

to convince senior management to opt for company-wide expansion of the KM system. What remains to be seen is how the system will be accepted by the company's knowledge workers and how the investment in corporate resources will be reflected in corporate value—which is where the leadership of the CEO and other senior managers comes into play.

Issues

Custom Gene Factory's circuitous path from a multimedia asset management system to a corporate-wide KM system, which includes acquisition of Medical Multimedi and several internal initiatives, highlights many of the issues relevant to a practical KM implementation:

- A successful implementation requires a solid plan that makes provision for multiple contingencies and the leadership to bring the plan to fruition.
- A KM implementation plan should include a strategy for achieving employee buy-in, including a means of shifting corporate culture from one of knowledge sequestering to one of knowledge sharing.
- The focus of a KM initiative should reflect both the perceived needs and ad hoc experiences of knowledge workers and management. That is, a formal KM initiative should amplify current KM practices, regardless of how latent.
- A knowledge audit can provide quantifiable valuation of intangible corporate assets. When applied appropriately, this technique has a proven track record of delivering value to the corporation.
- Knowledge engineers, knowledge workers, and KM consultants work synergistically with others in the corporation. Similarly, the CKO typically reports to the CIO or other senior manager.