

- The RFP specifies vendor selection criteria. These typically include infrastructure requirements, price, product functionality, vendor and developer reputation, and the fit of technology with corporate culture.
- The company's CIO or technically competent CKO must be involved in selecting a solution.
- A technical KM solution not only enables the existing KM processes and workflow of the organization but fits the organization's culture. Therefore, potential solutions must be evaluated on nontechnical, functional issues as well as technical merits.

## Evaluation Process

The story of Custom Gene Factory's quest for an enterprise-wide Knowledge Management solution illustrates the process of evaluating the merits and cost of technologies that can support a KM initiative. Although some stages often are performed in parallel, the solution evaluation process is best appreciated as a serial process, as diagrammed in Exhibit 6.2.

The process of enabling a KM program with technology involves nine stages:

1. Determine the needs of the organization.
2. Establish a budget.
3. Develop a request for proposal.
4. Issue the RFP.
5. Assess the proposals from vendors.
6. Evaluate the potential solutions.
7. Negotiate a contract with the vendor of choice.
8. Work with the vendor to implement the solution.
9. Assess the results.