The importance of knowing “You don’t know what you don’t know” and a way to know it!

John Wicker
Publishing Segment Head
Global Consulting Practice,
Tata Consultancy Services
john.wicker@tcs.com
http://www.tcs.com
It’s amazing what we don’t know…

- It’s even more amazing what we think we know but don’t:
  - study 94% of college professors ranked their work as "above average" (relative to their peers) Dunning -Kruger
  - Almost 80 % of men consider they are “good” (or better!)in bed…
    - only a small percentage of women agree with this
  - Almost everyone believes they have above average intelligence

- Cant all be true…
- There have been many psychological studies that tell us what we see and what we hear is shaped by our preferences, our wishes, our fears, our desires and so forth. We literally see the world the way we want to see it.
- This can cause serious problems
  “Simply stated, there is no doubt that Saddam Hussein now has weapons of mass destruction”
  Dick Cheney August 26, 2002
- "Ignorance more frequently begets confidence than does knowledge"
Charles Darwin
Let's start with a matrix......
TCS Quick facts

• TCS is part of the TATA Group whose revenues are approximately equal to those of the English Language Publishing industry ($70+ Billion)

• TATA consists of over 96 Companies; TATA is consistently ranked among the Most Respected Global Conglomerates (Forbes)

• TCS has revenues approximately equal to one of the largest English language publisher (over $6 billion): 160,000 employees, 94 Solution Centers in 17 countries (including 4 Regional Development Centers in U.S) First in the world to receive Enterprise Wide CMMi & PCMM Level 5 Certification; Gartner rated # 1 application service provider in North America- 3 years in a row
**Media & Information Services in TCS**

*Our Vision is “To become the premier technology partner for the Media and Information Services industry by building and enabling its Digital future”*

<table>
<thead>
<tr>
<th>Broadcasting and Cable</th>
<th>Publishing</th>
<th>Information Services</th>
<th>Film, Music and Gaming</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSkyB</td>
<td>Emap</td>
<td>Reed Elsevier</td>
<td>20th Century Fox</td>
</tr>
<tr>
<td>CNBC</td>
<td>Hachette Filipacchi Media</td>
<td>Dow Jones</td>
<td>EA</td>
</tr>
<tr>
<td>Fox TV</td>
<td>Hachette Book Group</td>
<td>Leading financial news and data provider</td>
<td>Konami Gaming</td>
</tr>
<tr>
<td>NBC</td>
<td>Idearc</td>
<td>Lifetouch</td>
<td>NBC Universal</td>
</tr>
<tr>
<td>SABC</td>
<td>International Masters</td>
<td>Merrill Corp</td>
<td>Paramount Pictures</td>
</tr>
<tr>
<td>Tata Sky</td>
<td>Knowledge Learning Corporation</td>
<td>The Nielsen Company</td>
<td>Sony Pictures</td>
</tr>
<tr>
<td>Virgin Media</td>
<td>LA Times</td>
<td>Wolters Kluwer</td>
<td>UNIBET</td>
</tr>
<tr>
<td></td>
<td>Nature Publishing</td>
<td></td>
<td>Walt Disney</td>
</tr>
<tr>
<td></td>
<td>Pearson</td>
<td></td>
<td>Warner Brothers</td>
</tr>
<tr>
<td></td>
<td>The McGraw Hill Group of Companies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Time</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>WorldBook</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Broadcasting and Cable:
  - BSkyB
  - CNBC
  - Fox TV
  - NBC
  - SABC
  - Tata Sky
  - Virgin Media

- Advertising & New Media:
  - 6th Most visited Online site
  - AOL
  - Indiatimes.com
  - Qualcomm / MediaFLO

- Publishing:
  - Emap
  - Hachette Filipacchi Media
  - Hachette Book Group
  - Idearc
  - International Masters
  - Knowledge Learning Corporation
  - LA Times
  - Nature Publishing
  - Pearson
  - The McGraw Hill Group of Companies
  - Time
  - WorldBook

- Information Services:
  - Reed Elsevier
  - Dow Jones
  - Leading financial news and data provider
  - Lifetouch
  - Merrill Corp
  - The Nielsen Company
  - Wolters Kluwer
  - Local Insight Media

- Film, Music and Gaming:
  - 20th Century Fox
  - EA
  - Konami Gaming
  - NBC Universal
  - Paramount Pictures
  - Sony Pictures
  - UNIBET
  - Walt Disney
  - Warner Brothers
Let's go back to the matrix...... and introduce time as a variable.
Let's go back to the matrix...... and introduce time as a variable.
So??? What does this mean?

- We all can know (you can look it up)
- We may never know
- We all know
- This will be known one day

Unknown

Known

TIME

Known

Unknown
In 2009 XXX books in all formats were sold.

People read books in many formats.

What is the ultimate book?

Nicholas Negroponte predicted the iPad on June 15th 1992.

By 2015 the number of books sold in digital format will represent x% of total book sales.

CNN predicted on September 26th 2010 that this number would be 50%.
From sectoral systems of innovation to socio-technical systems: Insights about dynamics and change from sociology and institutional theory: Frank W Geels, 2003
Socio-technical system for eBooks

- Content infrastructure
- Industry structure
- Markets and user practices
- Related technologies
- Cultural factors ("coolness")
- Regulation and policies ("Standards")
- Internet and Bandwidth
- Artifacts (mobile and non mobile devices)
15 short years......

• 1995: Amazon starts to sell physical books on the Internet.
• 1996: Project Gutenberg reaches 1,000 titles.
• 1998: Launched the first ebook Readers: Rocket ebook and Softbook.
• 2006: Sony presents the Sony Reader with e-ink.
• 2007: Amazon launches Kindle in US.
• 2009: Amazon releases the Kindle 2.
• 2009: Barnes & Noble releases the Nook in the US.
• 2010: APRIL Apple releases the iPad as of July, Apple had sold 3 million iPads.
• 2010: JULY 19th Amazon reported e-book sales outnumbered sales of hardcovers.
• 2010: JULY 29th Amazon releases the 3rd generation with 3G+Wi-Fi.
• 2010: SEPTEMBER 15th Project Gutenberg reaches 35,000 titles.
• And........................................
<table>
<thead>
<tr>
<th>Year</th>
<th>Conference Series</th>
<th>Title of Conference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>Back to the Future of Publishing II</td>
<td>Dominating Publishing markets into the 21st Century</td>
</tr>
<tr>
<td>1995</td>
<td>Publishing Perspectives</td>
<td>The Organizational Impact of Publishing in New Media</td>
</tr>
<tr>
<td>1996</td>
<td>Publishing Perspectives</td>
<td>Profiting From Tomorrow’s Customers</td>
</tr>
<tr>
<td>1995</td>
<td>Publishing Perspectives</td>
<td>From N to X: The Impact of Online Networks on the Publishing Value Chain</td>
</tr>
<tr>
<td>1996</td>
<td>Publishing Perspectives</td>
<td>Supporting Creativity: Bringing Technology to Front Office Operations</td>
</tr>
<tr>
<td>1997</td>
<td>Publishing Perspectives</td>
<td>Information in Action: Putting Knowledge to Work in the Publishing Industry</td>
</tr>
<tr>
<td>2007</td>
<td>DAD Conference in New York, USA and London, UK</td>
<td>Digital Asset Distribution for Book Publishers: An Emerging Infrastructure</td>
</tr>
</tbody>
</table>
Nick knew in 1992..... The Negroponte Switch

- TV will move from airways to cables freeing up airways for mobile technology
- Mobile technologies will dominate communication…90% of the information bits we buy and sell will be read on the move
- Mobile will evolve to become a more natural way for human beings to work
- The desktop will disappear…windows, keyboard and mouse have no place in the future
“You don’t know what you don’t know” …… and a way to know it!

Developing the 2020 Publishing Business: a NEXT Conference
March 2011 | New York City

presented by:

BISG
BOOK INDUSTRY STUDY GROUP

Sponsored by: TATA CONSULTANCY SERVICES
In conclusion......it is important to..............

- Differentiate between facts and opinions
- Understand the relationship between artefacts and socio-technical environments
- Expose yourself regularly to others
- Listen carefully ..............and you can hear the future

- Today’s Clue:
  - The future of publishing is metadata and the winners will be those who know how to manage it
  - *Our Vision is* “To become the premier technology partner for the Media and Information Services industry by building and enabling its Digital future”
Thank You

Promise what we deliver.
Deliver what we promise. That's certainty.