

The More Things Change... ASIDIC Examines Tried and True Technologies And Business Models at Spring Meeting

America's oldest city, St. Augustine, FL, was the venue for the Spring 2002 ASIDIC meeting. About 50 attendees gathered to discuss services and technologies that have stood the test of time. Program Chair was **Randy Marcinko** (Nstein), and he put together an outstanding program of speakers, including a fast moving and wide ranging keynote address by **Ron Bienvenu** (divine, Inc.) and an eagerly awaited endnote address by **Jonathan Tasini** (National Writers Union), plaintiff in the recent Supreme Court case that adjudicated rights of freelance writers. As usual, a summary of the Technical Program appears in this Newsletter. **Deb Wiley** (Next Wave Consulting) was Local Host, and she selected an outstanding venue for the meeting (the historic Casa Monica Hotel) and the Monday night event (the most interesting Lightner Museum).

Committee Reports

Treasurer: ASIDIC Treasurer **Kevin Bouley** (NERAC) reported that ASIDIC's balances are slowly declining, a trend which must be reversed if the organization is to remain financially healthy. Aggressive action must be taken to improve both membership and meeting attendance. Recommendations include increasing dues and registration fees and continuing to solicit sponsorships. Kevin noted that the Denver meeting generated a small surplus, which is remarkable given its timing shortly after the September 11 tragedies.

Membership: Membership Chair **Carolyn Finn** (ISI) reported that three new Members have joined ASIDIC since the last meeting (see below).

Sponsorship: Four organizations provided sponsorship funding for the Spring meeting: Cambridge Scientific Abstracts, INSPEC, MicroPatent, and Nstein. ASIDIC warmly thanks these organizations for their generous support.

Executive: ASIDIC President **Mimi Drake** (Information Management and Planning) reported on topics recently discussed by the Executive Committee. Extensive discussion centered on consideration of ASIDIC's future and the reasons people come to meetings. Networking, strategic value, and high interest topics were seen as the major reasons. Ideas for increasing meeting attendance are solicited; please send them to Mimi.

Future Meetings

The Spring 2003 meeting will be held in Las Vegas, NV. Local Host will be **Jay ven Eman** (Access Innovations). The fall 2003 meeting will be in Montreal, Canada, with Randy Marcinko as Local Host.

By-Laws Amendment

Because of concerns raised by the Membership, the proposed By-Laws amendment has been tabled for the present.

President's Column

By Mimi Drake

Mark your calendars for ASIDIC's fall meeting, to be held September 22-24, 2002 in Philadelphia. Our local host is **Carolyn Finn** (ISI), and our program chairs are **John Hearty** (OCLC) and **Tom Hogan** (Information Today). The theme of the meeting is "Digital Content: Selling the Past, Present, and Future." Tom and John are putting together an information program to include technology, costs, pricing models, user panel and the CEO panel. Carolyn is planning our arrangements.

Our spring meeting in St. Augustine was terrific, stimulating, and fun. Many thanks to Deb Wiley, our local host; Randy Marcinko, our program chair; and our panel moderators and speakers. The program was superb! St. Augustine is a delight!

We talked about taxonomies, indexing,

divine Inc., business models, and secondary publishers who are alive and well. We had a lively panel and audience participation on the topic, "Is content or

Fall 2002 Meeting

The Fall 2002 meeting will be held in Philadelphia, PA on September 22-24, 2002, at the Sheraton Old City Hotel. Local host will be Carolyn Finn; Program Co-Chairs will be John Hearty (OCLC) and Tom Hogan (Information Today). The theme of the meeting is "Digital Content: Selling the Past, Present, and Future." Be sure and reserve these dates now and make your plans to attend this highly relevant meeting!

technology king?" We can conclude that the throne needs to be shared.

Content and technology play critical roles in our businesses.

Technology en-

ables delivery of value added content to the desktop where people want it. The real kings, queens, princes, and princesses in any business are customers. Tracking materials our customers use helps to customize the service for the customer, add value, and eliminate data or articles not used by them.

We were informed and enlightened by Jonathan Tasini, President of the National Writers Union. Tasini et al. won a US. Supreme Court case in which he and the National Writers Union alleged that the *New York Times*, *Newsday*, and *Time* infringed copyright by licensing the work of free lance authors to third parties with rights to copy and sell articles. Mr. Tasini talked about the perspectives of freelance authors regarding copyright and the desire of authors to control their work. He saw the publishers as wanting rights in perpetuity in all forms and in any place. In earlier contracts with publishers electronic rights were not included. When publishers began licens-

ing their content, including the works of freelance authors, the publishers did not seek permission from the authors. Contracts now specify rights of each party regarding formats, etc. Mr. Tasini's remarks were brief because he wanted to hear from ASIDIC members about their businesses and concerns.

I hope all have a safe and fun summer. I look forward to seeing you in September in Philadelphia. If you have questions or suggestions please get in touch: mdrake@bellsouth.net.

New Members

A SIDIC welcomes the following new Members:

knovel Corporation
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Representative: Randall W. Marcinko

TECHNICAL PROGRAM SUMMARY

Program Introduction

Randall Marcinko, Nstein Technologies

The dot-com era has come and gone. Many companies, technologies and business models have disappeared from the information landscape; others have withstood harsh market and industry pressures. Some of the successes are new players, born of the primordial Internet broth. Others are tried and true building blocks of our industry. Are we dinosaurs? If so, we are still here to talk about it! Many companies have come and gone. Today, we can see a triumph of some basic truths.

SESSION 1: Indexing and Taxonomies: Kingpin or Dinosaur?

(Moderated by Corilee Christou,
Reed Business Information)

Value of Taxonomies and Indexing in Knowledge Management

Joe Schehr, LexisNexis

Some definitions:

T*axonomy*—A hierarchically structured list of controlled terms or phrases

T*hesaurus*—A network of term relationships (broader, narrower, synonymous, related)

I*ndexing*—Assigning terms/phrases to document entities

K*nowledge management*—The art or science of collecting organizational data and, by recognizing and understanding relationships and patterns, turning it into usable, accessible information and valuable knowledge.

Knowledge management cannot happen

without effective indexing, and indexing depends on an effective taxonomy or some form of vocabulary control. Taxonomies and indexing applied across content management, publishing, and use enable them to succeed. People must be active in creating taxonomies, and indexing helps integrate them into workflow processes. Critical success factors in knowledge management are organizing, classifying, finding, and sharing content. Points to keep in mind:

- Taxonomy variations across user areas within an organization
- The human element in creating taxonomies
- Mapping internal and external taxonomies
- Vertical focused versus global taxonomies
- Lifecycle costs

Knowledge Management Glue: Taxonomies

Dee Baldwin, Blue Cross/Blue Shield Of Florida

Blue Cross/Blue Shield's Business Research Information Center (BRIC) was chartered to help businesses reuse their intellectual capital and innovations to achieve faster growth and develop a detailed understanding of the e-business sector's requirements related to creating, capturing, organizing, analyzing and using data, information and knowledge. A project was established to develop and implement knowledge management capabilities that produce an actionable portfolio of intelligence designed to facilitate and improve decision-making. BRIC invested in a "back end" solution to incorporate unstructured data via the Intranet and worked with IT

technical architects to ensure operational environment suitability, calculate start up and recurring costs, review applications that fell within their criteria, and develop a Proof of Concept test. Goals of the project were to find software that would generate taxonomies, create a navigation scheme, and automatically assign terms to specific documents.

The Semio product was selected, and with it, BRIC was able to move from unstructured data residing in a myriad of user files to structured, enterprise data. Semio was found to be a good tool for supporting the development and maintenance of taxonomies, because:

- It identifies important noun phrases ("concepts") in the documents, a task too time-consuming for humans to do with large collections.
- It identifies concepts not used and documents not assigned to a category, indicating gaps in the taxonomy that should be filled.
- It produces statistics on which categories are "well balanced" or not, thus aiding human editors in refining the taxonomy

The following lessons were learned in the project:

- An automated tool such as Semio can significantly reduce the time required for taxonomy development and maintenance, but humans are still required to review preliminary results. Editing is an iterative process that must be performed several times.
- Significant time is required up front to define the domains (information spaces) to be "crawled" and to develop a top-level taxonomy.
- 3. Developing a taxonomy for a large or diverse information space usually

works best when the work is divided into several taxonomies, which may later be combined.

- For a small staff it is vital to purchase or acquire taxonomies and adapt them, rather than create them from scratch.

Paul Vizza, Kiplinger Washington
Editors

Kiplinger needed to unify its content and put it in a format acceptable to aggregators and information professionals. Their publications covered a wide variety of subjects and were in disparate formats. So Kiplinger created a database containing everything they publish—newsletters, books, and magazines—which allowed them to increase their sales and also to create new products.

The solution to their problem was to create a taxonomy that linguistically describes Kiplinger. A lexicographer with a background in business and finance was hired to provide materials and guidance, especially regarding Kiplinger's culture and nuances. The result was a database containing the entire repository of Kiplinger content and indexed using an approximately 6,000-word proprietary taxonomy that provided excellent precision and recall. Today, the taxonomy is stable and requires only monthly maintenance by the lexicographer. Customer reaction has been very positive, and sales have increased.

Why Invest in Computer-Aided Indexing?

Charles Alexander, Nstein Technologies

Indexing adds value to searching, and great searching results from great indexing. Manual indexing is expensive; hence the need for computer-aided indexing (CAI). The purpose of indexing is to extract meaning from content and thus maximize its value. It benefits both the end user and information provider. CAI extracts concepts and entities from a document and categorizes them. According to the Delphi Group, concept-based categorization represents the most sophisticated and challenging approach to solving today's information overload. CAI software utilizes a taxonomy to categorize documents, and end users can find answers via "category browsing." Answers can be found quickly and intuitively. CAI can improve the bottom line because it reduces indexing costs and maintains quality.

Manual indexing costs can range from \$1.25 per record for simple humanities articles to over \$75 for highly technical documents such as patents. As practical examples, the American Psychological Association has used CAI to index PSYC/INFO records, reducing indexing time from 15 to 10 minutes per document, and CEDROM-SNI (Canada's largest vendor of news articles) was able to fully automate indexing of its daily throughput of 6,000 articles, significantly reducing costs.

KEYNOTE ADDRESS

Content Management Strategies for the Highly Efficient Enterprise

Ron Bienvenu, divine, Inc.

divine has acquired eight public companies in the past ten months, including information entities Rowe.com and Northern Light. This strategy started seven years ago, when divine observed that the pendulum was shifting, and what is important is the content that flows through the information channels. divine now has over 3,000 employees in more than 15 countries. Their revenue target for this year is \$900 million, and they hope to be profitable by the 4th quarter of this year. Over 350 of their employees are in sales.

The best content will dominate information markets. If you do not have good quality information, nobody will care what you are selling. The information supply chain depends on getting the right information to the right person at the right time. Peter Drucker said,

"...the information revolution has caused managements to be less well informed than they were before. They have more data, to be sure, but most of the information so readily made available by IT is about internal company matters. As this survey has shown, though, the most important changes affecting an institution today are likely to be outside ones, about which present information systems offer few clues."

(Source: "A Survey of the Near Future", *The Economist*, November 3, 2001)

Competition is getting more intense; big and fast companies are eliminating their competitors, and there are unprecedented opportunities as well as threats today. With all this competition, there is hardly any time to stop and think or to build a

business!

The amount and importance of internal information is skyrocketing. Content management is the buzzword today, and it is not just for documents or Web pages. It includes documents, Web pages, chat sessions, interactive customer-facing systems, supply chain systems, machine-to-machine interaction, human-to-human interaction, human-to-machine interaction, external information systems, news feeds, collaboration tools, and more, all working together seamlessly. This extended model will rapidly increase ROI and bring new growth.

The black magic of information technology must give way to a more pragmatic approach. Stop worrying about technology and solve problems. What do people want to do with the Internet? The value is not in the marginal cost per unit, but scale and critical mass, which will drive a huge value chain. Microsoft's strategy in 2001 is almost identical to Microsoft's in 1982, when they saw the markets fragmenting, a radical shift in underlying technology, and moved toward a PC on every desktop. Now we are moving towards the Web on every desktop. Content and applications are merging and extending the definition of content.

The Web has created many problems with its fragmentation of a huge amount of data. What information will drive your business? Information technology has to manage the amount of information, but it cannot tell us *what* information is relevant. The most valuable information a business can have is that generated by customer-facing systems. Therefore, we must track what people

actually *do*, not what they say. This is more important than the information content provided to them.

**SESSION 2: Après Le Déluge:
How Secondary Publishers Have
Survived Rumors Of Their Death
And Are Thriving In The New
Internet Economy**

(Moderated by Leslie Lees)

Success in an Uncertain World

Linda Beebe, American Psychological Association (APA)

APA's mission permeates all its business decisions. APA, a professional society of 155,000 members, is celebrating its 110th anniversary in 2002. It publishes 40 primary journals, secondary databases, books, and reference works. Although the publications are specific to psychology, the content is useful to a broad, multi-disciplinary audience.

APA's primary database, PsycINFO, began as *Psychological Abstracts* in 1927 and was one of the first electronic databases to go online in 1967. It now contains nearly 2 million records, going back to 1887. The records have a global focus and come from 56 countries. APA's thesaurus is now in its 9th edition.

Secondary publishers are thriving today, but they face many challenges, some of which are illustrated by the following quotes:

- "Information wants to be free."
- "I can find anything on Google."
- "Free searching on the Internet saves me time."
- "I want it now."
- "If it's not electronic, it doesn't

exist.”

- “Users want to search full text.”

Free services (PubScience, MEDLINE, etc.) and free full-text searching services (PubMedCentral, ResearchIndex, etc.) are more than challenges—they are threats to the survival of secondary publishers.

Secondary databases are engineered for precise recall and are built by subject experts. They cover diverse document types and are well filtered for relevancy to specific user needs. They have the benefits of being both an unbiased filtering tool and a finding and linking tool. They are efficient, comprehensive, and offer easy access to authoritative literature as well as supporting systematic, organized research. A bibliographic database offers precise recall, trustworthy and comprehensive information, and reliable conclusions. Previously, abstracting and indexing services were early technology innovators and close to customers because they provided training. Now, however, their technology innovation has slowed, training has disappeared so they are farther from their customers, and there is a perception that they are stodgy and not as forward-looking as other information sources.

Although APA has made many changes in response to today’s challenges and threats, some things remain constant. These include its mission to be the world’s leading provider of psychological information, support all its business partners equally, be everywhere its customers want it to be, and continue enhancing quality. APA has reorganized its staff to make maximum use of efficiencies, begun to use new technologies such as machine-aided indexing, and is actively seeking feedback from users. In

the content area, it provides linking, and is merging its “content silos” (books, journals, etc.) into one, building a tracking system to help users find cited references. Tiered pricing schemes have been designed to provide access for all, while retaining the revenue stream to support important programs. Transactional pricing has also been inaugurated; bundles and deposit accounts are coming soon.

In the future PsycINFO will participate in the continuing evolution of APA’s business models as the market evolves. It will have more records, more features, more efficiency, more coverage of content and document types, and more targeted services, all of which should lead to continued growth in revenues and market share. Secondary publishers will find growth and prosperity if they:

- Recognize their role as finding tools, not as the user’s ultimate destination.
- Reach out to link wherever possible.
- Capitalize on the need for enhanced productivity in user communities.
- Work with librarians to teach users.
- Promote their value to primary publishers.

Engineering Information and the Web *Mary Berger, Elsevier Engineering Information*

In 1884, a group of engineers began an effort to provide access to the world’s engineering literature. This effort eventually became Engineering Information (EI). Beginning with the printed *Engineering Index*, in subsequent years, a

number of other products were introduced, including subsets on plastics and electronics (which ceased), “Card-Alert” (an early SDI service) (which was changed from its original design), *Energy Abstracts* (which was sold), and *Bioengineering Abstracts* (which was also sold). Since 1969, the electronic version of *Engineering Index* (COMPENDEX) has been available on several host systems or as directly leased copies for internal use (“tape” products).

In 1994, EI developed the “Engineering Information Pipeline”, which organized links to Gopher sites by topic. This product was almost ready for launch when the Web replaced Gopher technology. So EI immediately switched to development of the “EI Village”. The Village was a smorgasbord of offerings arranged hierarchically. It used the community model, and its main purpose was to stimulate use of the Web version of COMPENDEX (CompendexWeb). The Village was a huge success in the marketplace and won several awards. However, EI found that most people used it to get access to CompendexWeb. Little use was made of the other sites, so EI redesigned the Village (now called EV2) with an entirely new look and feel. It no longer provides access to Web sites and looks more like a search engine.

EI has begun to host other databases on EV2, which has provided a new set of challenges because EI was never a host before. Both the technology and sales forces have had to be expanded to adapt to the shifting Internet environment. Opportunities include better relationships with customers, higher added value, and higher revenue margins. In the future, EI plans to add additional databases and improve the timeliness of its

products. Evaluations of new technologies such as machine-aided indexing and text mining tools are underway.

An Information Eco-System

Matt Dunie, Cambridge Scientific Abstracts (CSA)

CSA is 40 years old. It has grown primarily by acquisitions. CSA used to be a sleepy little company producing about 30 printed abstract bulletins. In 1996, it acquired METADEX and some other small databases, and in 1998, Sociological Abstracts and LLBA were added. Several files were added in 1999 and 2000, and in 2001, a major acquisition of the Bowker databases occurred. Now, CSA has 15 major databases, 72 print titles, and several distribution partners. The company is profitable. There are 160 employees, 80 of whom perform editorial functions. CSA produces 800,000 records per year, most of which have abstracts, and which cover four major disciplines: life sciences, technology (materials science, engineering, computer science), humanities, and social sciences.

CSA places a major emphasis on listening to customers, which is the only way an abstracting and indexing business can survive. They let customers help design their products. An open line between customers and the editorial staff is maintained. An industry thrives by meeting the needs of its customers—both the needs they express and the needs they do not know they have yet. As an industry, we must organize ourselves so that we can accept a customer’s random impulse for information and deliver results. In the same way that nature works to create an eco-system, we must continue to cre-

ate an information eco-system.

When a company is acquired, CSA tends to keep the editorial office in place, and use their central office for all other functions. There are six editorial offices around the world. Four systems are used for production, but they would like to move to two.

Publications can never remain static; change must be embraced across the board. CSA wants to sell content and drive down search costs. They generate usage by hiring training and customer service staff. Linking among publications is a major emphasis.

SESSION 3: Is Content or Technology King?

(Moderated by Craig McKinnis)

Is Content or Technology King?

*Marcus Woodburn, ProQuest
Information & Learning*

There are three types of content: commoditized content (today's weather etc.), transient content (e-mails, text messages, blogs), and premium content (research papers, 'published' works, etc.). What allows you to say you are king—Scale of distribution? Economic return? Perceived quality? Do we value the pipeline or what fills the pipes?

Recent moves toward exclusivity reinforce the viewpoint that he who holds the content is king. If the only way you can get at content that you "must have" is through one source, then you will (up to a point) give whatever is necessary for that access. Good content puts one in a very powerful position, and the Web has facilitated this because it allows content to move to a larger audience. We must

be able to take desired content to the user. ProQuest still makes as much from microfilm to day as it did five years ago because microfilm is an acceptable archival medium.

Technology is the "king maker" because it facilitates dissemination of the content and access to it. But technology is also a "slave maker" because it is ever-changing and demands a never-ending investment to keep it current and to give it life on a daily basis. Technology is not king because size does matter. For example, nobody orders documents of less than 20 pages in hard copy, and nobody orders documents of more than 200 pages in electronic format. Technology is also a restrictor of access—only 56% of US homes have online access, which means that 44% are disenfranchised!

Customers are the proletariat. They provide support, or lack thereof, for the ruling hierarchy by choosing what to buy, how to buy it, and how much to pay. Context acts as a "validator" for content. With the ability to create context, the provider empowers both the customer and the content. If the context is interactive, the content is given life. Context is subjective, and customers decide whether it is acceptable.

Content is the Kingdom, Technology Holds the Keys

Scott MacFarland, IEEE

Content can exist without a persistent physical manifestation, but information technology improves its persistence, dissemination, discovery, and "expression." For example, IEEE is the world's largest technical society, with 377,000 members worldwide, and 64% of IEEE

Members say that their primary reason for joining is to get access to IEEE's Publications.

Print technology works, but it has limitations. For IEEE, its content was highly cited, and it has a strong brand. Some customization was possible. But print distribution is slow in some regions of the world (40% of IEEE's members are outside the US), and discovery options are limited. One of IEEE's early ventures into electronic distribution was the IEEE/IEE Electronic Library, which was distributed on CD-ROM and contained all IEEE and IEE Periodicals and Conference Proceedings, as well as IEEE Standards published since 1988. This collection was very large; purchasers had over 400 CDs to manage. The technology did not motivate the purchase because customers had no choice of which content to buy. So IEEE Xplore—a Web service that replicated the print model—was developed. Users can choose packages of content to purchase. Technology was the enabler of this service and added value to the content.

IEEE Xplore is an example of how technology can be used to enhance content. It can be tailored to the customer. Desktop delivery can be implemented at low incremental cost. Dissemination is faster, and papers can be posted electronically before the print issues are complete. All of this facilitates improved discovery, especially through search engines and linked references.

Technology is King in the New World *Robin Phelps, DigitalOwl, Inc.*

Technology is used to solve business problems, and without it, no content would get to the Internet. It is also used to explore a new world. For example, Thomson Financial found that customers use information to save time and money. Enterprise applications and “point of use” applications are all in place today because of technology. Corporations produce lots of their own information; they need to manage, search, control, index, and catalog it. It is often deployed through portals for an enterprise, which adds value. Customers pay not only for the content, but also for the technology that makes systems possible. We make better use of information with technology.

Is Technology or Content King?

Charles Terry,
COMTEX News Network

We should stop asking this question. Both technology companies and content companies think they are pre-eminent and have the attitude that “My baby is not ugly”. Content costs money, and so does technology, but readers pay money. So who is king? Readers are king—if the content is credible, easily found, timely, retrieved with high precision and recall, and its use saves them money. In today's e-publishing world, the digital economics are frightening. Distribution and replication costs both approach zero, so most barriers to entry have been removed.

Technology companies serve the interests of both readers and producers. For readers, they put content into context

and integrate it into task-based applications. For producers, technology helps reach readers via applications and allows integration of all content into one package. Publishers must maximize value by contextual use of information. It must be packaged and re-packaged, with metadata, then integrated into task-based applications and associated with related content. Partnering with selected technology providers, niche application vendors, and with infomediaries can maximize distribution. Isolated content is not very useful; *content in context* pleases the king!

The maximum distribution with a maximum number of partners leads to the most money. It allows one to reach multiple aggregators, markets, and applications and also to reach the right reader at the right time. Because there is a single point of control, revenues are maximized, and costs are minimized.

SESSION 4: CEO Panel

(Moderated by Randy Marcinko)

Wes Crews, Infotrieve

Infotrieve sources journals, standards, conference proceedings, and books and delivers them to users in hard copy and electronic format “just-in-time”. 95% of the world’s literature is not available electronically, so Infotrieve delivered 150,000 printed articles last year. People still use print journals; 55% of Infotrieve’s users say they learn about relevant articles by browsing print journals.

An Outsell study found that the most important attributes in selecting information services are relevance, timeliness and updating. Scientists spend between

40% and 60% of their time communicating. 45% of the amount of time spent on information by corporate end-users is spent gathering, looking for, and pulling the information together. So Infotrieve views itself in the networking business, establishing connections and relationships with customers. Connections between people and information drive innovation and discoveries.

Opportunities and challenges include:

- “Just in time” information is moving closer to being a core value.
- Go to where the work is.
- Understand where value is created.
- One size does not fit all.
- No one can establish the connections alone.

Charles Terry,
COMTEX News Network

The worst effect of the dot-com debacle was the disrespect and devaluation of content and the resulting paralysis of publishers, who are now afraid to take risks. We must overcome this with proper business models. The good news is that there are now many more users to sell to, and they have many unmet expectations, which translates into opportunities. The user interface is absolutely critical. Consider the *Wall Street Journal*. They did an excellent job in creating the first browser, but who needs 10,000 stock prices?

In the digital economy, there is no incremental cost of replicating and distributing content; therefore, it must be sliced and diced to create new products. New content distributors will reach new customers (the kings!). Winners in the electronic world must master hyper-

distribution and add value to naked content (which is out of context). COM-TEX has leveraged 10 million readers to deliver revenue models to publishers and customers.

Chris Forbes, knovel Corporation

There is a huge opportunity in reference information, which is not readily available online. knovel was formed two years ago to exploit this opportunity. Information architects created a technology platform to facilitate online reference publishing.

In reference publishing, the non-textual component is very important. knovel's platform can handle both text and non-textual data and present it to the user in a single interface. Currently, they have 400 sources online, including such respected works as the *Handbook of Chemistry and Physics*. All elements of the platform are important and necessary for success: technology, content, and distribution.

knovel began selling its services in April 2001, and now has about 125 institutional customers. Most of their client base is corporate; they have targeted major academic institutions for their next approach. Lessons they have learned include:

- Know how people use information, and allocate as much money toward selling as getting usage, because usage will build on itself. The value of information will then be multiplied to both the user and publisher.
- Technology can both create and destroy content. People can do their own analyses and create their own information. However technology

can find things nobody uses and which are perhaps not useful.

knovel's vision is to revolutionize the use of technical information. The market is very broad. Corporate customers should be treated like publishers because they funnel information to subscribers, and they will pay to deliver information into their channel.

ENDNOTE ADDRESS

Jonathan Tasini, National Writers Union

Content providers and aggregators give order and system to the billions of articles that exist. However, the authors make it possible for content providers to exist, and the Supreme Court has agreed that it is good for authors to have control over their works for a period of time so that they can receive compensation for their work. The US Constitution provides (in Article I, Section 8) that authors must make a living from their works, and they help promote science and useful arts. Content providers must recognize this or the rights are meaningless.

Aggregators have reacted to the Supreme Court decision with a "take it or leave it approach", in which the authors are required to sign away their rights forever, or the aggregator will delete the records from their system. In five or six years, the result will be that no individual author will control any rights. This practice is not good. We need a system for authors to license their works to a provider. A rights clearinghouse should be established for authors similar to the one in the music industry. The system would work for the authors to protect

their interests, but it would also allow them a simple way to license their works.

There are many opportunities for authors and publishers to work together mutually, with authors getting compensation and publishers making a profit. About 17 million articles, for which aggregators do not have rights, are affected by the recent Supreme Court decision. Some authors are very concerned that the records containing their work are being destroyed; they would like to obtain control of those files. The authors are concerned about articles being removed from databases. They want the producers to recognize that their work belongs to them, and they should be asked before it is added to a database. The proposal for a clearinghouse is a workable solution to the authors' position.

DISCUSSION GROUPS

Each of six discussion groups debated one of the following major information industry issues and tried to arrive at a consensus.

- Is content or technology king?
- Will secondary publishers survive?
- Is the way of the future mergers and acquisitions? Does the success of companies depend on M&A?
- Is the Tasini Amendment destructive? Why do we care?

Below are the conclusions they reached.

Group 1: Content is King.

Technology is merely the enabler. If there is no content, there is no need for the technology. Information is im-

portant. It is interesting to note that all dot-coms started looking at content as they retrenched. Content is a method of communication.

Group 2: Technology is King.

The technology and the content go hand in hand. Customers are really the king, and we must watch what they do.

Group 3: Secondary Publishers will survive.

Secondary publishers provide consistency and organization, especially as they apply taxonomies. They can survive by updating their taxonomies faster and use them as a key added value. They must collaborate closely with primary publishers, and index very current data and more types of information. Linking and categorization are important. In the future, secondary publishers may not look like they do now. They are evolving into virtual communities and may become a threat to aggregators. Many are developing their own search engines, giving them control over usage data that is not available to primary publishers and aggregators.

Group 4: Secondary Publishers will not survive.

Aggregators have become A&I services; the question is if they will survive. Many aggregators are adding full text. They need to focus on publisher relations.

Group 5: Is the way of the future M&A?

What is success? Mergers and acquisitions are a natural result of

success. Some entrepreneurial companies have not been acquired: HW Wilson, Information Today, NewsBank.

Group 6: Is the Tasini Amendment destructive?

Why do we care? Will the money come from the publishers? Probably not—the lawyers will get all the money! Copyright lets the authors retain control. Many aggregators feel that setting up a complex system to pay authors small royalties is not worth the trouble; it is easier to just delete the data.

***ASIDIC thanks Cambridge Scientific Abstracts,
INSPEC, MicroPatent, and Nstein
for their generous support of this meeting.***

SPRING 2002 MEETING ATTENDEES

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