

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

Learning element 1.3

Printing And Publishing In The Knowledge Economy:

*How is printing and publishing being effected by the
knowledge economy?*



Bill Cope, Mary Kalantzis and Christopher Mackenzie

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

**Printing And Publishing In The Knowledge
Economy:**

*How is printing and publishing being effected by the
knowledge economy?*

Bill Cope, Mary Kalantzis and Christopher Mackenzie

About The Course Developer

Christopher Mackenzie
Course Developer
Faculty of Education, Language
and Community Services
RMIT University

Christopher has an Honours degree in Politics and Asian Studies and a doctorate in Policy Studies. His thesis examined the development of Asian languages and studies policy in Australian schools. He has lectured at Victoria University in Australian Politics, Asia-Australia Relations and Globalisation as well as at RMIT University in Public Policy. Christopher is a research assistant for the Australian Council of Deans of Education.

This Learning Element is published at RMIT University

First Published in Australia in 2003
by the Faculty of Education, Language
and Community Services
PO Box 71
RMIT University
Bundoora

Copyright © 2003 RMIT University

All rights reserved. Apart from fair dealing for the purposes of study, research, criticism or review as permitted under the Copyright Act, no part of this book may be reproduced by any process without written permission from the publisher.

[Cataloguing-in-Publication and ISBN data]

Cover image: <http://www.warmoes.com/>

Contents

Framework map	2
Aims	3
Knowledge scope	3
Knowledge and capability aims	3
Important terminology	3
Learning processes	4
Learning activity: Online/Tutorial Issues	4
Recommended reading:.....	4
Learning sources	5
Assessment Task A option.....	12
Learning pathways	13
Transition from Learning Element 1.3	13
Pathway options	13

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

Aims

Knowledge scope

Printing And Publishing In The Knowledge Economy considers knowledge management and the knowledge economy in the context of printing and publishing industries. The communications potential of the internet and the potential of digital technologies is having a very real impact on the printing and publishing industry, leading firms into areas such as web-based and multimedia services, on demand and variable printing. The element explores how businesses will need to invest in personnel and technology and learn new techniques of management in order to move forward. It shows how a shift in mindset will also be necessary to ensure publishers continue to be integral to the publishing, distribution and sale of text.

Knowledge and capability aims

On completing this Learning Element you will be able to:

- ⊗ explain how the knowledge economy is effecting the print and publishing business;
- ⊗ discuss knowledge management techniques and processes in the context of printing and publishing;
- ⊗ discern how the printing and publishing industry is being transformed by digital technologies;
- ⊗ understand how a publishing company can be considered a ‘learning organisation’; and
- ⊗ demonstrate how knowledge and learning can be drivers of change.

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) Why are print and publishing industries undergoing change? What role, if any, is digital technology playing?**
- 2) Are print and publishing industries different than the classic information and communication industries and, if so, how?**
- 3) What is the potential role of knowledge management in the print and publishing industry?**
- 4) How have printing and publishing organisations managed knowledge in the past? How can they manage knowledge in the future?**
- 5) How do print and publishing organisations learn?**
- 6) In the context of printing and publishing how can knowledge drive change?**

Recommended reading:

To answer the questions above it is recommended that you focus firstly on the chapter by Martin (2002) as well as Cope (2001), Vines and Naismith (2002), Vines (2002), Loi et al (2001) and Roseman (2001). 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.

Title:	Publishing in the New Economy
Author(s):	Martin, Bill
Year:	2002a
Book Title:	Markets For Electronic Book Products
Editor:	Cope, Bill and Mason, Dean
City:	Melbourne
Publisher:	Common Ground Publishing
Pages:	182-208
Perspective:	Business
Keywords:	New Economy, Knowledge-Based Economy, Value Chains, eBusiness, Business Models
Abstract:	<p>The author places all of the trends in the publishing industry within the context of the knowledge-based economy. In so doing, he explains how and why the value propositions and value chains in and around the new electronic book products are so different to those of the traditional print-based product range. The business models that are growing around these new products and services are challenged not so much by the difficulty of finding business value, but by the old mindset which has difficulty adjusting to the collaborative and collective mindset now required. It is the active building and participation in communities which is likely to be the primary focus of successful e-publishing market development.</p> <p>Source: Mason (2002).</p>

Title:	Making And Moving Books In New Ways, From The Creator To The Consumer
Author(s):	Cope, Bill
Year:	2001
Book Title:	Digital Book Production And Supply Chain Management
Editor:	Cope, Bill and Mason, Dean
City:	Melbourne
Publisher:	Common Ground Publishing
Pages:	1-20
Perspective:	Culture, Technology
Keywords:	Books, Technology, Digital Technologies, Internet, Text
Abstract:	In this chapter Cope briefly tracks the historical development of the book and the technologies that have enabled their manufacturing, from the printing press to digital technologies, including the computer and internet. While making the argument that, in some respects there is very little the Internet does that is new, he alerts us to a range of things that can be done that were not possible thirty years ago.

Title:	Knowledge Management And Publishing Systems Infrastructure
Author(s):	Vines, Richard and Naismith, Luke
Year:	2002a
Book Title:	Developing Knowledge Workers In The Printing And Publishing Industries
Editor:	Cope, Bill and Freeman, Robin
City:	Melbourne
Publisher:	Common Ground Publishing
Pages:	59-74
Perspective:	Technology
Keywords:	Knowledge, Knowledge Management, Publishing Infrastructure, Knowledge Exchange, Knowledge Quality
Abstract:	In this chapter the authors develop a model of knowledge management that involves 'knowledge production', 'knowledge quality assurance' and 'knowledge exchange'. The chapter explores current and potential ways in which technology and human systems associated with the Australian book industry can be used for the benefit of the industry and the nation by using a national knowledge management infrastructure.

Title: [Integrated knowledge and process management](#)
Author(s): Roseman, Michael
Year: 2001
Magazine: BHERT News
Issue Number: 11
Pages: 24-26
Perspective: Business, Technology
Keywords: Knowledge Management, Business Management, Knowledge Maps
Abstract: Knowledge management is now widely accepted as an indispensable management discipline. However, it is not often linked to other prominent management approaches. This article suggests focusing on modeling issues and how process and knowledge management can be interrelated. It then demonstrates how knowledge structure diagrams can help to differentiate relevant knowledge more precisely. Knowledge maps are introduced in order to link knowledge to the resources of an organisation. The article then explains how knowledge can be captured alongside business process models. All these approaches support the establishment of a conceptual level of knowledge management. Such a conception of knowledge management can be positioned between the well-discussed strategic knowledge management and widely available information technology solutions for knowledge management.

Title: [Overview of knowledge management / portal delivery](#)
Author: Israelsohn, Cedric
Year of Conf: 2000
Conf: ALIA 2000: proceedings of the 6th ALIA conference
Conf: Canberra
Publisher: Australian Library and Information Association
Perspective: Technology
Keywords: Knowledge Management, Information Storage, Computer Networks
Abstract: This paper discusses the role of knowledge management in the development of corporate portals. In considering the key elements central to the functionality of a corporate portal as an information hub, the author highlights two which link in with the role of the Information Professional: Categorisation, i.e. the organisation-specific taxonomy which assists in contextualising information within the portal; and Publishing and Distribution, noting that sound records management and storage procedures must be followed.

Title:	The Need for a New Mindset
Author(s):	Loi, Daria., Burrows, Peter., Coburn, Michael and Linda Wilkins
Year:	2001
Book Title:	Print And Electronic Text Convergence
Editor:	Cope, Bill and Kalantzis, Diana
City:	Melbourne
Publisher:	Common Ground Publishing
Pages:	17-57
Perspective:	Business, Technology
Keywords:	Digital Text, Product, Service, System, Product System, Reader
Abstract:	<p>Emergent forms of digital text require a shift in the way the printing and publishing industry is understood. This shift, according to the authors, is necessary to ensure publishers continue to be elemental to the publishing, distribution and sale of text. Whether books are to be rendered electronically or to printed formats, they need to be considered less as products, and more as information services within a product-service system. The essence of the book is not its manifestation as a product, printed and bound and sold only in its physical form. Rather, the book needs to be conceived as information or content. This entails a shift in conceptualisation, from the manufacture and distribution of a printed carrier of content to the service of content provision, and from printed text to the need to read. This product-service system may well involve manufacturing a product in the form of printed text. However, at its heart is a conception of the production process and supply chain in which the focus is ‘dematerialised content’, capable of many different material or electronic manifestations. Source: Cope (2001).</p>

Title:	Knowledge Management, Capacity Development And Publishing
Author(s):	Vines, Richard
Year:	2002
Book Title:	Developing Knowledge Workers In The Printing And Publishing Industries
Editor:	Cope, Bill and Freeman, Robin
City:	Melbourne
Publisher:	Common Ground Publishing
Pages:	201-226
Perspective:	Business
Keywords:	Knowledge Management, Capacity Development, Publishing Service Systems, Literacy, Project Management
Abstract:	<p>The effectiveness and sustainability of capacity development projects are likely to be increased if publishing service systems are used to assist with knowledge management practices within capacity development projects. Capacity development projects aim to enhance the ability of individuals to work collaboratively across institutional and wider levels in order to implement decisions and to perform functions that are effective, efficient and sustainable. The focus of capacity development tends to be on facilitating innovation and change at grass roots institutional and wider policy levels in integrated ways. In this chapter the author explores the particular case of organisational learning within capacity development programs. His particular focus is the role of publishing processes and systems as a core element in the creation of knowledge management systems for governments, communities, education systems and enterprises in the context of international aid.</p>

Title:	Knowledge And Learning As Drivers Of Change In The Organisation
Author(s):	Martin, Bill
Year:	2002b
Book Title:	Developing Knowledge Workers In The Printing And Publishing Industries
Editor:	Cope, Bill; Freeman, Robin
City:	Melbourne
Publisher:	Common Ground Publishing
Pages:	17-33
Perspective:	Business
Keywords:	Knowledge, Learning, Supply Chain, Knowledge Management, Knowledge Workers
Abstract:	<p>This chapter looks at the interrelationships between knowledge and learning in the context of continuing organisational change. These key concepts are investigated as both the drivers of change and as the context for it, and their relevance to developments in the printing and publishing industries is assessed. In broadening the conceptual treatment to include both knowledge management and learning organisations, the chapter also reviews some of the competences needed if the printing and publishing industries are to prosper in an economy where much of the value in products, services and markets resides in intangibles. The chapter is concerned with the nature and role of knowledge and learning within firms and their value in commercial contexts, not least in the printing and publishing industries. The chapter begins with a look at the core concepts of learning and the learning organisation, of knowledge, intellectual capital, knowledge management and supply chains. Other concepts covered in the chapter include those of knowledge workers, competences for knowledge workers, and knowledge-based cultures. Source: Martin (2002b).</p>

Title:	Managing Knowledge: Communication, Learning and Organisational Change
Author(s):	Cope, Bill and Kalantzis, Mary
Year:	2002
Book Title:	Developing Knowledge Workers In The Printing And Publishing Industries
Editor:	Cope, Bill and Freeman, Robin
City:	Melbourne
Publisher:	Common Ground Publishing
Pages:	1-15
Perspective:	Business, Technology
Keywords:	Knowledge Economy, Knowledge Management, Knowledge Worker, Communication, Organisational Change
Abstract:	In this chapter the terms 'knowledge economy', 'knowledge management' and 'knowledge worker' are defined and discussed in relation to the printing and publishing industry, the book production supply chain. This industry produces, distributes and exchanges copyright content. It is a supply or value chain that runs from creators to consumers, including content developers, such as authors and illustrators, publishers, editors, typesetters, printers, distribution houses and bookstores. The chapter briefly examines the potential role of knowledge management in this supply chain as well as the education and training needs of people who might be termed 'knowledge workers'.

Assessment Task A option

You may wish to draw on the issues raised in this element, **Printing And Publishing In The Knowledge Economy**, 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 **Printing And Publishing In The Knowledge Economy** 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 1.3

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 have an understanding of printing and publishing industries in the context of the knowledge economy. You may now wish to use this practical knowledge to explore future possibilities for the industry by undertaking the *Applied And Transferred* learning element **Cooperation And Competition**.

Instead, you could choose an *Empirical And Experiential* learning element such as **Searching For Competitive Advantage**. This will enable you to study the concept of a value chain and to identify relationships between this theme and the one you have just completed.

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>
Theme 1: <i>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
Theme 2: <i>Value Chain Clustering</i>	2.1 Searching For Competitive Advantage	2.2 Value Chains And Epublishing	2.3 Cooperation And Competition
Theme 3: <i>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

Printing And Publishing In The Knowledge Economy is aimed at helping you to understand the implications of the knowledge economy for printing and publishing industries, particularly the application of digital technologies. It explores the question of if, and how, knowledge management processes can be introduced to print and publishing businesses, considers the notion of such businesses as 'learning organisations' and how learning and knowledge can produce organisational change.

Keywords

Competitive Advantage
Information and Communication Technology
Internet
Knowledge
Knowledge Economy
Knowledge Management
Knowledge Worker
Knowledge Sharing
Learning Organization
Organisational Change