

navigating the perfect storm:

the challenge for information and research services



IPRIN
London
September 2012

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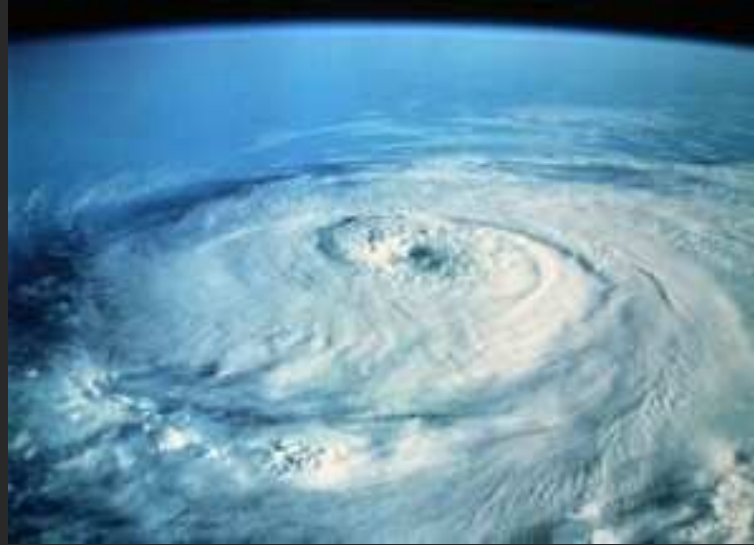
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information services and libraries in all sectors face the challenge of relentless, disruptive, technology-driven change and tough economic times

(this presentation is based on work I have been doing with customers in the library & information sector)

but first...what do *you* say..



`demand for services remains high – and seems to continue to increase - **but resource constraints are clearly visible**`

`key developments ..**new technologies**`

The Past Year and Future Initiatives. IPRIN annual Review 2011-12

we can't do it all

from last year's conference.....

Plenary 6: Managing Scarce Resources

'The general view from the floor was that we must be **more selective about what we do** and what services we offer, perhaps **establishing what our priorities are**'

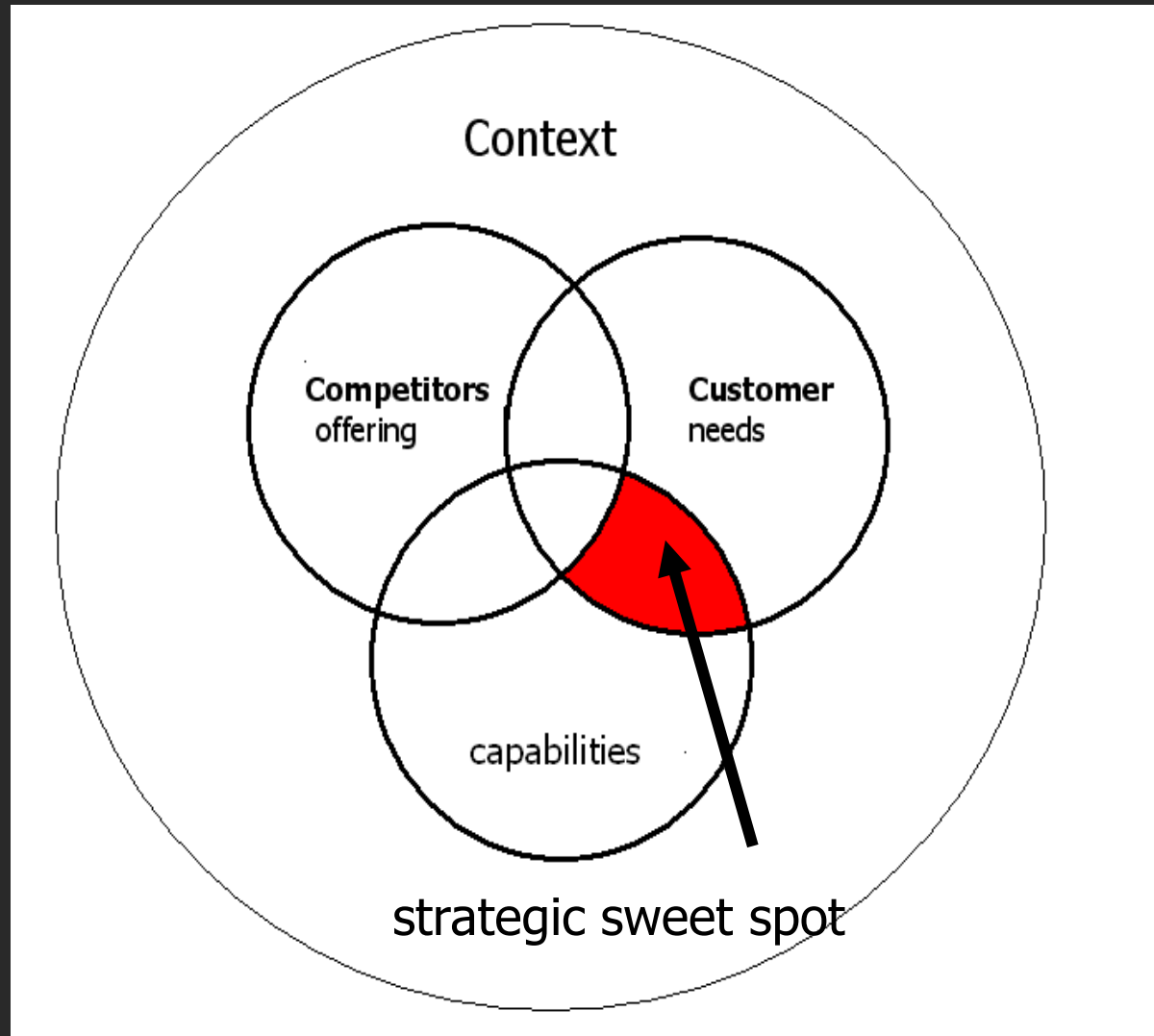
is what you do aligned to strategy?

`strategy...a **cohesive response** to an important challenge....`



'Good Strategy/Bad Strategy: The difference and why it matters'. Richard Rumelt . Profile Books 2011

what should we do? where is it best to focus our efforts?



Adapted from: 'Can you say what your strategy is'. By David J Collis and Michael G Rukstad. Harvard Business Review. April 2008

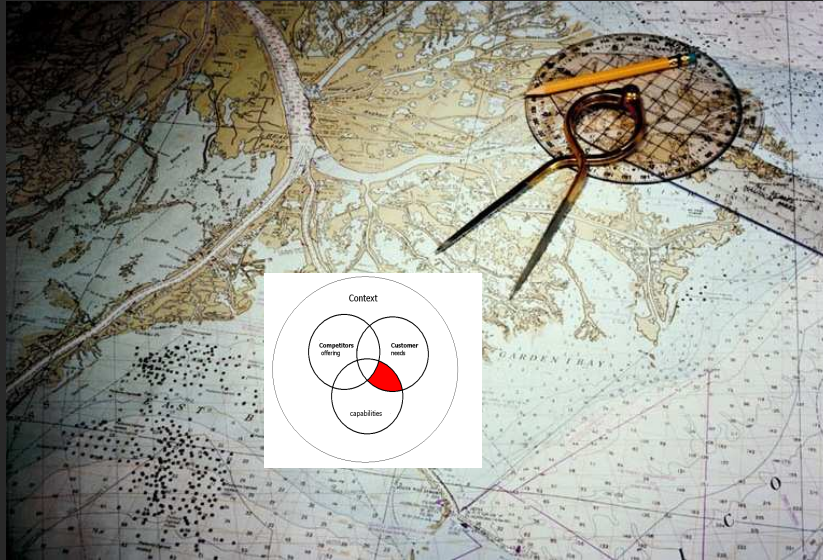
so...let's step back to look and the wider
strategic context

what tools/approaches might help us navigate
these perilous seas?

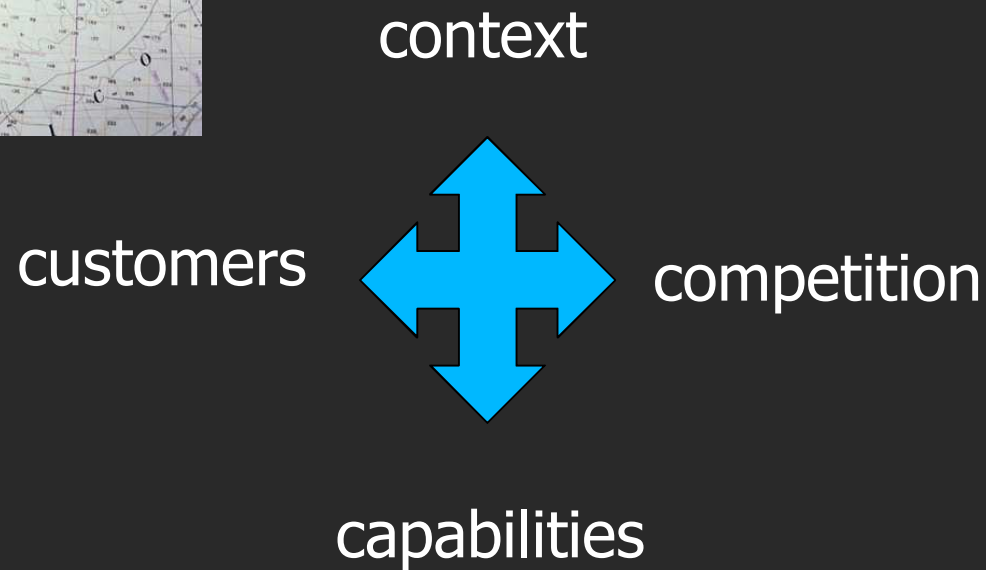


Navigational instruments: sextant, ship's log, marine compass and telescope.
Source: Museum Victoria Australia

a map to get to that 'sweet spot'.....



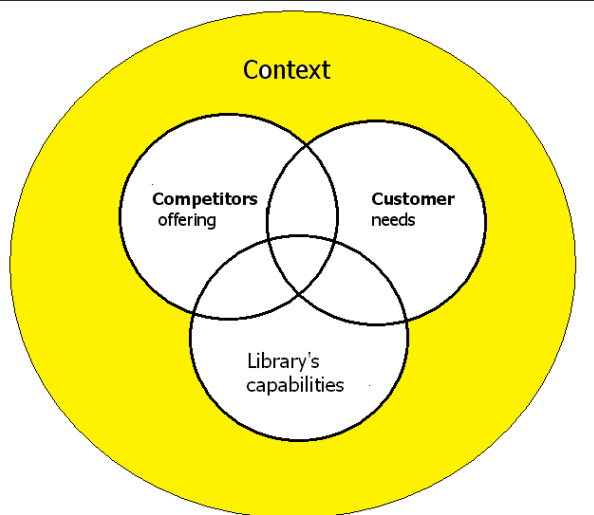
<http://www.grantvillegazette.com/>



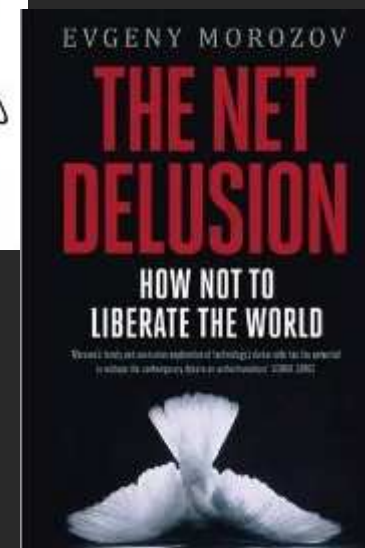
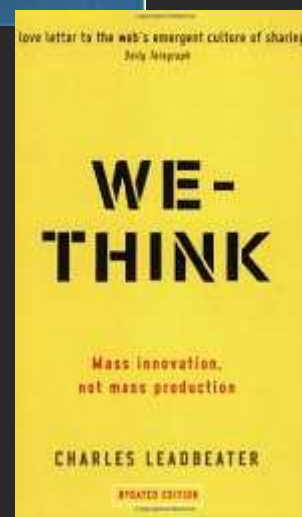
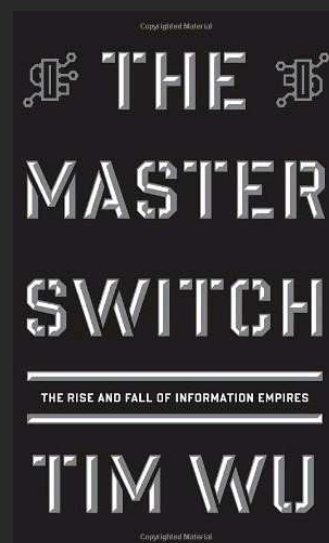
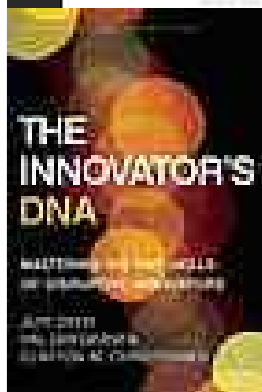
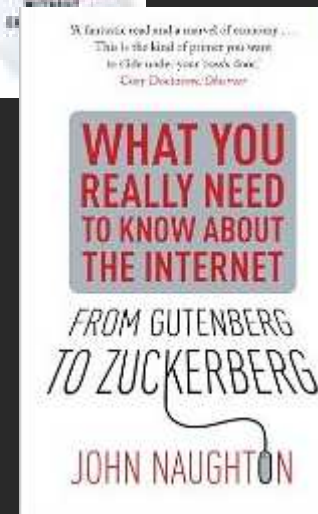
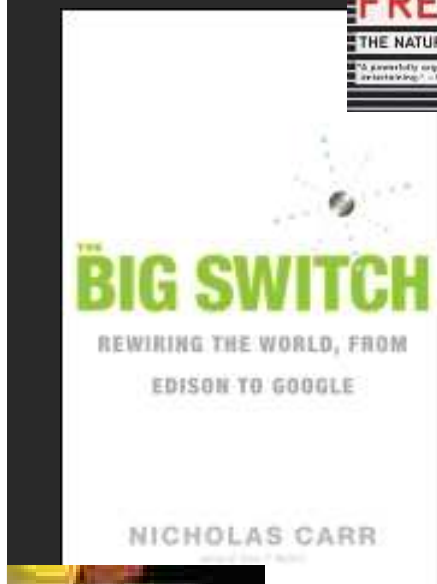
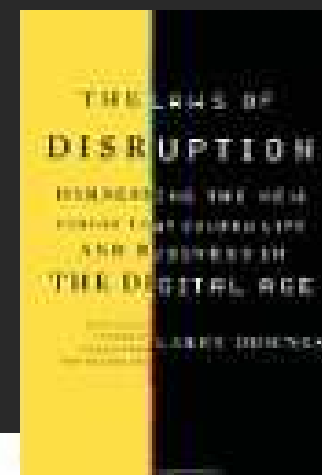
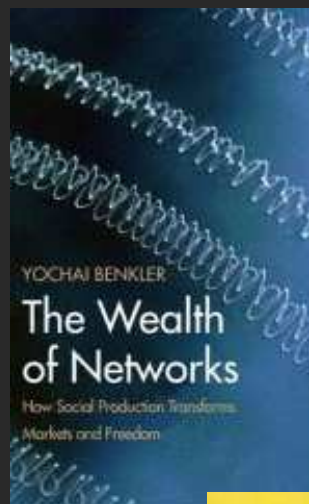
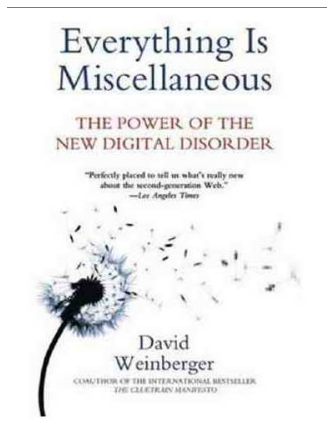
context: what's going on?

..what is it that demands a 'cohesive response?'

(I'm going to focus primarily on technology driven change)

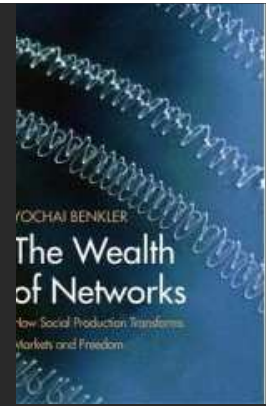


first...underlying themes



'For more than 150 years, modern complex democracies have depended in large measure on an industrial information economy.....In the past decade and a half we have begun to see a radical change in the organisation of information production. **Enabled by technological change**, we are beginning to see a series of economic, social and cultural adaptations that make possible a **radical transformation** of how we make the information environment....'

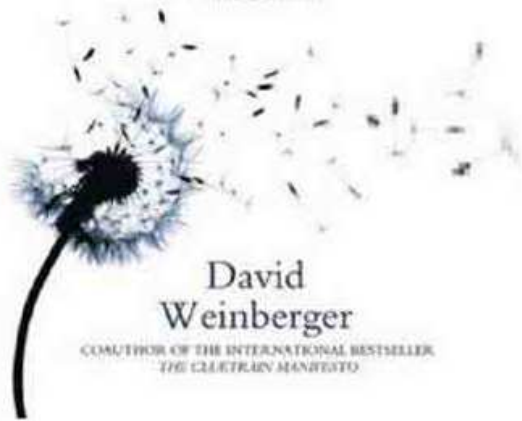
2006. Yochai Benkler a Professor of Law at Yale Law School.



Everything Is Miscellaneous

THE POWER OF THE
NEW DIGITAL DISORDER

"Perfectly placed to tell us what's really new
about the second-generation Web."
—*Los Angeles Times*



digital

'knowledge has been shackled to the physical. Now that the digitising of information is allowing us to go beyond the physical.....the shape of our knowledge is changing'. [P 71]

digital

The digital nature of these goods has important consequences in regard to the economic characteristics of these goods. The most remarkable of these characteristics certainly is their tendency to behave as public goods. Indeed, **since digital goods are replicable they are non-rival** (consumers can make copies of digital goods and thus many consumers can enjoy the same unit of digital goods at the same time) and since they are non-rival, they are indirectly non-excludable (producers are able to exclude consumers directly but cannot prevent consumers from copying the good from other consumers). **As a consequence, as digital goods spread among the population** of consumers they virtually become fully non-excludable, thereby **giving them the same economic characteristics as public goods**

Privacy or piracy, why choose? Two solutions to the issues of digital rights management and the protection of personal information

By Thierry Rayna & Ludmila Striukova

<http://ftc.gov/os/comments/drmtechnologies/539814-00712.pdf>

removing barriers

'.. technology is unleashing a capacity for speaking that **before was suppressed by *economic constraint***. Now people can speak in lots of ways they never before could have, because the economic opportunity was denied to them'

Mother Jones Magazine (website)

Interview with Lawrence Lessig: Stanford Law School Professor, Creative Commons Chair
June 29, 2007

http://www.motherjones.com/interview/2007/07/lawrence_lessig.html





Information wants to be free

From Wikipedia, the free encyclopedia

Information wants to be free is a slogan of [technology activists](#) invoked against limiting [access to information](#). According to [criticism of intellectual property](#) rights, the system of governmental control of exclusivity is in conflict with the development of a public domain of information.^[1]

"Information doesn't want to be free. Information wants to be valuable."



Information wants to be valuable. By Tim O'Reilly
President, O'Reilly & Associates, Inc. Nature Web debates
<http://www.nature.com/nature/debates/e-access/Articles/oreilly.html>



Google

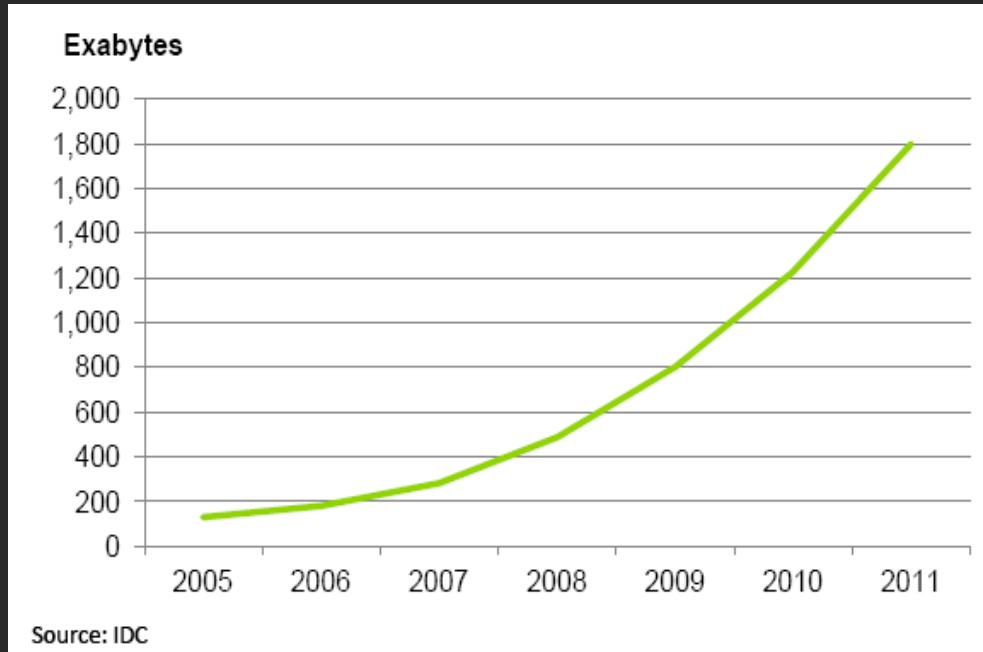
Think Quarterly

Insights and outlooks on the digital future.

Open data provides a platform on which innovation and **value generation can flourish**. If governments publish their data and get out of the way, the applications that people want will emerge.

'Open For Business'. By Nigel Shadbolt. Think Quarterly [Google]. March 2011
<http://www.thinkwithgoogle.co.uk/quarterly/data/nigel-shadbolt-open-data.html>

information overload?



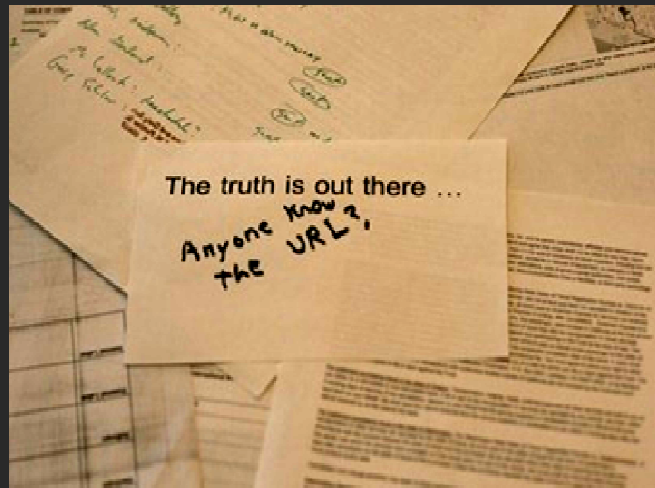
'creation of information has grown exponentially in recent years. Estimates by the International Data Corporation (IDC) indicate that the creation of digital information has grown by 10 fold, from 130 exabytes in 2005 to 1227 exabytes in 2010. IDC estimate that there will be 1,800 exabytes of information created and stored in 2011, while The Economist (2011) estimates that the volume of data stored doubles every 18 months'.

The economic impact of the 'Information Glut' Hitachi Data Systems November 2011 Deloitte November 2011

[http://www.deloitte.com/assets/Dcom-](http://www.deloitte.com/assets/Dcom-Australia/Local%20Assets/Documents/Industries/Government%20Services/Public%20Sector/Deloitte_Economic_impact_of_information_glut.pdf)

[Australia/Local%20Assets/Documents/Industries/Government%20Services/Public%20Sector/Deloitte_Economic_impact_of_information_glut.pdf](http://www.deloitte.com/assets/Dcom-Australia/Local%20Assets/Documents/Industries/Government%20Services/Public%20Sector/Deloitte_Economic_impact_of_information_glut.pdf)

or 'filter failure' ?



'A while ago Clay Shirkey asserted that there is **no information overload, just filter failure**. ... it's a good time to offer a modification that I think improves it and addresses a more critical issue: **noticing important information that's not vying for your attention rather than just filtering out the stuff flying at you**'.

'I describe enterprise attention management as consisting of two mechanisms: pulling forward and pushing back. Filters are half of that: the pushing back part. Filters (or "attention shielding") are useful when content is being fired at you and you want to block the useless stuff to avoid being rendered helpless by the deluge.

But I think a more serious problem is the information that's just sitting out there, not calling for your attention, but that you should notice. That means search (including more sophisticated forms like faceted search), alerting, notification, agents.'



when we change the way we communicate we change society

'..when a profession has been created as a result of some scarcity, as with **librarians** or television programmers, the professionals are often the last ones to see it when that scarcity goes away. It is easier to understand that you **face** competition than **obsolescence**'

'Here comes everybody.' By Clay Shirky. Allen Lane. 2008

specific technology trends 2012

technology trends -2012

- Media Tablets
- Mobile-Centric
- Contextual and Social User Experience
- App Stores and Marketplaces
- Next-Generation Analytics
- Big Data
- Cloud Computing

technology trends -2012

'companies will be dealing with elastic application platforms and wider adoption of Platform-as-a-Service (PaaS)'

'social technology will become enterprise plumbing'

'app Internet will usher in the next generation of computing'



ReadWriteWeb / Enterprise

Featured Sections: [Mobile](#)

Forrester's Top 10 Tech Trends for
Enterprise Architects



JOE BROCKMEIER · OCTOBER 13TH, 2011

in 2012, we will see the beginning of the dawn of **infrastructure irrelevance** as the unstoppable forces of consumerization shift enterprise spending priority away from the purely mechanical pieces of the data center into areas that help address the **surging demand from a new, savvy and empowered user base**

Christian Reilly @reillyusa Manager of Global Systems Engineering, Bechtel

companies begin to understand that **collecting and using massive amounts of data isn't so hard any more.** The cloud makes processing all this information possible without having to build the infrastructure permanently in your data center. And it's pretty useful in making smart business choices.

Jay Fry @jayfry3 Vice President, Marketing at Stealthy Cloud/Mobility Start-up

The Big Data Opportunity



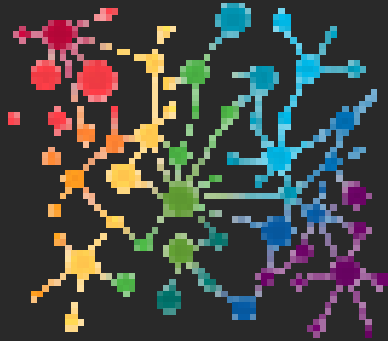
Making government faster,
smarter and more personal

Chris Yiu

 @PXDigitalGov #bigdata

The use of big data analytics could save the public sector between £16bn and £33bn a year – equivalent to between 2.5 per cent and 4.5 per cent of the government's total budget of about £700bn, according to a report by think-tank, the Policy Exchange.

'Report: Big data analytics could save public sector up to £33bn a year'. By Sooraj Shah. Computing.co.uk 4 July 2012. <http://www.computing.co.uk/ctg/news/2189180/report-analytics-save-public-sector-gbp33bn>



'creates new insights by exposing usage patterns, associations between topics, authors and articles.'

'the bX suite of services is based on data mining and structured analysis of usage data obtained from hundreds of research institutions worldwide'



other users liked



Hot in your subject



Popularity Reports
- most popular articles

'The rise of smartphones and tablet devices has transformed the consumption of content... Millions watched the Olympic Games on smartphones and tablets. NBCOlympics.com declared that 37% of online coverage was viewed on a mobile device'.

Mobile powers Olympic content revolution. By Martin Belam. Guardian Media Network blog. 23 August 2012
<http://www.guardian.co.uk/media-network/media-network-blog/2012/aug/23/london-2012-olympic-games-mobile-content>

Apps vs. the web?

‘We will have very powerful services in the cloud (data etc), connected to and interpolating with very powerful applications on these local devices (PCs, iPads and servers)’

Almost every company Colony speaks to says that they are able to better mirror a “real-world, store experience” in an app environment than a web environment. This application environment is **“faster, simpler and more immersive” — and just simply a better experience.**

Colony says there are **three companies emerging** in the new app-internet ecosystem:

First, there is **Apple** with its brilliant iOSSecond is **Google**, not Google the search engine, but Google the Android maker. And third, “a dark horse” in **Amazon**,

So the web will die, but what exactly will it be replaced by? By Matthew. memeburn 12.09.11
<http://memeburn.com/2011/12/so-the-web-will-die-but-what-exactly-will-it-be-replaced-by-leweb/>

summary of the context

digital

content, cheap,
virtually error free
copying

infrastructure

networked, in the
cloud

open

open data, content
open source,

intelligence

analytics, context,
intentions

social

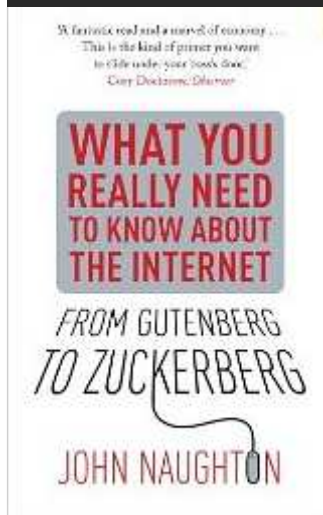
participation

commoditization

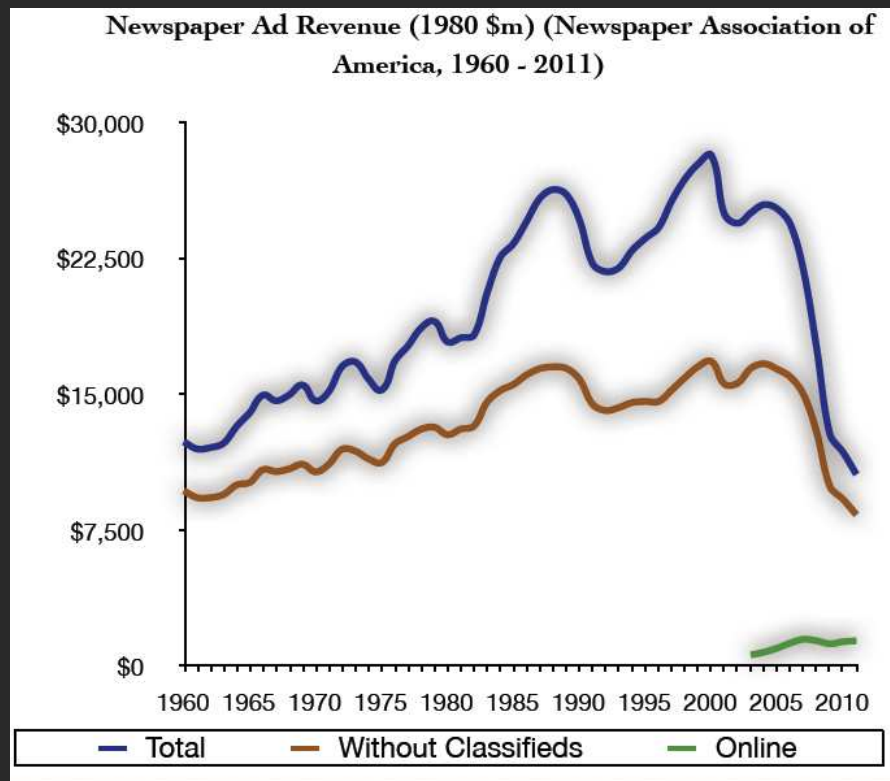
cheaper,
convenient, faster,

=Disruption!

'for the Net, disruption is a feature
not a bug'.



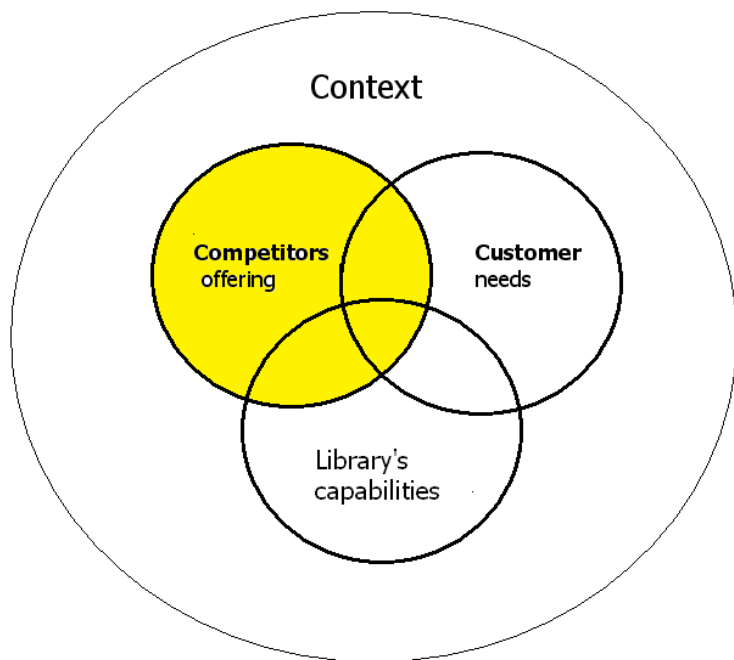
A **disruptive technology** is a technology that (quickly or eventually) **destroys valuable capabilities and assets held by incumbents** in an industry. Disruption is when that technology is actually deployed.



So newspapers were disrupted by the Internet that destroyed their printing/distribution capabilities and their traditional means of gathering advertising revenues

'Disruption versus competition' By Joshua Gans.
Digitopoly blog 3 Apr 2012
<http://www.digitopoly.org/2012/04/03/disruption-versus-competition/>

competition



who do you see as your
competitors?

the library/information business is booming

Google revenues up 32%

'... to organize the world's information and make it universally accessible and useful'

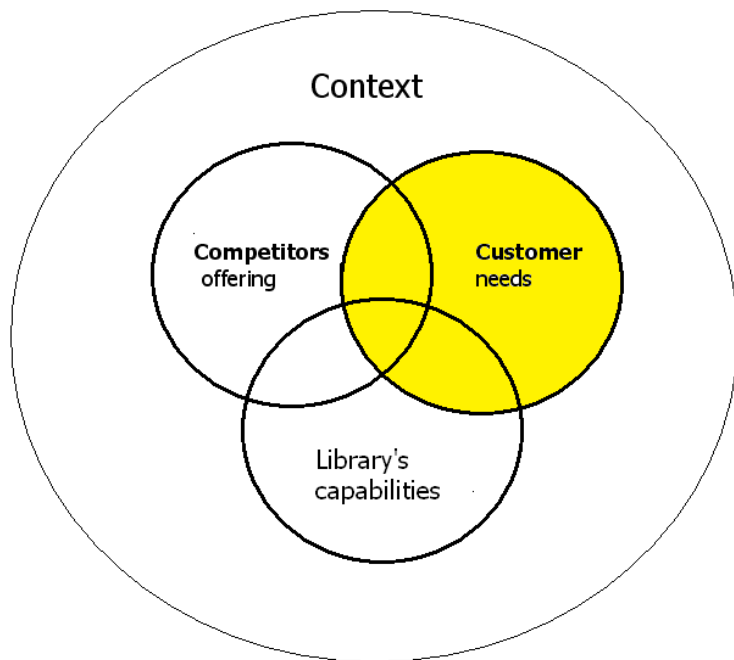
'Apple annihilates Wall Street performance estimates. Third fiscal quarter results 'best quarter ever' (again)'

'Apple leads the digital music revolution ..Apple has reinvented the mobile phone .., and is defining the future of mobile media and computing devices'

Amazon 'sales have soared by 51 per cent compared to 2010'

'to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online'

customer needs



don't analyse needs—look at what 'jobs' customers want to get done

'People don't want a quarter-inch *drill*, they want a quarter inch *hole*.' Theodore Levitt of the Harvard Business School.

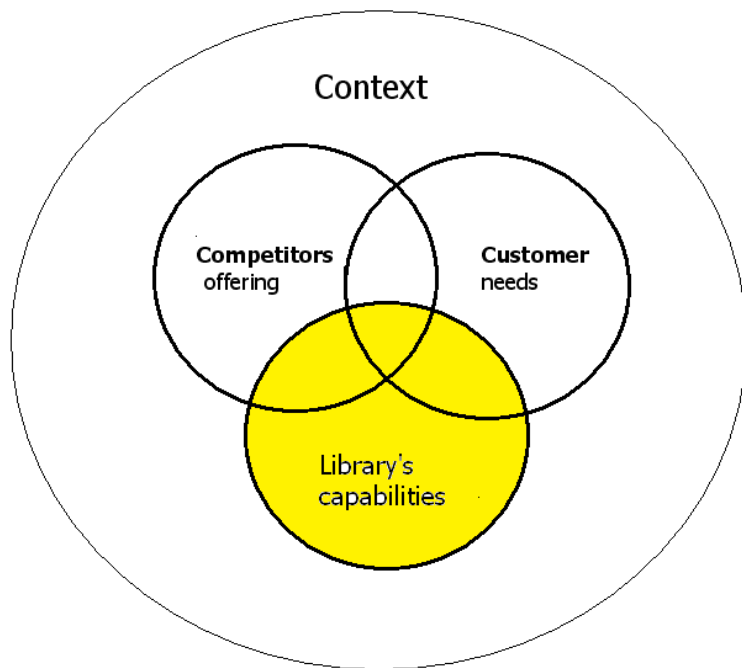
Jobs-to-be-done (JTBD) approach

The underlying assumption is that users 'hire' products and services to get jobs done.

- (1) *What* is the problem that needs to be solved?
- (2) *Who* needs to solve the problem
- (3) What is the particular *circumstance* of the problem (i.e. I'm on the train with a smart phone)?

<http://www.kenchadconsulting.com/how-we-can-help/innovation/>

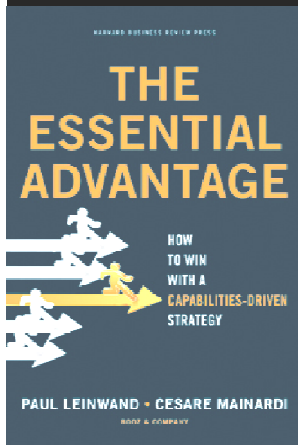
capabilities



a capabilities approach

capability: the ability to reliably and consistently deliver a specified outcome, relevant to your business

'The essential advantage. How to win with a capabilities driven strategy' Paul Leinwand and Cesare Mianardi.
Harvard Business Review Press. 2011



a capabilities approach

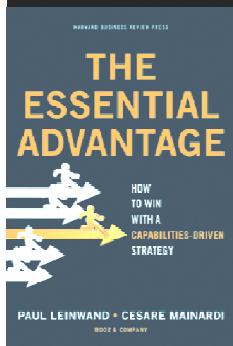
a considered approach for creating and capturing value

having those capabilities that **set the organization apart from competitors**, or be superior to those rivals.

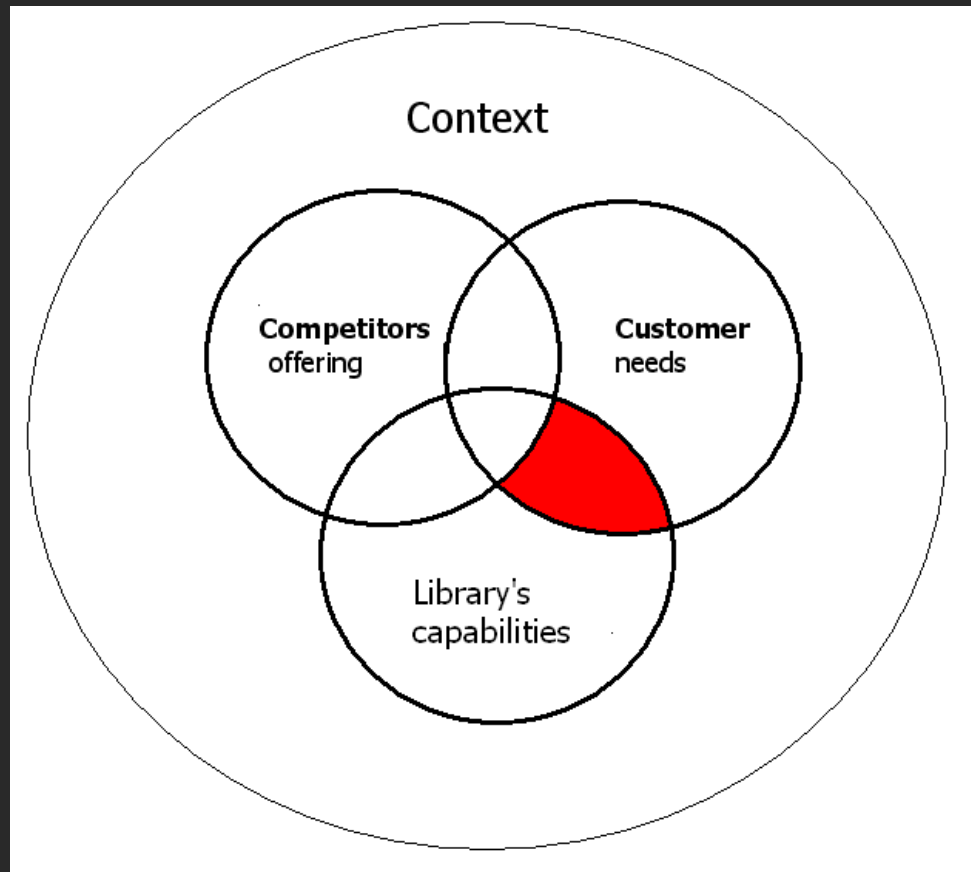
having not just great capabilities but the **right capabilities**

knowing your organization has what it takes to **genuinely satisfy customers** in that market and beat the competition

your capabilities have to be **stronger than competitors'** and based on the long, not short, term



so now let's put all this together
--how might we move forward?



Adapted from: 'Can you say what your strategy is'. By David J Collis and Michael G Rukstad. Harvard Business Review. April 2008

so even if you already have a strategythis
might be an appropriate time for a review

at the heart of this is the issue of
value

why should people use *our* services
instead of alternatives?

good strategy

'good strategy is the exception, not the rule. And the problem is growing. More and more organizational leaders say they have a strategy, but they do not. Instead they espouse *bad* strategy. Like a quarterback whose only advice to teammates is "Let's win," bad strategy covers up its failure to guide by embracing the language of broad goals, ambition, vision and values..'



'Good Strategy/Bad Strategy: The difference and why it matters'. Richard Rumelt . Profile Books 2011

strategy is NOT.....

vision : where we want to be....

'an indeterminate future goal'-helpful but **not** the strategy

strategy is NOT.....

values : what we believe in and
how we will behave

helpful but **not** the strategy

strategy is NOT.....

mission: why the organization exists
the motivation for being in the business

strategy is *not* goal setting

'a good strategy has...a kernel [that] contains three elements: a diagnosis, a guiding policy and coherent actions



'Good Strategy/Bad Strategy: The difference and why it matters'. Richard Rumelt . Profile Books 2011

"You never want to ever say: 'Well those idiots failed because they had the wrong strategy.'

"You have to ask: 'Why did they have the wrong strategy?'

"Almost always, **they've used the wrong process** to come with the strategy."

Interview ---Clayton Christensen: The Innovation Catalyst. By Christian Sarkar and Elizabeth Ferrarini
ChristainSakar.com 2004? <http://www.christiansarkar.com/christensen.html>

elements of strategy

objective

the single precise objective that will drive the organisation over the next 3-5 years or so

scope

What services and for whom? in some sense this can be most helpfully understood by identifying what the organisation will *not* do: what needs it will *not* address,

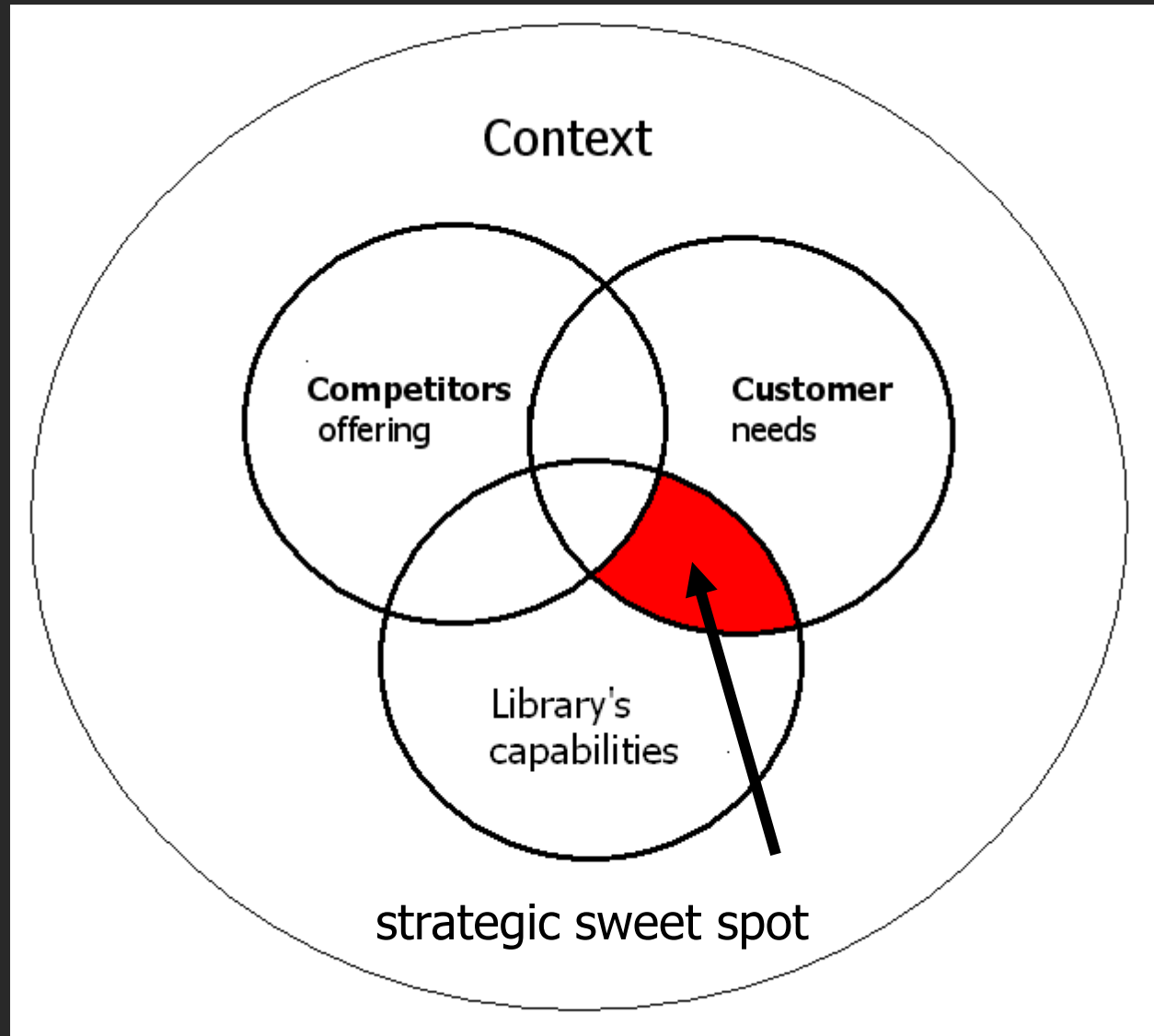
advantage

this is the most critical aspect in developing an effective strategy statement

it means really understanding the value that the organisation brings to the customer

Adapted from: 'Can you say what your strategy is'. By David J Collis and Michael G Rukstad. Harvard Business Review. April 2008

so..... where best to focus?



Adapted from: 'Can you say what your strategy is'. By David J Collis and Michael G Rukstad. Harvard Business Review. April 2008

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