UNLOCKING THE VALUE OF KNOWLEDGE BUSINESSES

Bob Snyder
Chairman, Cambridge Information Group
Study the past, if you would define the future.

— Confucius
Your customers don’t want a ¼” drill bit. They want a ¼” hole.

— Clayton Christensen
compute your problems at your desk...

1969
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Lockheed Dialog
Prologue

The Document Liberation Front
## Growing database usage

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>2008</th>
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</thead>
<tbody>
<tr>
<td>Logons</td>
<td>441,709</td>
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<tr>
<td>Search Queries</td>
<td>2,559,082</td>
<td>750,873,865</td>
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## Declining cost of search

<table>
<thead>
<tr>
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<th>1975 (est)</th>
<th>1990 (est)</th>
<th>1996 (IDS)</th>
<th>2008 (IDS)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost per Search Query</strong></td>
<td>$5 - $10</td>
<td>$2 - $5</td>
<td>$0.80</td>
<td>$0.06</td>
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</tbody>
</table>

Subscription Cost (plus other fees) = \[
\text{Cost per Search Query} = \frac{\text{Number of Search Queries}}{}\]

1975 (est)  1990 (est)  1996 (IDS)  2008 (IDS)
Microprocessor Transistor Counts 1971-2011 & Moore’s Law

The curve shows transistor count doubling every two years.

Date of introduction
WELCOME TO THE DREAM.
The mission: faster, more comprehensive, cheaper search.

— Bob Snyder