

# **Managing Knowledge And Leading Change In The Printing and Publishing Industries: Creator To Consumer In A Digital Age**

**Learning element 2.3**

## **Cooperation And Competition:**

*What potential is there for value chain clustering in  
printing and publishing industries?*



*Bill Cope, Mary Kalantzis and Christopher Mackenzie*



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## About The Course Developer

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## Framework map

### Managing Knowledge and Leading Change in the Printing and Publishing Industries

	<i>Empirical And Experiential</i>	<i>Conceptual And Critical</i>	<i>Applied And Transferred</i>
<b>Theme 1: Knowledge Economy And Knowledge Management</b>	<b>1.1</b> <b>Economic Activity And Knowledge</b> <i>What are the defining features of the knowledge economy?</i>	<b>1.2</b> <b>Knowledge Management: Technology And People</b> <i>How does knowledge management maximise economic competitiveness?</i>	<b>1.3</b> <b>Printing And Publishing In The Knowledge Economy</b> <i>How is printing and publishing being effected by the knowledge economy?</i>
<b>Theme 2: Value Chain Clustering</b>	<b>2.1</b> <b>Searching For Competitive Advantage</b> <i>What is the value chain principle?</i>	<b>2.2</b> <b>Value Chains And Epublishing</b> <i>How amenable are printing and publishing industries to traditional value chain analysis?</i>	<b>2.3</b> <b>Cooperation And Competition</b> <i>Is there potential for value chain clustering in printing and publishing industries?</i>
<b>Theme 3: Developing Knowledge Workers</b>	<b>3.1</b> <b>Work In The Twenty-First Century</b> <i>Who are knowledge workers and what do they do?</i>	<b>3.2</b> <b>Characterising Knowledge Work</b> <i>Why is the concept of knowledge work problematic?</i>	<b>3.3</b> <b>Knowledge Work In The Printing And Publishing Industries</b> <i>How can printing and publishing be conceptualised as knowledge work?</i>

## Aims

### Knowledge scope

**Cooperation and competition** develops the concept of the ‘cluster’ as a means of value chain management relevant to the printing and publishing industries. It discusses specific issues relating to publishing industry development in non-metropolitan regions and the applicability of clustering methodologies in such regions. The element encourages students to explore how competitive advantage can be achieved not only by individual firms looking for efficiencies along the supply chain but within clusters, where print and publishing businesses cooperate and collaborate in order to compete.

### Knowledge and capability aims

On completing this Learning Element you will have the capacity to:

- ⊗ define what is meant by a value chain ‘cluster’;
- ⊗ determine if there is potential for value chain clustering in the Australian print and publishing industry;
- ⊗ demonstrate how value chain clusters can enhance the competitiveness of the Australian print and publishing industry;
- ⊗ identify examples of successful clustering arrangements in Australia; and
- ⊗ apply the empirical and critical knowledge you have of value chains and value chain clusters, to real world business scenarios in the print and publishing industries;

### Important terminology

The ‘Learning Framework’ is the overall educational endeavour of ‘*Managing Knowledge And Leading Change In The Printing And Publishing Industries*’. This is comprised of three ‘themes’, presented in the left-hand column of the Framework map. Each theme is divided into three learning ‘processes’, presented in the top row of the Framework map. Altogether this constitutes nine ‘elements’. The Learning Framework is also referred to as the ‘course’.

## **Learning processes**

The main learning process in this element is to discuss with fellow students the questions set out below. In your discussion you need to make reference to the readings listed below the questions. It is recommended that you also search for additional sources.

You will notice that the information included with each source indicates its perspective, whether it tends to be:

Business,  
Cultural studies or  
Technology oriented

In your discussions you should take account of the different perspectives represented by the readings and acknowledge those in your responses. You may wish to concentrate on one approach rather than another, such as technological change taking place in the industry.

### **Learning Activity: Online/Tutorial Issues**

Engage in Online/Tutorial discussion in response to the following questions:

- 1) What is a value chain ‘cluster’?**
- 2) What are the main issues that need to be addressed when considering the development of a value chain cluster?**
- 3) Is the Australian print and publishing industry suited to clustering arrangements? If so, why?**
- 4) Why can value chain clustering enhance the competitiveness of individual businesses as well as industries?**
- 5) What are the strengths and weaknesses of the print and publishing value chain clusters discussed in the readings?**

### **Recommended reading:**

To answer the questions above it is recommended that you focus on Brown (2002a, 2002b, 2002c), Burrows et al (2002), Geiselhart (2002), Graham (2002) and McGinty (2002). These readings will provide you with a detailed introduction to the issues and guide further exploration

## Sources

When viewing this online you can click on a learning source title to go to the reading. Each reading in the list is provided with a label titled '**Perspective**'. Use this as a guide in determining its relevance to the three categories: Business, Technology and Culture.

<b>Title:</b>	<a href="#">Digital Book Production in Regional and Rural Communities</a>
<b>Author(s):</b>	Geiselhart, Karin
<b>Year:</b>	2002
<b>Book Title:</b>	Value Chain Clustering in Regional Publishing Services Markets
<b>Editor:</b>	Cope, Bill and Brown, Rod
<b>City:</b>	Melbourne
<b>Publisher:</b>	Common Ground Publishing
<b>Pages:</b>	131-152
<b>Perspective:</b>	Culture, Technology
<b>Keywords:</b>	Digital Books, Internet, Rural Publishers, Ebooks, Digital Publishing
<b>Abstract:</b>	<p>The Internet and other advanced communication technologies has lessened the disadvantages of persons in regional and rural Australia, particularly their access to basic services such as telephone and electricity. The advent of new communications technologies such as the Internet and highly interactive information are providing opportunities for regional and rural dwellers to participate in the digital publishing revolution. In this chapter, the author provides an overview of publishing activities and needs in rural and regional Australia. She illustrates her case with a series of revealingly successful examples: Applying Knowledge Pty Ltd in Albury in southern New South Wales; the Northeast Online Network in the northern Victorian town of Wangaratta; Writers Exchange, an e-publishing initiative based in Atherton in North Queensland; the Carbonne Country regional development initiative in central western New South Wales; Tasmania's Bandicoot Books; bob-e-books of Wagga Wagga, New South Wales (also the subject of Chapter 6); Ziptales, a Ballarat, Victoria based online educational publisher; an e-book initiative of the Queensland Department of Primary Industries; and the publishing activities of a community group in regional Queensland, the Maroochy Landcare Group. The author's focus is not just on market and value chain concerns; her interest also is in the 'virtuous circles' created by local 'communities of practice', providing a critical knowledge base in rural and regional communities. Source: Geiselhart (2002).</p>

<b>Title:</b>	<a href="#">Cluster Action Agendas</a>
<b>Author(s):</b>	Brown, Rod
<b>Year:</b>	2002c
<b>Book Title:</b>	Value Chain Clustering In Regional Publishing Service Markets
<b>Editor:</b>	Cope, B and Brown, Rod
<b>City:</b>	Melbourne
<b>Publisher:</b>	Common Ground Publishing
<b>Pages:</b>	215-227
<b>Perspective:</b>	Business, Technology
<b>Keywords:</b>	Cluster Action Agenda, Value Chain Clusters, Quality Information, Marketing, Contracts
<b>Abstract:</b>	This chapter examines the concept of clustering, and suggests an action agenda for the development of regional value chain clusters. Key issues identified in the chapter include: trade and investment; quality information; alliances with universities; research and development; purchasing alliances; import replacement; government contracts; marketing and awareness; education and training; and international linkages.

<b>Title:</b>	<a href="#">'It's Really A Community Service': Issues In The Publication and Retailing of Books in Northern Australia</a>
<b>Author(s):</b>	McGinty, Sue
<b>Year:</b>	2002
<b>Book Title:</b>	Value Chain Clustering in the Regional Publishing Services Market
<b>Editor:</b>	Cope, B and Brown, Rod
<b>City:</b>	Melbourne
<b>Publisher:</b>	Common Ground Publishing
<b>Pages:</b>	177-194
<b>Perspective:</b>	Culture, Business
<b>Keywords:</b>	Digital Technologies, Publication, Retail
<b>Abstract:</b>	In this chapter the author considers the impact of digital technologies on the publishing and selling of books in three northern Australian towns. Through a study of publishers, digital print facilities and bookstores in these regions, she concludes that, not only does local publishing play an invaluable local community and cultural role, but that there is also enormous potential to be realised through emerging printing technologies and the development of new kinds of locally based publishing enterprises.

<b>Title:</b>	<a href="#">International Case Studies: Printing Clusters</a>
<b>Author(s):</b>	Brown, Rod
<b>Year:</b>	2002a
<b>Book Title:</b>	Value Chain Clustering in Regional Publishing Service Markets
<b>Editor:</b>	Cope, Bill and Brown, Rod
<b>City:</b>	Melbourne
<b>Publisher:</b>	Common Ground Publishing
<b>Pages:</b>	21-59
<b>Perspective:</b>	Business
<b>Keywords:</b>	Printing Clusters, Cluster Programs, Supply Chain
<b>Abstract:</b>	<p>This chapter examines a number of printing clusters in overseas countries as well as the economic forces that brought about their creation and the government policies and strategies that support them. The focus in this chapter is on clusters in the printing industry, but these are set in the broader context of the publishing services supply chain. Brown explains that his research, upon which this chapter is based, is the first international overview of cluster approaches in the printing and publishing supply chain. Countries covered in this chapter include the United Kingdom (with a particularly detailed analysis of the Yorkshire and Humber printing cluster), the United States (Los Angeles and the Twin Cities of Minneapolis and St. Paul, Minnesota and Massachusetts), Germany, Hong Kong and Thailand.</p>

<b>Title:</b>	<a href="#">Cluster Methodologies In Operation</a>
<b>Author(s):</b>	Brown, Rod
<b>Year:</b>	2002b
<b>Book Title:</b>	Value Chain Clustering in Regional Publishing Service Markets
<b>Editor:</b>	Cope, Bill and Brown, Rod
<b>City:</b>	Melbourne
<b>Publisher:</b>	Common Ground Publishing
<b>Pages:</b>	61-115
<b>Perspective:</b>	Business
<b>Keywords:</b>	Cluster Methodology, Value Chain, Supply Chain
<b>Abstract:</b>	<p>This chapter analyses the concept of cluster methodology, the way in which organisations within particular industries collaborate to maximise their efficiency and competitiveness. It argues that there is no single and superior cluster methodology. Instead, a diverse range of cluster methodologies exist, each differentiated in accordance with local circumstances and the nature of the industry of which the cluster is part. The chapter describes the cluster methodologies in eight clusters, mostly outside the publishing supply chain—in Australia, New Zealand, the United States and Scotland. Each of these case studies is presented around a common methodological framework. This framework and these experiences, the chapter concludes, provide a rich array of pointers relevant to cluster development in the publishing and printing supply chain.</p>

<b>Title:</b>	<a href="#">Books For The Bush: New And Emerging Markets in Wagga, Wagga, NSW</a>
<b>Author(s):</b>	Graham, Bobby
<b>Year:</b>	2002
<b>Book Title:</b>	Value Chain Clustering in Regional Publishing Service Markets
<b>Editor:</b>	Cope, Bill and Brown, Rod.
<b>City:</b>	Melbourne
<b>Publisher:</b>	Common Ground Publishing
<b>Pages:</b>	139-176
<b>Perspective:</b>	Business
<b>Keywords:</b>	Print On Demand, Digital Books,
<b>Abstract:</b>	<p>This chapter is based on the author's own highly innovative publishing initiatives. Bobby Graham, the founder of bob-ebooks, describes her own experience of setting-up and using digital print technology for book publication in Wagga, Wagga, a regional city of 60,000 located approximately half-way between Melbourne and Sydney. She discusses in detail the local conditions of success. She also draws upon the results of a survey of other organisations in the city applying digital print technology and examines the potential for publishing services synergies in this regional city. These synergies could (and, as it transpires, probably will) form the basis for a conscious publishing services clustering initiative in Wagga Wagga.</p>

<b>Title:</b>	<a href="#">Finding a place in the ePublishing ecology</a>
<b>Author(s):</b>	Burrows, Peter., Coburn, Michael and Daria Loi
<b>Year:</b>	2002b
<b>Book Title:</b>	Markets For Electronic Book Publishing
<b>Editor:</b>	Cope, Bill and Mason, Dean
<b>City:</b>	Melbourne
<b>Publisher:</b>	Common Ground Publishing
<b>Pages:</b>	181-198
<b>Perspective:</b>	Business, Culture
<b>Keywords:</b>	ePublishing Ecology, Value Chains, Cooperation, Internet
<b>Abstract:</b>	<p>The same team go on to present a study, in Chapter 10, of how industry players might go about finding a place within the publishing ecology. Their critique of the existing approaches to understanding the nature of publishing ecologies provides valuable insight for future business development. The Open eBook Forum's draft paper A Draft Framework for the ePublishing Ecology is an important and substantial contribution to the international discussion, but it is suggested that this framework fails to recognise the fundamental role of the user in the publishing ecology, and their potential to become a co-creator. The approaches of Tim O'Reilly and others provide informative guidelines for helping to bring the user into the central focus. The authors then build on these to suggest how the future may heavily involve user focused peer-to-peer publishing and content distribution models. Source: Cope and Mason (2002).</p>

## **Assessment Task A option**

You may wish to draw on the issues raised in this element, **Cooperation And Competition**, for your Assessment Task A (worth 25% of your overall grade).

To complete Assessment Task A you must write a proposal (of approximately, but not exceeding, 1,500 words) for the larger work that will constitute Assessment Task B. In choosing the format of this proposal refer to the range of assessment formats provided in the framework level description of this course. If applicable, you can draw on experience from your own workplace to provide examples of how these issues impact on the education, communication and/or business sectors.

The aim of Task A is to:

- (i) help you begin to format the structure of Task B; and
- (ii) help you begin to build the content for Task B

You also need to consider how you will later integrate the final work you produce for Task A into Task B.

**Note: You are required to do only one Assessment Task A throughout the course.**

Choosing issues from **Cooperation And Competition** as the springboard for your Assessment Task A does not necessarily confine you to pursuing them for Task B. For example, on completion of this task, you may decide to pursue a different theme for Task B.

Even if you choose not to base your Assessment Task on the issues raised in this element, the knowledge and capabilities you have gained here can be fed into the topic you eventually use as the basis for your Assessment Task A.

**Note: Assessment Task A must be submitted by the end of week four.**

## Learning pathways

### Transition from Learning Element 2.3

On completion of this learning element (with or without completing the Assessment Task A option) you must decide which element to undertake next.

Some possible pathways are indicated below. You may wish to adopt these or choose an alternative path based on your own design or in consultation with your teacher.

### Pathway options

By the completion of this element you should be familiar with the implications of value chain clustering for the printing and publishing industry.

You may now seek to underpin this applied knowledge with a deeper conceptual understanding of the issues by undertaking the *Conceptual And Critical* learning element *Value Chains And Epublishing*. Or, instead, you could undertake another theme and search for links between this element and others by selecting an *Applied And Transferred* learning element.

Although there is no prescribed pathway, and you are required to complete all nine elements, your pathway planning should reflect your expertise, experience and interests.

### Example pathways

	<i>Empirical And Experiential</i>	<i>Conceptual And Critical</i>	<i>Applied And Transferred</i>
<i>Theme 1: Knowledge Economy And Knowledge Management</i>	1.1 Economic Activity And Knowledge	1.2 Knowledge Management: Technology And People	1.3 Printing And Publishing In The Knowledge Economy
<i>Theme 2: Value Chain Clustering</i>	2.1 Searching For Competitive Advantage	2.2 Value Chains And Epublishing	←2.3 Cooperation And Competition ↓
<i>Theme 3: Developing Knowledge Workers</i>	3.1 Work In The Twenty-First Century	3.2 Characterising Knowledge Work	3.3 Knowledge Work In The Printing And Publishing Industries



## About this Learning Element

**Cooperation And Competition** is aimed at groups and individuals who wish to learn about the notion of value chain 'clusters' in printing and publishing industries. It endeavours to show how clustering arrangements, undergirded by cooperation and competition, can help businesses and the industry at large to improve productivity and increase competitiveness, particularly in rural and regional areas.

### **Keywords**

Cluster

Competition

Competitive Advantage

Cooperation

Digital Technology

Information And Communication Technology

Internet

Value Chain