

run a limited pilot program with the top vendor. A contract is negotiated. Within three months, the pilot content management suite is installed in the company's research and development (R&D) division. The challenge before the CKO, management of the R&D division, and the vendor is applying the technology in a way that demonstrates a measurable ROI.

## Issues

The steps CGF undertakes that result in the pilot program illustrate several key issues associated with identifying and evaluating potential KM solutions:

- The selection process begins with looking inside the organization to determine needs, not looking to vendors for solutions.
- The driving force for collecting information within the organization is the creation of a request for proposal, a working document that specifies the functional and technical requirements of the technology solution to the current KM challenges facing the corporation. Because the RFP is drafted collaboratively, it represents a consensus of opinion inside the organization.