

brain person," says Reese. Favorite part of the job: "The breadth of responsibilities and the challenge to find ways to better coordinate resources."

Toughest aspect of the job: "The time commitment; it's an all-consuming business."

Salary: \$125,000-\$150,000

8. META MEDIARY CEO

The Web makes room for a new third party in a shopping transaction. A metamediary sits between buyers and sellers, offering a centralized, unbiased source of information and resources related to a specific task, such as buying a home or car (see "Making New Markets," May '99). From this one point, customers can educate themselves on the topic, research options and prices, and when ready, jump directly to related vendors in the marketplace. For example, Edmund Publications, an automobile metamediary, offers pricing information, comparisons, and reviews of new and used cars. Buyers can also go directly to car dealers, insurance companies, financing and warranty providers, and even spare-parts dealers. "We're

the only Website that comes at the automotive market strictly from the consumer's point of view," says Edmund's CEO Peter Steinlauf. "Maintaining the consumer's trust is paramount."



Steinlauf is constantly working on initiatives to enhance the site's content and features, and finding strategic partnerships with other consumer-oriented sites. To maintain Edmund's reputation for neutrality, Steinlauf has no direct role in developing or editing the site's editorial content. That task is handled by the editor in chief.

Evolution: Metamediaries developed in reaction to one of the Web's drawbacks: With so many information resources available online, it's difficult for consumers to use it all efficiently. Steinlauf launched the Edmund's Website in 1994 with basic content from the company's traditional car buyers' guides.

But he rapidly expanded the offerings with help from reader requests for additional resources and features.

Skills needed: A metamediary CEO must have the negotiating skills and business acumen to strike deals with content and distribution partners. The CEO must also have product development and marketing skills to help conceive new features and services for the Website.

Favorite aspect of the job: "Being on the cut-

ting edge of different programs."

Toughest aspect of the job: "Having to stay on top of changes in technology."

Salary: \$250,000

9. CHIEF KNOWLEDGE OFFICER



The CKO is responsible for building and managing a company's internal knowledge management efforts—a system that organizes vital information from documents, databases, and people in a reusable and searchable body of institutional knowledge. Chris Newell, the CKO for Internet business consulting firm Viant, says the first task is to extend the necessary technology infrastructure, including applications that capture, categorize, and retrieve information entered by employees or stored in company databases. The CKO must continually work on new applications to add functionality, scalability, and efficiency to that system. For example, Newell plans to enhance Viant's knowledge management systems with better search capabilities and collaboration applications that would allow project teams to share data online.

The CKO's additional responsibilities are educational and strategic. Newell must teach Viant's employees what resources are available and how to use the system. The goal is to create an online collection of information such as former project proposals, task methodologies, best practices, meeting transcripts, and documentation of employees' project experiences that may be useful in additional projects or in ongoing employee training. He also works closely with the CEO and the heads of IT and HR to align knowledge management with the company's overall strategy. "A knowledge manager brings the company's technological and anthropological pieces together. It's a multidisciplinary problem," says Newell.

Evolution: Increased globalization and accelerated business cycles strain a company's ability to connect the right people and information for certain projects. But effective knowledge management was difficult until the development of Internet technologies, especially searching and collaborative technologies.

Skills needed: Although a CKO needs strong technical skills to handle the technical infrastructure, Newell says a deep understanding of how individuals really work together is crucial.

Favorite part of the job: "It's exciting to create the central nervous system of a company that will bring multiple disciplines together in a way

they haven't been before."

Toughest aspect of the job: "Whatever you build is going to work for some people and not for others. You're not able to make everybody happy."

Salary: \$100,000-\$500,000

10. CHIEF INTERNET OFFICER

The embodiment of a company's commitment to the Web, a CIO oversees all online strategy and operations. Brooks Fisher, vice president and general manager of community and marketplaces at Intuit, was picked by CEO Bill Harris to transform Intuit from a packaged software vendor to a top online personal-finance business.



Fisher brought in a new editorial staff and Web technology experts, while imparting the firm's Web strategy and direction to Intuit's existing employees. He also created a revenue model and made crucial early decisions, such as avoiding offline marketing in favor of online marketing and distribution deals. Today, he runs Intuit's three consumer online businesses, Quicken.com, Quicken Mortgage, and Quicken Insure Market. "You just don't kick back and watch the business grow," says Fisher. "You've got to make big calls every week on important investments, staffing decisions, marketing dollars, and distribution." And he's got to keep the finances in line with Wall Street's expectations.

Evolution: Traditional businesses like Intuit rely on dedicated Web specialists to avoid getting left behind in the New Economy.

Skills needed: Leadership skills are essential to guide the entire organization. A CIO must combine sound management practices and a fundamental understanding of the economics of business with the ability to move quickly and take risks. Fisher gained most of his business experience in old media, managing operations for magazines such as U.S. News and World Report. But he also spent a year at Infoseek before joining Intuit. "My experiences in operations management, general management, and in the chaotic early phase of the Internet industry prepared me well for this job."

Favorite part of the job: "We're just making it up as we go along. I find that really exciting."

Toughest aspect of the job: "The pace of this industry, and how it affects family issues. The personal sacrifice is daunting."

Salary: \$200,000-\$300,000

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