**ITU-T Workshop on
Bridging the Standardization Gap
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Setting up a Standards Management Process at National Level

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A <u>national</u> preparatory process: Why?

- Standards touch all public and private realms

- Need to ensure consistent public positions in line with national policies, across all relevant external bodies

- There are multiple national players from the public and private sectors
  - Without coordination, your entity will send people to the same meeting who don't know each other, and they <u>will</u> disagree

Additional practical reasons

- Resources are finite – use them efficiently and effectively
- Good standards people are limited in number – leverage their talents to protect your national interests and to level the playing field
- Nurturing future international leaders takes time and on-going support

Three parts of a national process for international standards

- Governmental organizations
  - Policy aspects
  - Technical aspects
- Private sector organizations, e.g.:
  - Companies
  - Universities
  - Standards development organizations
- Secretariat

National process – who is in charge?

- For intergovernmental organizations, it is usually the Foreign Ministry and:
  - With active management and support from other agencies responsible for, e.g.
    - Regulations
    - Competition
    - Defense
    - User interests
    - Trade
    - Intellectual property

How to organize?

- There are choices. For example,
  - Organize by subject matter with coordination across external memberships
  - Organize by external body with coordination across subject matters
- The former is usually more effective
  - Most likely a hybrid structure will evolve
- Follow principles of Openness, Transparency and Due Process

How to manage the process – some suggestions

- Open meetings, at least to national entities, with recognition that many companies employ non-citizens
- Share committee leadership among public and private sector people
- Be sensitive to competitive relationships and provide stronger public leadership when necessary

Choices for national positions

- One national position all must support
- One national position none may oppose
  - These two bullets are different!
- One government position with private sector members free to state their own views (Not very common)
- No national position and all players can advocate their own positions (e.g., on technical matters)

Who can be on a national delegation?

- Only government employees, or
- Government and private sector who are members of the IGO, or
- Government and any employee of a domestic company, or ......
- More choices exist, but to be most effective, include all relevant experts regardless of their employer; this also gives the government more control

Who pays for the national process?

- A government agency budget for the national process, or a shared budget across several agencies, or

- Create membership categories for the national process and charge dues
  - Is this an Open process if dues are high? Or,

- Small core funding from government and "voluntary" contributions from private sector, or …

Corporate standards management

- Standards is not an end in itself
- Standards supports business needs
- The right standard, at the right time, will support your business strategy
- A corporate approach for standards should be coordinated with the processes that consider customers, trade, intellectual property, regulation and social issues

Corporate standards management

- If you feel that higher standards leadership positions are valuable, a corporate process can identify, nurture and support individuals over the long period of time necessary

- A corporate process can pay for memberships, documentation, internal resources, etc., rather than multiple units paying separately

A Standards Management Process: Choices

- To implement company's strategic plans:
  1) All business units will support a common position and each other
     - This might modify each unit's position but strengthen a corporate strategy;
  2) Each unit will present and defend its own position
     - This might result in one unit's position defeating that of another unit, or possibly negate both positions
     - Winner-take-all approach

A Standards Management Process: How?

- There are two basic models:
  - Centralized
  - De-centralized
- Each model has benefits and shortcomings
- Both models can be effective
- A hybrid model is also possible with a small central organization and multiple local organizations

Centralized Model

- Team of "standards professionals"
- Usually aligned with a central corporate organization such as Strategic Planning, R&D, Intellectual Property Management
- Manages a cross-unit process
- Funding might be Corporate-only or via a Business unit "tax"
- Facilitates long-range, strategic planning
- Might directly fund selected experts
- It is responsible and also directly accountable

De-Centralized Model

- Teams of technical and management experts in their own business units
- Close to product/service developers
- Each can set its own priorities
- Cross-unit coordination is left for someone else or might be ignored
- No tax paid to a central organization
- Direct control of their own experts
- Responsible and accountable only to its own unit

Comparison

- Each has its plusses and minuses
- The choice will probably be driven by the existing corporate philosophy regarding centralized and decentralized functions
- A combination is also possible with multiple, strong, competent local standards management groups within an overall company process

Business and Standards: Standards group role

- Standards leaders get information from company business leaders, and from external bodies, customers and competitors, putting the Standards Group in the middle of a 2-way process
- Standards Management groups set standards plans to drive external actions
- Accountable for "Standards success" (e.g., approved standard, competitive win, leadership position, support of a customer…)

Role of the Secretariat

- Secretariat provides essential support services to a national process, a corporate process or an SDO
    - Maintenance of the infrastructure
        - Meetings and Documentation
        - Legal requirements for record-keeping
        - Web site, member notifications, ballots, etc
        - Financial operations
- Continuity as experts come and go
- External representation to other SDOs
- It MUST be good at what it does!

Thank you

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