

compatible images to create an online brochure on the client's intranet web site.

7. *Access.* Limited access to the translated or original information is provided to users as a function of their position or role in the organization. For example, managers in the client's organization with the access codes and passwords to the password-protected web site can view the online brochure that describes the new manufacturing process.
8. *Disposal.* Information with no future value is discarded to save space and reduce overhead. When multimedia for a second brochure is created by the multimedia company, the files relating to the online and printed brochures are purged from the electronic system. However, printed and CD-ROM copies of the information are saved for reference or for the historical record.

In addition to these individual steps, there is an underlying process for tracking the information in the system. For example, it's possible for the original information to be archived while a modified version is being translated for another purpose.

Given this historical perspective on information, society, and business, let's begin the exploration of contemporary Knowledge Management with a definition, a review of KM principles, and a vignette to illustrate the concepts as they apply to business.

Definition

The Holy Grail of Knowledge Management is the ability to selectively capture, archive, and access the best practices of work-related knowledge and decision making from employees and managers for both individual and group behaviors. For example, a manager may have knowledge of how to quickly procure parts from a supplier (individual behavior) as