From an implementation perspective, the key issues with a techno-logic approach are training the knowledge workers to use the technology appropriately and to use the appropriate controlled vocabulary. The organic approach, in contrast, necessarily focuses on the knowledge worker's skills in interacting with people and within retaining their knowledge in the organization.

Perhaps the most significant way technology enables the KM process is that it can provide virtual meeting space for communities of practice. Although a knowledge analyst or other knowledge worker can help organize a meeting, there is always the issue of meeting place, time, and other logistics. When collaborative technologies are available to provide

EXHIBIT 5.1

Technology versus Organic Knowledge Management

Focus	Technology	Organic
Enablers	Computers, databases, and applications	Knowledge workers
Human resources	Knowledge engineers	Knowledge analysts
Key issues	Vocabulary, training, knowledge workers	People skills, knowledge retention
Scalability	High	Low
Initial cost	High	Low
Ideal organization size	Small to large	Small to medium
Geographical constraints	None	Time zones, proximity limitations
Volume capacity	Thousands per minute	Thousands per month
Primary users	Customers, knowledge workers, managers, virtual communities of practice	Knowledge workers, high-end customers
Example company	Dell Computer	Hewlett-Packard
Applicability	Generic problems	Special cases
Knowledge required	Obvious, readily apparent, explicit	Rich, subtle, tacit