

papers produced by a company's engineering department may use a sequential name, such as "ENG ###", where "ENG" stands for engineering and "###" is a placeholder for the next number in the sequence of white papers from the department.

The tools used to create information affect its editability, which can be an issue if translation and repurposing are likely in the future. For example, a text document can be authored in Microsoft Word, allowing the document to be easily edited by someone with access to it. However, although other knowledge workers may easily access a document created in Adobe PDF, the document can't be modified because editors are generally not available for the proprietary PDF format.

Finally, information ownership and other intellectual property issues often are established during creation or through acquisition. For example, information may be licensed from outside the organization for a particular purpose or project. As Mary illustrates in the story, ownership of tacit information is difficult to quantify.

Modification

In the modification phase of Knowledge Management, the information is modified to suit the immediate and likely future needs of knowledge workers and management. The primary issues related to the modification phase of the KM life cycle, illustrated in Exhibit 4.3, include moral rights, the degree of author involvement, assigning responsibility for the sign-off process, making decisions as to the reversibility of modifications to information, and verifying ownership of information.

Ideally, modifications to information should be reversible. However, full reversibility may require significant storage space and thus be impractical. For example, images may be stored as original, uncompressed TIFF documents or saved as space-saving JPEG documents. Using a JPEG compression scheme may provide a 10- to 100-fold