

With assistance from the president, Mary defines a KM program in which artists, programmers, marketing, and managers are required to document the process they use in their work, in working with others in the company, and in interacting with customers. Within a year of being hired, Mary has a working KM program in place and functioning. When potential customers call Medical Multimedia for an estimate on cost and delivery time, sales and marketing are able to quickly and accurately predict the internal cost and time required to create the desired product. Additional multimedia that must be created or licensed, the current backlog of work in process, and the additional human resources needed to complete the project on time are all available to marketing and senior managers, thanks to the multimedia database and a library of decision support tools that Mary installed.

Understanding exactly how the 3-D graphic artist performs her work becomes of particular importance when she suddenly leaves to start her own company in the Midwest. Thanks to the process descriptions of her work, Ron is able to hire a replacement with the right mix of skills and bring him up to speed on the program in only three months. Within two years, Medical Multimedia is a profitable, 75-person operation with a record of accomplishment of delivering quality product on time and to specification.

The San Francisco-based Healthcare Productions, which also employs 35 employees, takes a different tack regarding the management of its intellectual capital. Healthcare Productions hires a multimedia consultant to create a multimedia database to track multimedia assets. However, the parallels between the two companies stop here.

The president of Healthcare Productions is resistant to extending the role of the consultant to include intellectual capital. Instead, after six months of work, the multimedia consultant moves on to another com-