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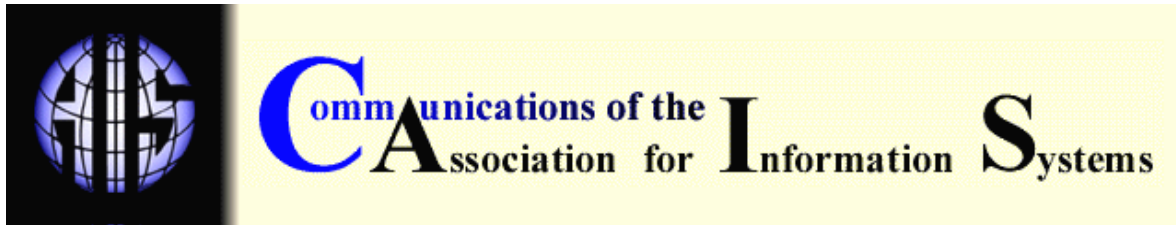
DEVELOPMENTS IN PRACTICE XIV: MARKETING KM TO THE ORGANIZATION

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ABSTRACT

KM is experiencing the steep downward slope of the "hype cycle" and some organizations are rushing to abandon KM as quickly as they rushed to adopt it. Unfortunately, much of our understanding of what KM can do for organizations is still limited to academic treatises and small pilot studies. Managers therefore realize they must market KM more effectively in order to communicate its potential and build a coalition of support while KM matures and evolves.

To explore this issue, the authors convened a focus group of practicing knowledge managers. After examining how KM groups currently market themselves, this paper constructs a framework for marketing KM in an organization that integrates the experiences of KM managers with basic marketing principles. It concludes that KM faces many marketing challenges, including lack of understanding of the need, lack of brand awareness, and a negative brand attitude. It recommends that knowledge managers must see themselves as internal entrepreneurs, first building a market for their product and then developing an effective marketing strategy. It also suggests there is a hierarchy of knowledge needs in organizations that must be addressed sequentially in order to develop trust and credibility among general business managers.

Keywords: knowledge management; marketing knowledge; knowledge strategy; knowledge management practices.

I. INTRODUCTION

When we hear anecdotal information like … "Don't use the K-word in our organization. It's the kiss of death", it is a sign that there is room for improvement in the marketing of KM. This all-too-familiar refrain reflects how far knowledge management (KM) has fallen since the heady days of the late 1990s. Now it is experiencing the steep downward slope of the "hype cycle". Some organizations are rushing to abandon KM just as quickly as they rushed to adopt it. Knowledge managers must justify their existence and the value that KM can bring to their organizations. As a result, they realize that they must market their services more effectively.

Marketing KM represents a major challenge for knowledge managers. Much of our understanding of what KM can do for organizations is still limited to academic treatises and small pilot studies. Furthermore, KM must often compete for resources with IT, which has finally gained widespread attention and credibility in the executive suite. KM today is in much the same position as IT was a mere 20 years ago. As IT matured as a discipline, it learned what it must do to market itself. This was not always the case. As few as ten years ago, there was little acceptance of the need for marketing from the IT community. As we noted at the time:

> "*Unfortunately, marketing conjures up negative connotations for many IT managers to whom marketing is the art of tricking the unwary into buying or using what they don't want or need. They feel that formal marketing should not be required since, if their product is good, it will sell itself. Yet, as any good marketer will tell you, even good products can fail if they are not targeted to the right audience or if inaccurate information is circulated about them.*" [McKeen and Smith, 1996].

Knowledge managers are, by and large, true believers that KM can add significant value to their organizations but they need a clearer mechanism for communicating its potential to executives and for building a coalition of support while KM matures and evolves. This change will require a host of marketing skills to:

- position the product better;
- understand customer needs;
- build relationships; and
- provide customer service.

To address these challenges, the authors convened a focus group of practicing KM managers. They were asked to consider a number of questions about how KM is marketed in their organizations and how successful their strategies have been. In addition, a professor of marketing was asked to review the opening page of each firm's KM internet portal and to identify how KM is branding itself internally.

This paper constructs a framework for marketing KM that integrates the experiences of KM managers with basic marketing principles. It first explores the goals of marketing and how a basic marketing strategy is developed based on the need for a product or service (Section II). Then, it looks at how KM functions are currently marketing themselves. Next, these two concepts have been combined into an assessment tool to help KM managers better target their market(s). The need for building markets for KM is then discussed. Finally, the paper integrates these ideas into a framework for marketing KM to each type of organizational knowledge need.

II. WHAT IS MARKETING?

The goal of marketing is to ensure that a product or service meets the needs of its target audience in a number of ways, such as function, quality, price, and packaging. While selling starts with a product and tries to promote it to customers to increase sales, marketing starts with the needs and wants of customers and tries to increase customer satisfaction. Successful marketing involves:

> "*…determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors*" [Kottler, 1988].

Marketing is a five step process that involves:

1. type of need,
2. brand awareness,
3. brand attitude,
4. brand purchase intention, and
5. purchase facilitation.

We now discuss each of these steps.

Type of need: Marketing a product or service involves linking it to a perceived type of need (also known as category need). The first step in a good marketing strategy is therefore identifying, understanding, and classifying the different needs of the target audience(s) involved. Needs can be of three different types [Rossiter and Percy, 1987]:

1. *Already present.* The target audience perceives that it requires a product or service to remove or satisfy a perceived discrepancy between the current state and a desired state.
2. *Latent.* The target audience needs to be reminded of a previously established need.
3. *Absent or weak.* The need for the product or service must be established and "sold".

Clearly, if a need is absent or latent, it must be created before marketing can occur.

Brand Awareness: The remaining marketing steps involve ensuring that your product or service is the one selected to meet the need. Step two, is brand awareness, the ability of your customer to recognize your product or service as being one that will meet a particular need.

> *"One of the primary functions of advertising is to create (for trial) and maintain (for repeat purchase) brand awareness"* [Rossiter and Percy, 1987].

Samples, demonstrations, sales and other attention-getting devices are all aimed at generating brand awareness. A target audience needs to be made aware of the features that characterize the product or service, e.g., what it is or what is involved, where and in what situations would it be used?

Brand Attitude. Brand attitude is the target audience's overall evaluation of the brand and its ability to meet their perceived need. Attitudes can be favourable or unfavourable and can include both beliefs and feelings about a particular brand. Clearly, attitudes must be favourable towards a brand before the audience is willing to purchase the product or service. Marketing experts stress that a brand attitude must be specific to a current need in order to be acted upon. (e.g., I am thirsty, therefore I will buy a soft drink.) Generalized attitudes toward a brand are practically meaningless (e.g., Coke is the best brand of soft drink.) Brand attitudes are almost always relative because there is rarely a brand that meets an individual's needs perfectly (e.g., "Brand A is more satisfying than Brand B" is the best type of brand attitude.).

Brand Purchase Intention. This step and the next one are designed to assist the target audience to take action. Brand purchase intention is a strategy to generate a conscious plan to purchase a product or service. This step is sometimes omitted.

Purchase Facilitation. This final step addresses factors that can hinder or stimulate a purchase such as, price, distribution, ability to deliver, and problems with the actual product or service itself [Rossiter and Percy, 1987].

III. HOW KM MARKETS ITSELF

Focus group members rated their own marketing efforts as being fair to good. None had a formal marketing strategy but most were strongly aware that it is essential to link KM to perceived organizational needs.

> *"Too many KM efforts in the past have failed, because we have developed generic capabilities and rolled them out but they didn't add business value."* A focus group member.

> *"If we don't identify the needs we can meet, then we are a solution looking for a problem,"* Another focus group member.

How Knowledge Managers Identify Category Needs

- Focus groups, surveys, and conferences
- Looking for critical content and knowledge-sharing problems
- Identifying constituencies
- Identifying what senior management would think of as success

Nevertheless, they did not find it easy to pinpoint and focus on the specific categories of need that KM should meet in their organizations. In the focus group, KM was described variously as a service, a competency, a process, a set of functions, and an organizational culture. Furthermore, at best, these needs are latent. Members

noted that "people need reminding of what we can do for them."

The lack of generalized awareness of why a firm needs KM, is compounded by KM's own inability in many cases, to specify what types of needs it fills or even what KM is supposed to do. "We're constantly trying to be a chameleon," stated one focus group participant. With the organizational need for KM not strong and KM trying to meet a wide variety of needs, it is not surprising that many focus group members believe that the KM function is fighting to survive in their organizations. They saw it as a constant challenge to make KM "real" to their enterprise and to answer the question "what do you do?" In short, as one member succinctly put it, "We don't have a marketing problem, we have a content value and relevance problem."

With the need for KM vague, brand awareness is often missing. Even where management perceives needs, knowledge managers in the group stated that they constantly battle the organizational perception that "KM is something anyone can do." People often ask if KM will disappear once the organization puts in good information management practices or appear confused about the difference between KM and change management in IT. Typically, the KM function is not perceived as possessing specialized skills or as adding value. Therefore, companies may feel it can be dispensed with. Overall, therefore, it is not clear what KM does and what it can do for an organization.

> **How Knowledge Managers Develop Brand Awareness**
>
> - Finding an executive spokesperson
> - One-on-one marketing
> - Knowledge fairs
> - Identifying what people are doing as KM and promoting their success
> - Local contests and rewards
> - A KM "sale" with reduced chargebacks.

> **How Knowledge Managers Develop Positive Brand Attitude**
>
> - Create satisfied customers
> - Facilitate operational excellence
> - Not pleasing everyone
> - Get the CEO to praise KM.

Negative brand attitude is a further problem for many KM functions today. "A while ago, our President mandated the use of KM and we didn't deliver. Now, people won't listen to us. We're still dealing with the fallout of our history," explained one focus group member. Others felt that their organizations' expectations of KM were extremely high, although many senior executives remain "uninvolved and unenergized".

Finally, even where there is a positive KM brand awareness and attitude, focus group members still had a hard time getting executives to actually commit resources to KM (i.e., make a purchase decision). Somehow, while convinced about KM in general, executives are still focusing resources and energy on activities they believe offer greater and more direct ROI.

Overall, it is clear that KM faces many marketing challenges in organizations today (Table 1). While focus group members identified a variety of ways that KM can contribute to organizational value, their target audiences still appear to have many questions about the specific needs KM is trying to address and what exactly KM can do for the organization.

> **How Knowledge Managers Facilitate KM "Purchasing"**
>
> - Develop a "killer app"
> - Facilitate ease of KM use.

Even where the need is accepted, KM suffers from a branding problem. Some managers don't see that a separate KM function can fulfill their needs any better than other strategies. Often their negative attitude towards KM is the result of problems with past history. Finally, where awareness and attitude are positive, it is still difficult to convince executives to invest their scarce resources in KM rather than other parts of the organization. All of these factors suggest that KM managers need a more focused and integrated marketing strategy.

Table 1. KM's Marketing Challenges

Step 1. Classifying Needs	• Most KM needs are latent or weak in business • There is limited articulation by KM about what specific needs KM fills
Step 2. Brand Awareness	• Awareness is typically non-existent or weak • Managers are not clear what KM can do for the organization
Step 3. Brand Attitude	• Negative brand attitude is common, coupled with high expectations
Steps4,5., Purchase Intention/Facilitation	• Most managers choose to commit their resources elsewhere

IV. A HIERARCHY OF KNOWLEDGE NEEDS

Although the members of the focus group were clear that they must link their efforts to needs, they also noted that they serve many constituencies. Some felt that their target audiences cut across traditional organizational boundaries. These members identified individuals, communities of practice, executives, and external customers as objects of their marketing efforts. Others noted that KM needs in their organizations were different for different business units. They concentrated on designing KM activities that would be specific to each area of their organization. However a knowledge manager defines his/her targets, the marketing literature is clear that different audiences can have different needs or motivations to use a product or service [Rossiter and Percy, 1987]. Therefore, it is an essential starting point that knowledge managers clarify their different target audiences so they can tailor their marketing efforts according to their specific needs.

Individual and group "needs" are a dynamic concept that can vary over time and by circumstance. Maslow discovered that there is actually a hierarchy of needs ranging from the most fundamental (i.e., physiological and security) to increasingly more abstract (i.e., social, esteem and self-actualization) [Thierauf et al, 1977]. Individuals first focus on meeting their basic needs (e.g., for food, shelter and safety) before seeking to address others (e.g., for friends, education, and satisfying work). Maslow pointed out that if lower level needs stop being met (e.g., as in a natural disaster or war), then the individual will cease striving to meet higher level needs and re-focus on meeting his or her survival needs. At any level, if an individual's needs are not met, he or she will experience increasing amounts of tension and frustration. A common reaction to this condition is hostility towards the perceived source of frustration.

Marketing specialists have adapted this concept in a variety of ways to help them focus their efforts in a way that is appropriate to the needs of their target audience. Using this approach to address knowledge needs, it appears from the focus group's comments that the KM function is addressing three general categories of need in organizations:

• *Level 1: Basic Needs.* At this level, organizations have basic knowledge needs relating to their operations. These needs could include knowledge for problem removal or avoidance or information relating to normal activities. Increasingly, this type of knowledge is becoming essential to how organizations work and thus, this level parallels Maslow's physiological and security levels of need. Providing basic knowledge includes such tasks as: introducing fundamental information management practices, data warehouses, portals, customer relationship management (CRM), and name and address management (e.g., phone books).
• *Level II: Enabling Needs.* At this level, a business needs knowledge to achieve its tactical goals, such as knowledge-enabling its business processes, collecting key business intelligence, mining data, promoting reuse, making connections with experts and information as needed, facilitating greater integration (e.g., through taxonomies) and identifying information or knowledge problems that might not be visible to others. These knowledge services supporting business could be seen as addressing Maslow's concept of social and esteem needs in that they help the business to become more effective and efficient and

thereby build up the organization's image in the market and its own internal perceptions of its operations.

- *Level III: Strategic Needs.* At the highest level in the hierarchy sits the organization's longer-term need to promote innovation, agility, and flexibility. Here, the organization needs a knowledge partner to help it realize strategic goals. This need is equivalent to an individual's need for self-actualization, which is defined as "realization of one's capacities and potentialities by achieving a stated goal" [Thierauf et al., 1977]. At Level III, KM helps the organization proactively develop these capabilities. Promoting knowledge sharing, communities of practice, self-synchronizing teams, knowledge networks and becoming a learning organization are just some of the ways KM can assist an enterprise to address these needs.

Maslow's hierarchy makes it clear that lower level knowledge needs must be met, and continue to be met, before an organization or target audience will want to address its higher level needs[1]. Thus, if an organization is not receiving basic knowledge provisioning and services (i.e., ensuring existing knowledge is accurate and accessible), it is unlikely that KM's efforts to be a knowledge partner will be successful. Furthermore, if a target audience perceives its basic knowledge need is not met, it will experience a considerable amount of frustration that can turn to hostility if the need is unresolved over a period of time. Attempts by knowledge managers to "leapfrog" basic and enabling knowledge needs to focus on more interesting strategic needs may therefore meet with skepticism or even antagonism. This analysis could be why some of the knowledge managers in the focus group who were trying to "move up the value chain" were having difficulty doing so. It could also be why a common management response to KM suggestions is "what have you done for me today?"

V. BUILDING A MARKET: KNOWLEDGE MANAGERS AS ENTREPRENEURS

Although knowledge managers should recognize their organization's needs in Maslow's hierarchy, several focus group participants mentioned they found it difficult to get some managers to recognize that they had *any* knowledge needs that could be addressed by KM. Comments that suggest that not every business leader is convinced of the need for KM include:

> *"Our business needs to know what it wants…"*

> *"It is not always clear how we are positioned between IT and business…"*

> *"We don't have the same specialized skills as IT so the business thinks it can operate without us."*

> *"Everyone has a different picture of KM."*

In situations where the recognition of knowledge-related needs is unclear, knowledge managers face an even greater marketing challenge. Instead of merely identifying and meeting needs, they must actually create awareness of them [Rossiter and Percy, 1987]. This does not imply that these are not real needs, only that the organization (or parts of it) may not be aware of them well enough to connect these needs with a KM function. In these situations, a knowledge manager is in the position of an entrepreneur addressing a nascent market. While knowledge managers perceive a need, their "market" (i.e., the rest of the organization) does not yet "get it". Therefore, KM faces low credibility and difficulty in establishing shared meanings about what it can do.

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[1] This does not mean that KM itself must meet all of these needs. In some organizations, basic knowledge provisioning may be done by IT or by IT in concert with KM or by a separate Information Management group. Nevertheless, this hierarchy suggests that organizations will wish to focus their attention and resources on meeting their basic knowledge needs first before moving on to addressing higher levels of need.

Research shows that successful entrepreneurs facing these conditions put significant effort into building a new market and shaping its needs. These entrepreneurs actually "claim their market" by announcing what their market is and why they should be considered the leading player in it. Ideally, an entrepreneur adopts a "winning identity" and then makes him/herself into that image. To assist with understanding new concepts, entrepreneurs often adopt a "template" from another industry. For example, digital encryption could be described as a "passport for data". Then, they signal leadership in their market to differentiate themselves from others and increase their legitimacy. Finally, they shape the perceptions of market actors and raise awareness of their work by disseminating stories about themselves (even if they are not accurate). [Santos and Eisenhardt, 2003].

Many knowledge managers seeking to gain acceptance therefore must engage in knowledge market development before they can actually move on to branding activities. It should go without saying however, that creating a market and then failing to address its needs will lead to increased frustration and hostility towards KM and a negative brand attitude that will hinder its future activities. Furthermore, while it is likely that a KM function doing a good job at meeting one level of knowledge needs will be well-positioned to move to the next level of KM, because of the relatively undefined understanding of the KM function and its concepts, it may be desirable to undertake some market development activities prior to attempting to do so.

VI. MARKETING KM: WHERE YOU'RE GOING DEPENDS ON WHERE YOU ARE

Regardless of where they want to be, different KM functions will currently sit in many different positions in a knowledge hierarchy of needs. Even within an organization, KM can be meeting the needs of individual business units or target audiences quite differently. Therefore, to develop an effective marketing strategy, KM must first assess its own strengths and weaknesses relative to how well it is meeting each audience's needs. The questions in Table 2 will help KM managers determine their current position in the knowledge needs hierarchy and identify the area of knowledge needs on which they should be focusing. Marketing strategies for addressing each level are outlined below and summarized in Table 3.

Marketing KM at Level 1: "What Do We Know?"

A significant number of organizations are still at this level. Their data/information/knowledge is scattered across the firm in a variety of formats and in a variety of places. Transactional information exists but is not fully analyzed. Data bases and data warehouses exist but may be incomplete, inaccurate, out of date or inaccessible. Therefore, there is little trust in their integrity. Information collection, organization and maintenance activities may be poorly organized or executed. At this level, the most important role KM function is to ensure that existing knowledge is accurate and accessible. This *knowledge provisioning* role may seem unglamorous but it forms the foundation for all higher levels of knowledge management [Marchand and Kettinger, 2000]. If it is not done well, all other attempts to provide knowledge leadership in an organization will likely be given short shrift.

Marketing Objectives. KM wants to establish its competency at identifying and delivering the *basic* knowledge needed by the organization to solve problems or improve operations. As one KM manager put it, "What resonates is something tangible."

Audience. Front line knowledge users.

Market Development. The winning identity: KM makes it easy to find information, i.e., "KM knows what we need to know and where to get it." Template images, such as, "phone book" or "one-stop shop" for company information and contacts, convey what KM is about at this level. KM must take leadership in helping the organization to identify its basic information; present it clearly; and ensure it is accurate and accessible. Stories can be told about how putting people in touch with the right content led to a sale or a problem averted.

Table 2. Assessing KM's Strengths and Weaknesses

For each target audience or business unit served by KM, circle the number in the YES column if you can definitely agree with the statement. Answer MAYBE if you partially agree or if you're not sure and NO if the statement does not fit your organization. Then, add up your score.

	YES	MAYBE	NO
When someone in our organization needs basic information about customers, products, sales or other employees they can get it easily.	10	5	0
KM services are considered high quality by the business.	10	5	0
Our CEO/ business unit leader is very knowledgeable about KM	10	5	0
Our organization's most critical information is well-organized and easy to access.	10	5	0
Most people in our organization can accurately describe KM's role in the enterprise.	10	5	0
KM is consulted about most business decisions.	10	5	0
Our current KM management is highly regarded by business managers.	10	5	0
Our organization's intranet/portal is considered highly useful by staff.	10	5	0
Our middle level managers are strong supporters of KM.	10	5	0
Our CEO/ business unit leader considers KM an integral part of his/her business strategy.	10	5	0
Total Score_____			

Implications of Total Score

0-39 Points: Your KM organization should focus on meeting the organization's basic knowledge needs.

40-69 Points: Your KM organization is a competent knowledge provisioner. Providing knowledge services should now be your focus.

70-100 Points: Knowledge provisioning and services are good. KM marketing strategies can focus on becoming a knowledge partner with the business.

Table 3. A Three-Tiered Marketing Plan for KM

	Level I. Basic Knowledge Needs	Level II. Enabling Knowledge Needs	Level III. Strategic Knowledge Needs
Marketing Objectives	Establish KM competence	Knowledge service provider	Knowledge partner
Audience	Front line knowledge workers	Business and process managers	Senior business leaders
Market Development	KM knows what we know and where to get it.	KM grows what we know.	KM helps build new capabilities.
Key Strategies	• Deliver existing information effectively • Piggyback on other projects • Promote improved information management practices	• Eliminate content silos and knowledge hurdles • Analyze and integrate information • Assume e-content management responsibilities.	• Help solve strategic problems • Improve decision-making
KM Competencies	• Analyzing and packaging information • Effective IM practices	• Knowledge analysis • Knowledge-enabling business processes • E-content management	• Cultural change • Connecting people • Applying knowledge to customers, services and products
Pitfalls	"soft and fuzzy" KM	Enterprise/global KM	Technocentric KM
Timeframe	Less than 6 months	6 – 18 months	18 months to 3 years
Success Criteria	KM is included in projects involving basic company information	KM is consulted about how knowledge can add value to processes	KM strategy is integrated with business strategy
KM Role	Knowledge provisioner	Knowledge service provider	Knowledge partner

Marketing Strategies. The primary focus is on delivering existing data/information/knowledge more effectively. A knowledge manager should identify key areas where this is problematic for his/her target audience and work with front line knowledge users to understand what they need to know and where to get this information. Since most knowledge managers work with limited resources, some focus group members said they try to "piggyback" onto current IT projects. The objective is to demonstrate how KM can add value to the projects with a deep knowledge of users' information needs and effective information presentation techniques. At the same time, knowledge managers should also work with business managers to design processes for improved data collection and maintenance and to devise optimal ways to organize the data. This will involve: identifying potential problems; and educating people about improved information management practices (both at the front line and supervisory levels). In some organizations, developing corporate or specialized portals is a winning strategy. KM can also piggyback on other information collection and presentation projects such as the company phone directory or library.

Knowledge managers at this level should aim for a series of short, directed project successes that reinforce the brand message that "KM knows what we need to know". If KM's brand image in the organization is negative, it will be especially important to start small and deliver more than was promised. Failures should be clearly acknowledged and quickly addressed.

Special KM Competencies. At this level, KM should present itself as an expert in the organization and packaging of information that is useful to knowledge workers. Other competencies are:

1. knowing how to promote effective information collection and maintenance techniques;
2. a deep knowledge of users' information needs;
3. basic information and/or content management; and
4. effective portal development.

What Won't Work at Level I. Avoid the following:

• promoting KM to senior management;	• long-term projects;
• marketing KM as a strategic function;	• taxonomies and metadata;
• trying to develop a knowledge sharing culture;	• cultural change.
• "soft and fuzzy KM", such as trying to get at implicit knowledge;	

Success Criteria. Knowledge managers will know when they've achieved success at this level when KM is consulted about and included in any projects that involve collecting, organizing and presenting, and maintaining basic company information.

Marketing KM at Level II: "May We Serve You Some Knowledge?"

As KM becomes a more recognized entity in the organization, it can begin to look at what new knowledge could make the target audience more effective and/or efficient. About half of the KM functions represented in the focus group were actively trying to assist business units and process owners to do more with knowledge [Smith and McKeen 2004]. At this level, KM is trying to add value with knowledge services. These services could include creating new knowledge, linking existing knowledge in new ways to make sense of it, or designing ways to reuse knowledge either directly or indirectly. It could also include developing more comprehensive business unit or enterprise-wide approaches to information and content management through formal work flow processes, taxonomies and standards [Smith and McKeen, 2003]. KM may also play an integrating role bringing in external sources of data and linking it appropriately to company processes. At this level, KM will begin influencing knowledge behaviours by promoting new values and controls around the effective use of information and appropriate knowledge sharing [Marchand et al., 2000].

Marketing Objectives. KM wants to establish itself as the sole provider of knowledge services in the organization.

Audience. Business and process managers.

Market Development. The winning identity is: KM can add value to your business process, i.e., "KM grows what we know". Template images could include:

1. a "knowledge factory" or a "knowledge cookbook" where raw data goes in and new knowledge comes out;
2. an information "broker";
3. manager of an information "hotel"; or
4. knowledge "traffic cop".

KM should provide leadership in knowledge-enabling key business processes as well as proactively managing the content on the company's intranet and internet websites. Stories can be told about how knowledge has changed how business operates for the better or how the intranet is much better organized and accurate than previously.

Marketing Strategies. The primary focus is on adding value with new knowledge. Working with business managers, KM specialists should identify places where content silos and knowledge hurdles are hampering business efficiency and/or effectiveness. In some organizations, KM will aim to become a trusted advisor or consultant, bringing opportunities for better use of knowledge in business processes. In other organizations, the focus will be on analyzing internal and external information and integrating it in ways that make sense to the business (i.e., creating new knowledge).

With intranet and internet content management, KM has an opportunity to take on a job which is not being well-done in most organizations. KM should make a business case for the effective management of these resources to present a consistent and effective company brand to customers and employees In this way, KM links itself inextricably with the corporate brand [Berry, 2000]. Always, the emphasis should be on what makes tactical sense and doesn't take too long to complete.

Branding should present KM as being a competent knowledge service provider and broker.

Special KM Competencies. At this level, KM should present itself as understanding how to manage e-content. Other competencies include: creating new knowledge through knowledge analysis; improving and enabling business processes with knowledge; and integrating a wide variety of different sources of information into useful knowledge.

What Won't Work at Level II. Avoid the following:

• enterprise or global knowledge strategies	• developing knowledge capabilities;
• promoting collaboration or a knowledge culture	• long-term strategic KM initiatives
• partnering with the business	

Success Criteria. Knowledge managers will know they are successful if they are consistently consulted by business managers as to how knowledge can add value to their operations. KM will be the recognized "gate-keeper" for the company's internet and intranet portals.

Marketing KM at Level III: "Do You Want a Cultural Revolution?"

Once KM establishes itself as a credible entity within the organization, it will be ready to become a knowledge partner at the most senior levels of the firm. While very few organizations have achieved this level of KM capability as yet, reaching it is the goal for most knowledge managers. Whereas at Level II, KM staff provided advice and service, at Level III, they have a chance to exercise true business leadership. At this level, KM's true potential will become apparent. Therefore, KM should become much more proactive in directing and guiding senior management in how to use knowledge for management support and for innovation [Marchand et al.,2000]. With the building blocks from the previous two levels in place, at Level III, the organization is now ready to develop many of the "soft" KM skills knowledge managers promote

Marketing Objectives. KM wants to establish itself as knowing how to develop and leverage new knowledge behaviours and values that will help the organization become agile, flexible, innovative and self-managing.

Audience. Senior business leaders.

Market Development. The winning identity is: KM can help people work more effectively and develop new competencies. Template images could include: (1) connecting people in a spider's web or a fishing net; (2) "smart" products or services; (3) a learning organization; and (4) a sense and respond organization. KM should provide leadership in how the organization's knowledge capabilities can become a key driver in business strategy and part of its overall branding and in promoting a knowledge-sharing culture. Stories should emphasize how the organization applied

learning and how organizational knowledge is part of the customer's overall experience with the organization.

Marketing Strategies. The primary focus is on how KM can help solve strategic organizational problems. One way of meeting this goal is to show how knowledge can be incorporated into the firm's goods and services. Another is to demonstrate how company decision-making can become more effective through the application of knowledge. A third way is to show how knowledge can be incorporated into how customers interact with the organization. Knowledge strategy should be closely and clearly integrated and aligned with business strategy.

At this level, education of executives in KM issues and increasing their awareness of the potential of KM is an effective marketing approach. They need to see that the effective use of knowledge is key to achieving the potential of the organization. In addition, it is critical for knowledge managers to deeply understand business issues and ensure that executives grasp KM concepts.

Even while working at this level, knowledge managers should continue to satisfy the organization's lower level knowledge needs. Because working with senior managers is more attractive than managing e-content or providing basic information, it is tempting to focus on the former and neglect the latter. This strategy will usually result in regressing down the knowledge needs hierarchy. To guard against this possibility, junior KM staff must continue to emphasize knowledge services and provisioning.

Special KM Competencies. At this level, KM should present itself as knowing how to develop a collaborative and sharing culture. Other competencies include: promoting innovation; connecting people in a variety of different ways; and knowing how to apply knowledge to products, services and the customer experience.

What Won't Work at Level III. Avoid (1) a short-term focus; (2) a technocentric approach to KM; and (3) failure to take risks.

Success Criteria. KM will become a true organizational partner when it is fully integrated into business strategy and decision-making.

VII. CONCLUSION

This paper takes a radical perspective on marketing knowledge management. It argues that a hierarchy of knowledge needs must be met sequentially in organizations if KM is to be successful. It further suggests that it is not enough for knowledge managers to more or less randomly identify knowledge needs in a business and try to fulfill them. Marketing KM involves recognizing that the organization's most basic knowledge needs must be addressed before executives will be interested in using KM to solve more complex and strategic business problems.

KM's marketing challenge is further compounded by the lack of broad general understanding of KM concepts within the organization. Therefore, knowledge managers must first actively seek to develop their market's needs before they can deliver knowledge appropriately. As KM develops credibility and recognized competencies at each level, it is preparing the ground for the next. When KM marketing is approached in this step-by-step fashion, KM and business will gradually develop a relationship of mutual trust. Trust forms the basis for a committed partnership between the two. Once trust is established an organization will be able to achieve its maximum potential.

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