

# Knoco Ltd – company profile

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**Knoco** Ltd is one of the world leaders in the application of Knowledge Management (KM). Founded in 1999 by core members of BP's internationally acclaimed Group KM Team, we serve a growing international client base in oil and gas, petrochemicals, mining, nuclear, energy, FMCG, defence, broadcast and service industries. Knoco has been instrumental in developing knowledge management frameworks for several major project-based organisations. Our clients include multinational companies, and private and public sector organisations from North and South America, the Middle East, the Far East, Africa and Australasia, some of which are listed from Page 2.

Knoco has over 11 years practical experience in the field of Knowledge Management, providing coaching, training, KM services and strategic guidance to clients in a wide range of industry sectors around the globe. We have a robust Gap Assessment methodology, which allows KM initiatives to be benchmarked with, and to learn from, best-in-class KM approaches. Our experiences of KM gap assessment and KM implementation are second to none, as shown in the list below. We provide Knowledge Management Implementation consultancy, facilitation of KM services such as facilitating lessons learned, knowledge capture interviewing, and Community of Practice launch and support.

At least three of our clients have been MAKE awards finalists. Application of our approach resulted in over \$700 million in hard benefits in a single year for BP, and \$28m in De Beers in the first year of implementation. Mars, building on Knoco's support, has now delivered over \$1 billion in KM-enabled value.

Knoco operates internationally, with partners in South Africa, New York, India, Indonesia, Canada, Australia, Hungary and Denmark, with a training partner in Spain. Details of our principal directors and regional partners can be found from Page 9.

More details on Knoco, including our company details and company policies, can be found online at <http://www.knoco.com>



## Examples of our work

### Private Sector

- BP
  - Creation of a KM strategy, Management framework, and implementation plan for Upstream Major Projects.
  - Implementation of Knowledge Management at BP Group level in the late 1990s
  - KM Gap Assessment for HSE
  - KM Gap Assessment for Upstream Major Projects
  - Review of Operations Management System KM strategy
  - KM Gap Assessment for Global Lubricants
  - KM Gap Assessment for Operational Excellence
  - Implementation of KM in the legal and technology functions
  - Development of Knowledge Management plans for 5 major capital investment projects
  - Launch of the Bitumen Community
  - Provision of the core in-house KM training course for Drilling and Completions
  - Delivery of knowledge management into the world-wide drilling organisation
  - Provision of reference material and eLearning material on KM tools and processes
  - Best Practice harvesting from major acquisitions and multi-company programs
  - Launch of the Oil Trading Community
  - Implementation of KM in the legal and technology functions
  - Provision of KM training support to the Operations Community
  - Delivery of a systematic KM approach to the safety function
  - Chemical and Refinery Turnaround Best Practice knowledge asset
  - Best Practice knowledge asset for retail on new market entry
  - Best Practice knowledge asset for retail on building retail sites
  - Coaching and mentoring of the Global Retail Engineering Network

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Woodside Petroleum      Gap Assessment of Knowledge Management in Global Safety

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Kuwait Petroleum Company      Phase 2 of KM Implementation  
Launch and value delivery from 6 communities of practice

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Pan American Energy      Development of a strategic approach to KM  
KM Gap Assessment

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Eskom      Gap Assessment of Knowledge Management  
Development of knowledge management strategy and implementation plan  
Proof of concept KM activities in the early stages of implementation  
Training, coaching and mentoring of in-house KM team  
Creation of knowledge assets on key knowledge areas  
Design of cultural change program  
Design and launch of networks across the projects and operational divisions.

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Emirates Nuclear Energy Commission      Creation of a Knowledge Management strategy, including technology, process, roles and governance definition

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SABMiller      Gap Assessment and KM Strategy Workshop for Global Technical Group  
Knowledge Retention interview and asset: Technical Director Tanzania  
Knowledge capture pilot, Czech republic

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British Nuclear Fuels      Development of KM strategy and implementation plan for the Environmental Services service nuclear power plant business

Proof-of-concept Retrospects and Knowledge Assets

Capture, packaging and transfer of contracting and budgeting Best Practice associated with nuclear power station program

Launch of the Business Development Planning Community

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M W Kellogg      Knowledge Management Gap Assessment of their international design and construction EPC business

Development of KM strategy and implementation plan

Development of KM Framework

Facilitation of proof-of-concept KM events

Expert Best Practice capture program including how to manage major projects and technology transfer

Launch of Project Management Community

Launch of Rotating Equipment Community

Knowledge retention program

Systematic knowledge capture from FEED, design and construction phases of a wide portfolio of projects

Advising on technology infrastructure to support KM in the organisation

Training, coaching and mentoring in-house KM team

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BAE systems      KM Gap Assessment for Engineering as input to KM strategy

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Anglo      KM Assessment of global technology group

American Exploration      KM assessment and input to KM strategy for the global Geoscience Community

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De Beers      Senior management engagement

                  Launch of the Knowledge Management Community

                  Development of strategy

                  Provision of in-house training for the core KM professionals

                  Delivery of a number of proof-of-concept Retrospects, Peer Assists and Best Practice knowledge assets

                  Business Driven Action Learning project

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CfBT            Knowledge Management assessment

                  Development of KM strategy and implementation plan

                  Support with proof of concept Best Practice activity

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BBC            Mentoring the in-house team in the development of their KM strategy

                  Cross-Britain Community launch workshop

                  Major Best Practice knowledge harvesting events

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Mars Ltd      Development and delivery of the Community Facilitators training program

                  Coaching on development of the KM strategy

                  Provision of in-house training

                  Knowledge Management Gap Assessment

                  Best Practice knowledge harvesting and packaging from corporate acquisitions, and from in-house experts, knowledge transfer

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Thai      state KM gap assessment, development of KM strategy and implementation plan  
petroleum  
company      Development of detailed KM implementation plan

Development of cultural change program guidelines  
Provision of training to in-house team  
Facilitation of proof-of-concept KM events  
Launch of Geosciences Community  
Coaching and mentoring of Geosciences Community co-ordinator

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Astra Zeneca Assessment of KM, development of strategy and delivery of pilot projects for the R&D organisation

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Saudi Aramco Assessment of KM, development of strategy and delivery of pilot projects for the Financial Planning department  
Development of 5-year KM strategic plan for Engineering

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ADGAS Assessment of KM, development of implementation plan for Maintenance Division

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Petronas Assessment and Benchmarking of the current state of KM

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British Gas Introduction of Lesson Learning approach  
Capture of lessons from major projects

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Solvay Review of corporate KM strategy

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Other clients A major Wall Street bank  
A UK water company  
A global mining company

A global insurance broker  
An independent UK Oil company  
An independent Australian Oil company  
A leading consulting group  
A French provider of geophysical services  
A US insurance company  
A UK local authority  
US State legal organisation  
National Health Organisation  
Automotive Construction  
World Health Organisation  
United Nations

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## Public Sector

Department for International Development  
Assessment of lesson learning related to Conflicts, and development of proposed solution with DFID, MoD and FCO

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Lanarkshire Local Development Authority  
Knowledge retention and creation of Knowledge Asset

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National College for School Leadership  
Facilitate the development of a knowledge management vision  
Developed training modules  
Developed a KM strategic framework  
Conducted Knowledge Action Planning workshops

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National Patient Safety Agency      Facilitate Retrospects on the creation of the NPSA, and the delivery of the National Records and Learning system

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NHS Connecting for Health      Training in Knowledge Retention  
Knowledge retention interviews from a number of staff  
Created knowledge assets

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Department for Business, innovation and Skills      Knowledge Management assessment  
Development of strategic recommendations for Knowledge Management

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## CVs, Knoco Principal Directors



### Nick Milton

[Dr. Nick Milton](#) is a director and co-founder of **Knoco Ltd**

Nick has unparalleled experience in developing and applying knowledge management for business benefit. He spent two years at the centre of the team that made BP the leading KM company in the world, acting as the team Knowledge Manager, developing and implementing BP's knowledge of "how to manage knowledge", and coordinating the BP KM Community of Practice. Prior to this role he had worked for 5 years as Knowledge Manager for BP Norway.

Working with Knoco Ltd, Nick has been instrumental in developing and delivering KM strategies, implementation plans and services in a wide range of different organizations. He has a particular interest in harvesting, capturing and collating Best Practice, and has managed major Best Practice knowledge capture programs, particularly in the area of mergers and acquisitions, and high technology engineering. He is the author of "The Lessons Learned handbook" (Woodhead publishing, 2010) and "Knowledge Management for Teams and Projects (Chandos Publishing, 2005), and co-author of "Knowledge Management for Sales and Marketing (Chandos Publishing, 2011) and "Performance through Learning – knowledge management in practice" (Elsevier, 2004). He has published many articles and Masterclasses in the KM press

Nick is a widely recognized coach and trainer, and has spoken at many international conferences, such as Unicom, EEMA, EBIC, IAPG, SPE and the IT Directors Forum. In 2007 he was awarded "Lecturer of the year" from Chalmers University. Nick has an MA in Natural Sciences (1st Class) from the University of Cambridge, England, and a PhD from the University of Wales. He lives near Bath, UK



## Tom Young

**Tom Young** is Chairman and co-founder of **Knoco Ltd**

Tom has an enormous breadth and depth of experience in developing and applying knowledge management for business benefit. Before founding Knoco Ltd he spent two years at the very heart of the team that made BP the leading Knowledge Management company in the world. Translating the vision that he had helped to create into business reality, delivering sustainable business performance improvement and cultural change were his focus. Prior to this Tom was Principal Coach with the Virtual Teamworking project, which established the foundation for knowledge management in the company. Tom's engineering and operations background coupled with experienced gained as a Business Manager for BP gives him a unique insight into the challenges facing business leaders around the world.

Working with Knoco Ltd, Tom has been instrumental in developing and delivering Knowledge Management strategies, implementation plans and services in a wide range of different organizations. He has a particular interest in expert interviews, harvesting, capturing and collating Best Practice and the creation of Knowledge Assets. Tom's detailed understanding of how to construct and manage projects in multi location, multi cultural environments has entitled him to be Lead Consultant on many of Knoco's larger projects.

He is the author of industry standard text, "Knowledge Management for Services, Operations and Manufacturing (Chandos Publishing, 2008), and is currently working on the third book in the Knoco series, "Knowledge Management for Bids, Sales and Marketing", an indication of the breadth of his expertise.

Tom is a regular contributor to a wide variety of specialist and generalist publications and a sought after conference speaker. Tom has a Bsc in Electrical and Electronic Engineering, an MBA and is a Chartered Engineer. He lives in Scotland.

## CVs, Knoco International



### **Ian Corbett, South Africa**

[Ian Corbett](#) is director of Knoco South Africa. Based in Cape Town, Ian is introducing southern African leaders and businesses to the benefits of Knowledge Enabled Performance™. So far, his experiences show that Knoco's dialogue-rich approach is well-suited to a continent that is characterised by diversity. Ian has diverse managerial experience in southern Africa where he has led high-performing teams involved in the development and implementation of cutting-edge technologies. He is fascinated by the role that leadership and social networks play in releasing the performance and innovation potential of people and teams. Ian has extensive KM facilitation experience. He specialises in designing and running integrated learning programmes that accelerate personal growth and enable teams to rapidly develop innovative solutions.

Ian developed and implemented a Knowledge Management strategy as part of the strategic review for De Beers whilst he was the Intellectual Capital Manager of the Operations and Exploration Division. Ian is currently lead consultant for the work with Eskom CED.

Ian holds a PhD from the University of Cape Town. He attended the Advanced Management Programme at Templeton College, Oxford. He is an Associate of Warwick University's Knowledge and Innovation Network.



### **Carol Gorelick, New York**

[Carol Gorelick](#) is Director of Knoco New York. Carol has extensive experience facilitating on site and virtual project teams to build internal capacity at the individual, team and organizational level. Her efforts work to produce sustainable results. Carol has used the Knowledge Enabled Performance methodology in a wide variety of corporate, non profit, and educational settings, including her work as a faculty member in an innovative project based and team taught executive MBA program at Pace University. In addition, she has led major knowledge management and organizational learning projects as Director of Corporate Systems and Training at American Express, and Vice President Administration-Support Services at Prudential Securities.



### **AskOnline Technologies, India**

AskOnline technologies is Knoco's franchisee in India. First generation entrepreneur [Siva Sai Kolluru](#) founded AskOnline Technologies Pvt. Ltd. in 2003. Siva brings over 10 years of consulting and technology experience and is today chiefly responsible for the vision, strategy, and service offerings of the company. He has a very deep understanding of the Consulting Industry, and a keen Business sense.

Siva works with CKOs, CEOs, CIOs, Strategic Planning Heads, Training & Development Managers, Talent & Learning Managers, as well as Human Resource Heads from various industries globally, to help them design & implement knowledge strategies. Additionally, he is a renowned KM thought-leader, strategist, and advisor, and an experienced KM Trainer and Facilitator. Siva is a regular speaker on various topics on Knowledge Management at conferences.

Under his leadership, AskOnline Technologies was selected to showcase its venture in TiE-ISB CONNECT 2006 event at Hyderabad, India. An annual event jointly organized by "The Indus Entrepreneurs" and the "Indian School of Business", Hyderabad to promote entrepreneurship.



### **Stephanie Barnes, Canada**

[Stephanie Barnes](#) is Director of Knoco Canada. Stephanie is a passionate advocate for the alignment of Business and IT in service of Knowledge Management. Stephanie has a long background in KM, initially with Hewlett Packard, where she was World-Wide Knowledge Management Program Manager. Here she developed the strategic plan for the Knowledge Management Program; including creating and driving the project plans to execute the Knowledge Management Strategy. The execution included Change Management, collection and validation of business requirements for KM technology, and working within the engagement and governance models to ensure the appropriate supporting tools and infrastructure were in place.

More recently she has operated a highly successful consulting business in Canada – Missing Puzzle Piece Consulting, operating in the High Technology, Financial Services, Not-for-Profit, and Professional Services sectors.

Stephanie has worked with many major organisations to develop strategies for knowledge management technology, including user requirements, technology selection and implementation strategies, as well as Community of Practice Program metric design and implementation. She holds a Masters degree in Business, Information Systems major from McMaster University, and an Undergraduate degree in Business, Accounting major from Brock University.



## Insight Knowledge Partners - Indonesia

Insight Knowledge partners are Knoco's franchisee in Indonesia. The two principle leaders on Knowledge Management within Insight Knowledge Partners are Rayanti Binawan and Arief Aziz.



### Rayanti Binawan

[Ranti's](#) passionate character clearly supports the professionalism that she built upon her intensive studies. She has a background in Petroleum Engineering on Trisakti University, and pursued International business studies for her MBA at University of Southern California, Los Angeles, USA. Ranti has already 20 years experience in engineering and human resource management. During that period of time, she has been exposed to the multicultural environments of extensive projects for some of the top tier national and multinational companies, as an internal resource and also as a consultant. This experience brings her insight of a good blend of frameworks and practical approaches suited to each organization's needs. She is now collaborating even more closely with her national and international network of professionals to provide quality services supporting Knowledge Management her clients, especially on developing company policies and roadmaps, and setting up Communities of Practice.



### Arief Aziz

Knowledge Management (KM) has become [Arief's](#) interest in these past years, since gaining his bachelor degree in Computer Science at the University of Indonesia. After years specialising in the area of information technology, he has now built his strength in KM implementation, successfully leading big projects in major companies from a variety of business sectors (banking, energy, financial, non-governmental). As a Project Manager he has managed projects including KM Roadmaps, KM corporate policies, Communities of Practice (CoP), collaboration tools, KM Branding and Campaigning. Assisting these KM projects has given him even more experience for providing trainings in the scope of KM through the academic Institution School of Business Management-ITB. Arief's consulting experience blended with his project management and interpersonal skills will bring a new way of consulting from a practical and fresh point of view that will lead towards success.



### **Dr Abdulhameed Al-Hosani, Gulf States**

[Dr. Abdulhameed Alhosani](#) is director of Knowledge Consultants which is Knoco's franchisee in the Gulf States (GCC countries). He holds a PhD in chemistry from the University of Glasgow. Abdulhameed has over 25 years of experience on various fields spanning from quality assurance to training programs and lately change management and knowledge management.

Abdulhameed has research experience and published scientific papers and authored two books. He also has conducted numerous training workshops and has taught in universities and colleges as a visiting lecturer. Abdulhameed main interest now is helping organizations around the Gulf States to establish knowledge management programs and assist in spreading education on this vital field.



### **Robert Flynn, Australia**

[Dr Robert Flynn](#) is Director of Knoco Australia West. Robert assists senior executives in industry and government to find solutions to intractable problems in their organizations, using Knowledge Management as a driver for Organisational Agility. Agility is one of the four major organisational imperatives to be carefully managed in order for sustainable high performance capability

Robert's background is in applied philosophy in the organisational context. This corporate discipline comprises the specialist techniques needed to ensure the right questions are being asked of the right people, at the appropriate level of intellectual penetration, with due consideration to the emotional dynamics, so as to elicit the depth and quality of understanding needed to satisfy all relevant dimensions of corporate and social responsibility.

Robert has consulted widely, both in Australia and internationally, working at senior manager and CEO level to deliver sustainable organisation capability.

Robert was educated at Trinity College Dublin, from where he holds bachelor and masters degrees in economics and business administration. He has a PhD in philosophy from the University of Tasmania and retains special interest in epistemology, situational hermeneutics, and moral psychology. He maintains on-going research associations with Da Vinci Institute (Johannesburg); CAPE Institute (University of Tasmania); CERT Institute (Abu Dhabi).



### **Ian Flynn, Australia**

Knoco Australia (East) is headed by Ian Fry. Ian's background of over 40 years in IT gives him a broad experience across many industries and both private and public sectors. Over the past 7 years he has been integrating IT and KM into projects - some winning awards. He has also supplied Lessons Learned and other Organisational Development projects to clients including Emergency Services.



### **Didier Plegat, France**

Knoco France is lead by [Didier PLEGAT](#), CEO of VEDALIS, the Social Knowledge Management software editor based in France.

Didier's background of 25 years as a Senior Executive in a large company and his practical experience in management consulting stand him in good stead in the modern day era to drive Knowledge Management (KM) with tangible business benefits.

Didier is an expert in *Social Knowledge Management* which combines KM tools and Social Technologies to enable organizations to create a *Knowledge Market* with :

- ✓ Identification and mapping of experts,
- ✓ Creation of a collective memory,
- ✓ Dissemination of best practices,
- ✓ Knowledge transfer and return on experience between generations,
- ✓ Collaboration stimulation and breaking down of information silos...

Thanks to his team of IT developers and KM consultants, Didier helps private and public organizations to design & implement networking solutions and knowledge management strategies.



### **Jens Øjvind Nielsen, Denmark**

Knoco Denmark is headed by CEO [Jens Øjvind Nielsen](#). Jens has extensive management experience from major change programmes in the Scandinavian financial sector and from managing consultant and knowledge companies.

Jens has a background as process engineer, financial candidate and IT-, business and programme manager. He used this to manage the development of high performance divisions in Copenhagen Stock Exchange, Alm. Brand insurance, BRF Kredit, Scandinavian Data Center, Cap Gemini and others.

Since 2008 Jens was engaged as CEO in his Management Knowledge Center LeadingCapacity.dk wherein more than 300 authors communicate their know-how. Knoco's concept of enabling performance via Knowledge Management strategy and processes is a natural extension of his services to a great number of Danish private and public organisations. His managerial profile is characterized by an evenly spread focus on action, reflection, innovation and analysis. He is a trustful person and has the ability to communicate on all levels in an organisation.

Jens is a networker and has succeeded in establishing a large community of interest in effective organisational learning.



### **Tibor Gyulay, Hungary**

[Tibor Gyulay](#) has been working in the training and organizational development market since 1999 as the founding owner of POZITEAM. He developed his competencies by taking part Austrian, German and French “Train the Trainer” programs (Herstein, Refa, TA 101, NLP...). He has already worked in almost every sector as a coach, consultant or trainer.

He started to deal with knowledge management topics 5 years ago building on his organizational development and trainer experiences. In cooperation with MTA (Hungarian Academy of Sciences) he is considered as a pioneer in Hungary in KM approaches and methodologies. He implements successful KM projects at the Hungarian Television, at the Nuclear Power Plant of Paks and at the IT-Services Hungary (a member of Deutsche Telekom). He makes significant efforts in order to gain an appropriate role for KM in the public administration reform. He operates a Community of Practice in KM topics together with his colleagues and with the participation of theoretical and practical experts. He joined the work of IAEA KM activities, he takes part in the editing of a KM handbook created for nuclear organizations.



### **Javier Martinez, Chile**

Knoco in Chile is headed by [Javier Martinez](#), Spanish and resident in Santiago de Chile since 2002, and the KM Manager at Catenaria, a consultancy specialized in learning, knowledge management and collaboration. Javier holds a law degree from the University of the Basque Country and Master degree in Management Internet by the Catalan Institute of Technology, is consultant for the World Bank in the area of Knowledge Management and for the Inter-American Development Bank in the field of Communication and Learning.

Javier is Professor at Master in e-learning at the University of Seville and the University of Salamanca and at Knowledge Management course at the Catholic University of Chile. He is

also International Judge of the Brandon Hall Excellence in e-learning Awards since 2003, and an arbitration committee member of the Journal of Innovative Education Academic Secretary, National Polytechnic Institute of Mexico. He writes a monthly column on Knowledge Management for Human Capital magazine and is a founding member of the Knowledge Management Club in Chile.

Javier has spent 20 years working with public sector and private organizations (financial, pharmaceutical, utilities, military, automotive, food, mining, education, etc..) in countries like México, Argentina, Chile, Peru, Bolivia, Uruguay, Canada, Colombia and Spain. The projects aimed at improving results through performance improvement, knowledge management, collaborative work and learning. Javier and his team have developed methodologies for creating Critical Knowledge Maps, Knowledge retention and transfer, Benchmark and collaboration and Learn by doing solutions for clients.

## Publication history

**The Lessons Learned Handbook.** Nick Milton, Chandos Publishing, ISBN 978-1843345879

**Knowledge Management for Sales and Marketing.** Tom Young and Nick Milton, Chandos Publishing, in press

**Knowledge Management for Teams and Projects.** Nick Milton, Chandos Publishing, ISBN184334114X

**Knowledge Management for Services, Operations and Manufacturing.** Tom Young, Chandos Publishing, ISBN184334324X

**Performance Through Learning: Knowledge Management in Practice.** Edited by Carol Gorelick, Nick Milton & Kurt April, Elsevier, ISBN: 0-7506-7582-9

**“Community Service -The benefits of creating professional communities to share experiences and add to the collective pool of knowledge”.** Tom Young, *Service Management*, March 2009

**“The status of lessons learning in organisations”.** Nick Milton, *IK Magazine*, October 2009

**“(Probably) the Longest Running KM Experiment in the world”!** Nick Milton and Tom Young, *IK Magazine*, April 2009

**“Knowledge Harvesting”.** Tom Young, *IK Magazine*, May 2009

**"Exploring the concept of Organizational Learning".** Nick Milton, *KM Review*, Sept Oct 2008

**"El desarrollo de una estrategia de gestion del concimiento".** Nick Milton, *Petrotecnica*, Aug 2008

**"Knowledge Management for the Knowledge Economy".** Nick Milton, Tom Young. *Inside Knowledge*, June 2008

**"Knowledge Maturity Models and Knowledge Management".** Nick Milton. *Inside Knowledge*, April 2008

**"Assigning roles and accountabilities within KM".** Nick Milton. *KM Review*, Jan-Feb 2008

**"Quantifying the Business Case for KM - lessons and examples from successful implementations".** Nick Milton. *KM Review*, July-August 2007

**"Masterclass - Knowledge Management Implementation".** Nick Milton and Tom Young. *Inside Knowledge*, Feb 2007

**"Masterclass - Sustaining the Knowledge Management Culture".** Nick Milton. *Inside Knowledge*, March 2007

**"Implementing a Knowledge Retention Strategy - A step by step process to combat organisational knowledge loss"**. Tom Young. KM Review, Nov-Dec 2006

**"Filtering an Organisation's Critical Knowledge - creating a proactive learning strategy for maximum effectiveness"**. Nick Milton. KM Review June-July 2006

**"Blue-Sky Thinking: KM and culture in South Africa"**. Ian Corbett. Inside Knowledge 9(10): 18-21

**"Implementing a Framework for Knowledge Management"**. P.J. Gibby, BP, and N. Milton, and W.A. Palen and S.E. Hensley, 2006. Society of Petroleum Engineers, SPE-101315-PP

**"Mining for gems of Knowledge - KM at De Beers; the story so far"** Nick Milton and Ian Corbett, Knowledge Management magazine, 2003

**"Mining the deep knowledge - tapping into things you don't know you know"** Nick Milton, Knowledge Management Magazine, May 2000

**"The evolution of networks at BP Amoco"** Nick Milton, Walt Palen, Knowledge Management, Vol. 3, Issue 8, May 2000

**"Knowledge with Shelf Life - building and applying a global knowledge asset"** Nick Milton, Knowledge Management, Vol. 2, Issue 10, July/August 1999