BI Norwegian School of Management

The Future of Content
Publishers, authors and newspapers in the age of Google

MIT Club
Telenor, Fornebu
April 6 2006

www.espen.com

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BI Norwegian School of Management (www.bi.no)
European Research Director
The Concours Group (www.concoursgroup.com)

This presentation available at www.espen.com/futureofcontent040606.pdf

Three kinds of memory

Eco, U. (2003). Vegetable and mineral memory: The future of books. *Al-Ahram Weekly Online*. (http://weekly.ahram.org.eg/2003/665/bo3.htm)

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Barnes & Noble
Booksellers

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Technology changes behavior

- With increased communications capability, we communicate rather than plan
- With increased search capability, we search rather than categorize

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Technology tends to evolve through three phases[1]

1. Substitution
2. Expansion
3. Structuration[2]

1: Malone, T. W. and J. F. Rockart (1991). "Computers, Networks and the Corporation." *Scientific American* (September): 128-136

2: Orlikowski, W. (1992). "The Duality of Technology: Rethinking the Concept of Technology in Organizations." *Organization Science* 3 (3): 398-427.

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The next generation of Moore's law: This time, it is written media

- Decomposition of value added
  - Publishers become filters, agents, and editors
  - Newspapers write for net first, ceding opinions to independents and focusing on investigations
  - Authors join musicians in becoming performers rather than producers
- Search replaces categorization
  - Categorizers less important
  - Manipulation of context is big business
    - Search engine optimization now larger than $1b
  - Search becoming the new interface
- Knowledge about information and search behavior more valuable than the information itself
  - "The database of intentions"

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What are the technologies currently changing the information landscape?

- Search
- Wikis
- Blogs
- Podcasting
- Creative Commons
- ....and everything on the Net

....also known as Web 2.0

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Warning: Web 2.0 is already a cliché…

big input boxes	tag clouds	blue gradients	numerals in domain name	AJAX
checkbox icons	tags	integrates with Flickr or del.icio.us	big fonts	AdSense supported
competes with Flickr or del.icio.us	Ruby on Rails	FREE SQUARE	RESTful API	feeds everywhere
big icons	Google maps	"social" something	public beta	TechCrunch profile
long-tail!	too-candid blog	development wiki	yellow fades	screencasts

web2.0bingo.com

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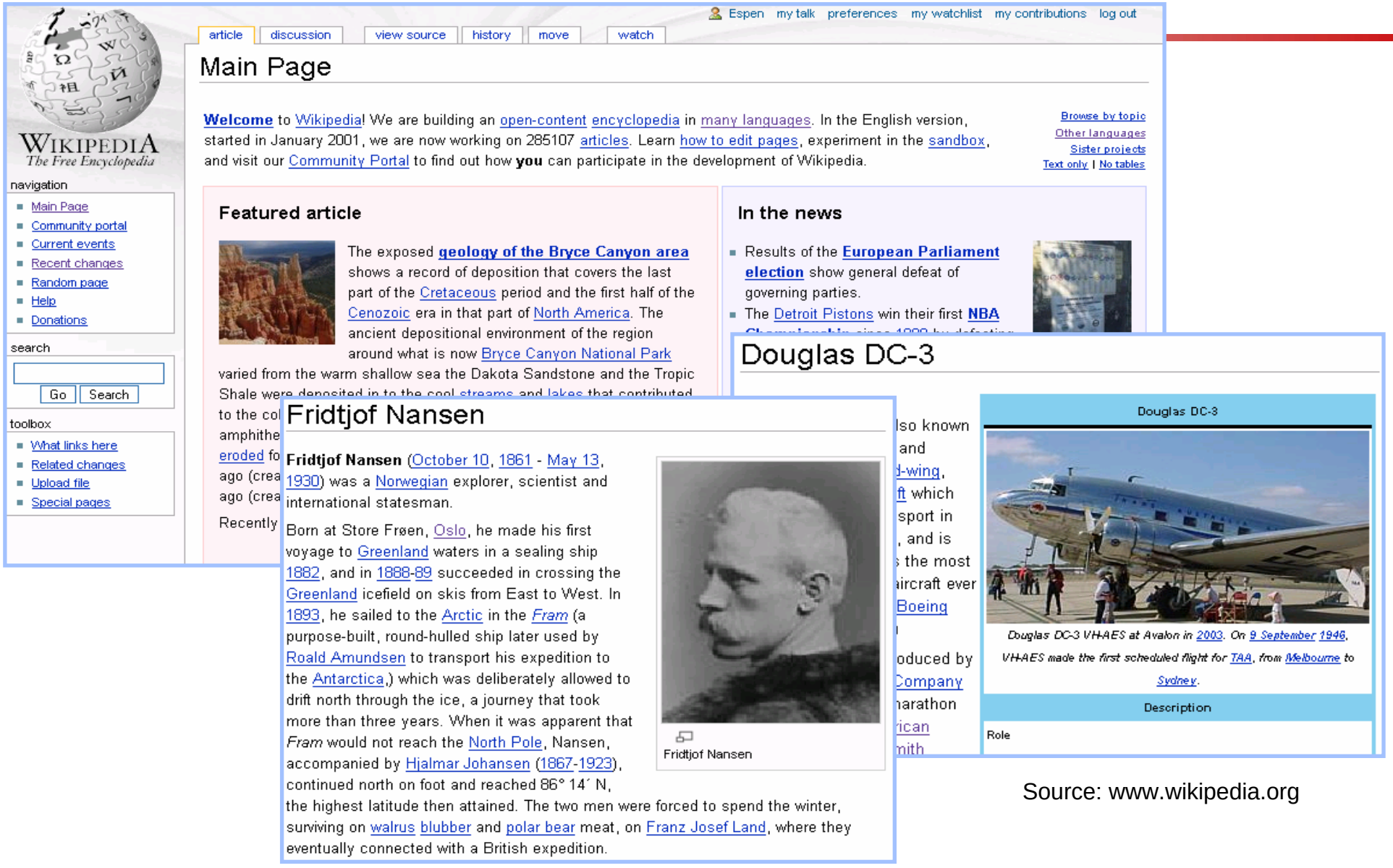
Wikipedia is a collaborately written encyclopædia



Source: www.wikipedia.org

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The authors are volunteers, governed by shared norms and values

- Anyone can
  - edit
  - delete
  - add material
- …but
  - all changes can be reversed
  - all versions are saved
  - vandals are fought and denied access

Source: www.wikipedia.org

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Editing Winston Churchill (section)

```
At the outbreak of the [[Second World War]] Churchill was appointed
[[First Lord of the Admiralty]]. On Chamberlain's resignation in May,
[[1940]], Churchill was appointed [[Prime Minister]] and formed an
all-party government. In response to previous criticisms that there had
been no clear single minister in charge of the prosecution of the war,
he created and took the additional position of [[Minister of Defence]].
He immediately put his friend and confidant, the industrialist and
newspaper baron [[Max Aitken]], (''Lord Beaverbrook'') in charge of
aircraft production. It was Aitken's
allowed Britain to quickly gear up a
that eventually made the difference
```

Role as Wartime Prime Minister

At the outbreak of the Second World War Churchill was appointed First Lord of the Admiralty. On Chamberlain's resignation in May, 1940, Churchill was appointed Prime Minister and formed an all-party government. In response to previous criticisms that there had been no clear single minister in charge of the prosecution of the war, he created and took the additional position of Minister of Defence. He immediately put his friend and confidant, the industrialist and newspaper baron Max Aitken, (*Lord Beaverbrook*) in charge of aircraft production. It was Aitken's astounding business acumen that allowed Britain to quickly gear up aircraft production and engineering that eventually made the difference in the war.

Tools for editing and linking are simple and powerful

www.wikipedia.org

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Wikis tend to pop up as improvised, but powerful knowledge team collaboration platforms

Management implications:

- Understand and secure involvement
- Carefully portion your own participation
  - Too much skews the incentives to participate
  - Too little makes forum irrelevant
- Reward participation, but not with money
- Encourage risky behavior
- Resist individual information ownership
- Be and example

www.pbwiki.com

Source: Andersen, E: *Using Wikis in a Corporate Context*
www.espen.com/papers/Andersen-2005-corpwikis.pdf

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Blogs are the new discussion and reporting platforms of the web

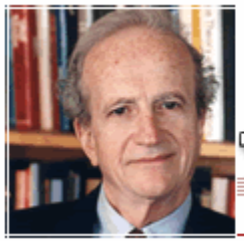
Forfatterbloggen

Når jeg hører ordet Gutenberg, griper jeg etter min PDA

JOI ITO WEB

JOHO THE BLOG

BRAD DELONG'S WEBSITE



THE BECKER-POSNER BLOG

A BLOG BY GARY BECKER AND RICHARD POSNER

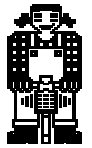
isen.blog

blog for america

CORANTE

INSTAPUNDIT.COM

boingboing



techdirt

GAWKER

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Blogs fill a gap between email and web pages

- Can be installed on your own server or run as a shared service

- Comments and trackbacks facilitates intra- and interblog discussion
- Networking tools increase visibility (Technorati, GoogleRank, Folksonomies)
- RSS-readers increases information consumption

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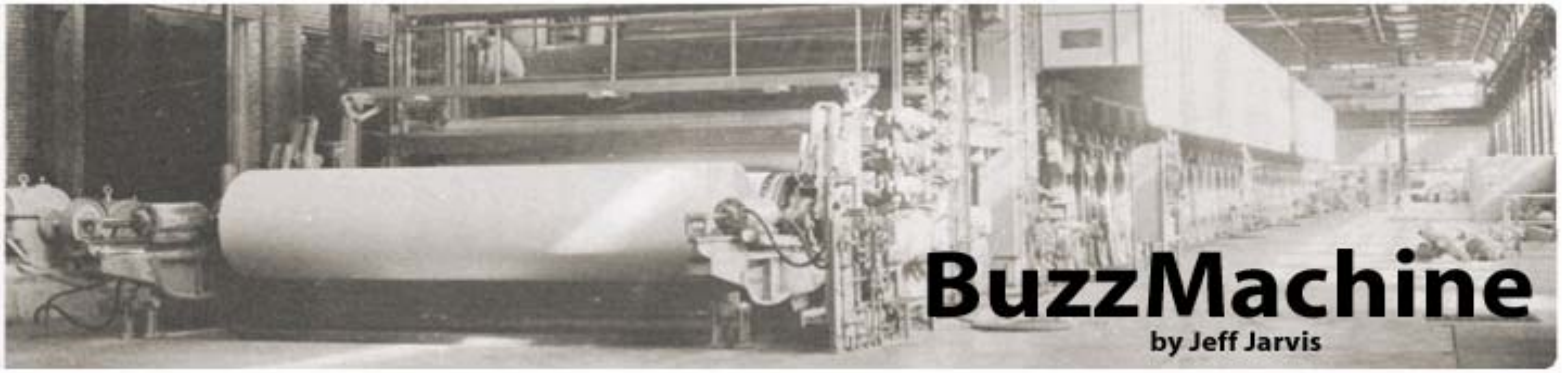
Bloggers should not be ignored.



Dell hell, indeed

November 10th, 2005

Read More: Dell

Dell's profit fell 28 percent.

little green footballs

9/9/2004: Bush Guard Documents: Forged

I opened Microsoft Word, set the font to Microsoft's Times New Roman, tabbed over to the default tab stop to enter the date "18 August 1973," then typed the rest of the document purportedly from the personal records of the late Lieutenant Colonel Jerry B. Killian.

And my Microsoft Word version, typed in 2004, is an *exact match* for the documents trumpeted by **CBS News** as "authentic."

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Blogs are great communications channels to prosumers and thought leaders

scobleizer.wordpress.com

channel9.msdn.com

Business

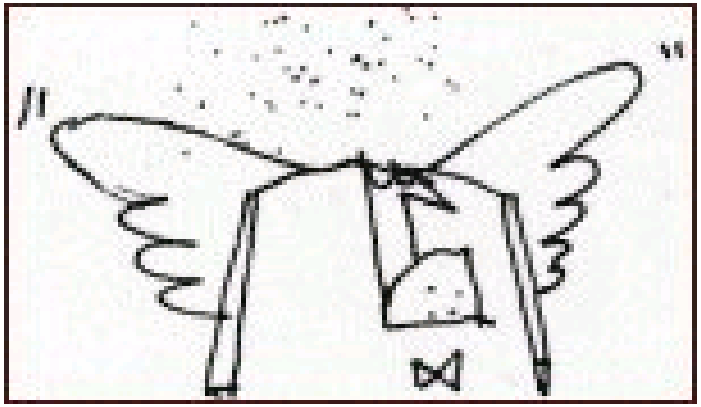
Face value

Chief humanising officer

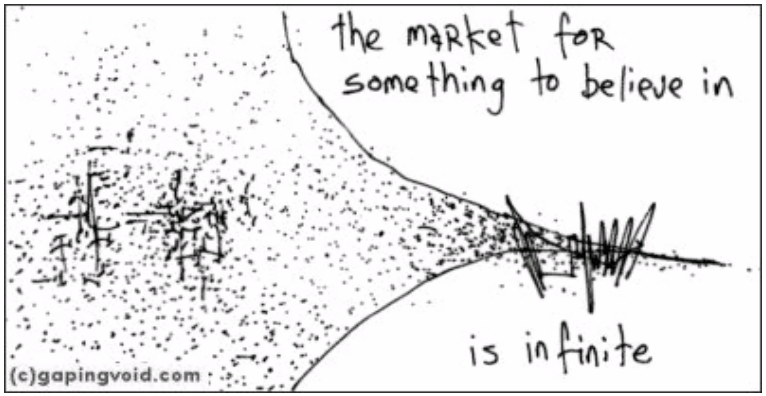
Feb 10th 2005

From *The Economist* print edition

Does Robert Scoble, a celebrity blogger on Microsoft's payroll, herald the death of traditional public relations?



gapingvoid.com



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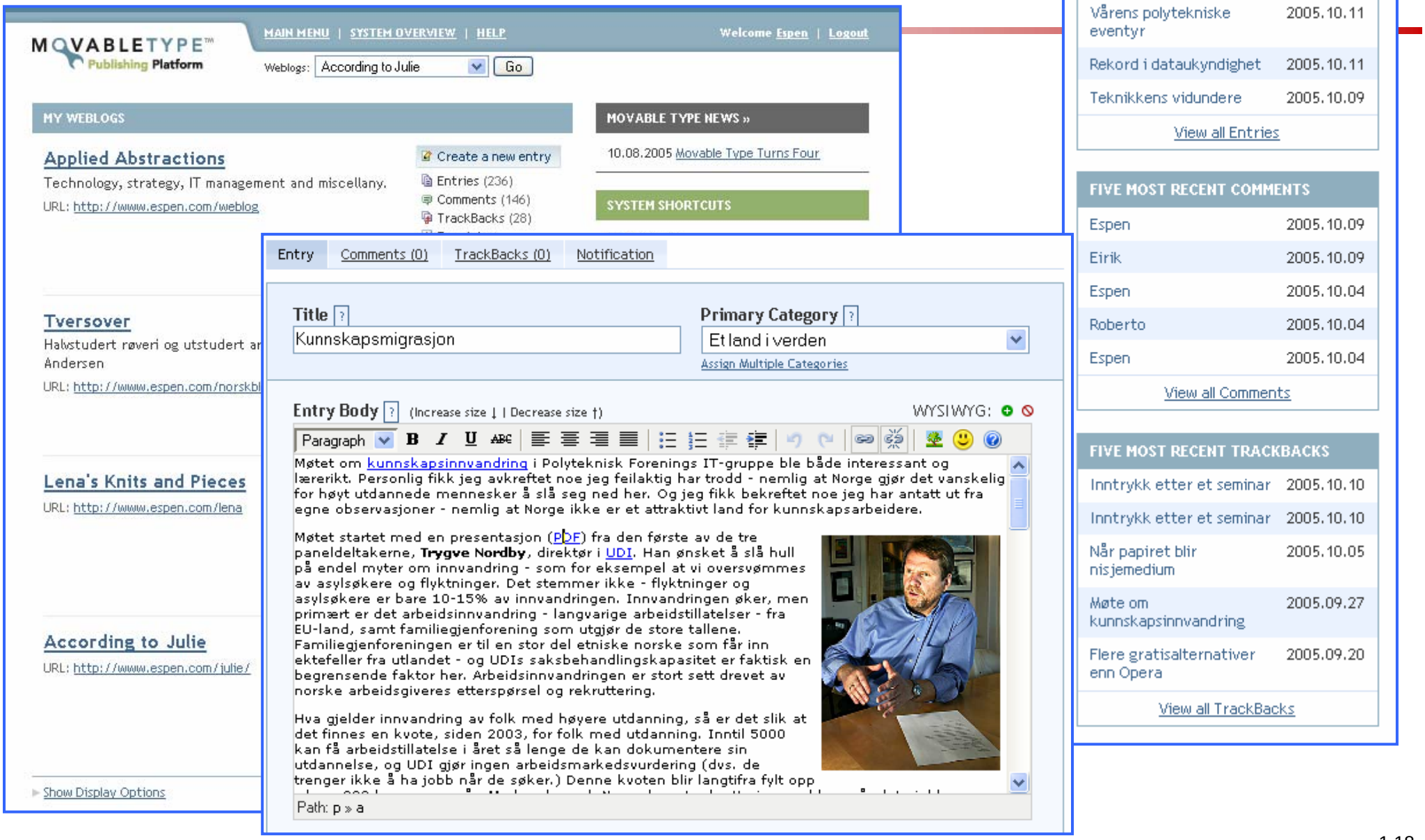
Writing a blog is simple and flexible



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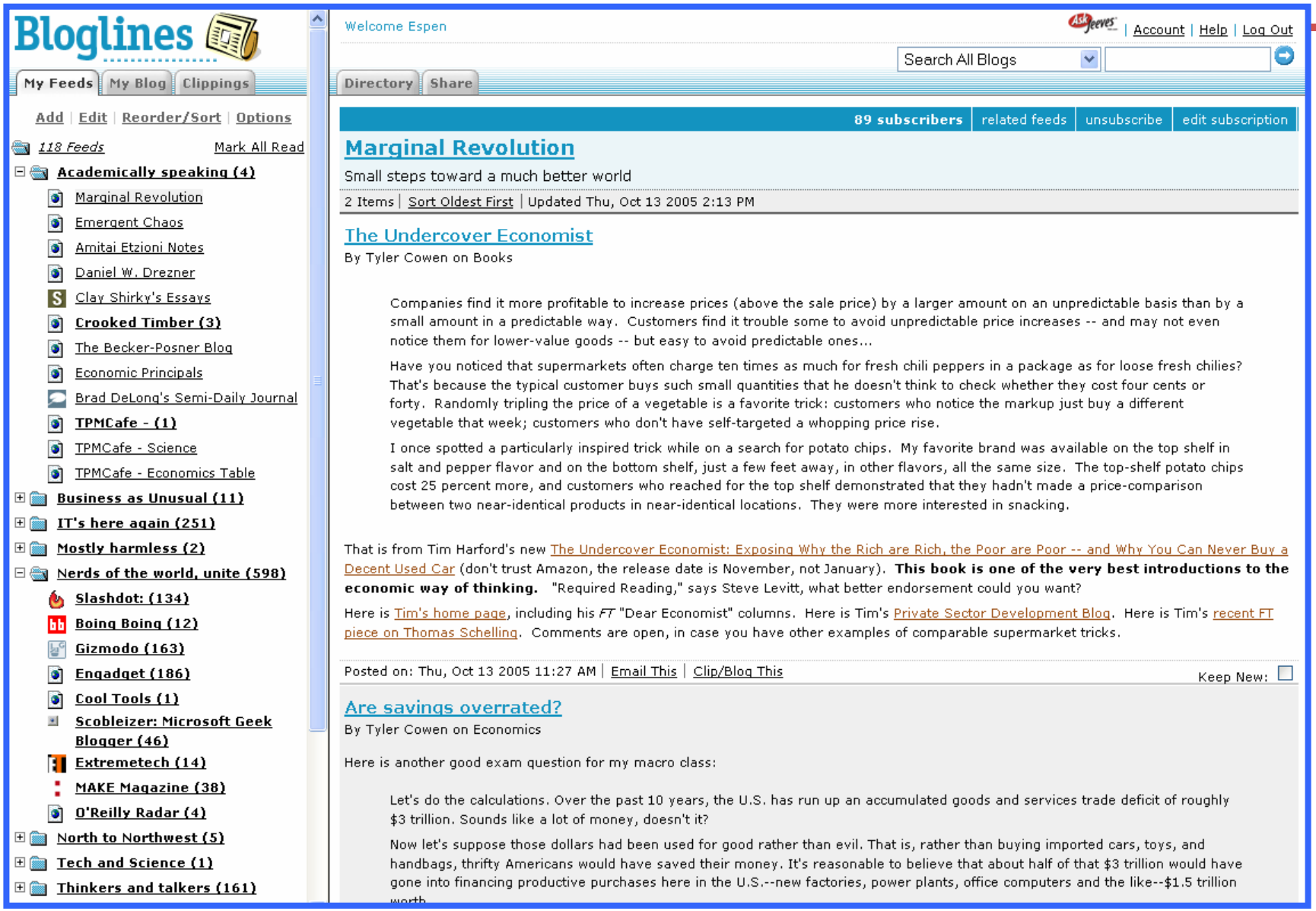
Bloglines and other RSS-readers and aggregators allows fast overview of many sources



www.bloglines.com

XML

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Podcasting lets everyone become their own radio- or TV station

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- ( ) No

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- ( ) Yes, as long as others share alike (more info)
- ( ) No

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Will future intellectuals have to choose between incomeless relevance or profitable obscurity?

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How to Look at China

November 9, 2005, Wednesday
By THOMAS L. FRIEDMAN (NYT); Editorial Desk
Late Edition - Final, Section A, Page 27, Column 5, 846 words

*Please
include p
informati

DISPLAYING FIRST 50 OF 846 WORDS -My friend Nayan Chanda, the edit
and a longtime reporter in Asia, recently shared with me a conversation he'd had v
regarding India and China: India, he said, always looks as if it is boiling on the surfa
very...

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MemeStreams

Thomas Friedman's Latest Article | NYT Subscription Wall Goes Up

Topic: Media **2005-09-21 09:02:32-07**

> *If President Bush wants to make anything of his second term, he should make a quest for energy independence the moon shot of our generation.*

Well, here it is.. The first new Friedman column behind the New York Times subscription wall.

Goodbye Tom! I refuse to pay $7.95 a month when there is only one columnist I regularly read there. I might pay $10 a year for "FriedmanSelect", if half of the money made it directly to Tom. All NYT's other content, I usually find via discussions taking place on the web. Those conversations all start to go dead today. The New York Times voice of commentary is about to get really, really, really soft and quiet.

Hopefully this will not last long. Thomas, if you can hear me, **PUT UP A BLOG**. PLEASE!!

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All information will be on the web....

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...and Google Booksearch does just that

Google Print BETA

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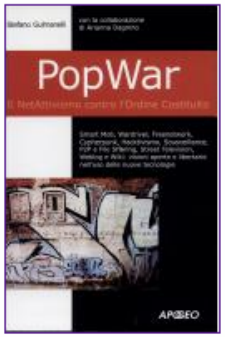

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Popwar. Il NetAttivismo contro l'ordine costituito

by Arianna Dagnino, Stefano Gulmanelli

◁ Page 133 ▷

con un network di telefonia cellulare, il nuovo nodo (utente) non è un aggravio – di costo e di performance – sul sistema bensì è un elemento in aggiunta che porta un miglioramento della performance del network[19].

I mesh network hanno infine anche un'altra caratteristica graditissima al NetAttivismo: come fa notare Espen Andersen,[20] "è un modo di costruire network sostanzialmente impossibile per le aziende [di telecomunicazione *NdA*], o quantomeno impossibile da realizzare in un modo tale che vi sia per loro un ritorno economico". In altre parole questo tipo di network sono la strada alternativa alle telco che le telco non possono percorrere o sulla quale non possono cercare di mettere il cappello. Tanto che lo stesso Andersen aggiunge: "Se fossi a capo di una società di telecomunicazioni sarei molto nervoso al pensiero di una tecnologia per la creazione di network che può essere implementata dai singoli individui". Una tecnologia che non a caso – pur in un momento di estrema difficoltà del business IT – sta vedendo (al di là del colosso Intel che ha fatto della filosofia mesh uno dei suoi campi prioritari di sviluppo) una ventina di aziende, soprattutto della Silicon Valley e dintorni, impegnate nella messa a punto di software e strumenti per architetture mesh[21].

Certo, lo sviluppo di questo tipo di architettura tecnologica ha le sue difficoltà oggettive; per certi aspetti il punto di forza è anche punto di debolezza: proprio per la loro caratteristica di flessibilità e adattabilità, i mesh network sono infatti intrinsecamente precari: i pacchetti di dati viaggiano cioè su percorsi disegnati da nodi che compaiono e scompaiono costantemente. A ciò si aggiunge il problema tipico di una trasmissione wireless che richiede la portata ottica e cioè l'assenza di ostacoli ambientali come edifici, alberi e colline. Tutte difficoltà che non esistono nel tradizionale network wired.

[19] Ancora una volta risuona profetica la frase di Kevin Kelly: "Dumb parts, properly connected into a swarm, yield smart results" In questo caso le parti "stupide" sono i singoli strumenti di trasmissione, la parte intelligente è il risultante network auto-configurante e altamente organizzato.

[20] E. Andersen, "Genesis Of An Anthill: Wireless Technology And Self-Organizing Systems", http://www.espen.com/.

[21] Una di queste, la Mesh Netwoks Inc, ha concepito e realizzato sistemi di routing

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The new cookbook – search the contents of your fridge...

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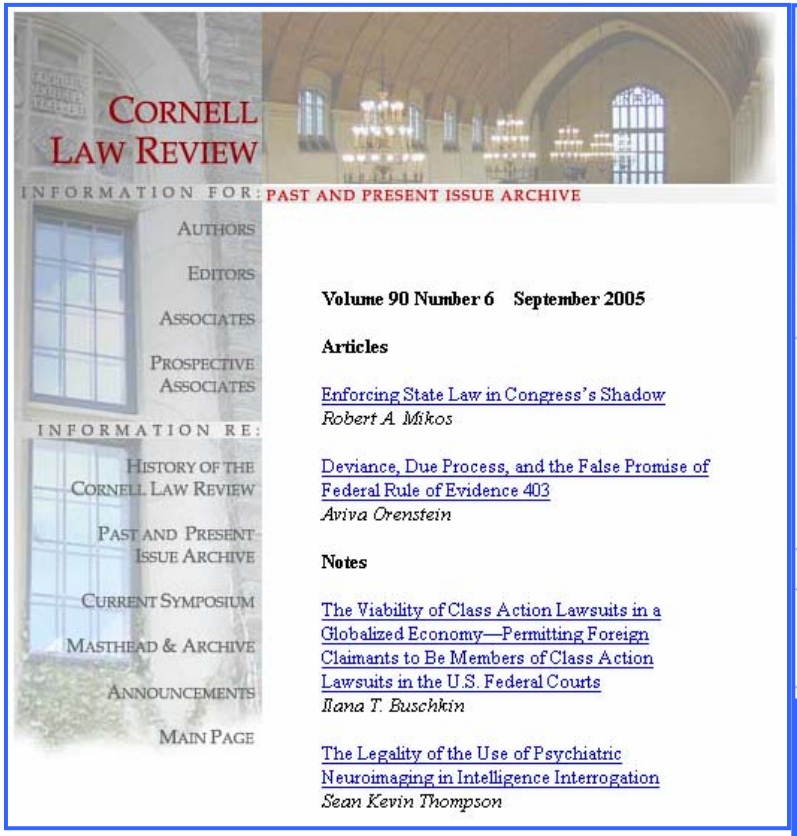
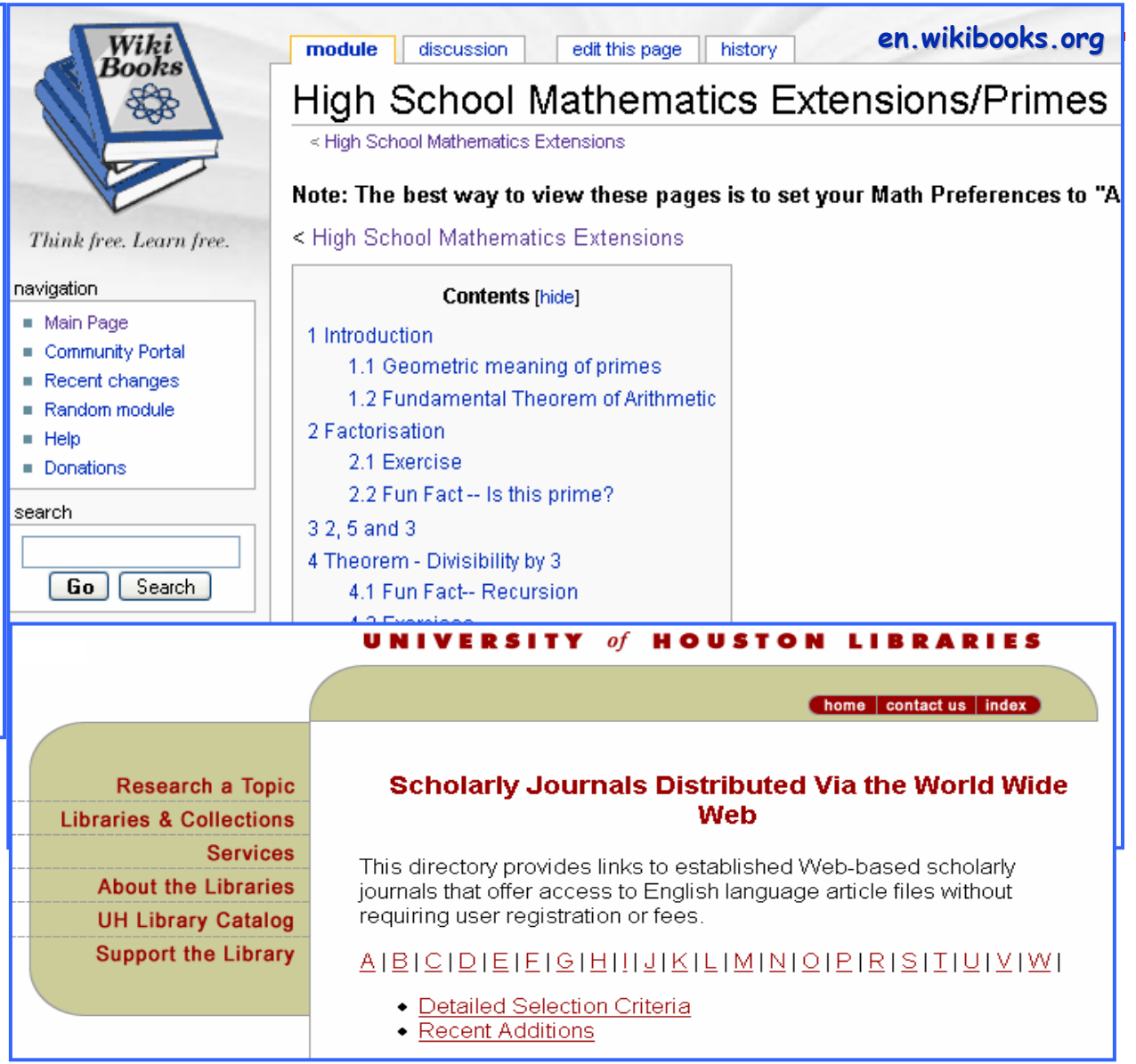
Scholarly publication is moving online...





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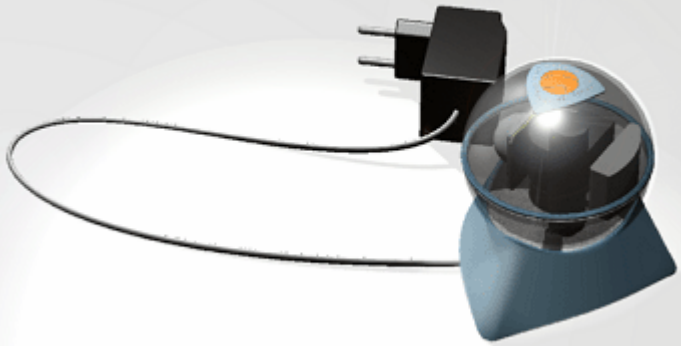
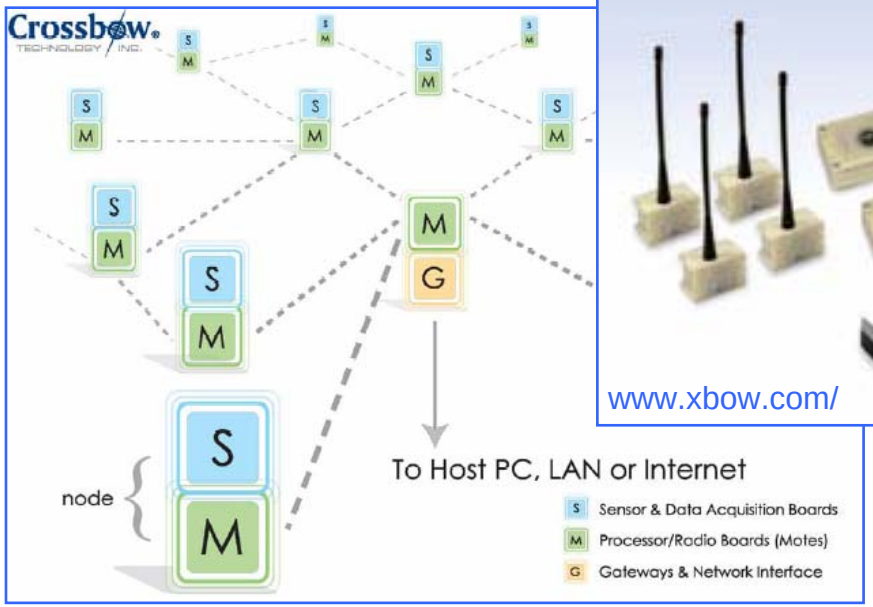
Little brother sees you

Safe-Ball movable camera with GPRS and moisture sensors (www.safe-ball.com)



Sony Intelligent IP-Based Surveillance Camera (www.biosmagazine.co.uk/article.php?id=2817)



www.xbow.com/

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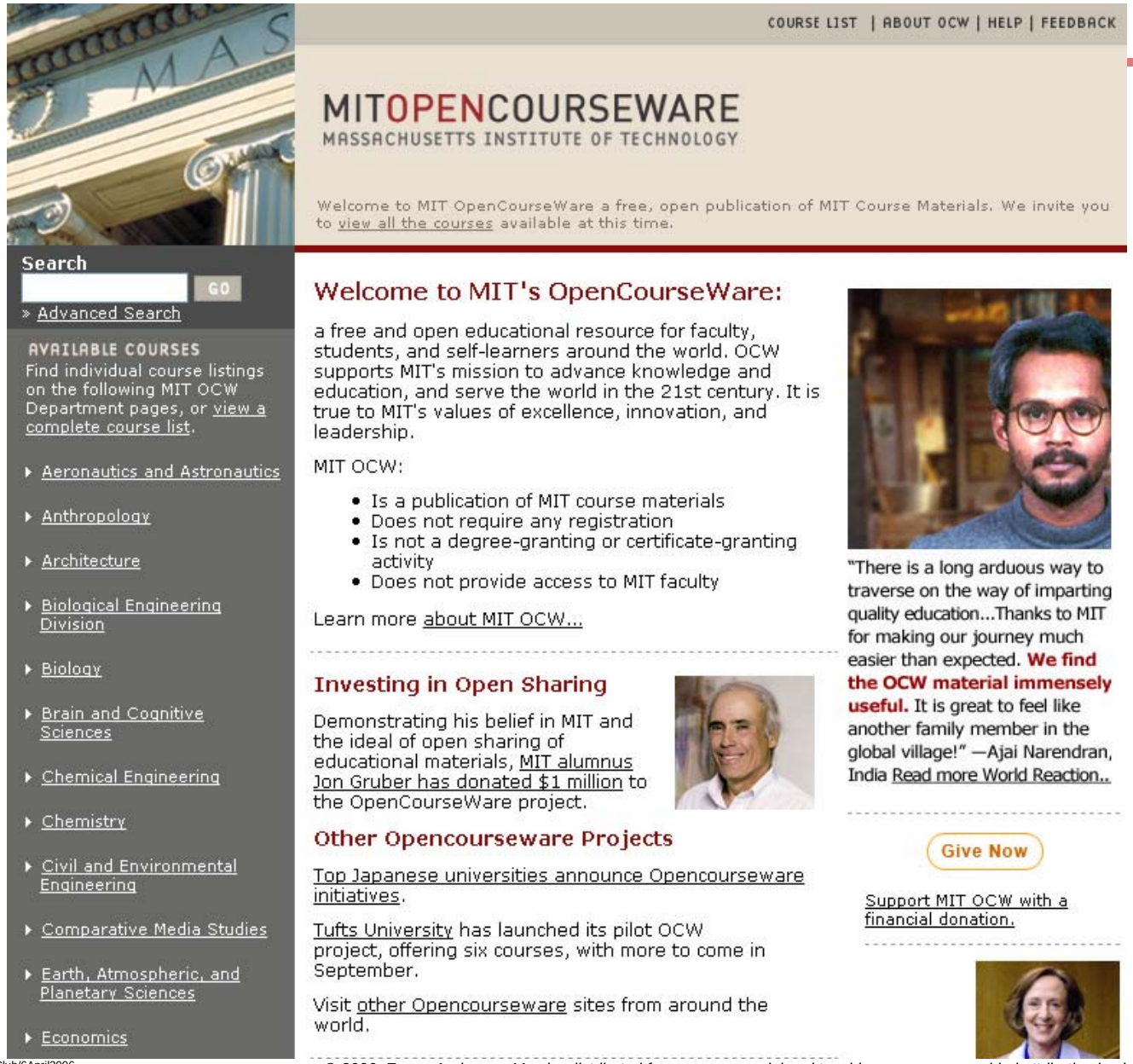
...and the university of the future puts everyting on the web...



ocw.mit.edu

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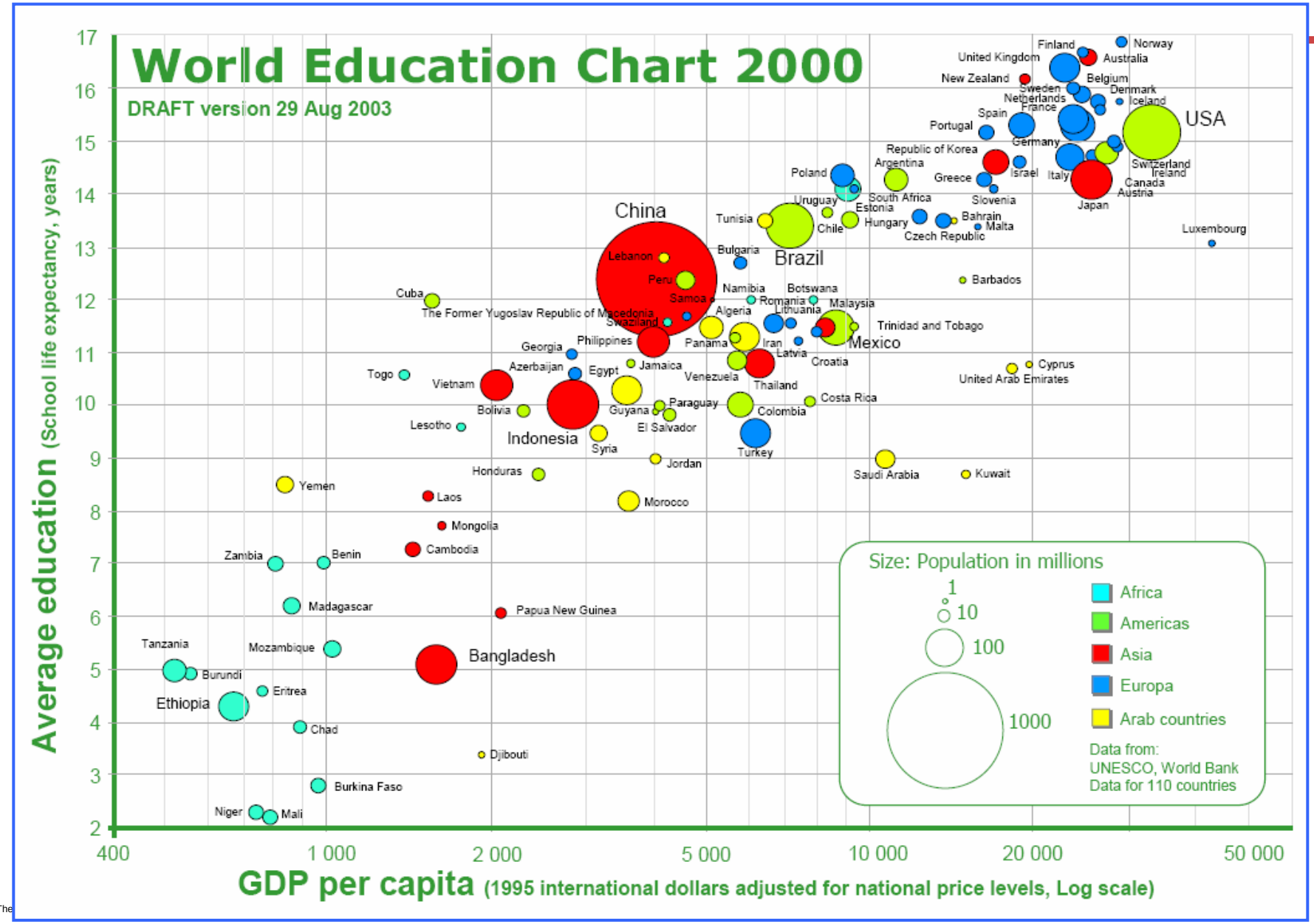
...making policy discussions more fact-based.



www.gapminder.org

The rumors of the death of any industry tend to be greatly exaggerated...

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