

Setting Standards

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A Delft University of Technology and United Knowledge
Simulation Exercise on Strategy and Cooperation in
Standardization



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Contents of this Slideshow



About the Simulation Exercise



About Standardization Processes



About Mind Motion Technology

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About the Simulation Exercise



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What is going to happen?



- You will become a member of a fictional organisation
- You will be introduced to a fictional technology
- You will participate in the standardization process for this technology

A new formal standard may emerge before lunch

After lunch...

- We will examine what happened,
- We will discuss why it happened, and
- We will draw lessons for real life standardization

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Why a simulation?



A simulation is a “laboratory” for experimenting and learning.

It's a safe environment so you can

- Make mistakes
- Learn by doing
- Trial and error

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Other benefits



Individual and collective learning

- Training and team-building
- Action and reflection
- Multi-layered evaluation
- Lessons for the practice of standardization
- Evaluate ex-ante

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Simulation = Simplification



Simulations are a *simplification* of the reality

- it's not about the technology
- it's not about a specific process
- it's about the essence of the process

Patents are an important issue, but

- are not the topic of this simulation



Learning Goals



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

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Standardization

A standard is a document established by consensus (...) that provides, for common and repeated use, rules, guidelines or characteristics for activities or their results, (...)

ISO/IEC 2004



Standardization

A standard is a document that establishes uniform engineering or technical specifications, criteria, methods, processes, or practices.

Wikipedia, 2009



Why Standardization?

Reasons for Standardization include:

- Safeguarding Consumer Interests
- Promoting and Protecting Producer Interests
- Securing Public Interests
- Enabling Economic Competition
- Stimulating Innovation
- And more...



Standardization

At Least Three Kinds of Processes:

- Through Competition: 'uncoordinated market'
- Through Coercion: 'state control'
- Through Co-operation: 'negotiated agreement'



Standardization through Co-operation

- **Creating Conditions** for
- **Voluntary Compliance** to a
- **New Standard** through a
- **Negotiation Process** Guided by
- Negotiated **Formal Procedures**
- Enforced by a Neutral **Standards Organisation**



Phases of the Process

- Advocacy for a New Standard
- Deciding on a Process with a Standards Organization
- Formal Process
- Follow-up Process (Implementation)



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Setting Standards for



Mind-Motion Technology

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Mind-Motion



- Mind Motion Technology allows PC users to operate certain functions of their computers hands free – with their minds
- By concentrating on a symbol from a standard table, users emit brain waves that are detected by the Mind Motion receiver that is connected to their computer equipment

M.I.S.T.



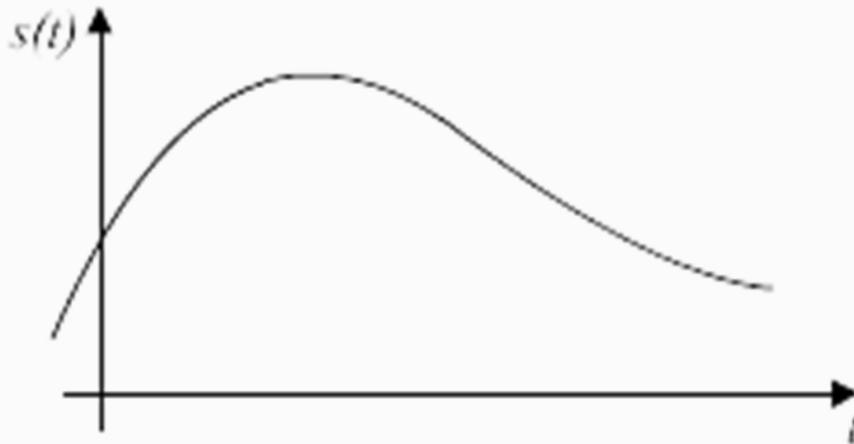
TechnoPlug has introduced the de facto standard for Mind-Motion Tecnology:

- Mind Interface Symbol Table (MIST) with 300 symbols
- Mind Motion Receiver Frequency: 8 MiMo

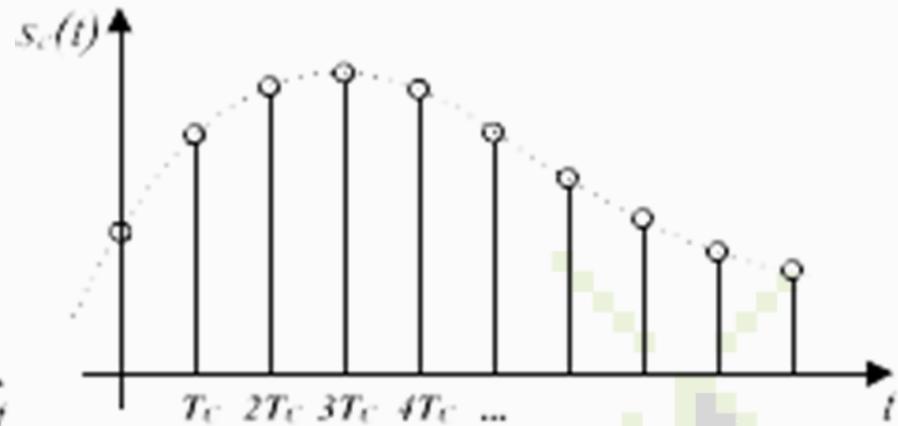




M.I.S.T.



Continuous thought



Sampled thought

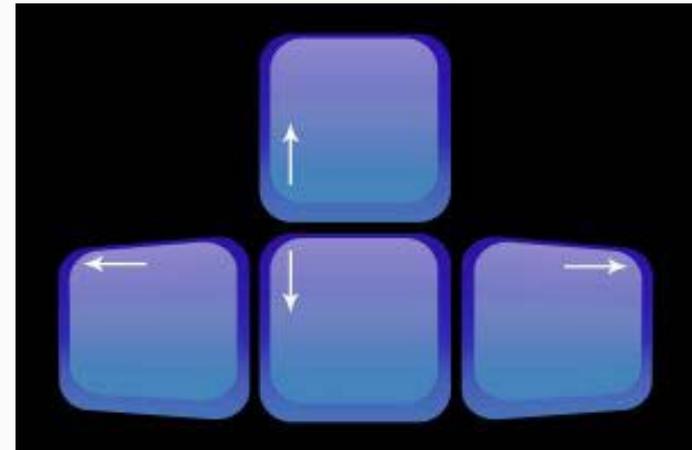
frequency: 8 samples per second, 8 MiMo



Short History



***TECHNO
PLUG***

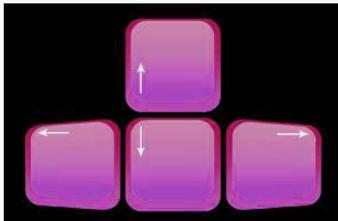
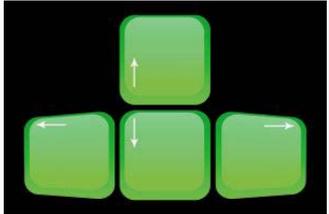


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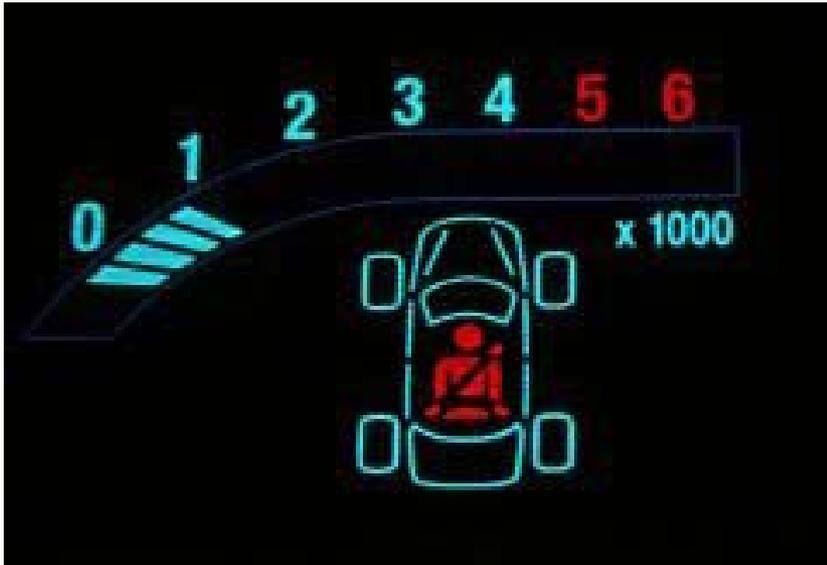
Short History



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Short History



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Short History



Standard organization SuperStand

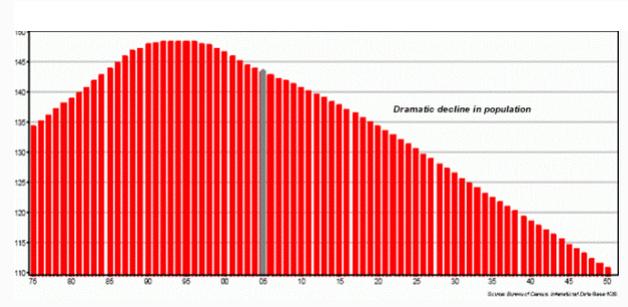


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Short History

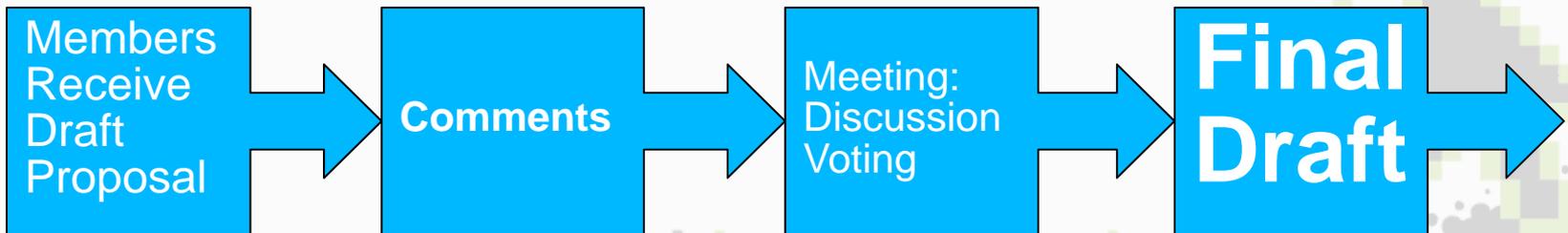
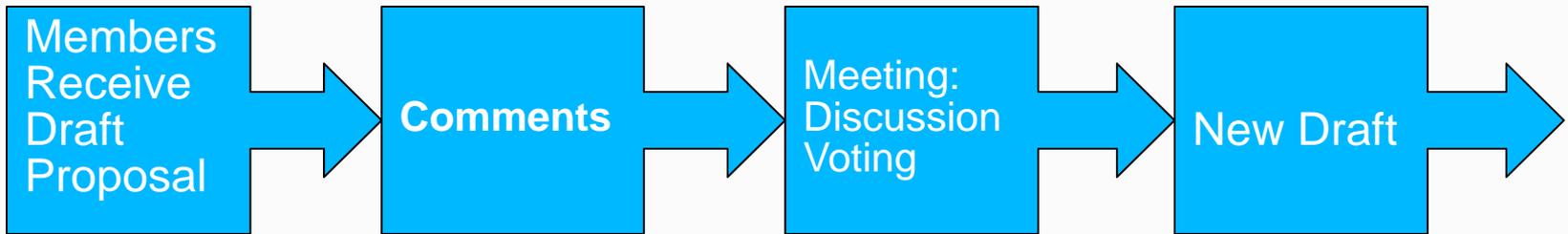




Short History



The Process



Time

Action

Result

8:45	Introduction	
9:15	Read role description	
9:30	Introduction of the roles	Sense of the Game Environment
10:00	Strategy Meeting per Actor about First Draft Proposal	Internal Strategy Comments
10:30	First Plenary Meeting	Accepted Comments Rejected Comments
11:15	Break	New Draft
11:30	Strategy meeting per Actor about Second Draft Proposal	Internal Strategy Comments
11:45	Final plenary meeting	Accepted Comments Rejected Comments FINAL PROPOSAL
12:30	Lunch	
13:30	What Happened? (Daily Standard Reports)	Descriptive evaluation
14:15	Why did it happen?	Explanatory Evaluation
15:00	Break	
15:15	How to deal with that?	Prescriptive Evaluation
16:30	End	

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What Happened?



The

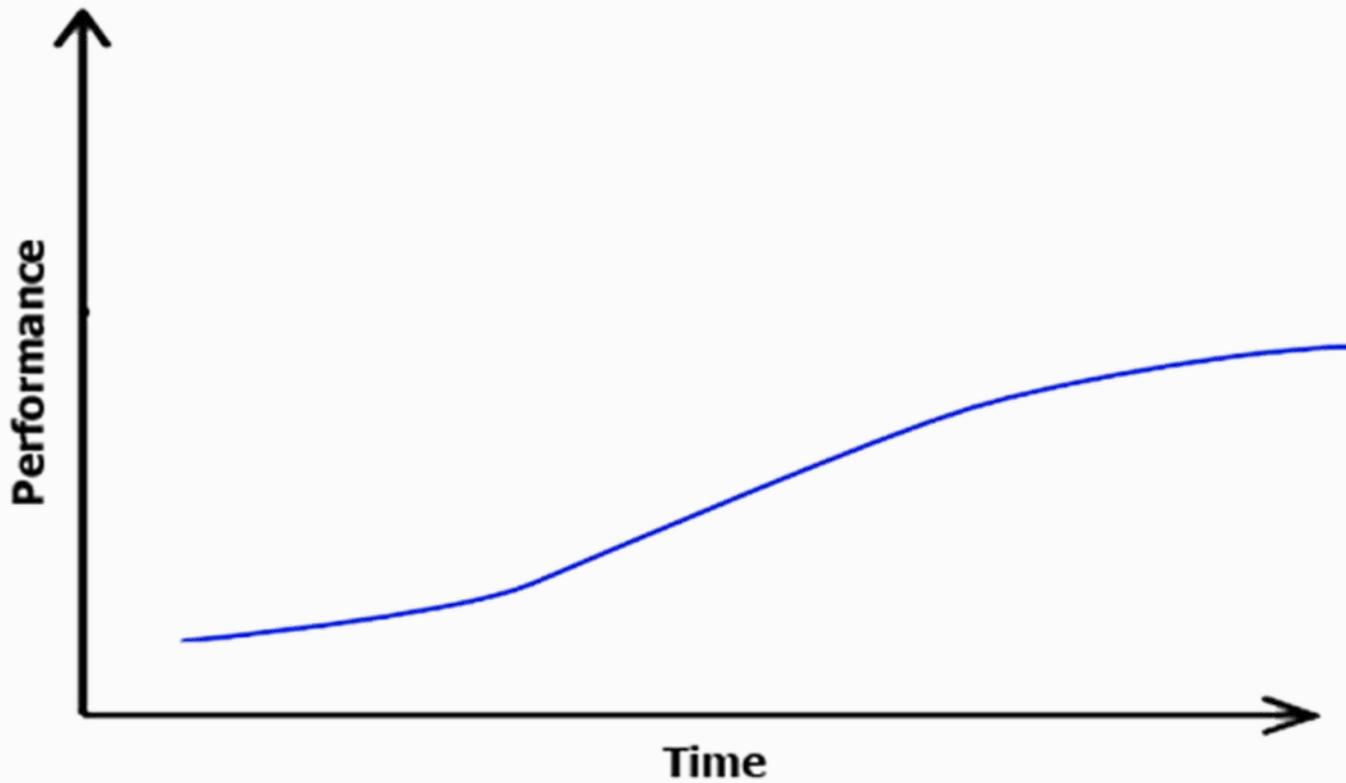
DAILY STANDARD

Reports...

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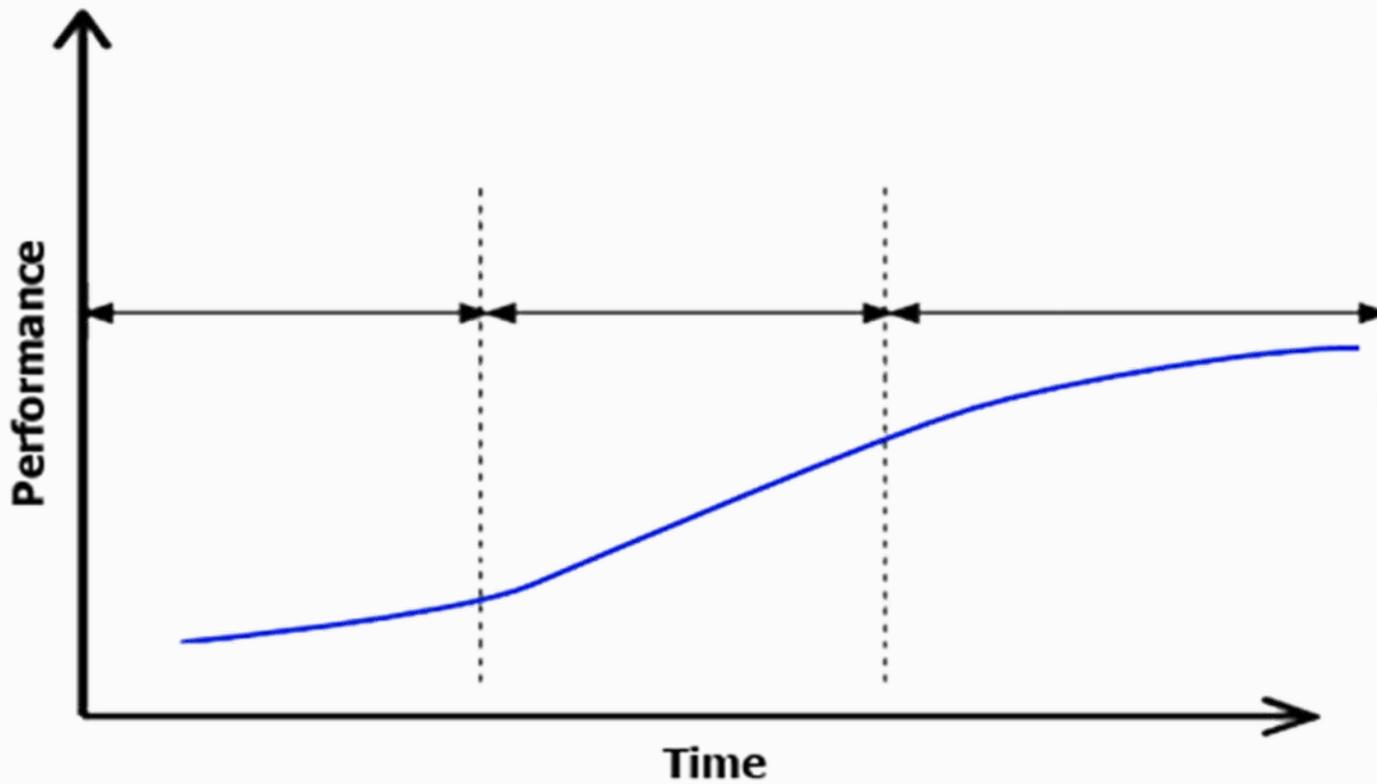


Technology maturity life cycle



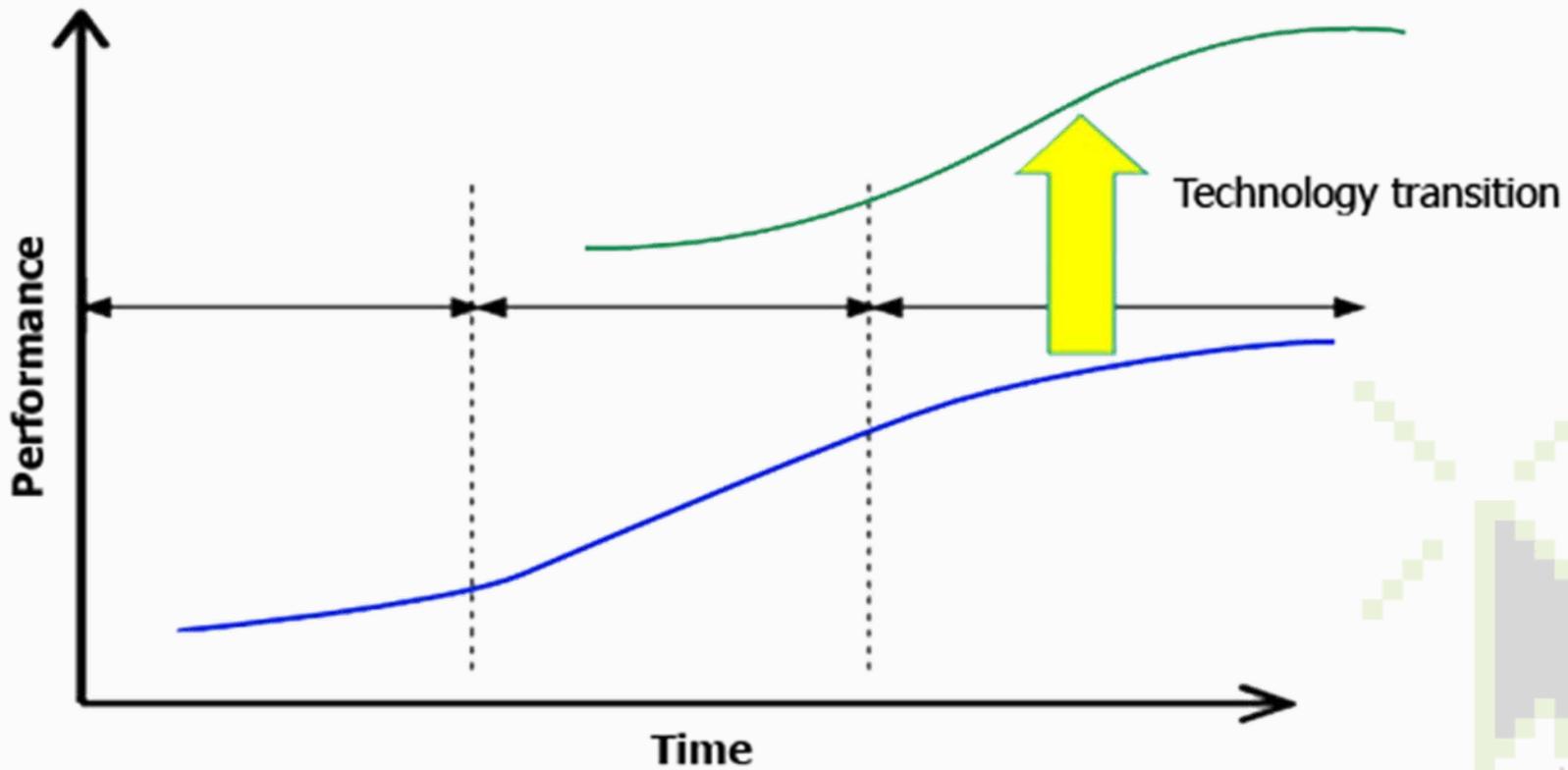
Standardization and the technology S-curve (Egyedi & Sherif, 2008)

Technology life cycle



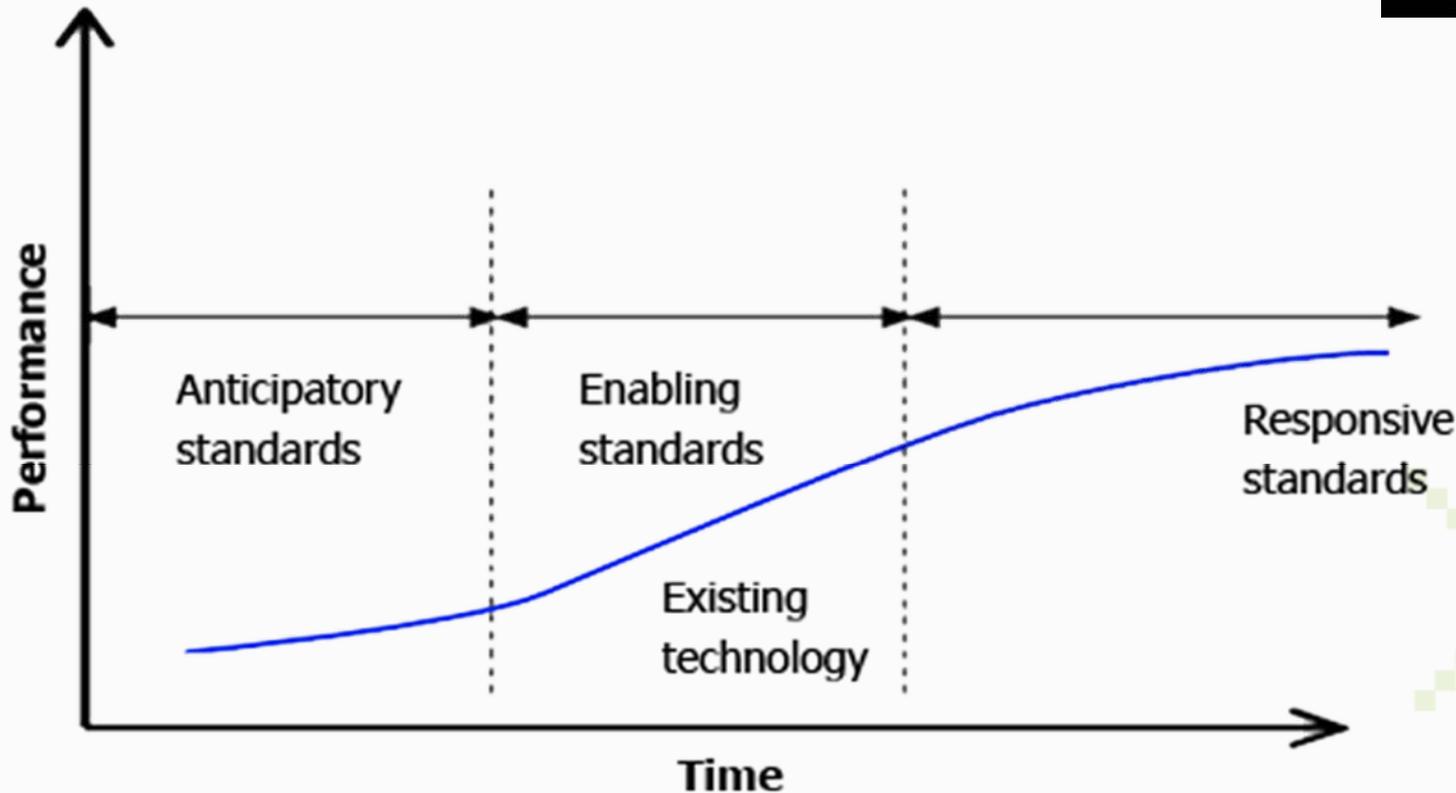
Standardization and the technology S-curve (Egyedi & Sherif, 2008)

Technology life cycle



Standardization and the technology S-curve (Egyedi & Sherif, 2008)

Technology life cycle



Standardization and the technology S-curve (Egyedi & Sherif, 2008)



Negotiation theory



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Negotiation theory



Focus on

Short Term

Long Term

Interests	Accomodate	Integrative Negotiation
Positions	Fight	Distributive Negotiation

Focus on

Leadership for Standardization

What can or should governments do?



**Leave it
to the
Market**

ROOM FOR NEGOTIATION

- Convene parties
- Set Agenda
- Frame the Debate
- Facilitate Negotiation
- A Kind Word and a Stick

**Impose
a
Standard**

Leadership for Standardization



How to Determine the Role of Government?

What is the nature of the technology?

How mature is the technology?

Why would we want a standard?

What does the market situation look like?

What are the interests and positions?

What are feasible goals for negotiation?

How best to achieve those goals?

Leadership Styles

Power
wielding

Exchange

Persuasion

Authoritarian

Transactional

Transformational

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Source: McGregor, Burns, Herberz, Linsky, Williams, et al.



Final questions



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