

# Managing Supply and Demand

- the key success factor in the  
Knowledge Economy

John Kelly, Chartered Quality Institute (CQI)

It is a very sad thing that  
nowadays there is so little  
useless information

Oscar Wilde, 1894



# Too much information?

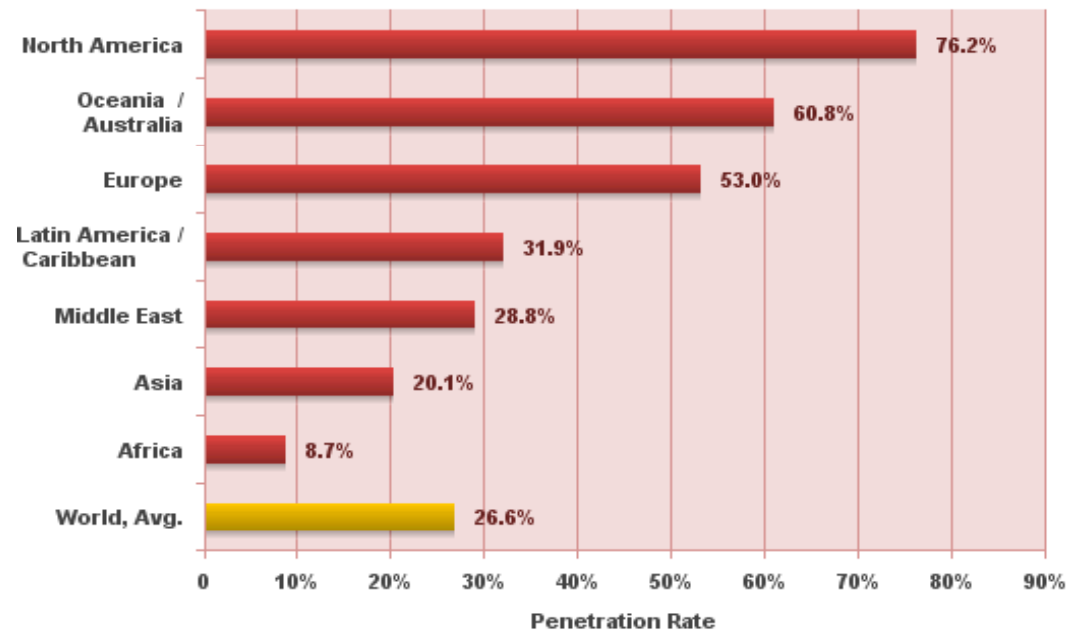
- Information overload is an accepted consequence of the digital revolution
- ‘The more we know, the less we understand’ is a real and present danger
- The tide of information can become a Tsunami unless we recognise this danger

# Growing Knowledge Economy Demand

- 1,802,330,457 global internet users (2009)
- 380% growth since 2000
- 2298% growth in Arabic speaking populations
- 1162% growth in Chinese speaking populations
- 923% growth in Portugese speaking populations
- 692% growth in Spanish speaking populations

# Growing supply channel sources

**World Internet Penetration Rates  
by Geographic Regions - 2009**



Source: Internet World Stats - [www.internetworldststs.com/stats.htm](http://www.internetworldststs.com/stats.htm)  
Penetration Rates are based on a world population of 6,767,805,208 and 1,802,330,457 estimated Internet users for December 31, 2010.  
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- **Growing Knowledge Economy consumers**

- 500 million English website visitors - 39% of 1.3 billion population English speakers +251% (2001-9)
- 408 million Chinese website visitors - 29% of population of 1.4 billion Chinese speakers +1162% (2001-9)
- 45 million Russian website visitors - 32% of population of 140 million Russian speakers +1359% (2001-9)
- 62 million Arabic website visitors - 17.5% of population of 344 million Arabic speakers +2298% (2001-9)

## Highly developed economies approaching 1:1 internet use

- 96 million Japanese internet users - 75.5% of population of 127 million Japanese speakers +103% (2000-9)
- 72 million German internet users - 75% of population of 71 million German speakers +103% (2000-9) +97%
- 45 million Korean internet users - 53% of population of 71 million Korean speakers +103% (2000-9) +97%
- Growth 2000-9

# Information demand overload

- 206,000,000 active websites
- 1 trillion unique URLs in Google's source
- 100 million Google searches daily (2000)
- 2 billion Google searches daily (2009)
- 35,000 Google searches per second

# Communications explosion

- **90 trillion** emails on the internet in 2009
- **247 billion** email messages per day
- **1.4 billion** email users worldwide
- **100 million** increase in email users 2008-2009
- **81%** percent spam emails
- **24%** increase in spam 2008-9.
- **200 billion** spam emails per day (assuming 81% are spam)

# Social media explosion

- Facebook reaches 30 per cent of global internet users, + of 566% increase in usage from 2008-9
- YouTube served 375 billion video streams to 375 million visitors in 2009
- Twitter users grew from 6 million to 18 million from 2008-9
- BUT: 60% of adults abandon their account within 3 months

• source Nielsen

# Deluged by data and information?

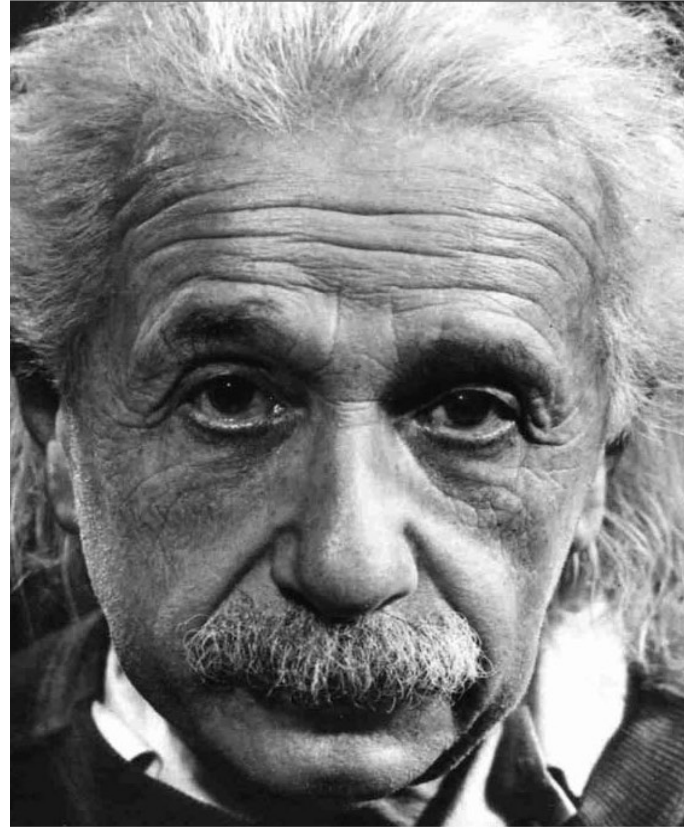
- 8 million English language books, including ebooks and out of print titles (2009)
- 1.35 million peer reviewed scholarly citations published (2006)
- 206 million active websites (2009)
- 126 million blogs (2009)

# Needle in a haystack?

- Supply side data and knowledge sources are increasing exponentially, locally and globally
- The internet has increased the range, reach and crashed the barriers to entry for electronic publishing from all sources
- Search engines enable instant access to global information sources, facts, opinion and downright lies and nonsense and generate 'answers' to queries on virtually any subject imaginable
- Conflicting statistics sit next to well-researched data on the same search-indexed page
- Social media networks transmit genuine breaking news and can serve a useful function but can also be used and abused for marketing and propaganda purposes

A little  
knowledge is a  
dangerous  
thing.  
So is a lot.

Albert Einstein



# Managing information quality

- The knowledge economy, like any other, needs systematic management
- Knowledge managers need to understand the needs of various customer groups
- Supply is not the issue, nor is *perceived* demand
- Quality of information needs quality information management, planning, review and intervention

# Drowning in a sea of messages

- Information may be free, but there are hidden costs and deeper implications
- US office workers spend between 1-3 hours surfing the web each day, up to one hour answering/sorting emails - how many relate to productive work?
- Poor information gains legitimacy on the web
- Too many messages from too many channels creates apathy, complacency and confusion
- (American Management Association 2007)

# Decision support requires the intelligent application of information

- Machine intelligence is still a relatively indiscriminate enabler
- US office workers spend between 1-3 hours surfing the web each day, up to one hour answering/sorting emails - how much productive value is added or lost?
- Poor information gains legitimacy on the web
- Too many messages from too many channels creates apathy, complacency and confusion
- Decision support is compromised by too much information

# Supply and demand disciplines in an over-supplied market

- Knowledge management and information management are essentially the same
- Knowledge management requires a structured approach
- Knowledge has value only if it is part of a value-based system
- Knowledge managers need to manage the supply chain and understand and anticipate client needs

# Evolution of the knowledge management role in the Knowledge Economy

- The Knowledge/Information management role has moved from hunter-gatherer to now require the skills of an:
  - Information architect
  - Information analyst
  - Information economist
  - Information accountant
  - Information traffic cop

# Key recommendations

- MORE usually means LESS meaningful output
- Understand technology and use channels but don't join in the supply-side free-for-all
- Free data is a low level commodity with low value added and hidden costs. Information is a high level, powerful asset
- Too much information from too many channels introduces complexity which will defeat the purpose of exercise and hinder communication
- Understand your client needs and create channels to serve them

Learn the topography

Surf the big waves

Avoid the sharks

Harvest according to need

Swim like a dolphin

Don't be a plankton-eater

