STANDARDS DEVELOPMENT NEGOTIATION
WHY IS PARTICIPATION IN STANDARDS DEVELOPMENT SO IMPORTANT?

• Push strategic agenda; influence standards (encourage favorable, block unfavorable); avoid giving competitors advantage (recognizing that a standard can limit basis for competitiveness)
• Help advance field and key systems
• Build relationships
• Help assess strengths and vulnerabilities
• Use as test bed for new ideas
• Learn (from how discussed):
  • Current, potential competitors’ thinking
  • Current emerging alliances
  • Technology evolution paths; research directions
VERY QUICK REVIEW OF NEGOTIATION BASICS

• Define your own interests and goals (continually refine)
• Assess interests and goals, absolute positions of other parties in the negotiation
• Seek agreement that maximizes your profit (this may mean first “growing the pie”, and could lead to pulling out of negotiation)
• Particularly if you will need to negotiate again with some of all of the same parties and given the need to implement agreement, work to help them to be comfortable with the agreement
• Multi-party negotiation (including standards) involve dynamic (shifting) alliances among parties
ADDED COMPLEXITY IN STANDARDS NEGOTIATION

Standards negotiators reflect multiple perspectives:

- corporate/organizational goals (doing what’s right for company)
- national interests (doing what’s best for country)
- industry, global community (doing what will work best and advance field)
- personal (pride) or pre-established relationships
- strategic – give in now for support in later negotiations

ADDED COMPLEXITY IN STANDARDS NEGOTIATION (CONTINUED)

• Understanding of own interest already a challenge. Standards can be a platform impacting across organization and both current and uncertain future competitive position; **ideal rep needs both technical and strategic/management understanding**

• First task in actual negotiations: agreeing on rules {not in today’s exercise}

• Parties are often very mismatched- differing in
  – types of organizations ranging from governments to industry to other stakeholders,
  – levels and standing of individual representatives,
  – varying agendas, knowledge bases, and experience in target domain and standards setting in general,
  – cultures and development stages
ADDED COMPLEXITY IN STANDARDS NEGOTIATION (CONTINUED)

• Goals of participation extend beyond “winning”; consequences of pulling out can be significant and negotiations & standards setting will continue without you
• Strategic interests may have complex and distinct short versus long-term components
• Likely will encounter parties again with different starting alliances and perhaps changed agendas
• Negotiations often have a significant informal as well as formal component
• Success of standards development determined by acceptance and implementation of standard
EXAMPLE QUESTIONS FOR NEGOTIATION PLANNING

• Whom/what do I represent? How could my company’s needs change? What is critical to me? What authority do I have?
• What do I know and not know? What can/should I learn from the negotiations?
• Who is at the table? Whom/what do they represent? How are they interrelated? How might their needs change?
• What is the position, authority and standing of the representatives? How might negotiations change if the reps change?
• What do they know and not know? Can I expand their knowledge productively?
• Who could block? Who might enable?
• How are current negotiations linked to other negotiations? Who might I need in the future and how?
• What are my underlying assumptions (and those of other parties)?
• What are my competitive strengths and weaknesses? How might these change?
• How might the focus technology change and how would this impact?
CROSS-CUTTING ISSUES

• What are key topics, skills, engineering and management (and potentially other fields) requirements related to usefully applied standards education?
• How, and in what contexts, can these best be covered?
• What support will be needed? (what resources can we leverage)?
• How can we move forward in addressing these needs including maximizing the value of ongoing industry-academic collaboration? What will inspire and sustain attention and collaboration?

BREAKOUT GROUPS FOCI

1. course contexts and pedagogy
2. community/network development
3. emerging standards concerns
4. Research and publishing
5. ALTERNATIVE TOPIC?
<table>
<thead>
<tr>
<th>Example question</th>
<th>Tool support</th>
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<tbody>
<tr>
<td>Whom/what do I represent? How could my company (or country’s)’s needs change?</td>
<td>stakeholder analysis/mindmapping, roadmapping, scenario planning</td>
</tr>
<tr>
<td>What do I know and not know? What can/should I learn from the negotiations?</td>
<td>mindmapping</td>
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