intervention, comparison, outcome, and context of the review (Kitchenham & Charters, 2007). The application of PICOC in this study is summarized in Table 1.

Table 1 PICOC Framework

Element	Description
Population	knowledge workers, content creators, editors, social media teams, and digital media companies
Intervention	knowledge acquisition, knowledge transfer, information technology, and knowledge mechanisms
Control/Compare	formal mechanisms, informal mechanisms, and technology-supported mechanisms

Outcome	practices, influencing factors, effectiveness, and the role of information technology

Based on this framework, three research questions were formulated to guide the review, as stated in Section I. These research questions were used as the basis for constructing the search string and for determining the categories of data extraction. The alignment between the research questions, PICOC elements, and data extraction categories is intended to ensure that each step of the review remains consistent with the scope defined in this protocol.

Search Strategy and Study Selection

The literature search was conducted on five electronic databases, namely Scopus, ScienceDirect, ACM Digital Library, IEEE Xplore, and Google Scholar. These databases were selected because they provide broad coverage of peer-reviewed research in the fields of knowledge management, information systems, and digital media. Scopus and ScienceDirect were chosen to cover management and multidisciplinary journals, ACM Digital Library and IEEE Xplore were chosen to cover computing and information technology publications, and Google Scholar was used as a complementary source to capture relevant studies that may not be indexed in the other four databases. The reference management tool Mendeley was used to organize the retrieved records and to detect duplicates.

The search string was constructed based on the PICOC framework and was adapted to the syntax of each database. The string combines three groups of terms using Boolean operators, namely terms related to knowledge acquisition and knowledge transfer, terms related to the digital media context, and terms related to practices, factors, and information technology. The general form of the search string is shown in equation (1).

("knowledge acquisition" OR "knowledge transfer") AND ("digital media" OR "digital media company" OR "digital media companies" OR "media organization" OR "media organizations" OR "content creation" OR "content production") AND (practice* OR factor* OR effectiveness OR technolog* OR "information technology") □□□

The publication period was limited to studies published between 2021 and 2026 for two reasons. First, research on knowledge management in digital media contexts has been strongly influenced by recent developments such as the rapid adoption of data analytics and generative AI, which have mainly emerged in the last five years. Second, this range ensures that the review reflects the current state of the field and remains relevant to ongoing practices in digital media companies. Only studies written in English and published in peer-reviewed journals or conference proceedings were considered, while editorials, book reviews, notes, magazine articles, theses, dissertations, and presentation materials were excluded.

The study selection process was organized into four stages, following the PRISMA 2020 flow (Page et al., 2021). The initiation stage applied the boolean search, the publication year filter, and the language filter, and also removed duplicate records. The first screening stage evaluated titles and abstracts against the inclusion and exclusion criteria that focus on knowledge acquisition, knowledge transfer, and digital media context. The second screening stage assessed the full text of the remaining studies to verify that the focus of the research is on KA and KT processes rather than on adjacent topics such as consumer behavior, digital marketing, or content recommendation. The third screening stage applied the quality assessment described. The inclusion and exclusion criteria applied at each stage are summarized in Table 2.

Table 2 Inclusion and Exclusion Criteria

Stage	Inclusion Criteria	Exclusion Criteria
Initiation	• Retrieved through boolean search	• Published outside the year range • Non-English

Stage	Inclusion Criteria	Exclusion Criteria
	◗ Published between 2021 and 2026 ◗ Written in English	• Editorial, book review, note, magazine article, thesis, dissertation, or presentation • Duplicate publication
Stage 1	• Title or abstract indicates discussion of knowledge acquisition and/or knowledge transfer in an organizational context ◗ Context relevant to digital media companies, media organizations, content creation, content production, or digital creative industry ◗ Indication of discussion on practices, factors, or information technology	• Studies in contexts not relevant to media, digital, or creative organizations • Only discuss consumer behavior, digital marketing, social media engagement, misinformation, or content recommendation without a link to internal organizational KM
Stage 2	◗ Full text of the study is available ◗ The article provides findings clear enough to be extracted	• Full text not available • Only mentions KA/KT superficially without relevant findings • Main focus is not on KA/KT processes • Only describes tools or technology without a link to acquisition or transfer
Stage 3	• Research objective is clearly stated ◗ Organizational context is clearly described ◗ Results and discussion are sufficient to support synthesis	• Objective, method, or context is unclear; empirical evidence is weak • Article does not make a real contribution to answering the research questions

The search and selection process was carried out in line with the PRISMA 2020 procedure. A total of 1,475 records were retrieved from the five databases in the initiation stage, with the distribution of 98 records from Scopus, 948 from ScienceDirect, 78 from ACM Digital Library, 220 from IEEE Xplore, and 131 from Google Scholar. After the removal of duplicates and records excluded by year, language, and publication type, 862 records remained for the first screening stage. The first screening stage on titles and abstracts reduced the number of studies to 82, the second screening stage on full text reduced it further to 42, and the third screening stage on quality assessment resulted in a final corpus of 22 studies. The final corpus consists of 1 study from Scopus, 8 from ScienceDirect, 2 from ACM Digital Library, 0 from IEEE Xplore, and 11 from Google Scholar. The full selection process is illustrated in Figure 1.

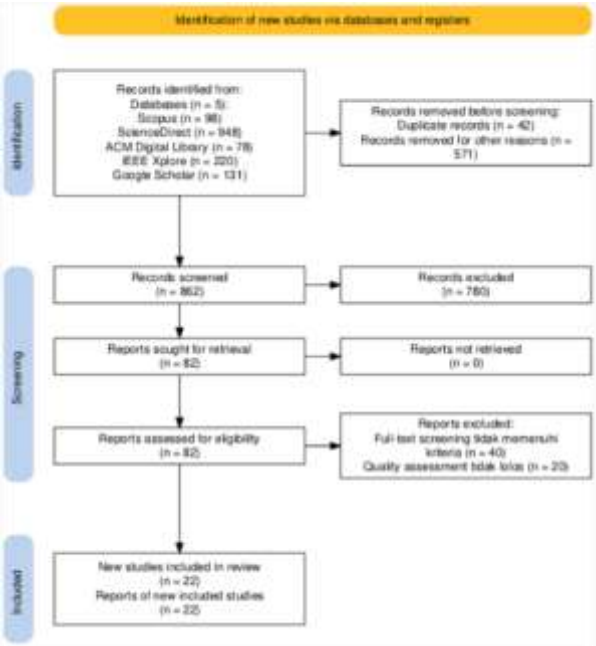


Figure 1 PRISMA Flow Diagram of the Study Selection Process

The final corpus of 22 studies represents the set of research used as the basis for data extraction and synthesis in this review. The distribution of the selected studies by publication year is as follows: 1 study in 2026, 4 in 2025, 2 in 2024, 4 in 2023, 8 in 2022, and 3 in 2021. This distribution indicates that the selected studies are concentrated in the last five years, which is consistent with the publication period defined in the protocol. The quality assessment criteria applied in the third screening stage are described in the following subsection.

Quality Assessment

The quality assessment stage was applied to the 42 studies that passed the full-text screening in order to ensure that only studies with sufficient methodological clarity and relevance were included in the final corpus. The assessment followed the guidelines of Kitchenham and Charters (2007), which recommend the use of an explicit checklist to evaluate the relevance of each primary study in an SLR.

Seven quality criteria were defined and applied to each study, as summarized in Table 3. These criteria cover the clarity of the research problem, the alignment between the objective and the focus on knowledge acquisition or knowledge transfer, the clarity of the organizational context, the description of the research method, the identification of KA and KT practices or mechanisms, the explanation of influencing factors or the role of information technology, and the clarity and relevance of the results. The criteria were designed to reflect the core elements of the research questions so that the selected studies provide a sufficient basis for synthesis.

Table 2 Quality Assessment Criteria

Code	Checklist Statement
M1	Is the research problem or focus related to knowledge acquisition and/or knowledge transfer clearly stated?
M2	Are the objective or research questions clearly stated and aligned with the focus on knowledge acquisition and/or knowledge transfer?
M3	Is the research context clearly described at the organization or company level, including the digital media, media organization, content creation, or similar context?

Code	Checklist Statement
M4	Are the research method, data sources, and unit of analysis clearly described?
M5	Are the practices, mechanisms, or processes of knowledge acquisition and/or knowledge transfer clearly identified and described?
M6	Are the factors that influence the effectiveness of knowledge acquisition and/or knowledge transfer, and/or the role of information technology, explained and supported by the analysis?
M7	Are the results and conclusions presented clearly, unambiguously, and in a manner relevant to answering the research questions?

Each criterion was scored on a three-point scale, where a score of 1 indicates that the criterion is fully met, a score of 0.5 indicates that the criterion is partially met, and a score of 0 indicates that the criterion is not met. The total score of a study therefore ranges from 0 to 7. A study was included in the final corpus if it obtained a total score of at least 4, which means that the study meets the majority of the criteria and provides sufficient information to support the synthesis. Based on this threshold, 20 studies were excluded because their total score was below 4, and 22 studies were retained as the final corpus of this review.

Data Extraction

The data extraction stage was designed to obtain information from each of the 22 selected studies in a structured and consistent manner, so that the findings could be compared and synthesized in the following stage. The extraction form was developed based on the guidelines of Kitchenham and Charters (2007), which recommend defining explicit data fields that are aligned with the research questions of the review. Mendeley was used to manage the references and to store the extracted data in a consistent format.

Two groups of data fields were extracted from each study. The first group consists of bibliographic and descriptive fields, including the authors, year of publication, title, publication type, journal or proceedings name, country of study, topic, and keywords, which are used to describe the characteristics of the corpus. The second group consists of analytical fields that correspond directly to the research questions, as summarized in Table 4.

Table 4 Data Extraction Fields and Their Mapping to the Research Questions

Field	Description	Related RQ
Study Context	The type of digital media or creative organization examined in the study	All RQs
KA and KT practices	The acquisition and transfer mechanisms, processes, or activities reported in the study	RQ1
Influencing factors	The organizational, relational, or individual factors that affect the effectiveness of KA and KT	RQ2
Role of information technology	The specific technologies and their functions in supporting KA and KT processes	RQ3
Research method	The research design, data collection, and unit of analysis used in the study	Supporting

Main contribution	The key findings and theoretical or practical contributions of the study	Supporting

The extraction was carried out by reading the full text of each selected study and recording the relevant information into the form. When a study did not explicitly address a particular field, the field was marked as not reported rather than filled with an inference, in order to preserve the integrity of the data. The mapping between the analytical fields and the research questions ensures that the synthesis stage can be performed in a structured manner that directly addresses RQ1, RQ2, and RQ3.

Data Synthesis

The data synthesis stage was conducted to integrate the findings from the 22 selected studies into a coherent answer to the three research questions. This review adopts a data-driven thematic synthesis approach, in which themes are derived inductively from the extracted data rather than imposed from a predefined framework. The use of a thematic synthesis is appropriate for SLRs that include studies with heterogeneous methods and contexts, as it allows qualitative, quantitative, and conceptual findings to be combined into a unified narrative (Xiao & Watson, 2019).

The synthesis was structured around the three research questions. For RQ1, the practices reported in each study were grouped based on the type of mechanism, namely formal mechanisms, informal mechanisms, and technology-supported mechanisms, in line with the comparison element of the PICOC framework. For RQ2, the influencing factors were grouped into organizational, relational, and individual categories based on recurring themes in the extracted data. For RQ3, the role of information technology was grouped based on the function of the technology in supporting KA and KT, including knowledge storage and retrieval, communication and collaboration, data analytics, and AI-based systems, following the categorization developed in Section II.C.

The synthesis was carried out in three steps. First, the extracted data for each research question were reviewed across all 22 studies to identify recurring themes and patterns. Second, the themes were grouped into the categories described above and cross-checked against the original studies to ensure that each theme is supported by sufficient evidence. Third, the themes were compared across sub-contexts of digital media, such as publishing, broadcasting, advertising, content marketing, and game studios, to identify similarities and differences. The results of this synthesis are presented in Section IV.

RESULTS AND DISCUSSION

This section presents the results of the systematic literature review based on the 22 selected studies and discusses their implications. It begins with an overview of the characteristics of the corpus, followed by the synthesis of findings organized according to the three research questions, and concludes with an integrative discussion that connects the findings across the three questions and reflects on their theoretical and practical implications.

Overview of Selected Studies

The final corpus consists of 22 studies that were obtained from five electronic databases through the selection process described in III.C. This subsection summarizes the descriptive characteristics of the corpus in terms of publication year, source database, research method, and study context, in order to provide the basis for the thematic synthesis presented in the following subsections.

Distribution by Publication Year. The selected studies were published between 2021 and 2026, with the following distribution: 3 studies in 2021, 8 in 2022, 4 in 2023, 2 in 2024, 4 in 2025, and 1 in 2026. The highest concentration of studies appears in 2022, while the most recent studies (2025 and 2026) are dominated by research that addresses the role of generative AI and

AIGC frameworks in content production (Zhao, 2026; Trio et al., 2025; Wahid et al., 2025). This distribution indicates that the selected studies reflect both established research and recent developments in the field.

Distribution by Source Database. The 22 studies were retrieved from five databases, with the following distribution: 1 study from Scopus, 8 from ScienceDirect, 2 from ACM Digital Library, 0 from IEEE Xplore, and 11 from Google Scholar. The dominance of Google Scholar and ScienceDirect indicates that the relevant literature on KA and KT in digital media is mainly published in management, communication, and multidisciplinary journals rather than in computing-specific venues. This distribution is consistent with the interdisciplinary nature of knowledge management research, which spans information systems, organizational studies, and creative industries.

Distribution by Research Method. The 22 studies were classified into four methodological categories. The largest category is qualitative research, including case studies, qualitative interviews, and exploratory studies, which covers 12 studies (Willment et al., 2025; Malik et al., 2022; Trio et al., 2025; Harviainen et al., 2022; du Hommet et al., 2022; Wahid et al., 2025; Anzures & Marques, 2022; Li et al., 2022; Strønen et al., 2022; Prawira et al., 2023; Waheed et al., 2021; Wang et al., 2022). The second category is conceptual or review-based research, which covers 5 studies (Cole, 2021; Barker & Hanekom, 2022; Hanekom & Barker, 2023; Nabilah et al., 2025; Bereznoy et al., 2021). The third category is quantitative research, which covers 4 studies (Anjaningrum et al., 2024; Aldous et al., 2024; Baláž et al., 2023; Yaqub & Alsabban, 2023). The fourth category is design science or model-based experiments, represented by 1 study (Zhao, 2026). The dominance of qualitative methods reflects the nature of KA and KT research, which typically requires in-depth understanding of organizational practices and human interactions that are difficult to measure quantitatively.

Distribution by Study Context. The selected studies cover a range of digital media and creative organizational contexts, as summarized in Table 5. The contexts include publishing and media houses (Strønen et al., 2022), radio content production (Trio et al., 2025), advertising and content marketing agencies (Wahid et al., 2025; Aldous et al., 2024; Waheed et al., 2021), video game and indie game studios (Harviainen et al., 2022; du Hommet et al., 2022; Li et al., 2022), digital creative SMEs and industries (Anjaningrum et al., 2024; Prawira et al., 2023; Nabilah et al., 2025), digital media multinational enterprises (Malik et al., 2022), new media art and music production (Zhao, 2026; Anzures & Marques, 2022), extended reality production (Willment et al., 2025), digital platforms and consumer knowledge contexts (Barker & Hanekom, 2022; Hanekom & Barker, 2023; Yaqub & Alsabban, 2023; Bereznoy et al., 2021), and creative networks and inter-organizational collaboration (Cole, 2021; Baláž et al., 2023; Wang et al., 2022). This diversity allows the review to capture KA and KT practices across different sub-sectors of the digital media industry, although it also requires careful interpretation when comparing findings across heterogeneous contexts.

Table 5 Distribution of Selected Studies by Context

Context Category	References
Publishing and broadcasting	(Harviainen et al., 2022; Strønen et al., 2022)
Advertising and content marketing	(Aldous et al., 2024; Waheed et al., 2021; Wahid et al., 2025).
Game and indie game development	(Joanne du Hommet et al., 2022; Li et al., 2022).
Digital creative industry and SMEs	(Anjaningrum et al., 2024; Malik et al., 2022; Nabilah et al.,

Context Category	References
	2025; Prawira et al., 2023).
New media art and creative production	(Anzures & Marques, 2022; Willment et al., 2025; Zhao, 2026)
Digital platforms and consumer KM	(Barker & Hanekom, 2022; Bereznoy et al., 2021; Hanekom & Barker, 2023; Yaqub & Alsabban, 2023).
Creative networks and inter-organizational collaboration	(Baláž et al., 2024; Cole, 2021; Wang et al., 2024).

The descriptive characteristics presented above show that the corpus is heterogeneous in terms of method and context but consistent in its focus on knowledge acquisition and knowledge transfer in digital media and creative organizations. This heterogeneity is treated as a strength rather than a limitation, because it allows the synthesis to capture practices, factors, and technological roles that may be specific to certain sub-contexts as well as those that are common across the industry. The detailed synthesis of findings is presented in the following subsections, organized according to the three research questions.

Knowledge Acquisition and Knowledge Transfer Practices

This subsection presents the KA and KT practices identified from the 22 selected studies. The practices are grouped into three categories based on the comparison element of the PICOC framework, namely formal mechanisms, informal mechanisms, and technology-supported mechanisms. A summary is presented in Table 6.

Formal Mechanisms. Formal mechanisms refer to structured and institutionalized practices that an organization uses to acquire and transfer knowledge. The selected studies report several formal practices, including training and research and development support in extended reality production (Willment et al., 2025), standardized workflows and prompt libraries in content marketing agencies that adopt generative AI (Wahid et al., 2025), formal knowledge exchange mechanisms between universities and industry partners in creative ecosystems (Wang et al., 2022), and inter-firm knowledge transfer through structured cooperation programs such as the creative voucher scheme in Slovakia (Baláž et al., 2023). In digital media multinational enterprises, formal knowledge sharing and learning orientation are embedded in human resource management practices, including hiring, training, and performance management (Malik et al., 2022). These practices show that formal mechanisms are commonly used when knowledge needs to be codified, scaled, or transferred across organizational boundaries.

Informal Mechanisms. Informal mechanisms refer to unstructured practices that occur through social interaction, conversation, and collaboration. In advertising firms, knowledge creation is driven mainly by informal interaction, brainstorming, and a sharing culture among knowledge workers (Waheed et al., 2021). In new media art, knowledge transfer and adoption occur through conversations, social interaction, and the sharing of experiences and perspectives among artists (Anzures & Marques, 2022). In creative networks, informal interactions support relationship building and the flow of tacit knowledge between actors who are not connected through formal contracts (Wang et al., 2022). In academic and creative collaborations, informal practices such as networking events and pilot projects often initiate the knowledge exchange process before any formal agreement is established (Cole, 2021). These findings indicate that informal mechanisms are particularly important for transferring tacit knowledge that cannot easily be codified.

Technology-Supported Mechanisms. Technology-supported mechanisms refer to practices in which information technology plays an active role in enabling KA and KT. Live streaming platforms support distributed collaboration, mentoring, and knowledge exchange in indie game development (Li et al., 2022). Big data analytics supports organizational learning and knowledge development in publishing and media houses (Strønen et al., 2022). Generative AI tools, including ChatGPT and AIGC frameworks, support content production and human-AI knowledge transfer in content marketing and music production (Zhao, 2026; Wahid et al., 2025; Aldous et al., 2024). Social media platforms also serve as channels for knowledge sharing among professionals across organizations (Yaqub & Alsabban, 2023). In digital platform-based ecosystems, technology supports both knowledge sharing and knowledge creation through open innovation arrangements (Bereznoy et al., 2021). These mechanisms are often used together with formal or informal practices, and they have become increasingly important as digital media firms adopt new technologies into their workflows.

Table 6 Summary of KA and KT Practices

Mechanism Category	Examples of Practices	References
Formal	Training and R&D support, standardized workflows, formal knowledge exchange, inter-firm cooperation programs, HRM-embedded knowledge sharing	(Baláž et al., 2024; Malik et al., 2022; Wahid et al., 2025; Wang et al., 2024; Willment et al., 2025)
Informal	Informal interaction, brainstorming, sharing culture, social interaction among artists, networking, pilot collaboration	(Anzures & Marques, 2022; Cole, 2021; Waheed et al., 2021; Wang et al., 2024)
Technology-supported	Live streaming, big data analytics, generative AI, AIGC frameworks, social media platforms, digital platform ecosystems	(Aldous et al., 2024; Anzures & Marques, 2022; Bereznoy et al., 2021; Cole, 2021; Yaqub & Alsabban, 2023; Zhao, 2026)

The findings show that digital media companies rarely rely on a single category of mechanism. Most of the selected studies report a combination of formal, informal, and technology-supported practices, which suggests that effective KA and KT in this context requires the integration of multiple mechanisms rather than the dominance of any one type.

Factors Influencing the Effectiveness of KA and KT

This subsection presents the factors that influence the effectiveness of KA and KT in digital media companies. The factors are grouped into three categories, namely organizational, relational, and individual factors, based on recurring themes from the extracted data. A summary is presented in Table 7.

Organizational Factors. Organizational factors refer to conditions at the firm or unit level that shape how KA and KT are carried out. In digital media multinational enterprises, cultural capability and learning orientation are key factors that enable knowledge sharing across teams (Malik et al., 2022). In publishing and media houses, organizational triggers such as the availability of analytical tools and the commitment to a data-driven business model determine the extent to which big data analytics is used to support knowledge development, while organizational barriers can also limit its adoption (Strønen et al., 2022). In video game companies that operate under coopetition, organizational culture and the technological context shape information practices related to access, sharing, and retention of knowledge (du Hommet et al., 2022). In digital creative SMEs, the alignment between work processes and technology ownership is reported as a condition for effective knowledge sharing (Prawira et al., 2023). In

creative industry ecosystems, strategic incentives, boundary spanning, and a balance between formal and informal brokerage are important organizational conditions for knowledge exchange (Wang et al., 2022).

Relational Factors. Relational factors refer to the characteristics of relationships among individuals, teams, or firms that affect KA and KT. Trust and relational capability are reported as key factors in digital media firms operating across cultural boundaries (Malik et al., 2022). In new media art collaborations, openness, curiosity, mutual respect, and trust between collaborators shape how knowledge is created, transferred, and adopted (Anzures & Marques, 2022). In creative networks, spatial proximity and personal contacts are found to be central conditions for the transfer of tacit knowledge and for the formation of inter-firm cooperation (Baláž et al., 2023). In creative industry ecosystems, formal and informal relationships among universities, industry, and government actors jointly support knowledge exchange (Wang et al., 2022). In academic and creative collaborations, the way a partnership is initiated and nurtured during its early stage influences whether the collaboration succeeds in producing knowledge exchange outcomes (Cole, 2021).

Individual Factors. Individual factors refer to characteristics of the persons involved in the KA and KT process. In radio content production, individual qualities such as empathy, creativity, and improvisation are central to the sharing of tacit knowledge and remain difficult to substitute by automation (Trio et al., 2025). In advertising firms, motivation, commitment, and personal interaction among knowledge workers drive the knowledge creation process (Waheed et al., 2021). In knowledge sharing through social media platforms, the motivation to share knowledge and the motivation to use the medium are reported as important antecedents of effective sharing behavior (Yaqub & Alsabban, 2023). In Finnish game design, the timeliness of information sharing is identified as an individual-level condition that affects whether shared information is useful for the receiving party (Harviainen et al., 2022).

Table 7 Summary of Factors Influencing the Effectiveness of KA and KT

Factor Category	Examples of Factors	References
Organizational	Cultural capability, learning orientation, availability of analytical tools, organizational culture, work process alignment, strategic incentives, boundary spanning	(Joanne du Hommet et al., 2022; Malik et al., 2022; Prawira et al., 2023; Strønen et al., 2022; Wang et al., 2024)
Relational	Trust, relational capability, openness, mutual respect, spatial proximity, personal contacts, partnership initiation	(Anzures & Marques, 2022; Baláž et al., 2024; Cole, 2021; Malik et al., 2022; Wang et al., 2024)
Individual	Empathy, creativity, improvisation, motivation, commitment, timeliness of sharing	(Harviainen et al., 2022; Joanne du Hommet et al., 2022; Waheed et al., 2021; Yaqub & Alsabban, 2023)

The findings suggest that the effectiveness of KA and KT in digital media companies is shaped by a combination of organizational, relational, and individual factors rather than by any

single dominant factor. Several studies report multiple factors operating together, which indicates that the three categories often interact to produce effective knowledge processes.

Role of Information Technology in KA and KT

This subsection presents the role of information technology in supporting KA and KT in digital media companies. Following the categorization developed in Section II.C, the role of IT is grouped into four categories, namely knowledge storage and retrieval, communication and collaboration, data analytics, and AI-based systems. A summary is presented in Table 8.

Knowledge Storage and Retrieval. IT supports the storage of explicit knowledge so that it remains accessible across the organization and is retained even when individuals leave. In digital creative firms, technology functions as a connecting medium that helps store individual knowledge in a form that can be shared and reused, which is important for preserving knowledge in an industry with high personnel mobility (Prawira et al., 2023). In video game companies, the technological context shapes information practices related to access, sharing, and retention, which directly affects how knowledge is stored and retrieved within the organization (du Hommet et al., 2022).

Communication and Collaboration. IT enables communication and collaboration across distributed teams and external partners. In indie game development, live streaming platforms support distributed collaboration, mentoring, and knowledge exchange among developers, although coordination and platform-related challenges remain (Li et al., 2022). In extended reality production, shared infrastructure and facilities support collaboration and knowledge transfer between specialists (Willment et al., 2025). In professional contexts, social media platforms function as channels for knowledge sharing across organizations, and their effectiveness is strengthened when users are motivated both to share knowledge and to use the medium (Yaqub & Alsabban, 2023). In digital platform-based ecosystems, platforms support open innovation by bringing together internal teams and external participants in knowledge sharing and knowledge creation activities (Bereznoy et al., 2021).

Data Analytics. IT supports KA and KT through the analysis of large volumes of data that organizations gather from their operations and customers. In publishing and media houses, big data analytics is used to transform data into insight and to support organizational learning, which contributes to knowledge development at multiple levels of the organization (Strønen et al., 2022). In creative economy SMEs, business intelligence is found to support organizational learning and innovation performance, which indicates that analytics tools contribute to internal knowledge processes and not only to operational decision making (Anjaningrum et al., 2024). In digital platforms used for consumer interaction, IT also helps capture knowledge from consumer lived experiences, which is then integrated into the organizational knowledge base (Hanekom & Barker, 2023).

AI-Based Systems. IT increasingly takes the form of AI-based systems that participate directly in content production and knowledge transfer. In content marketing agencies, generative AI redistributes content creation, technical, and economic capabilities, which forces the agencies to reconfigure their workflows and roles (Wahid et al., 2025). In cross-platform content creation, generative models such as GPT-4 are used to produce content that is competitive with human-created content in several engagement dimensions (Aldous et al., 2024). In music production, AIGC frameworks based on Transformer and graph neural networks support knowledge capture, transfer, and reuse in creative workflows (Zhao, 2026). However, in radio content production, AI is found to improve efficiency and personalization but is unable to replace tacit knowledge such as empathy, creativity, and improvisation (Trio et al., 2025), which indicates that AI complements rather than replaces human knowledge work in this setting.

Table 8 Summary of the Role of Information Technology in KA and KT

IT Category	Examples of Functions	References
Knowledge storage and retrieval	Storing explicit knowledge, retaining knowledge across personnel changes, shaping access and retention practices	(Joanne du Hommet et al., 2022; Strønen et al., 2022)
Communication and collaboration	Live streaming for distributed collaboration, shared XR infrastructure, social media for cross-organizational sharing, digital platforms for open innovation	(Anzures & Marques, 2022; Wang et al., 2024; Willment et al., 2025; Yaqub & Alsabban, 2023)
Data analytics	Big data analytics for organizational learning, business intelligence for SMEs, capture of consumer knowledge	(Anjaningrum et al., 2024; Barker & Hanekom, 2022; Cole, 2021)
AI-based systems	Generative AI in content marketing, GPT-4 for cross-platform content creation, AIGC frameworks in music production, AI in radio production	(Aldous et al., 2024; Harviainen et al., 2022; Wahid et al., 2025; Zhao, 2026)

The findings show that IT plays various roles in supporting KA and KT in digital media companies, ranging from passive storage to active participation in content production. Across the four categories, the studies consistently emphasize that IT functions as an enabler rather than a substitute for human knowledge work, and that its effectiveness depends on the organizational, relational, and individual factors discussed in factors influencing the effectiveness of KA and KT on Section IV.C.

This subsection integrates the findings presented in Sections IV.A to IV.D and discusses their implications for the study of knowledge acquisition and knowledge transfer in digital media companies. The discussion is organized around four points, namely the interconnection between practices, factors, and information technology; the alignment of the findings with existing theory; the variation across sub-contexts of the digital media industry; and the implications for research and practice.

Interconnection between Practices, Factors, and Information Technology. The findings of the three research questions are not independent of one another. The practices identified in Section IV.B are conditioned by the factors identified in Section IV.C, and both are increasingly mediated by the information technologies identified in Section IV.D. For example, informal mechanisms such as social interaction and brainstorming in advertising firms (Waheed et al., 2021) are supported by relational factors such as trust and a sharing culture (Waheed et al., 2021), while formal mechanisms such as standardized workflows in content marketing agencies (Wahid et al., 2025) are enabled by AI-based systems that allow content production at scale (Wahid et al., 2025; Aldous et al., 2024). This pattern suggests that effective KA and KT in digital media companies emerge from the alignment between mechanism, condition, and technology, rather than from any single dimension.

Alignment with Existing Theory. The findings are consistent with several established positions in the knowledge management literature. First, the dominance of informal

mechanisms and relational factors in tacit-heavy contexts such as new media art (Anzures & Marques, 2022) and advertising (Waheed et al., 2021) is consistent with the argument that tacit knowledge can only be transferred through personal experience and direct interaction (Baláž et al., 2023). Second, the use of formal mechanisms and inter-firm knowledge transfer in creative networks (Baláž et al., 2023; Wang et al., 2022) is consistent with the role of absorptive capacity and external knowledge sources discussed in the open innovation literature (Bereznoy et al., 2021). Third, the active role of IT as both a storage system and a participant in content production is consistent with the position that technology functions as an enabler that depends on people and processes (Prawira et al., 2023). The findings therefore extend rather than contradict the theoretical foundations reviewed in Section II.

Variation across Sub-contexts. Although the corpus is heterogeneous, several patterns of variation can be identified across sub-contexts of the digital media industry. Publishing and broadcasting contexts tend to emphasize organizational learning and the use of analytics tools (Strønen et al., 2022), while advertising and content marketing contexts emphasize informal interaction, sharing culture, and more recently the integration of generative AI (Wahid et al., 2025; Aldous et al., 2024; Waheed et al., 2021). Game and indie game development contexts tend to emphasize coopetition, distributed collaboration, and platform-based knowledge exchange (Harviainen et al., 2022; du Hommet et al., 2022; Li et al., 2022). Creative networks and inter-organizational contexts emphasize spatial proximity, personal contacts, and brokerage mechanisms (Baláž et al., 2023; Wang et al., 2022). This variation indicates that there is no single model of KA and KT that fits all digital media companies, and that recommendations need to be tailored to the specific sub-context.

Implications for Research and Practice. For research, the findings highlight the need for studies that examine the interaction between practices, factors, and IT in a single integrated framework, rather than treating each dimension in isolation. Future research could also focus on under-represented sub-contexts such as broadcasting and publishing, which appear less frequently in the corpus compared to advertising and game development. For practice, the findings suggest that digital media companies should not rely on a single mechanism or technology to manage knowledge, but should design KA and KT processes that combine formal, informal, and technology-supported mechanisms in line with the conditions of their organization. The adoption of new technologies such as generative AI should be accompanied by attention to organizational and relational factors, since technology alone is unlikely to produce effective KA and KT (Trio et al., 2025; Prawira et al., 2023).

Limitations. This review has several limitations that should be acknowledged. First, the corpus is limited to studies published between 2021 and 2026 in five databases, which means that earlier or unindexed studies are not represented. Second, the selection and interpretation process may be subject to bias even though the protocol and the quality assessment were applied consistently, since judgment is required at several stages such as full-text screening and quality scoring. Third, the corpus includes studies with heterogeneous methods and sub-contexts, which provides breadth but also limits the depth of cross-study comparison. These limitations should be considered when interpreting the findings.

CONCLUSION

The digital media industry has undergone significant transformation over the past decade. Traditional revenue models have weakened, multisided digital platforms have expanded rapidly, and production workflows have increasingly been shaped by data and artificial intelligence. In this environment, organizations such as publishing houses, broadcasters, content marketing agencies, and digital content studios must continuously collect, interpret, and utilize diverse information sources to remain competitive. Knowledge has therefore become more valuable than physical or financial capital, and an organization’s ability to

acquire, internalize, and share knowledge directly influences its capacity to innovate and sustain performance.

In knowledge management theory, knowledge acquisition (KA) and knowledge transfer (KT) are two interconnected processes. KA refers to the process through which organizations obtain new knowledge from internal and external sources, whereas KT refers to the process through which knowledge is shared among individuals, teams, and organizational units. Both processes are particularly important in digital media companies for three reasons. First, content production relies heavily on tacit knowledge, including editorial judgment, creative intuition, narrative sensitivity, and platform-specific skills, which are difficult to document and often remain embedded in individual employees. Second, work in these organizations is typically characterized by short production cycles, project-based teams, and high employee mobility, increasing the risk of knowledge loss when formal transfer mechanisms are absent. Third, the boundaries between producers and consumers have become increasingly blurred on digital platforms; therefore, user-generated content, audience insights, and prosumer interactions have become important inputs into organizational knowledge bases, requiring new approaches to knowledge acquisition.

The effectiveness of KA and KT is influenced by various organizational, relational, and technological factors. Previous studies have highlighted the importance of trust and relational capabilities in digital media firms, collaborative work environments and informal interactions in creative settings, and user motivation in knowledge-sharing activities conducted through social media platforms. Information technology is no longer merely a supporting infrastructure but also an active enabler that transforms how knowledge is captured, processed, and shared. This transformation can be observed through the use of big data analytics in publishing houses and the recent adoption of generative AI in content marketing workflows.

Although research in this area has continued to grow, the literature on KA and KT in digital media remains fragmented and insufficiently integrated. Empirical studies are distributed across various sub-contexts, including journalism and publishing, advertising firms, content marketing agencies, video game studios, and broader creative industry networks. Most studies focus on only one aspect, such as a specific practice, influencing factor, or technological application. Several studies also examine KA and KT indirectly through related concepts, such as knowledge sharing, knowledge creation, or organizational learning (Wang et al., 2021), making cross-study comparisons more challenging. Furthermore, existing reviews tend to focus on the broader creative industry or consumer-oriented knowledge management (Nabilah et al., 2025), without specifically integrating evidence regarding how digital media firms acquire and transfer knowledge internally, which factors influence these processes, and how information technology facilitates them. This fragmentation limits both theoretical advancement and practical implementation because researchers and practitioners lack a comprehensive framework for understanding knowledge processes within this specific context. To the best of the authors' knowledge, no systematic literature review has integrated these three dimensions into a single structured synthesis for digital media organizations.

To address this gap, this paper presents a systematic literature review (SLR) of recent studies examining the practices and influencing factors of knowledge acquisition and knowledge transfer in digital media companies. The review is guided by three research questions: RQ1. What knowledge acquisition and knowledge transfer practices are applied in digital media companies? RQ2. What factors influence the effectiveness of knowledge acquisition and knowledge transfer in digital media companies? RQ3. How does information technology support knowledge acquisition and knowledge transfer processes in digital media companies?

This paper offers three main contributions. First, it synthesizes fragmented empirical and conceptual evidence to provide a clearer understanding of KA and KT practices in digital media contexts. Second, it identifies and categorizes organizational, relational, and technological

factors influencing the effectiveness of these processes, providing a basis for comparison across different sub-contexts. Third, it explains the evolving role of information technology, ranging from analytics platforms and collaboration tools to generative AI, as an enabler of KA and KT, while highlighting implications for researchers and practitioners in the digital media industry.

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