

- 12 [Leveraging the Power of White Papers](#)
- 17 [Solving Management Problems in Information Services](#)
- 20 [Understanding Today's Capital](#)



Plus ...
Jobs, Discussion, Tips, Reviews and Events

Contents

Editorial By Monique Cuvelier	3
My Favourite Tipples By Zena Woodley	5
Jinfo :: Jobs in information	8
FreePint Bar	10
Tips Article "Leveraging the Power of White Papers: How to Create White Papers That Persuade" By Michael A. Stelzner	12
Review "Solving Management Problems in Information Services" Written by Christine Urquhart Reviewed by Diana Nutting	17
Feature Article "Understanding Today's Capital: Thomas Stewart Delves into His Keynote at Online Information 2006" By Thomas Stewart	20
Events and Gold	24
Contact Information	25
ONLINE FORMATTED HTML VERSION http://www.freepint.com/issues/231106.htm	
Fully-Formatted Acrobat Version http://www.freepint.com/issues/231106.pdf	



About FreePint

FreePint is a global network of people who find, use, manage and share work-related information. Members receive this free twice-monthly newsletter, which is packed with tips, features and resources.

Joining FreePint is free at <<http://www.freepint.com/>> and connects information practitioners around the world with resources, events and answers to their tricky research and information questions at the FreePint Bar, our free online forum: <<http://www.freepint.com/bar/>>.

The FreePint Newsletter is available online in several formats and can be read, saved and forwarded at <<http://www.freepint.com/issues/>>.

Editorial



Hoarding knowledge will only get you so far in business -- just ask anyone trying to earn a living with an art history degree. But once you figure out how to evaluate and apply what you know, then you stand to make some progress. For that you can ask just about any CEO around.

That sounds like the simplest logic; after all 'it's not what you know but who you know' has been an overused cliché for donkey's years. But it took a stretch of brainpower and a shift in our very economy to figure out how to turn knowledge into power.

In 1991 Thomas Stewart (the main keynote speaker at Online Information 2006, in London) made that leap. Then a writer for the magazine Fortune, he wrote a groundbreaking article that explained that, with few exceptions, this world no longer barter goods for money any more than you pay your GP in chickens. No -- what we buy, sell and do, so he says, is knowledge. The value in a product isn't so much the product, but the innovation that went into making it. The key to exploiting that knowledge is understanding how to shape it into something more than facts and digits.

Since that economic discovery was unearthed, the subsequent years have given us all a chance to refine and process what's happening. Online Information is the ideal place to stand back and see where our industry has become, through exhibitors, Stewart's keynote and our interview with him below (read more about the state of the industry with the guest contributions in November's issue of our sister publication VIP <<http://www.vivaVip.com/>>).

Use this issue of FreePint to learn more about your place in the new economy, as well as pick up a few practical tips, and then stop by to talk about it with us at the event from 28-30 November. We'll be at stand 122 waiting to meet you.

Sincerely,

Monique Cuvelier
Editor, FreePint
e: monique.cuvelier@freepint.com
w: <<http://www.onopoly.com/support/team/>>

FreePint is a Registered Trademark of Free Pint Limited (R) 1997-2006



BUREAU VAN DIJK
ELECTRONIC PUBLISHING

When it comes to company information we give you two options

Bureau van Dijk Electronic Publishing has two ranges of company information products. They both contain company and complementary data for up to 20 million companies around the world, giving you two ways to:

- access high-quality, timely company and business information
- add intelligence to your research, marketing and planning
- utilize company and business information strategically

Which route to competitive advantage is best for you?

MINT is a range of company and business information products that have been specifically designed for end users and desktop access.

A simple interface gives instant access to information on companies, news, market research and individuals.

Users can build their own reports and export information for planning and business development projects.

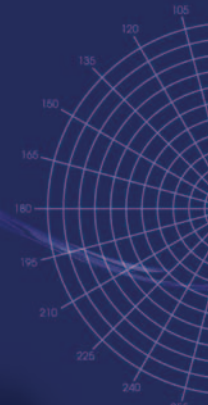


Our range of advanced products gives experts and information professionals unrivalled functionality for searching and analyzing company and business information.

The range includes a wide variety of complementary data with a front-end that allows the creation of complex and customized analyses, plus specialist products for M&A data, banks and insurance companies.

AIDA
DIANE
MARKUS
DAFNE
JADE
FAME
OSIRIS
ORBIS
BANKSCOPE

RUSLANA
SABINA
BEL-FIRST
SABI
REACH
AMADEUS
ORIANA
ISIS
ZEPHYR



Visit us on stand 624 and we'll help you decide.

Our consultative sales team will discuss your requirements and business environment, and arrange a free trial - so you can do a full evaluation with no obligation, and be confident you make the right decision.

bvdep.com

My Favourite Tipples

by Zena Woodley

Zena Woodley has worked in information for an eternity and still thoroughly enjoys the enquiry side of her work. She is Information Resources Manager for Broomfield Hospital in Chelmsford.

Submit your top five favourite Web sites. See the guidelines at <http://www.freepint.com/author.htm>

Working as I currently do -- for a hard-pressed trust -- my most heavily used sites are inevitably health-oriented. The collection below offers some health-related and more general Tipples:

- Eduserv Athens <<http://www.athensams.net/>> is a password-protected site with in-depth searches of medical databases, some of which offer full-text articles.
- If you're outside the NHS, the National Library for Health <<http://www.library.nhs.uk/>> is worth a trawl for their specialist libraries and encapsulated focuses on such topics as genetics and women's health.
- When I'm looking for a break, I look to Ryanair <<http://www.ryanair.com/>>. If you can be flexible with dates, they offer a low-budget means to get away. Tip: Every flight sells onboard lottery tickets. Under a certain prize value, (should you win) your reward will be -- hmm -- more lottery tickets.
- Whether you're flying a short distance or going for the long haul, getting a good seat is a bonus. But where? Seat Guru <<http://www.seatguru.com/>> lists plusses and minuses of every seat on the plane.
- Still on the transport theme, Transport for London <<http://www.tfl.gov.uk/>> is excellent at showing both occasional visitors and regular travellers ways to get around the city.



Need to source, manage and exploit information for business advantage?

Visit the Online Information Exhibition
28-30 November 2006 - Olympia Grand Hall, London

Meet over 250 leading suppliers of the latest information content and information management solutions. Plus attend free seminars led by independent specialists and practitioners. Register for free entrance at <http://www.online-information.co.uk>



Connecting People and Information

Take a closer look at SLA
<<http://www.sla.org/>>

Is information at the centre of your organisation or job? SLA should be at the centre of your professional memberships. Online/offline professional development, networking, resources.

Learn more <<http://www.sla.org/>> visit our stand at Online Information



Bureau van Dijk Electronic Publishing

Company information in an instant

Catch up with BvDEP on stand 624 at Online Information 2006. Come and discuss our extended product range Meet the global team, see product demonstrations and book a free trial
W: <<http://www.bvdep.com>> Tel: 020 7549 5000 E: <london@bvdep.com>



Searching, but not finding, costs your organisation time and money

Download a copy of IDC's newest white paper, "The Hidden Costs of Information Searching" and learn how Factiva can help you improve your efficiency and make a real difference to the bottom line.

Download your copy at
<http://www.factiva.com/ad/2006/free>



Opinions and perspectives in VIP

Experts in the field review top issues from 2006 and forecast 2007 in the first of VIP's annual Industry Overviews. See what the likes of Janice Lachance, Leigh Watson Healy, Jonathan Gordon-Till, Leigh Dodds, Gary Price and Pam Foster are predicting for the sector.

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



Now Weekly -- The Jinfo Update with Info Jobs

The latest jobs in information now come to you weekly, with the Jinfo Update. The monthly Jinfo Newsletter provides tips and a CV makeover to help you put your best foot forward.

Subscribe to the *free* Update and Newsletter. Or search the online database at any time for great jobs at all levels of experience:
<<http://www.Jinfo.com/>>

**Is information at the centre of
your organisation or job?**

**SLA should be
at the centre of
your professional
memberships.**

We connect people and information via:
Online/Onsite professional development,
unrivaled networking opportunities,
and resources that make your job easier



Learn more at
<http://www.sla.org/membership>
and visit our stand, #750
at Online Information 2006



Jinfo :: Jobs in information

www.jinfo.com

The Jinfo service enables you to search and advertise information-related job vacancies.

The newly redesigned Jinfo Newsletter now features a CV makeover, in which a job seeker's CV is critiqued and revised by specialists in the field. Read the latest edition and learn how to submit your CV for review.

Subscribe free at <<http://www.jinfo.com/newsletter/>>.

Jinfo -- the best place for information-related job vacancies.

- **JOB SEARCHING?** -- Free search and sign up to the Jinfo Newsletter.
- **RECRUITING?** -- Complete the form and advertise a vacancy for just GBP195 <<http://www.jinfo.com/recruit/>>.

50% discount for registered charities.

10% discount for agencies.

Find out more today at <http://www.jinfo.com/>

See over for job listings ...

Jinfo :: Jobs in information

www.jinfo.com



Researcher

An investment bank is looking for a temporary researcher to provide in-depth research mainly covering the TMT and Health sectors.

Recruiter: TFPL Ltd.

Country: United Kingdom

<<http://www.jinfo.com/go/j6137>>

Librarian

Manage a corporate library's book and journal collection and circulation, based along M3 corridor.

Recruiter: Sue Hill Recruitment and Services Limited

Country: United Kingdom

<<http://www.jinfo.com/go/j6113>>

Corporate Finance Researchers

We have excellent career development moves for proficient Financial

Market researchers into leading top tier Investment Banks.

Recruiter: City Professionals

Country: United Kingdom

<<http://www.jinfo.com/go/j5910>>

Fundraising Researcher

A great opportunity to work in prospect research for a major children's charity.

Recruiter: Great Ormond Street Hospital Children's Charity

Country: United Kingdom

<<http://www.jinfo.com/go/j6119>>

Information Services Manager

Legal Librarian needed - Salary neg.

Recruiter: Instant Library Recruitment (Tribal Group Plc)

Country: United Kingdom

<<http://www.jinfo.com/go/j6071>>

Records Manager

Manage & develop all aspects of the records management service, providing specialist advice & corporate guidance to ODA teams.

Recruiter: The Olympic Delivery Authority

Country: United Kingdom

<<http://www.jinfo.com/go/j6120>>

Researcher

Senior Researcher with strong numerical, analysis and online database skills to work from 9 - 5 for top Investment Bank.

Recruiter: Glen Recruitment

Country: United Kingdom

<<http://www.jinfo.com/go/j6127>>

NB: These are just a selection of featured jobs from the database

FreePint Bar

In Association with Factiva
a Dow Jones & Reuters Company

Monique Cuvelier is Editor of the FreePint Newsletter. She has served as editor of several publications and her writing has appeared in Publish, USA Today, Bankrate and many others. Meet Monique at Online Information 2006 in London <<http://www.onlininformation.co.uk/>>; she and the rest of the FreePint team will be at stand 122. The FreePint Bar is where you can get free help with your tricky research questions <<http://www.freepint.com/bar/>>

Subscribe to the twice-weekly email digests at <<http://www.freepint.com/subs/>>

The nuts and bolts of the casket manufacturing industry and automotive statistics are hot topics in the FreePint Bar -- we're sure there's no relation between the two. Read on to preview these and more conversations in the forums and then log on to contribute

<<http://www.freepint.com/bar/>>.

- Cars may be considered boy's toys, but more women are buying them. In fact, women are possibly 10 per cent more likely to have bought cars in the last 12 months than their counterparts. So says one Bar participant, who has been compiling data on male/female car-purchasing behaviour. Another member wonders how many cars are owned by women in the UK. Help him out: <<http://www.freepint.com/go/b77882>>.

- Nearly every state in America has a university programme for training librarians, one Bar member recently discovered. She's looking for an exact number of North American programmes. A few have offered tips on compiling such a list <<http://www.freepint.com/go/b77343>>. More information on students and the information profession is in the Student Bar <<http://www.freepint.com/student/>>

- The UK is lagging with internet connectivity -- literally. But by how much? The co-founder of the Access to Broadband Campaign is conducting a survey to compile research on access issues. Read more on the campaign <<http://www.freepint.com/go/b77084>>, and look for future coverage in FreePint on this issue.

- VIP <<http://www.vivaVip.com/>> is planning an end-of-the-year special issue comparing the three biggest news services: Factiva, LexisNexis and Thomson Business Intelligence. If you use these services, read about how you can help with this issue <<http://www.freepint.com/go/b77910>>, and then tell us about your product wish-list in the VIP Lounge <<http://www.vivaVip.com/go/l6382>>.

- The 'weird and interesting' -- according to one Bar member -- world of casket manufacturing is being unearthed (or is it 'exhumed?') on FreePint. If you have special insight, lend your expertise, or simply learn more about the coffin industry <<http://www.freepint.com/go/b74368>>.

A reminder: Come by stand 122 at Online Information to meet FreePint staff and tell us what you think of what you read in these pages. Testimonials always welcome.

{ the simple truth: }

**WEB SEARCH
IS FREE.
UNFORTUNATELY,
YOU GET WHAT
YOU PAY FOR.**



The cost of not finding relevant content is staggering.

Searching the free web, but not finding, costs companies more than \$31 billion (US) a year in wasted time.* That's because more than half of all searches are not successful.

Factiva makes searching more efficient by providing the world's most comprehensive collection of trusted business news and information. And when it's integrated directly into portals, CRMs and enterprise applications, your knowledge workers have credible information they need in the applications they use everyday.

As an information professional, you can empower your entire organisation and make a real difference to the bottom line.

Find out how when you download the IDC white paper "[The Hidden Costs of Information Searching](#)" today.

*Source: Find/SVP

"Leveraging the Power of White Papers: How to Create White Papers That Persuade"

By Michael A. Stelzner



Michael A. Stelzner is the author of "Writing White Papers: How to Capture Readers and Keep Them Engaged" <<http://www.writingwhitepapers.com/blog/>>, has written nearly 100 white papers for big names such as Microsoft, HP, Factiva, SAP, FedEx and Monster and is the executive editor of the 20,000-reader WhitePaperSource Newsletter. Check out Michael's blog at <http://www.writingwhitepapers.com/blog/>

The world is flooded with messages that are competing for the attention of readers. Recently, the white paper has emerged as a compelling tool that attracts and persuades people like no other resource.

Sought-after to aid customers in the decision-making process, used to persuade key executives within a company or simply presented to summarise a suggested course of action, white papers are unmatched in their ability to attract readers.

Should producing white papers be on your radar? If you are focused on business-to-business interactions or need to persuade key individuals, the answer is an unequivocal yes.

What is a white paper?

White papers are crossbreeds of magazine articles and corporate brochures. They blend the informative and authoritative content of an article with the persuasive elements of a company brochure.

White papers are used to help educate and influence business prospects. They prevail in the technology world and are rapidly catching on in the financial services, healthcare, insurance and other business-to-business marketplaces.

What makes white papers so attractive?

In 2001, a Google search on the phrase 'white papers' returned a healthy 1 million responses. Only five years later, the same search resulted in more than 335 million listings! This enormous

growth demonstrates the popularity of white papers.

White papers help people make decisions, especially in the information technology world. Consider recent research that found an astonishing 70 percent of information technology professionals rely on white papers to make purchasing decisions in the U.S. (ITtoolbox, July 19, 2006).

Because they are pulled into the company by prospective customers, white papers have the ability to linger and travel around the business, persuading along the way. It's not uncommon for a well-written white paper to travel across the desks of dozens of people in a single company.

If you are not leveraging the power of these documents, you are missing an incredible opportunity. If you are using white papers, are they being read?

The following are seven actionable tips to help you produce compelling white papers:

Tip 1: Identify your ideal reader

Are you writing to a project manager within your company, a prospective customer's chief technical officer or an engineer? Identify your ideal reader with precision. Pinpointing the ideal reader will help you develop an outline, mature your writing and guide discussions when things get off track.

Some questions to answer before you write include:

- In what industry does this person work?

- What is the title of this person?
- How technical is the reader?
- What are his or her job responsibilities?
- How familiar is the topic to the ideal reader?

Tip 2: Focus on your reader's needs

There are really only two ways to write white papers: by focusing on your self-interests or by concentrating on the interests of your readers. The self-interest approach focuses exclusively on a product, service or solution by expounding on its benefits, features and implications. While effective in some circumstances, this approach is best left for something other than a white paper.

Alternatively, focusing on your readers can be effectively accomplished by leading with the problems your solution overcomes, rather than the actual solution itself. To many people, this seems counterintuitive, but it really is just the opposite.

By focusing on the challenges, or pain points, experienced by the reader and talking about the problems caused by those pains, you are establishing credibility with the reader.

Tip 3: Adopt a soft-sell approach

White papers are usually written to help sell a product, service or idea. However, unlike other sales tools, such as brochures and datasheets, white papers should avoid the hard-sell.

White papers are the longest documents in the sales arsenal. Reading them is a time-consuming process for prospects. Thus, it is important to provide readers a valid reason to stay with your documents. The first hint of 'salesmanship' will trigger most people to abandon a white paper.



Tell Us About It - FreePint Testimonials

Supply your words to help us grow

FreePinters provide us with testimonials that help us grow. If you enjoy FreePint, please consider supplying a testimonial at: <http://www.freepint.com/testimonial.htm>.

Your words are the best communication of the value of FreePint -- whether we're talking to new subscribers or potential and current advertisers. Thank you!

Alternatively, if you adopt a softer sales approach, it is more likely readers will stick around.

Leading with problems or needs faced by your readers is a great way to adopt a soft-sell approach.

Tip 4: Discuss problems before solutions

Your natural instinct might be to immediately begin writing about your product or process. However, think about your reader. Why should he or she give your document the time it demands? Are you addressing something your reader can immediately relate to?

Try starting with a discussion of problems or needs that currently exist when your solution is absent.

Concentrating on your readers and their pain points is an excellent way to draw them into your white paper.

Why? First, people do not like to be sold to. Discussing challenges helps your white paper appear to be something useful. Secondly, if the reader can relate to the issues you identify in your white paper, they might think, 'These guys understand what I am going through'. The result is often greater credibility.

When talking about problems, think about how they impact people, processes and quality.

Tip 5: Talk about your solution generically

To avoid the impression of salesmanship, try introducing the solution generically. For example, rather than 'FedEx Express', how about 'overnight air transit'? Talking about generic solutions is a way to educate readers. If your product or idea is so new or unique that a generic category does not exist, craft a new category.

A real-world example is electronic paper. Briefly, e-paper is a new display technology that simply produces black and white output. Some smart folks decided to call it 'e-paper' because it is very thin and does not require a constant stream of power. Even though the technology was first developed in the 1970s, it was not until Sony introduced an e-paper reader in 2006 that the 'category' has been defined as 'new'.

Tip 6: You have only three seconds. Use them wisely

Have you ever come across a white paper that bores you? Did you read the entire piece? The reality is that you have a lot less time to get your points across than you realise. Readers generally live up to a marketing rule known as the '3-30-3 rule'.

It goes like this. You have three seconds to draw in any given reader. If you tickle the interest of readers in the first three seconds, they will allocate another 30 seconds to read further. If your message is very relevant and interesting, the reader will spend three more minutes with your white paper.

The title takes up the first three seconds. The opening paragraphs occupy the next 30 seconds.

Thus, the first few words of your paper will make or break its success. Get to the point quickly and focus on the ideal reader. Remember that most people are skim readers. You can make the paper more readable by including many shorter subsections, callouts, tables and illustrations.

Tip 7: Conclude with a call to action

The result of a well-written white paper is often a persuaded reader. However, most white papers fall short of their ultimate goal because they lack an actionable concluding suggestion -- known as a 'call to action' -- that can guide the reader toward the goal.

resource shelf
Resource of the Week: One of the ResourceShelf Gems
<<http://www.resourceshelf.com/>>

Get a weekly recommendation for quality, full-text, free web-based resources to add to your online reference collection. Ranging from economics to religion to job seeking to regulations, Resource of the Week always delivers something of value.

Visit <<http://www.resourceshelf.com/>> to subscribe to the free weekly

Related FreePint links:

- WhitePaper Source
<<http://www.whitepapersource.com/>>
- KnowledgeStorm
<http://www.knowledgestorm.com>

The very last words of your white paper should ask a reader to take a well-thought-out and intentional action. Providing a clear next step will help the reader enter into your sales cycle, provide him or her more information or accomplish just about any other task you wish.

The call must be clear, provide an advantage for acting and explicitly state how the reader should take the next step. The possible action suggestions are many, including:

- Scheduling an appointment
- Visiting a website
- Calling a sales representative
- Offering access to special content
- Providing a coupon or discount

Be sure to give your readers clear instructions on the very last line of your white paper.

Keep these tips handy for when you write your own white papers. Once you've mastered them, you'll be able to communicate your business goals and reward customers with a valuable resource.

FreePint Forthcoming Articles

[Provisional]

- Wikipedia: To Use Or Not To Use
- Impressions of Online Information 2006
- Matapihi, National Digital Forum * IT-IS Mergers
- What's changed in Information Architecture since 2001
- Linking Real-World Local Communities With Online Communities
- Myth of the Paperless Office
- RAST Web V & D software
- Selecting and working with subscription agent
- Finding People in the Digital Age
- Digital Music
- Value Networks

If you have a suggestion for an article topic, or would like to write for FreePint, then please contact <monique.cuvelier@freepint.com> or read the notes for authors at <http://www.onopoly.com/author.htm>.




online information 2006

28–30 Nov,
Olympia Grand Hall,
London, UK

Are your organisation's information needs requiring you to be a superhero?

Visit Online Information for the latest
information resources and information
management solutions from around
the world

Online Information is the show for professionals responsible for sharing, managing and exploiting information for their organisation. Just one day at the show will give you the power to harness the knowledge within your organisation and discover:

NEW INFORMATION SOURCES

Research the latest information from external information providers offering **company, business and financial information; legal and regulatory information; market research and competitive intelligence;** plus **scientific, technical and medical information resources.**

FREE SEMINARS TO TOP UP KNOWLEDGE

Enhance your skills and explore **specialist interests** with like minded professionals in sessions designed to give you practical knowledge that can be implemented as soon as you get back to work.

Media Partner:

FreePint®

Supported by:

ePUBLISHING PROVIDERS

Seasoned ePublishing professionals and traditional publishers migrating to digital channels will find the best ePublishing options around at Online Information.

NEW SHOW FEATURE

Discover the latest in book sorting systems, book detection systems, data management and web-based access in the new Library Management Solutions feature.

NEW BUSINESS RELATIONSHIPS

Network with over 10,000 visitors all seeking to increase the power of their information. Visit the dedicated network bar, association breakfasts and the prestigious International Information Industry Awards.

HOW TO MAKE SENSE OF INFORMATION MANAGEMENT

Visit the new joint event Information Management Solutions to discover how effective Information Management can improve company productivity, reduce IT costs and improve competitive advantage (www.ims-show.co.uk).


Run Jointly With:

IMS Information
Management
Solutions
2006

Show Sponsor:

ProQuest
Information and Learning

28 – 30 November 2006, Olympia Grand Hall, London
Register free online and avoid the queues at: www.online-information.co.uk

 **vnu exhibitions** www.vnuexhibitions.co.uk
europe

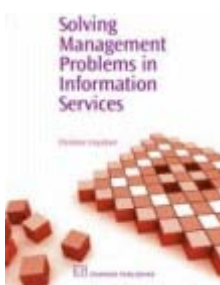
"Solving Management Problems in Information Services"

Written by Christine Urquhart

Reviewed by Diana Nutting



Diana Nutting is Head of Information Strategy and Development at Business Link for London, responsible for market intelligence, website content, customer research and knowledge management. She specialises in company and market information and runs an almost completely paperless information unit. Diana started her career as an academic librarian, before moving into market intelligence at, among others, Unilever and Parcellforce, where she started the first market intelligence function. For six years before joining Business Link For London in July 2003 she ran her own market intelligence consultancy.



This book is aimed directly at the information services practitioner and addresses a subject that is becoming increasingly important: methods that library and information managers can use to evaluate and measure their services. In a world where we are under increasing pressure to prove our worth, this is a timely resource.

The book provides an accessible introduction to some of the techniques that can be used to review services and plan for the future. In this it is largely successful. In each chapter, the book explores a number of techniques around a theme, which include: performance; standards; electronic information; impact and value information.

Christine Urquhart argues that libraries traditionally collect large amounts of data, such as numbers of loans, numbers of visitors, etc., but these data need to be analysed and presented in order to be meaningful as performance measures. She makes useful suggestions for the less than highly numerate library manager in presenting the data, for example drawing charts so that the correlation patterns can be easily seen.

I was particularly interested in the chapter on co-operation and collaboration, which discusses the application of game theory and social network analysis to the problem of people not sharing information in knowledge management systems. We all know that the culture of knowledge management is more important than the software used to capture the data, but finding ways to encourage that culture of knowledge sharing can be difficult to achieve.

The author examines network models, using the rise of Google as an example and then attempts to apply the lessons learned from this work to planning and developing library and information services. She gives examples of where they have been successfully applied. She also sets out to model the value of information, explains how to use probability matrices and conduct risk analysis. The book concludes with a section on forecasting and simulation.

I found the section on impact evaluation very useful, as this is a problem I am currently grappling with. The author emphasises the relationship between costing and impact evaluation, as there is little point in assessing the impact of a service that cannot be justified economically in the first place. After a short section on costing, the book moves on to conducting an impact study as an aid



What VIPs Need to Know in Information

Visit Analysis of industry news, plus in-depth product reviews.

In December's issue: Latest at the Big Three: Enhancements introduced in Thomson, LexisNexis and Factiva offerings in 2006.

Coming Soon: Reviews of FactSet and Capital IQ

Read more, request a sample issue and purchase: <<http://www.vivaVip.com/>>

to planning, and techniques to help in the allocation of finite resources; these include: cost benefit analysis, immediate impact assessment, and time saved analysis.

You need to understand a certain level of mathematics to use this book to the full. The author explains well why you might correlate two sets of data and the importance of picking the appropriate data to compare, but she does assume that the reader understands how to use the correlation function in Microsoft Excel. While the book rarely goes into enough detail about a particular technique to immediately apply it, it does provide some useful examples from libraries and information units, and it provides references to further reading on each one. It has certainly provided me with food for thought in structuring my reporting, planning and preparation of business cases.

Whether or not the techniques are fun to use, as the author hopes, is a matter of one's personal inclination and engagement with numbers. They are certainly useful and gave me some useful tools to take forward.

Related FreePint links:

- "Solving Management Problems in Information Services" ISBN 1843341360, published by Chandos Publishing Oxford Ltd
- Find out more about this book online at the FreePint Bookshelf <<http://www.freepint.com/bookshelf/solve.htm>>
- Search for and purchase any book from Amazon via the FreePint Bookshelf at <http://www.freepint.com/bookshelf/>
- My Favourite Tipples by Diana Nutting <<http://www.freepint.com/issues/120401.htm#favourite>>

Related links:

- Articles from Christine Urquhart <<http://users.aber.ac.uk/cju/>>
- "Assessing impact: let us count the ways?" By Christine Urquhart <<http://digbig.com/4pcad>>
- Costing an Evaluation, University of Tasmania <<http://www.utas.edu.au/pet/section/costing.html>>
- Read customer comments and buy this book at Amazon.co.uk <<http://www.amazon.co.uk/exec/obidos/ASIN/1843341360/freepint0C>> or Amazon.com <<http://www.amazon.com/exec/obidos/ASIN/1843341360/freepint00>>
- To propose an information-related book for review, send details to <editor@freepint.com>.



Free Pint Limited

4-6 Station Approach
Ashford, Middlesex
TW15 2QN

T: 0870 141 7474
I: +44 870 141 7474
E: support@vivavip.com



VIP: Premium News and Reviews for Premium Content Users

VIP includes in-depth product reviews and comparisons, interviews with senior information industry figures and monitoring of research to identify future trends.

Delivered monthly with:

- Editor's comment
- In-depth, unbiased product reviews
- Trends in the industry
- News analysis

Full details at
www.vivaVIP.com

"... has set the marker for excellence in product reviews for the information industry."

Current Issue

- Discussion of the month's news and product updates
- Insight columns, by industry VIPs Janice Lachance, Jonathan Gordon-Till, Leigh Watson Healy, Pam Foster, Leigh Dodds and Gary Price: Their views on the information world on the cusp of 2007
- Preview of an exclusive interview with Thomas Stewart, editor of Harvard Business Review and opening keynote speaker at Online Information 2006

Coming next month:
Comparative reviews of Factiva, LexisNexis and Thomson Business Intelligence.

For more information and to request a sample copy of VIP, visit www.vivaVIP.com

New: Request a sample

Potential subscribers may request a sample review copy of a full, unabridged issue of VIP to help them make a purchase decision.

To request a sample copy, please complete this form at:

www.vivaVIP.com/sample.html

Published Reviews

Selection of published reviews:

- Skyminder
- RUSLANA
- MINT Global
- Company Insights from OneSource
- HighBeam
- Alacra, Thomson, FT
- Silobreaker
- Verdict Retail Knowledge Centre:
- Business Insights
- Snapdata
- Global Market Information Database
- MarketResearch.com
- Market Research (Profound) on Thomson Business Intelligence
- Web Alerts
- Thomson Business Intelligence
- Pay-as-you-go (Factiva, LexisNexis, Dialog, Alacra)
- Country Insight
- CI-newsdesk

Forthcoming Reviews

- **Dec** - Latest at the Big Three: Enhancements introduced in Thomson, LexisNexis and Factiva offerings in 2006.
- **Jan** - Reviews: FactSet & Capital IQ
- **Feb** - Asia-Pacific: Business information needs and resources for exploring and working along the Rim.

Testimonial

"VIP gives me an objective analysis of business information products and vendors as well as practical and informative advice on industry issues."

*Kerryn Dillon,
European Marketing Manager,
OneSource Information Services*

"Understanding Today's Capital: Thomas Stewart Delves into His Keynote at Online Information 2006"

By Monique Cuvelier



Thomas Stewart, editor-in-chief of Harvard Business Review, is among the founding fathers of the fields of intellectual capital and knowledge management, with a 13-year career at FORTUNE and Business 2.0. He shows executives how the new realities of the Information Age demand creative approaches to designing, managing and running organizations. Visionary in scope, his indispensable books, Intellectual Capital: The New Wealth of Organizations and The Wealth of Knowledge: Intellectual Capital and the Twenty-First Century Organization, serve up specific capabilities leaders and organizations need to cope with pressing universal challenges.

Think for a minute: what did you buy yesterday? A newspaper? A tank of petrol? Online advertising space? A local area connection? If you're like most people in the Western hemisphere, most of the things you spend your money on are less about the materials than the thought that went into making them. The value in a newspaper isn't the printed pulp, but the team of people that researched and wrote the news.

More than ever, today's world values knowledge over materials, and knowledge workers have become valuable commodities.

As knowledge assets, or intellectual capital, become the cornerstone of a global market economy, the only way for companies to compete is to become smarter about managing those assets. For information professionals, this means becoming better at anticipating what's of value and how to disseminate their knowledge.

Such has been the mantra of Thomas Stewart, who pioneered the field of knowledge management and intellectual capital, and who will be presenting his ideas at Online Information 2006 in London as the main keynote speaker. The editor-in-chief of the magazine the Harvard Business Review recently spoke with FreePint to expand on his theories and identify how information professionals can use them in their own work.

Stewart helped to start the world-wide focus on knowledge management in 1991 with a seminal article in Fortune magazine titled "Brainpower: How Intellectual Capital is Becoming

Researcha :: Immediate pay-as-you-go company data

Access hard-to-find data on UK company directors, original company filing images and company data for Austria, Belgium, France, Germany, Italy, Luxembourg, Netherlands, Portugal, Spain and Switzerland.

Researcha is free to search and view basic details, with immediate online report delivery
<<http://www.Researcha.com/>>.

America's Most Important Asset". A few years later, he helped to expand his theories with his influential book "Intellectual Capital: The New Wealth of Organizations". This showed that knowledge is one of the most important assets developed in the modern economy. In "The Wealth of Knowledge: Intellectual Capital and the Twenty-first Century Organization" (2001), Stewart built upon his ideas, giving practical strategies to companies who could use KM to achieve competitive advantage.

On Tuesday, 28 November, he will be presenting 'Ideas, Creativity and Knowledge Are Capital: Everything Else Is Just Money'. This speech outlines the theories in his books, in particular what he calls 'the three pillars of the knowledge economy':

- Knowledge is what we buy and sell

- Knowledge assets separate winners from the also-rans
- Knowledge defines our work and describes what we do.

Stewart's mastery is in spotting a complicated idea and slicing it into these easily understood pieces. These slices add up to the revolutionary idea that the value of our economy isn't the stuff you can hold in your hand, but the people and processes that make it up.

In his book "The Wealth of Knowledge: Intellectual Capital and the Twenty-first Century Organization" Stewart explains the pillars:

'The knowledge economy stands on three pillars. The first: Knowledge has become what we buy, sell, and do. It is the most important factor of production. The second pillar is a mate, a corollary to the first: Knowledge assets -- that is, intellectual capital -- have become more important to companies than financial and physical assets. The third pillar is this: To prosper in this new economy and exploit these newly vital assets, we need new vocabularies, new management techniques, new technologies, and new strategies. On these three pillars rest all the new economy's laws and its profits'.

'Knowledge is what we buy and sell'

The first of the pillars Stewart identifies has to do with collateral in our economy, which is to say the product of our minds.

'If you ask [a knowledge worker] what it is they sell, they're not selling

keystrokes, not any physical product. A remarkable number of things you buy are actually knowledge or information or equipment that helps you manage it', Stewart explains from his office in Cambridge, Massachusetts, USA. 'What they are paid for is for some kind of expertise they add to the raw materials other people buy'.

People do buy things they can touch and hold, such as computers and cars, but such purchases are no longer the primary driver of our economy. Information professionals, on the other hand, keep the economy running but don't trade in the tangible. Their value -- and the basis of the economy -- lies in what they know. The difference between this and past economies is that there are more people dealing in information now and fewer auto workers and butchers and weavers and people who produce tangible items.

Stewart says in his book "Intellectual Capital: The New Wealth of Organizations" that '... between 1979 and 1994, the number of people employed by America's biggest industrial corporations fell by nearly a third, from 16.2 million to 11.6 million'. In their places are companies such as the Finnish electronics company Nokia, which has a subsidiary employing only five people but annual sales of around \$160 million.

'Knowledge assets separate winners from the also-rans'

After Stewart's 1991 article in Fortune magazine first started making ripples, firms began hiring Chief Knowledge Officers and deploying knowledge

Related FreePint links:

- Excerpt in VIP Insider
<http://web.vivavip.com/go/vip/36>
- "Routes into Knowledge Management" By Steve D'Arcy
<<http://www.freepint.com/issues/210900.htm#tips>>
- "Knowledge Management Does Not Grow on Bonsai Trees" By Sheena Thompson
<http://www.freepint.com/issues/140705.htm#feature>

Related links:

- Harvard Business Review Online
<<http://www.hbsp.harvard.edu/products/hbr/index.html>>

management task forces to help their companies succeed. They neglected, however, to define what kind of knowledge their company was producing and how they could leverage it.

"Five years ago an analyst at Forrester Research reported that six out of seven knowledge-management projects were being undertaken without anybody ever having asked for, or anyone offering, a promised return on investment", Stewart said in an earlier interview. 'My urgent message: if you don't know why you're doing knowledge management, you shouldn't be doing it'.

This gives rise to his second pillar: know what your knowledge assets are so you can deploy them in a strategic context. A knowledge asset is something that transfers raw materials into something more valuable, such as the formula for Coca-Cola.

'Knowledge assets explain more and more of the added value in the economy', Stewart says. 'This behoves us to define what those assets are. That's part of the job that knowledge workers have to do. We can all get caught up in the daily flow of data, but we need to understand how to leverage it create value'.

Knowledge defines our work and describes what we do

Once a company determines what kind of knowledge assets it has, it can start to apply those to the company's workings. The trick is to look beyond the flow of data and see the big picture.

'It's like the old story about the three brick layers', Stewart says. 'They're all working and asked what they're doing. One says, "I'm laying bricks". The other says, "I'm building a wall". The last says, "I'm building a cathedral".'

In a company like Reuters, he says, in comes a perishable stream of data, in other words the 'bricks'. Above that is the 'wall', or the company's step of making sure the data is reliable and the flow is constant. The 'cathedral' is seeing what all the data and how it's arranged adds up to.

'How does Reuters compete with Thomson compete with Bloomberg?' Stewart asks. 'If I'm the CEO of Bloomberg, I might say, "I've got a solid wall, it's reliable. How do I arrange this into something better?"'

Why it matters to the information worker

Leaders of businesses can see the impact of understanding intellectual capital in terms of monetary gain. But as the stewards of knowledge, information professionals also need to gain a better understanding, Stewart says.

'Information workers tend to take a view from the customer in, rather than from the industry out', he says.

'Information and knowledge management need to start with demand, not supply. If you start with that, you get something much more useful. Imagine a librarian building a library without thinking how a reader would look for stuff'.

His apt example: the original

manuscript of Beowulf. It was hidden for years under an obscure codex (Cotton Vitellius A. xv, or the Nowell Codex), named after the nobleman Robert Cotton who owned it. The books in his library were noted by their shelf position, which were all named for the busts of the roman emperors who topped the shelves. The Vitellius A.xv was the 15th book on the first shelf under the Vitellius bust. That was his Dewey decimal system.

'Too much knowledge stuff has been set up that way', Stewart says. 'Cotton was thinking only of supply, not of demand. We're not asking, "Who's using this? Why? How do we decide how people do this? What's the business use of this knowledge?'

'This has happened in every office I've ever worked. There are two ways to get ahead, and they're interrelated. You can get only so far by being the world's best brick layer: you'll only become the A-number-one brick layer. If you want to make the jump to wall maker, you have to start understanding the wall and expressing the wall. Cathedral designers don't need to know much about bricks'.

The logo for digbig, featuring the word "digbig" in a lowercase, rounded, pink font.

Use DigBig to shorten long Web addresses

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

DigBig is a fast and free way to shorten long URLs, so that they're easy to include in newsletters and other communications.

"I'm grateful for the ease and availability of your timesaving service. Shorter links do make for less headaches, and your process for shortening them was effortless!"
Group moderator, Seattle (Sept 2006)

The logo for docuticker, featuring the word "docuticker" in a lowercase, rounded, pink font.

On the Ticker: Use DocuTicker for Full-Text Resources

There's a wealth of full-text reports put out by government agencies, NGOs, charities and other public interest organisations. DocuTicker's editors find and post them, putting them at your fingertips.

Subscribe to the weekly ResourceShelf Newsletter for highlights, capture the DocuTicker RSS feed, or visit daily to learn about the latest full-text resources
<<http://www.docuticker.com/>>.

Events

United Kingdom:

- "Online Information" 28 - 30 November
<<http://www.freepint.com/go/e749>>
- "Information Governance Update 2006" 28 November - 7 December
<<http://www.freepint.com/go/e766>>
- "SLA Europe's Annual Breakfast at Online Information 2006" 29 November
<<http://www.freepint.com/go/e775>>
- "Conducting an Information and Records Audit to ensure Good Governance 1 December
<<http://www.freepint.com/go/e767>>
- "Association of Information Managers (AIM) 5 December
<<http://www.freepint.com/go/e774>>

Australia and Territories:

- "Strategic Intranet Management for the Public Sector Conference" 27 - 29 November
<<http://www.freepint.com/go/e776>>
- "Business Intelligence Masterclass" 30 November - 1 December
<<http://www.freepint.com/go/e772>>
- "Best Practice Library & Knowledge Management" 1 December
<<http://www.freepint.com/go/e739>>
- "Driving Performance in Contact Centres" 4 - 5 December
<<http://www.freepint.com/go/e773>>
- "Information Online 2007" 30 January - 1 February <<http://www.freepint.com/go/e689>>

Germany:

- "Online Educa Berlin 2006" 29 November - 1 December <http://www.freepint.com/go/e758>
- "Competitive Intelligence Basics Workshop (ICI-1) 4 - 5 December
<<http://www.freepint.com/go/e743>>

Gold

A look back at what FreePint covered at this time in previous years:

- FreePint No.195 24th November 2005. "You need to know about what industry? Paintball & extreme sports industry sources" and "Knowledge management for development: an international organisation's perspective"
<http://www.freepint.com/issues/241105.htm>
- FreePint No.172 25th November 2004. "Advanced Search Techniques using Natural Language Processing" and "Ephemera: the stuff of history"
<http://www.freepint.com/issues/251104.htm>
- FreePint No.149 20th November 2003. "Re-Entry Shock or Reverse Culture Shock" and "Data Protection for Websites and Intranets"
<http://www.freepint.com/issues/201103.htm>
- FreePint No.126, 28th November 2002. "Health Informatics on the Web" and "Ping, touch, head, tail: or, how to become a systems librarian"
<http://www.freepint.com/issues/281102.htm>
- FreePint No.101, 29th November 2001. "Picture This: 'Free' Photos on the Web" and "Communities of Practice"
<http://www.freepint.com/issues/291101.htm>
- FreePint No.76, 30th November 2000. "Britain's Railway Industry Web Sites" and "Web Sources for Film and Television Information"
<http://www.freepint.com/issues/301100.htm>
- FreePint No.51, 2nd December 1999. "UK Help and Welfare Information on the Web" and "Homepages: Househunting on the Internet"
<http://www.freepint.com/issues/021299.htm>
- FreePint No.27, 26th November 1998. "Business Management Case Studies" and "Online Information 98 Preview"
<http://www.freepint.com/issues/261198.htm>

Contact

Web: www.freepint.com
Email: support@freepint.com
Subscriptions: support@freepint.com
Authors: <http://www.onopoly.com/author/>
Advertisers: www.onopoly.com
ISSN: 1460-7239

Free Pint Limited
4-6 Station Approach
Ashford, Middlesex
TW15 2QN, United Kingdom
Tel (UK): 0870 141 7474
Tel (Int): +44 870 141 7474

Technology by Willco
<<http://www.willco.com/>>

Contributors to this issue

Monique Cuvelier (Editor, FreePint), Michael Stelzner, Zena Woodley, Diana Nutting, Thomas Stewart, Robin Neidorf (General Manager, FreePint), Pam Foster (Editor, VIP), Shirl Kennedy (Senior Editor, ResourceShelf and DocuTicker), William Hann (Managing Editor, FreePint), Penny Hann (Production Editor, FreePint), Plain Text <<http://www.plain-text.co.uk/>> (proofreading).

Advertisers/Sponsors of this issue

Olympic Delivery Authority, Great Ormond Street Hospital Children's Charity, BvD, SLA, VNU Exhibitions Europe, TFPL, Instant Library Recruitment, Glen Recruitment, Sue Hill Recruitment, City Professionals, Factiva, VIP, ResourceShelf, Researcha, DocuTicker, DigBig, Jinfo.

© Free Pint Limited 1997-2006

FreePint®

Free Pint Limited
1997-2006

FreePint is a Registered Trademark of Free Pint Limited (R)

To subscribe, unsubscribe, change your subscriptions or password, visit <<http://web.freepint.com/>> or email <support@freepint.com>. For details about contributing, advertising or to see past issues, please visit the Web site at <<http://www.freepint.com/>>.

Please note: FreePint (ISSN 1460-7239) is a registered trademark of, and published by, Free Pint Limited. The publishers will NEVER make the subscriber list available to any other company or organisation.

The opinions, advice, products and services offered herein are the sole responsibility of the contributors. Whilst all reasonable care has been taken to ensure the accuracy of the publication, the publishers cannot accept responsibility for any errors or omissions.

This publication may be freely copied and/or distributed in its entirety. However, individual sections MAY NOT be copied and/or distributed without the prior written agreement of the publishers. Write to William Hann, Managing Editor, <william.hann@freepint.com> for more details. Product names used in FreePint are for identification purposes only, and may be trademarks of their respective owners. FreePint disclaims any and all rights in those marks. All rights reserved.