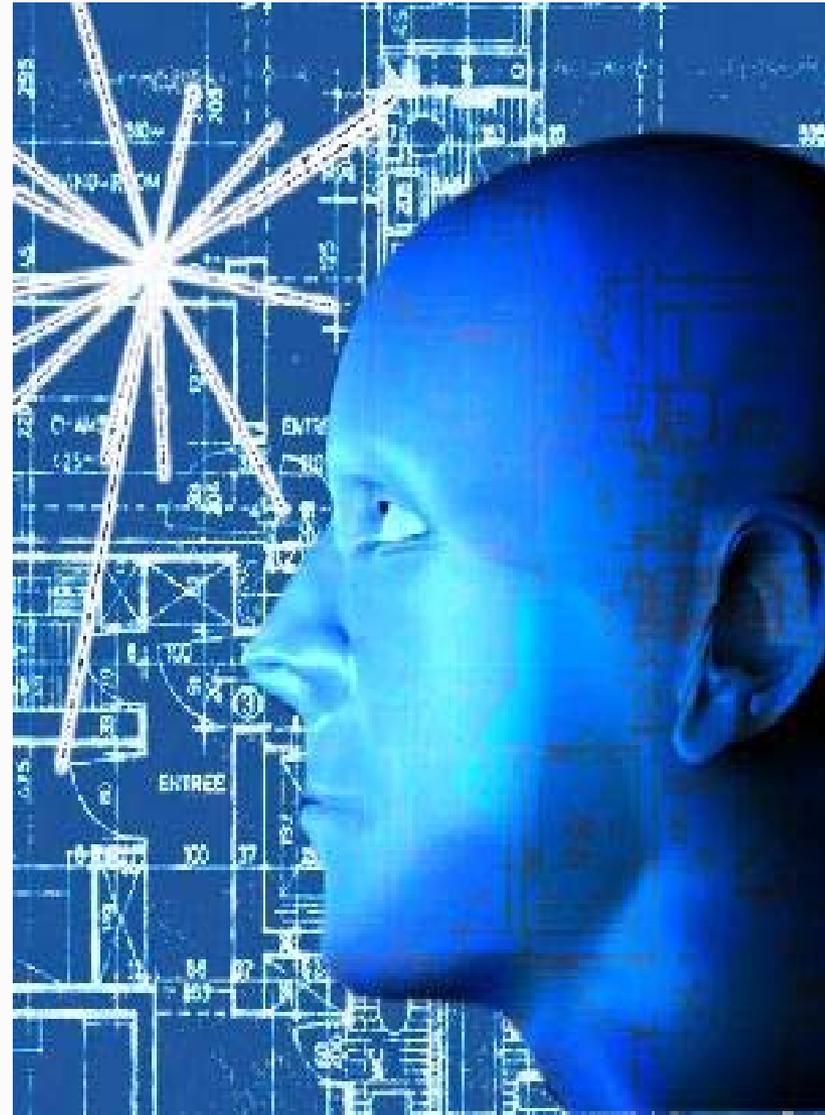


Setting Standards

A Simulation Exercise on
Strategy and Co-operation
in Standardization
Processes

May 2009



united knowledge



The Simulation

- About the Dynamics of Standardization
- With 12-24 Participants
- No Specific Professional Background Needed
- Facilitated by 2 moderators
- Minimal Duration: 6 hours



Learning Goals

- Develop an Understanding of the Stakes, Strategies and Dilemmas in Standardization Processes
- Identify Stakeholder's Interests and Public Interests
- Becoming Familiar with the Role of Procedures in Standardization
- Develop Analytical and Practical Skills for Successful Engagement in the 'Politics' of Standard-Setting



How Does it Work?

- Participants form groups (actors)
- All actors receive general instructions
- Each actor receives confidential role description
- Actors develop their own strategies
- Actors negotiate in multiple rounds
- Facilitators moderate and intervene in discussions
- Facilitators debrief the exercise thoroughly
- All Participants formulate lessons learnt
- Link between exercise and specific practices may be further explored in small groups

Main Hidden Mechanisms



- **Competing Interests**

(between actors, between private and public interests)

- **Competing Loyalties**

(individuals are torn between the company and the process)

- **Continuous Tension**

(between quality, speed and consensus)

- **Integrity Issues**

(boundaries between fair play and foul play)

The Simulation Model

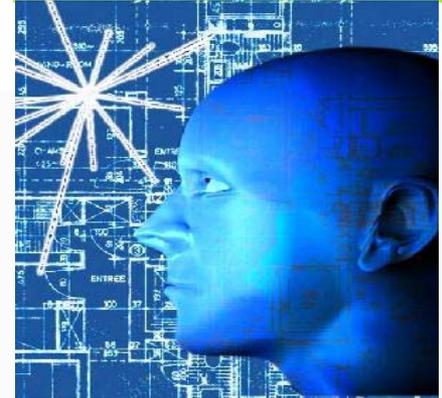


- Game is designed to get actors 'in trouble'
- 4 Main underlying mechanisms
- Each actor will at least be affected by 2 mechanisms
- Many other mechanisms play in the background
- The role descriptions are half-structured

The Model in a Nutshell



- Emerging technology in a certain market
- 1 Dominant agent, 2 followers
- Dominant agent wants to establish standard
- Followers do not have much bargaining power
- Adjacent industry shows interest in technology
- Market leader adjacent industry is power player
- Pressure group advocates consumer interests
- How broad, detailed, flexible and open should standard be?
- Standardization process becomes more complex
- The situation poses strategic dilemmas to all actors

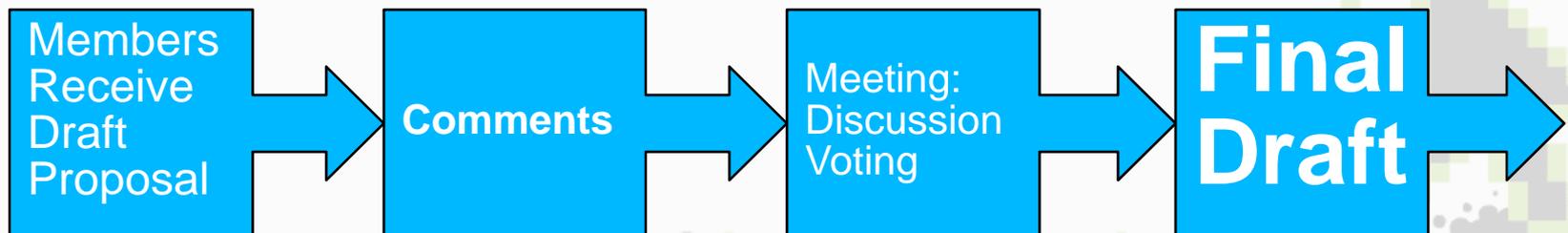
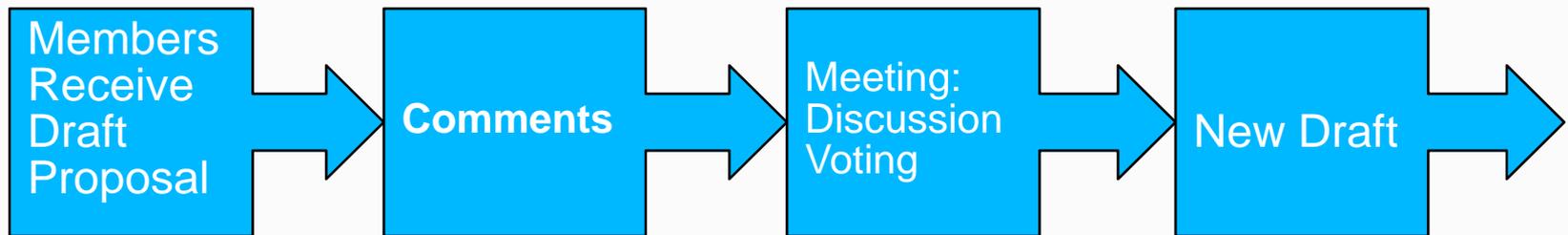


Actors

- Market Leader PC Peripherals (**TechnoPlug**)
- Market Follower 1 PC Peripherals (**LeapFrog**)
- Market Follower 2 PC Peripherals (**JumpStart**)
- Market Leader Automobiles (**PeopleCar**)
- Market Follower Automobiles (**BandWagon**)
- Interest Group Disabled (**MoveAhead**)
- Independent Scholars Association (**ScienceAlliance**)
- Standardization Organization (**SuperStand**)
- Government Representation (**Ministry of Mind Control**)

Grey= optional role

The Process



Evaluation



Stage 1: Description

Stage 2: Explanation

Stage 3: Prescription

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For Further Information:

Jorrit de Jong

Jorritdejong@yahoo.com

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