

STANDARDS FOR SME BUSINESS STRATEGY - LEARN THE ESSENTIALS

27-28 April 2026 - Online Event

Day 1 10:00>12:30 - Understanding Standards and its players

Day 2 10:00>12:30 - Participation in Standardisation for SMEs

Partners



TU/e EINDHOVEN
UNIVERSITY OF
TECHNOLOGY

28 April






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the European Union





-  **10:00 Welcome!**
-  **10:15 Standards Setting Organisations**
-  **10:45 Start participating yourself in standard-setting**
-  **11:30 Competence and skills to participate in standardisation**
-  **12:15 Key messages**
-  **12:25 Give us your feedback!**



Rudi Bekkers


-  *TU/e (since 2003), Dialogic (since 2001), TELP (since 2015)*
-  *Full Professor of Standardization and Intellectual Property*
-  *More info on rudibekkers.com*

Specific standardisation activities:

-  *Appointed member of EC HLF on Standardisation, IEEE SA Europe Advisory Council, NL gov' Forum Standardisatie*
-  *Over 40 papers, 22 books/chapters, 75 commissioned studies, many on standards; PI of "Essentiality Pilot" of the EC*
-  *Member of ETSI, working with CEN/CENELEC, ITU*
-  *Chair of SOONS (academic collaboration with NEN)*



Jon Echanove

 *Small Business Standards (SBS) Secretary General - Small Business Standards (SBS), the European non-profit association representing and defending Small and Medium-sized Enterprises (SMEs) in standardisation.*

Specific standardisation activities:

 *Appointed member of EC HLF on Standardisation*

 *Expert in supporting quality infrastructure and competitiveness policies*

 *Former Director Corporate in the European Committee for Electrotechnical Standardisation (CENELEC)*

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 Abdelkafi, N., Bekkers, R. N. A., Bolla, R., Rodriguez-Ascaso, A. & Wetterwald, M. (2021). Understanding ICT Standardization: Principles and Practice (2nd edition). Sofia Antipolis, France: ETSI. 280 p. ISBN: 979-10-92620-50-1.

This sheet deck was prepared in the context of the edu4standards Horizon project, funded by the European Commission. Please visit edu4standards.eu for more information and materials.



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Standards Setting Organisations

Rudi Bekkers



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A 5 mins exercise:

Which of the Standards Setting Organisations (SSOs) do you know?

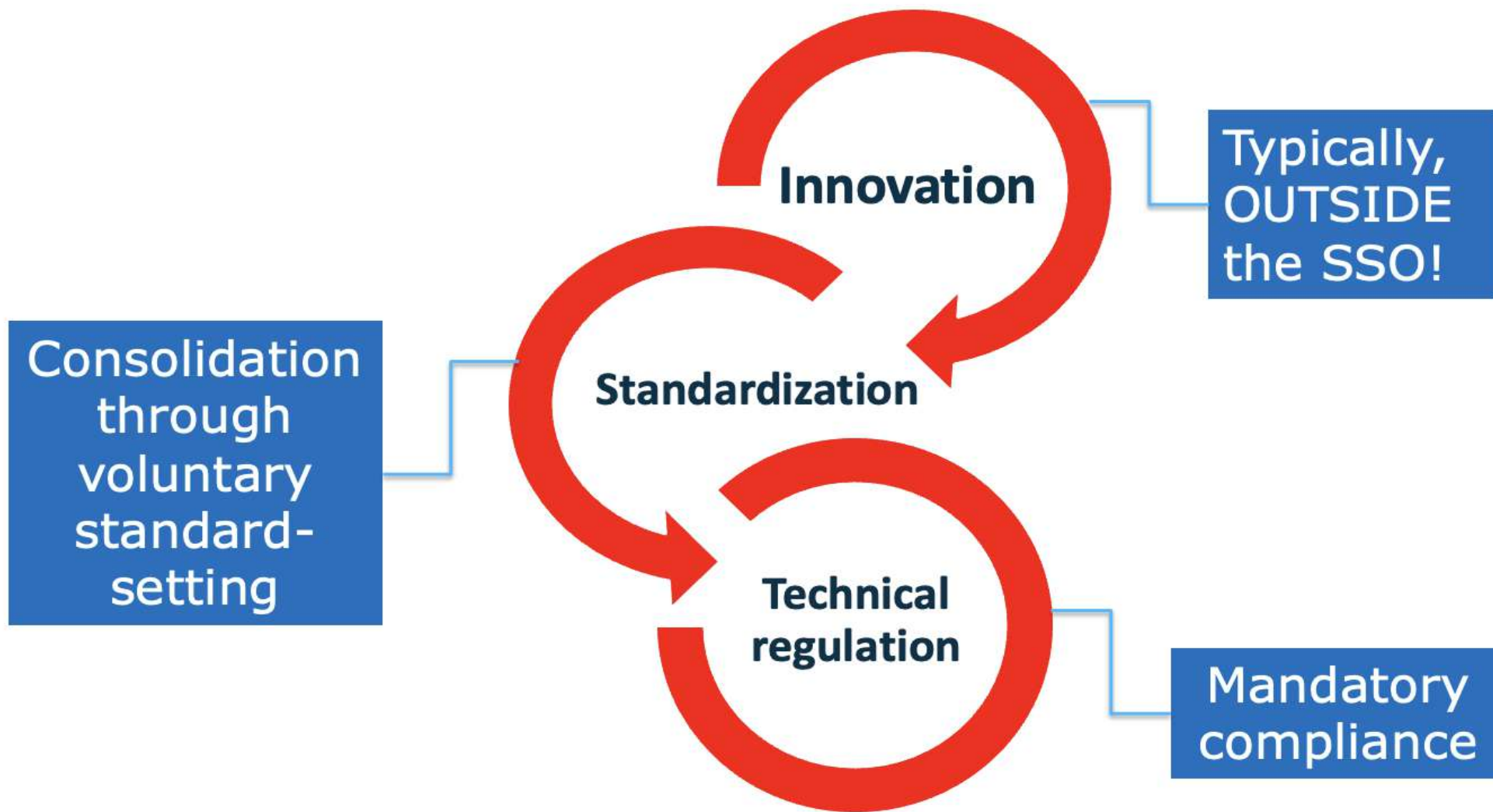


A 5 mins exercise:

List your own business activities and try to link them with SSOs working on your topic.

Ex: Textile - CEN







Also called:

- 🌐 Standards Bodies (SB)
- 🌐 Standard Development Organisations (SDO)
- 🌐 May be related to a specific topic, or a specific country/region
- 🌐 Quite diverse in focus, history, way of working, membership type, formal recognition, and much more

Formal standards: is a document that has been approved by a Standards Development Organization (SDO).

- Sometimes, authors refer to formal standards simply as "standards".
- In the (rare) case regulation may make explicit reference to a formal standard (and makes its use mandatory) we call that a **de-jure standard**

De-facto standards: common practices adopted by the market, which are not the result of any standardization process.

- It received its dominant position by public acceptance or market forces. Examples: Microsoft Windows, Microsoft Word document format, VHS, QUERTY
- De-facto standards are also called **dominant designs**
- Some de-facto standards (PDF, CD) were later transformed into formal standards
- If a standard is developed and controlled by a single or a small group of organizations we call it a **propriety standard or closed standard**. Then there is no open, consensus-driven process.

As standards have a tremendous impact on companies, users, society, trade, and more, there is more and more attention for the way these standards are created. Who decides? Who has influence?

In the context, the concept of '**open standards**' developed

Openness of standards is not a precise concept. It comprises a set of aspects regarding how standards are written, approved, published, implemented and maintained.

There are multiple definitions... (but the WTO one is the most important)

The **World Trade Organization's (WTO) Committee of Technical Barriers to Trade (TBT)** identified a set of fundamental principles and mechanisms to foster the production of fair standards.

- OPENNESS
- TRANSPARENCY
- IMPARTIALITY
- EQUITY
- CONSENSUS
- EFFECTIVENESS
- RELEVANCE
- DEVELOPMENT
- COHERENCE

These criteria are often considered to be a good definition of Open Standards, and also for the basis of the **European regulation 1025/1012**, which is the basis of the EU standards system

A. OPENNESS

Open standards are made available to the general public and are developed (or approved) and maintained via a collaborative and consensus-driven process. Openness also means that the standardization process is easily accessible to any interested stakeholder at all stages, from policy development and draft submission, to adoption and dissemination of the standards.

B. TRANSPARENCY

Transparency is achieved if the draft standard is made available to all of the working group members throughout its development steps with sufficient time to give them the opportunity to submit comments.

C. IMPARTIALITY

An impartial process is managed by a group of diverse stakeholders with varied interests so that the group avoids being influenced, for instance by funding or by an interest group.

D. EQUITY

A balanced standardization process is achieved if all representatives are allowed to express their positions and comments, and every representative's opinion is considered. The development process does not favour the interests of a specific provider, country or region.

E. CONSENSUS

Consensus is obtained if a standard is approved by a large majority of the group of stakeholders. Every effort is made to reach unanimity. The views of all stakeholders are taken into account, even when they are diverging, and they generally agree to the resulting publication; no sustained opposition is expressed on a substantial issue.

F. EFFECTIVENESS

Standards should be developed only when it has been proven that implementation is feasible and appropriate, based on existing technological capabilities

G. RELEVANCE

Relevance means that the standard responds to regulatory and market needs. Fair standards enable implementation by different providers and enable competition in the market.

H. DEVELOPMENT









According to the development principle, the standardization process is open to all interested parties and encourages the participation of developing countries.

I. COHERENCE

When respecting the coherence principle, the work programme of an SDO and its committees avoids duplicating the work of another SDO. The standardization contributes to the coherence of the market and prevents the introduction of a solution that conflicts or overlaps with the standards developed in another SDO.

Note: In the above criteria, there was no attention yet to the question of access to IPR necessary to implement the standard (e.g. FRAND, RF, ...)

Category	Formally recognized by regulators?	Membership	Satisfies “Open Standards” definition?	Notes
Formal SSOs	Yes	Usually indirect	Yes	Usually large and diverse topics
Quasi-formal SSOs	No (but otherwise almost same as formal SSOs)	Direct membership, sometimes engineering societies	Yes	Usually large and globally operating
Fora and consortia	No	May be open or closed	Usually not	Often small, often single topic

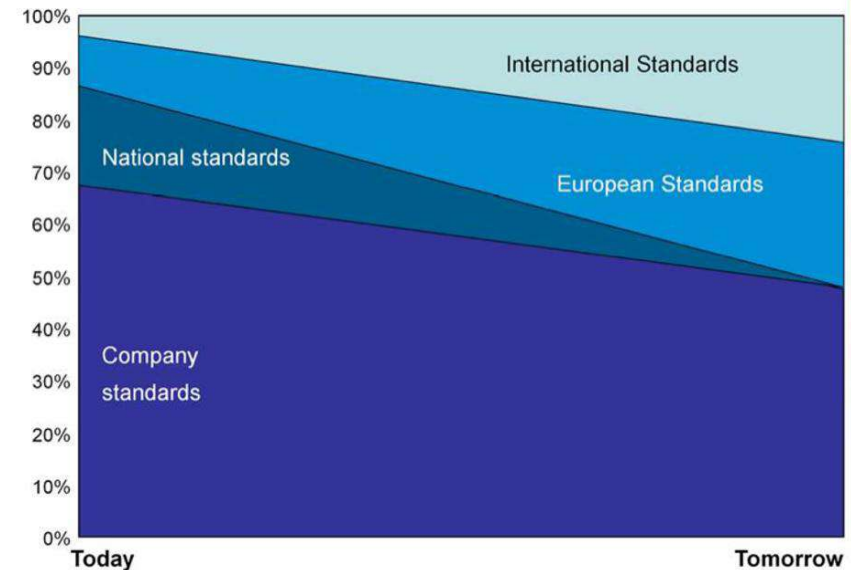
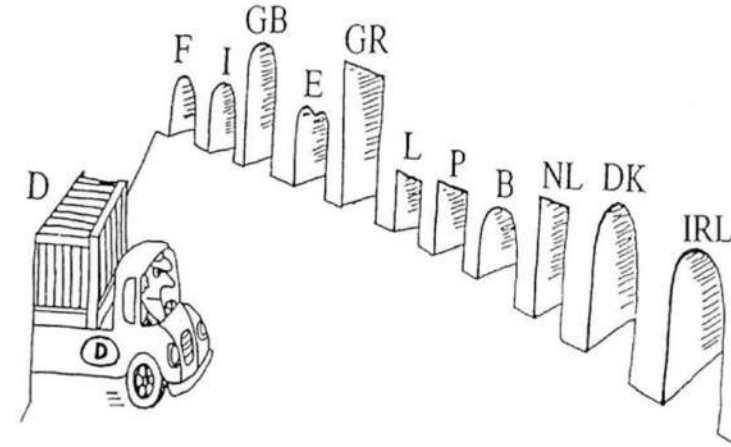
Formal SSOs			
	All areas	Electro	Telecom
Global			
Europe			
NL	 NNI: Nederlands Normalisatie- instituut	 Stichting NEC	n/a

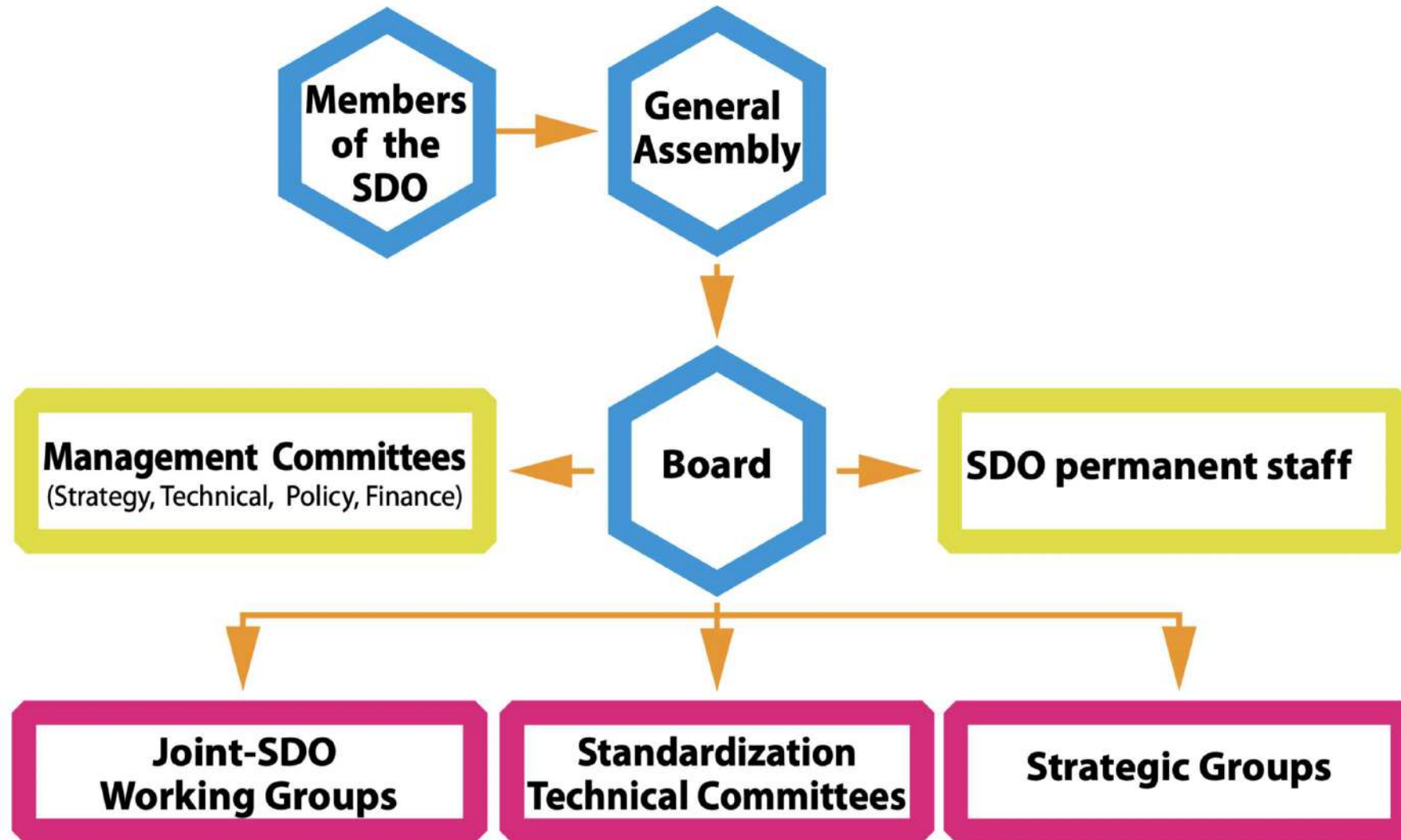


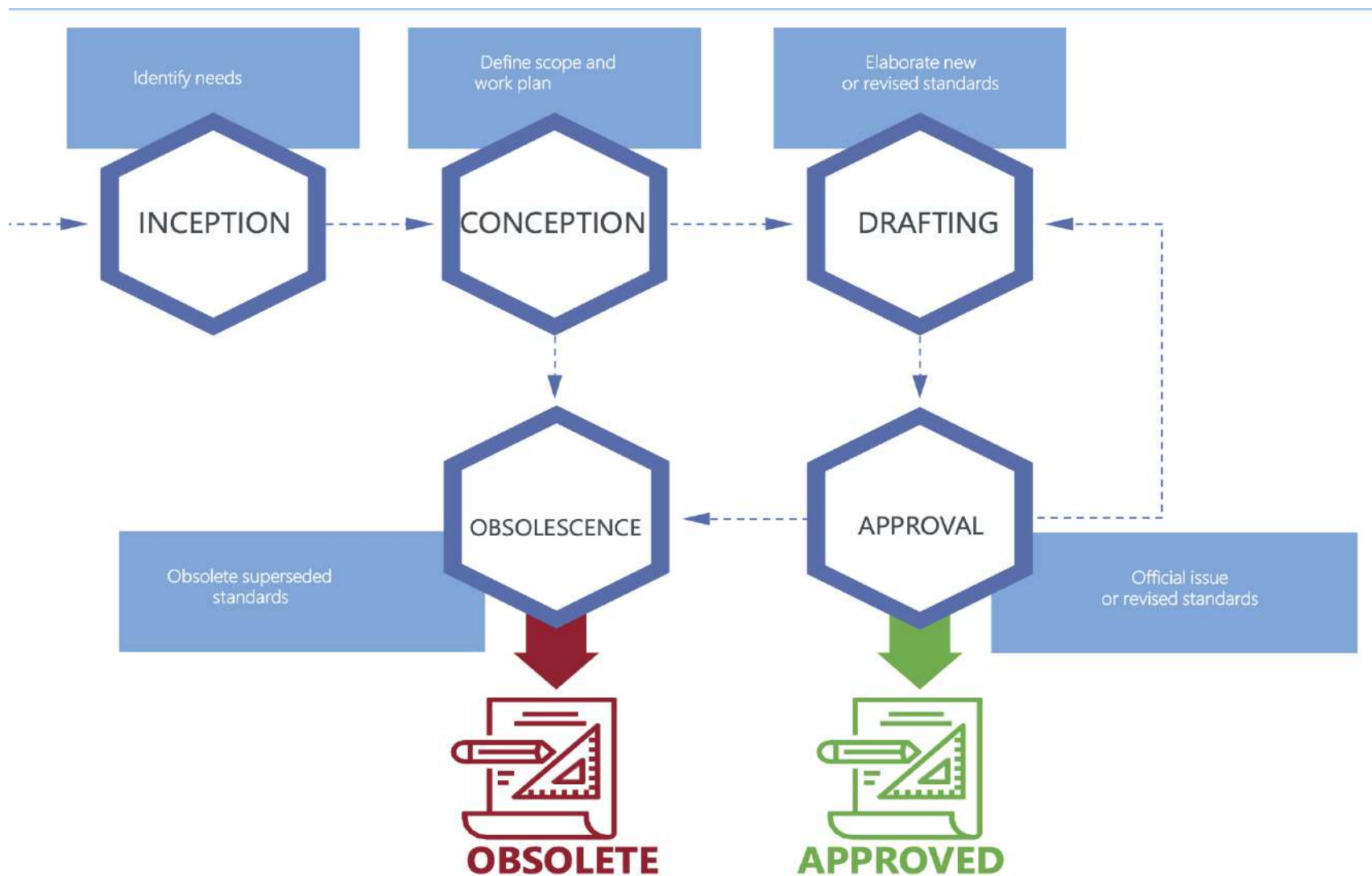
In the past often created own national standards

This changed with the New Approach, where the EU adopted standards as the primary mechanism to create an internal market

Now national SSO important as national representation in international bodies



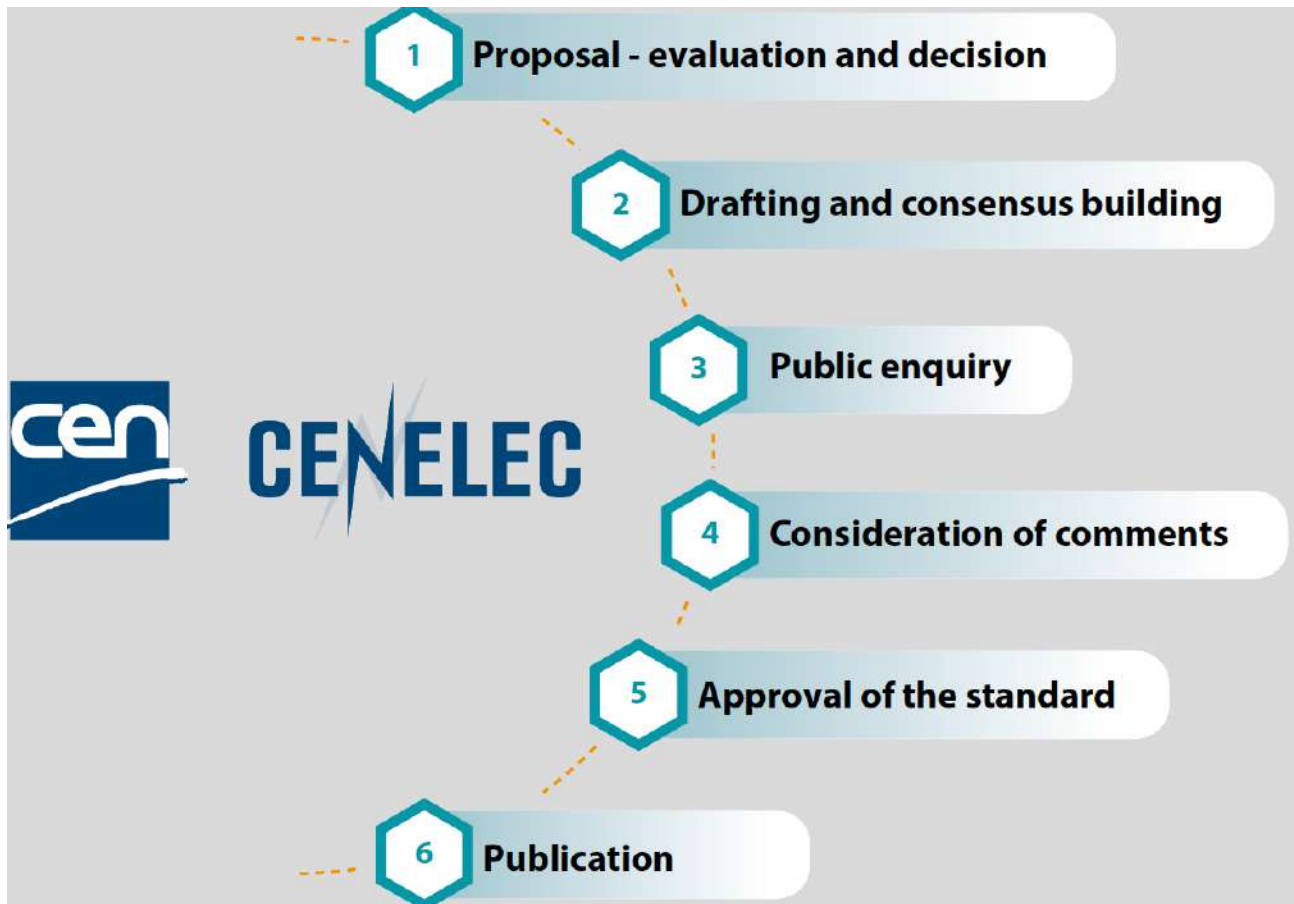




- 
 Different participation models
 - 
Direct participation (by individual members)
 - 
Indirect participation (“delegation”) via national standards bodies (NSBs)
 - 
 Participation by States
 - 
 No participation by end-users
 - 
 Often represented by societal organizations or corporate users (eg implementers)



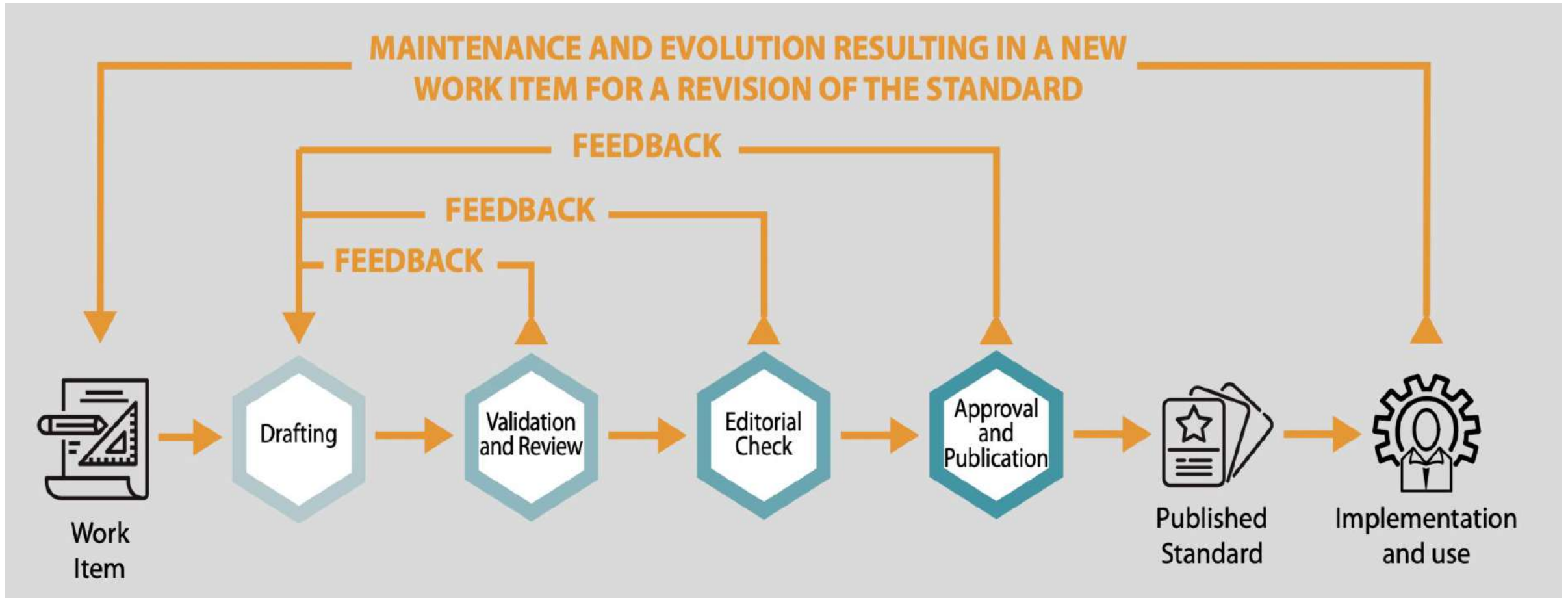
Standardisation at CEN/CENELEC: top-down



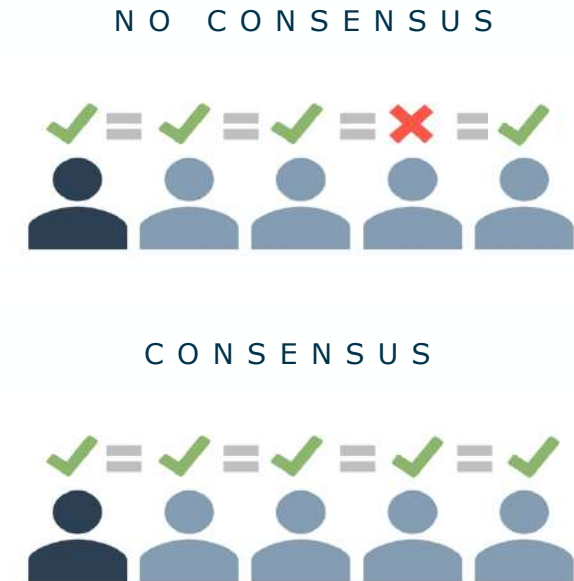
Standardisation at IETF: bottom-up



- ETSI standards development process follows a **top-down** approach (consensus-based)

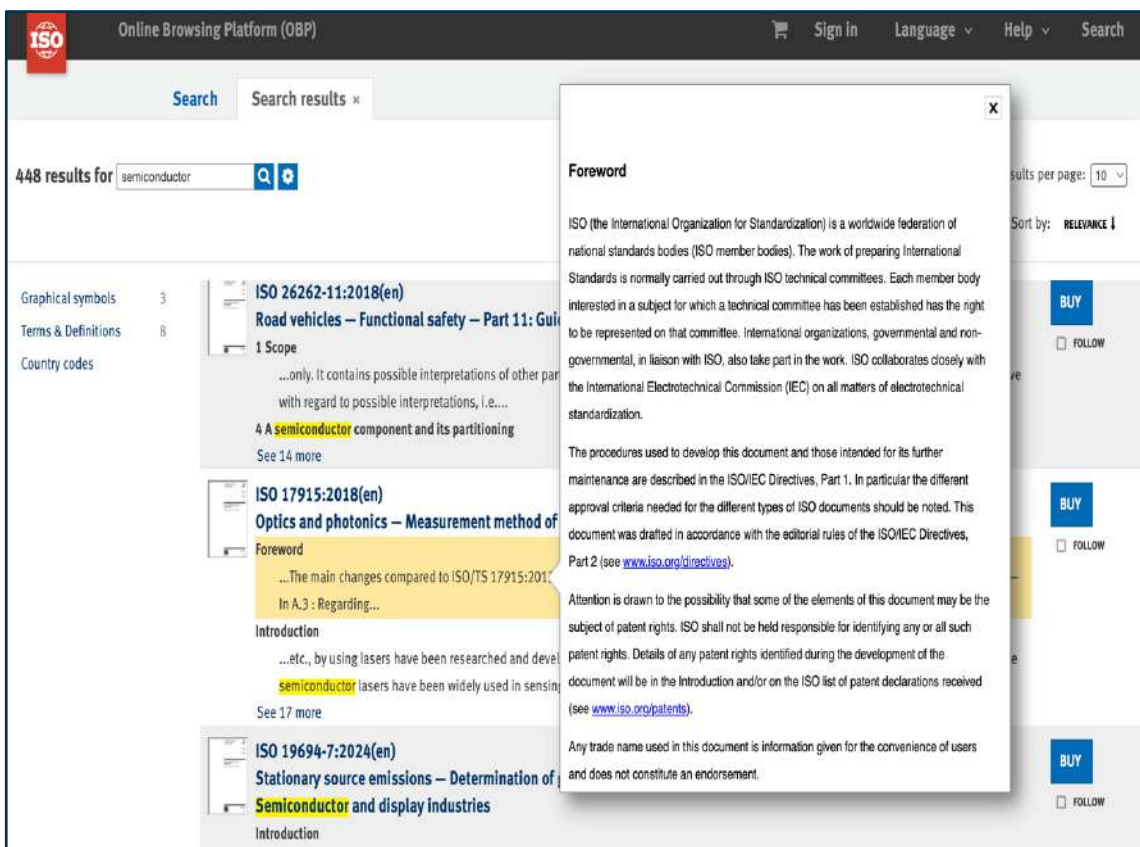


- Standards are not made by SSOs, but by participants in committees
- Standards are created on the basis of consensus
 - = “General agreement, characterized by the absence of sustained opposition to substantial issues by any important part of the concerned interests and by a process that involves seeking to take into account the views of all parties concerned and to reconcile any conflicting arguments.” *



*: Subclause 2.5.6, [ISO/IEC Directives, Part 1](#); similar definitions are adopted by other SSOs.

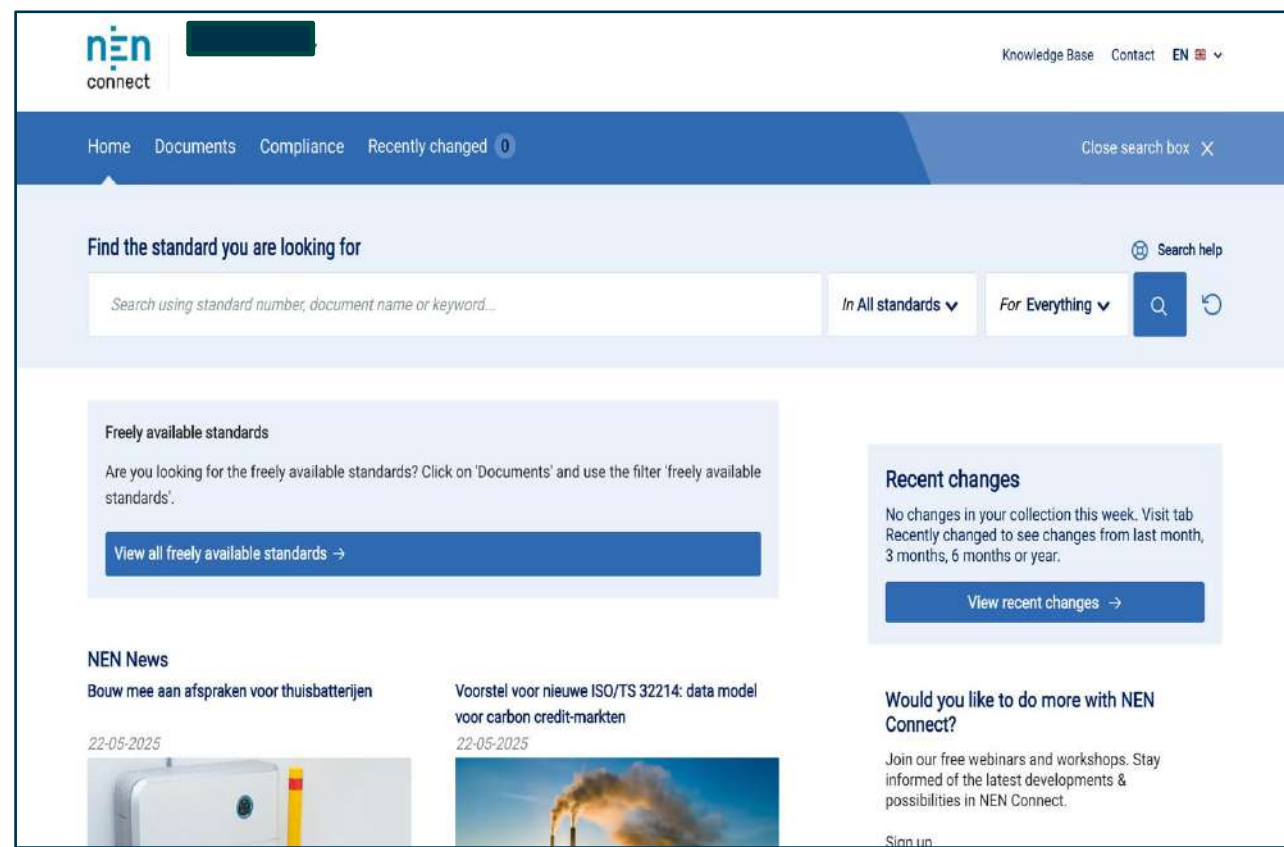
- 🌐 All SSOs make their documents available online
- 🌐 Access requires registration; often available to authorized users only
- 🌐 Typically fee-based in formal SSOs



The screenshot shows the ISO Online Browsing Platform (OBP) search results for the keyword 'semiconductor'. The page displays 448 results. A pop-up window titled 'Foreword' is open, showing the text: 'ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization. The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives). Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents). Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.'

Search results include:

- Graphical symbols: 3
- Terms & Definitions: 8
- Country codes
- ISO 26262-11:2018(en) Road vehicles – Functional safety – Part 11: Guidance for use of ISO 26262-11:2018(en)
 - 1 Scope
 - 4 A semiconductor component and its partitioning
 - See 14 more
- ISO 17915:2018(en) Optics and photonics – Measurement method of optical properties of optical materials
 - Foreword
 - ...The main changes compared to ISO/TS 17915:2011 are:
 - In A.3 - Regarding...
 - Introduction
 - ...etc., by using lasers have been researched and developed. In particular, semiconductor lasers have been widely used in sensing applications.
 - See 17 more
- ISO 19694-7:2024(en) Stationary source emissions – Determination of CO₂ emissions from semiconductor and display industries
 - Introduction



The screenshot shows the NEN Connect website search interface. The page features a search bar with the placeholder text 'Search using standard number, document name or keyword...'. Below the search bar, there are filters for 'In All standards' and 'For Everything'. The page also includes a 'Recently changed' section with a button to 'View recent changes'. There is a 'Freely available standards' section with a button to 'View all freely available standards'. The page also features a 'NEN News' section with two articles: 'Bouw mee aan afspraken voor thuisbatterijen' and 'Voorstel voor nieuwe ISO/TS 32214: data model voor carbon credit-markten'. The page is in English (EN) and has a 'Close search box' button.

- 🌐 Reg 1025/2012: ESOs are subject to EU competition law to the extent they are considered an undertaking or an association of undertakings under 101 and 102 TFEU
 - 🌐 Thus, both a cartel-like violation and an abuse of dominant position are in principle possible!
- 🌐 [CEN Guide 31:2015](#); [ISO Competition Law Guidelines](#)
- 🌐 **Examples of DON'Ts**
 - 🌐 Do not exchange information that allows predicting or determining future commercial behaviour of a competitor
 - 🌐 If in a TC, do not include elements in standards that exclude competitors for any reason other than technical considerations
 - 🌐 Do not fix prices or discuss conditions relating to pricing, nor exchange commercially sensitive information
 - 🌐 Do not engage in market sharing, allocation of territories etc
 - 🌐 Do NOT joke about competition law :)



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**Start participating
yourself in standard-
setting**
Jon Echanove



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A 15 mins hot group exercise:






Based on your experience and knowledge, discuss the access and roles in the drafting of standards

You will be assigned to breakout rooms for discussions, after we reconvene in the plenary room, summarise your main ideas in the word cloud.





- 🌐 **Standards are not created by SSOs. They are created by their participants**
- 🌐 **Normally, an individual participants represents the interest of the organisation he/she works at**
 - 🌐 *Exception are individuals participating in their personal capacity*
 - 🌐 *Also in bodies where participation is as individual, it is often expected by the employer that he/she participates in the interest of the employer*
 - 🌐 *Situations in IETF, for instance, can be quite complex.*
 - 🌐 *In cases an individual also performs formal roles, interest may clash...*
 - 🌐 *Also, when individuals need to vote on topics where their individual belief differs from that of their employer, it can be difficult for them.*

You are sitting there among all other stakeholders that have an interest





-  Companies (equipment man., service providers, operators)
-  Academia and research centres, consultancies
-  Certification bodies, Administration and public authorities
-  End users, social organisations
-  **Make sure you understand their interest!**

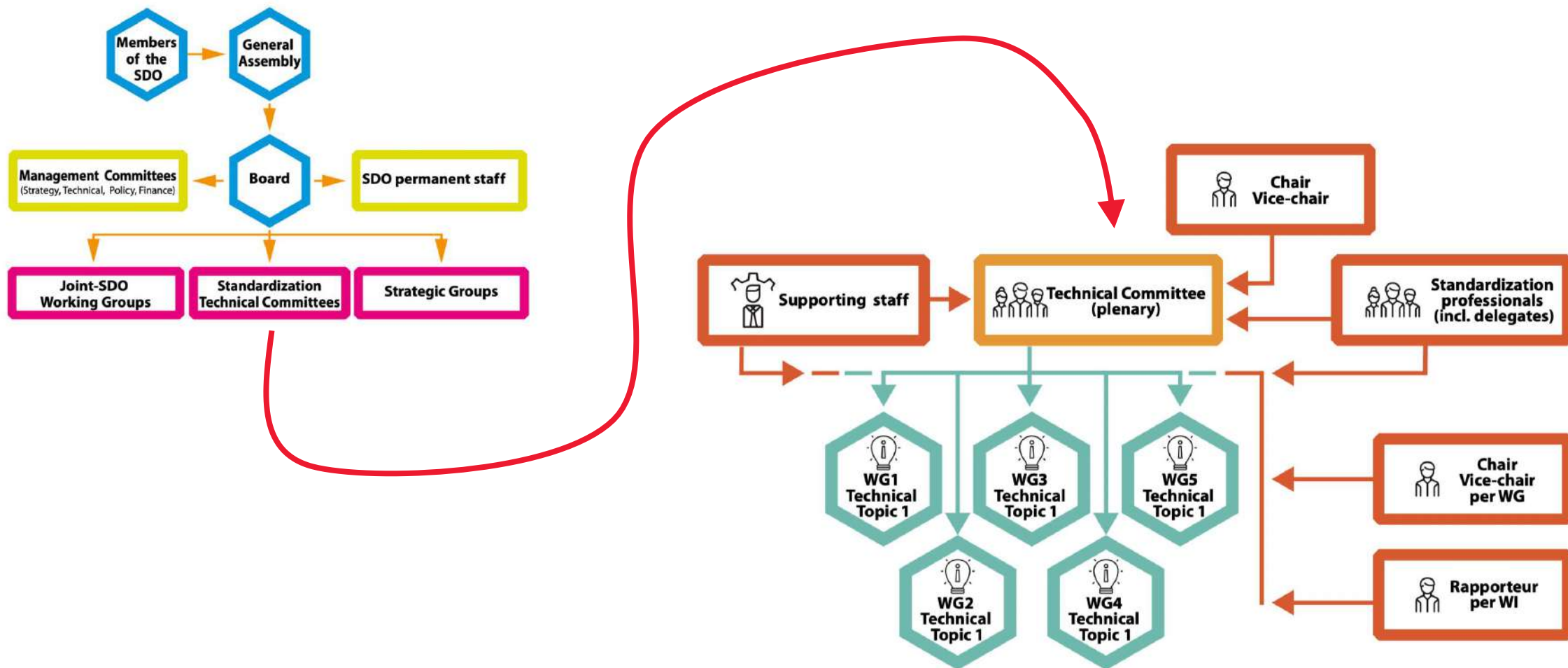


Depending on the SDO membership model, you may participate

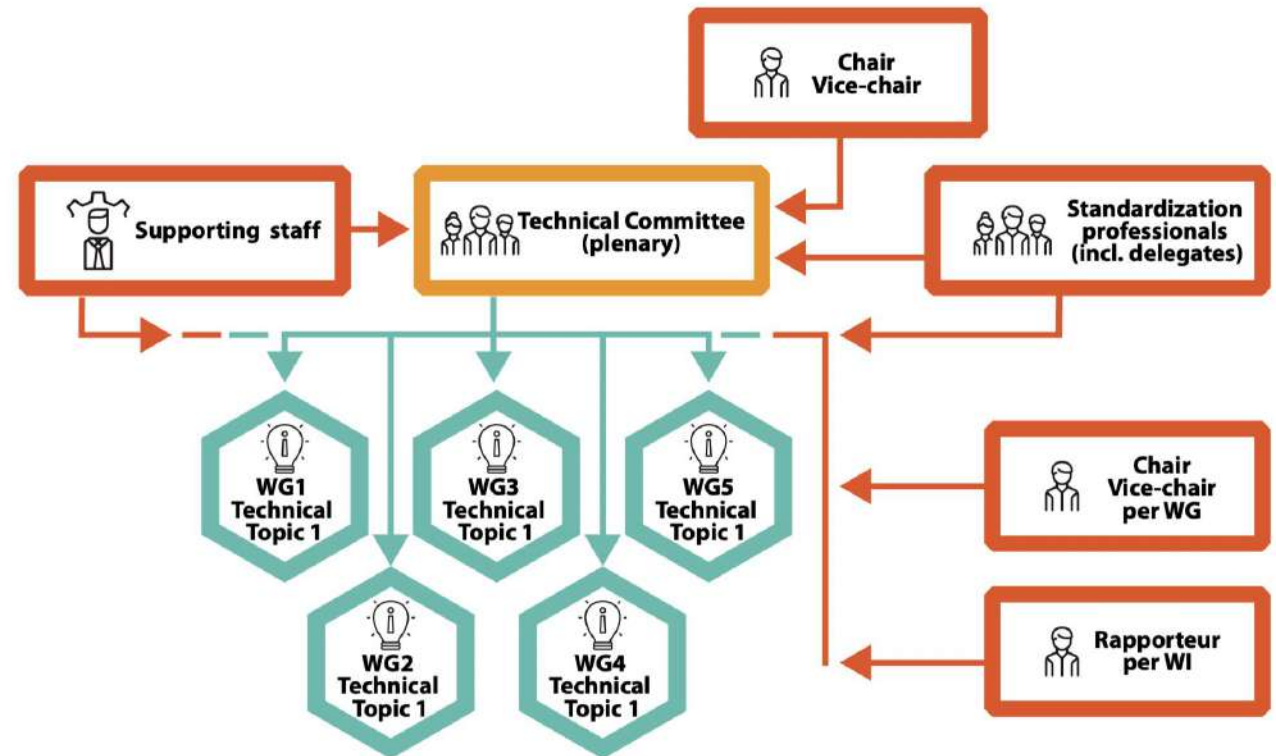
-  as national representation (hierarchical model)
-  through business interest (direct participation model)

Participants in a technical committee include:

-  Officials that were appointed by the committee,
-  Member representatives, also called delegates,
-  Representatives of external organizations (e.g., liaisons)
-  Support staff of the SSO



- Smaller Technical Committees (TCs) may have a flat structure
- But many TCs have a wide scope and adopt multiple Sub-Committees (SC) or Working Groups (WG)
- WGs and SCs work to create, write, and make technical decisions



Role	Responsibilities and selection
Chair, vice-chair	<ul style="list-style-type: none"> • Elected by the group members or appointed by the SSO board • Manage committee meetings by taking appropriate actions and decisions. • Steer the discussions towards consensus, by trying to avoid sustained opposition to the content of the standard. • Ensure that the work programme is completed in due time, that milestones are achieved, and that the strategy of the SDO is followed. • Provide guidance to the SDO permanent staff and validate the start of the approval process for the draft standards, which are nearing publication. • Responsible for the technical and non-technical outputs from the committee • Represent the committee at external meetings and provide activity reports
Convenor	<ul style="list-style-type: none"> • Responsible for arranging and organizing the meetings and activities
Project leader	<ul style="list-style-type: none"> • Appointed for each project • Can (also) serve as convenor, a designated expert, or secretary • In the case of a project team, the project leader reports to the parent committee

Role	Responsibilities and selection
Rapporteur	<ul style="list-style-type: none"> • Takes responsibility for a standard under development. • During the drafting phase, serves as editor of the standardization document, following the guidance of the project team in accordance with the work specifications, guidelines, delivery schedule, and the SDO internal rules that steer its technical quality • Leads drafting and comment resolution meetings, collects contributions from other SE and organizations involved in the committee, and maintains the draft versions of the standard. • Provides input for the assessment and resolution of comments during the approval process and, when necessary, updates the draft • Provides technical advice to the technical body on the subject/topic • Has objective to obtain the largest consensus possible on the content of the standard and resolve potential conflicts during the standard approval phase • Delivers the final draft to the final editor and contributes to its editorial clean-up, which leads to the publication by the final editor • May serve as a focal point for technical questions related to the topic under standardization

Role	Responsibilities and selection
Liaison delegate	<ul style="list-style-type: none"> • Serves as a link between two committees or WGs • Appointed by both groups after a liaison agreement has been established • Attend WG meetings as observers • Report to each WG on the activities and standards of the other group
Experts / delegates	<ul style="list-style-type: none"> • Takes part in the drafting of working documents • Capable of advising on technical issues in the field of the committee • Provides technical expertise, knowledge, and a dedicated interest in the technology that is being standardized. They write the standards by submitting contributions and change requests, while sticking to the planned schedule • Accepts or rejects the approval of final drafts when they are ready • Bases their decisions on the position of the party they are representing • In hierarchical systems (CEN, CENELEC, ISO, IEC) individuals appointed by their National Committees or via an Expert Management System • May participate in multiple committees or subgroups
Observer	<ul style="list-style-type: none"> • Follows the activities of the committee • But does not take an active part and is not allowed to participate in decision-making process

Roles in committee or subgroup (SC or WG)

Role	Responsibilities and selection
Liaison delegate	<ul style="list-style-type: none"> • Serve as a link between two committees or WGs • Appointed by both groups after a liaison agreement has been established • Attend WG meetings as observers • Report to each WG on the activities and standards of the other group
Experts / delegates	<ul style="list-style-type: none"> • Takes part in the drafting of working documents • Capable of providing technical expertise • Provide technical expertise, being active in the process while being passive in the final approval • Accept or reject the approval of final drafts • Based on their expertise • In high-level committees • Committee members • May participate in multiple committees or subgroups <div data-bbox="736 648 2283 1096" style="border: 2px solid black; padding: 10px; margin: 10px 0;"> <p>Experts can be very active and part of the 'inner circle'</p> <p>They can also be passive and monitor, and engage only in accepting or rejecting the approval of final drafts</p> </div>
Observer	<ul style="list-style-type: none"> • Follows the activities of the committee • But does not take an active part and is not allowed to participate in decision-making process







- 🌐 Permanent staff of SSO facilitate the work in committees
 - 🌐 **Monitors the standardization work** from incubation to delivery to SDO members.
 - 🌐 Coordinates the standardization process and **publish the standard** after its approval and final editing.
 - 🌐 Provides **guidance on the testability of the requirements** and the production of test specifications.
 - 🌐 **Promotes the SSO's activities** by participating in workshops, seminars and conferences
 - 🌐 Maintain collaboration relationships with **external organizations**, including governing authorities
 - 🌐 Supports the **referencing of standards in regulations** and the correct application of SDO governing policies.

Role	Responsibilities and selection
Technical officer	<ul style="list-style-type: none"> • Provides administrative support to the committee chair, rapporteur and SP concerning the standardization technical process, its procedure, and the work programme content (maintenance phase) and schedule. • Organizes the approval of the standard and enforces compliance with SDO standardization policies. • Performs an ongoing check of the standard on matters such as editorial quality and project consistency during its drafting. • Is aware of the technology being standardized but works in strict impartiality and has no decision-making rights.
Final editor	<ul style="list-style-type: none"> • Performs a final check of the text of the approved standard, including editorial, language and terms validation and conformity with the SDO's drafting rules. • If required, the text is corrected in collaboration with the authors/rapporteurs. • Is responsible for the official publication of the standard.









Before the meeting

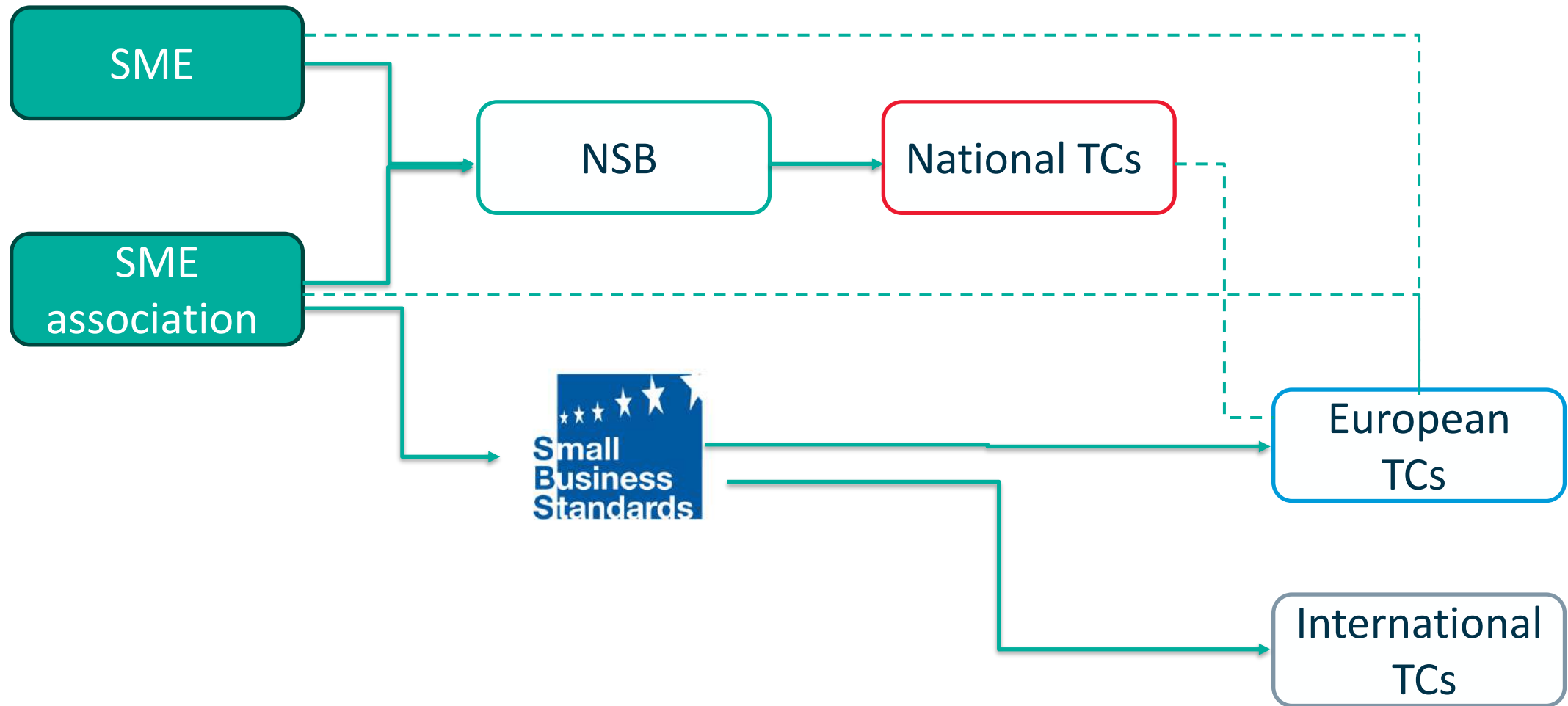
-  Read draft documents and (technical) contributions

During the meeting

-  Review status of committee documents
-  Discuss, bring in knowledge, find compromises
-  Participate in decision-making (approve or reject final drafts)
 -  Sometimes separate review and drafting sessions
-  Importance of breaks, network time, lunches, dinners
-  Sometimes unofficial get-togethers to get out of a deadlock

In-between meetings

-  Back at the company, reflect on the content of the standards and think about new proposals
-  Interact with technical, marketing and management teams within own company
 -  Report back, often by presenting complete meeting report
 -  Discuss interest observed at other delegates about the proposals etc.
 -  Discuss patent and copyright aspects
 -  Explains development teams the standards and how to use them to accelerate the product-to-market process, ensuring that changes to protocols, entities or interfaces decided by the committee on proposed technologies are retro-fitted into local prototypes and products.
 -  Investigate now existing systems may need to be adapted / tweaked
 -  Extend knowledge about existing and future technologies, concepts and developments, such as ongoing research





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Competences and skills for participating in standardisation

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A 15 mins hot group exercise:


List the key competences and skills to contribute effectively to the standards development

You will be assigned to breakout rooms for discussions, after we reconvene in the plenary room, summarise your main ideas in the word cloud.



Being a participant can mean:

-  *Exciting and challenging environment*
-  *Build professional and personal network*
-  *Get to work with top experts from other organizations*
-  *Get to see places*







-  *Have an impact and make the difference*

But what does it take? How do you do that?








Before the meeting

-  Read draft documents and (technical) contributions








During the meeting

-  Review status of committee documents
-  Discuss, bring in knowledge, find compromises
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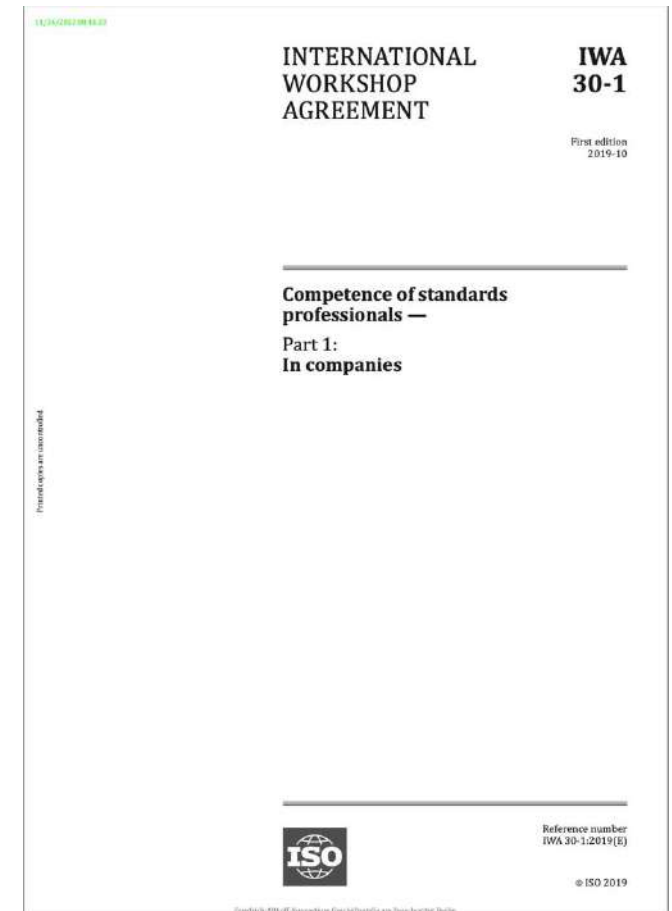
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 -  Investigate now existing systems may need to be adapted / tweaked
 -  Extend knowledge about existing and future technologies, concepts and developments, such as ongoing research

While operating in SSOs

-  Technical knowledge is of prime importance
 -  ... But a wide variety of soft and personal skills also helps to make a successful standardization expert
-
-  In the following part, we discuss both type of skills, based on:
 -  Blind and Drechsler (2017)
 -  Abdelkafi, Bekkers, Bolla, Rodriguez-Ascaso & Wetterwald (2021)
 -  ISO (2019a, 2019b)
-
-  Note that every SSO has its own rules, procedures, vocabulary and culture. In this module, we will talk of the ‘average’ or ‘common’ organisation.

- 🌐 **ISO defines five common tasks for standardisation professionals**
 - 🌐 **T1:** Standardisation planning and evaluation
 - 🌐 **T2:** Standards development in companies
 - 🌐 **T3:** Standards development in external standardisation organisations
 - 🌐 **T4:** Applying company standards
 - 🌐 **T5:** Applying standards developed by external standardisation organisations
- 🌐 **All of them may require different skills and competences**



Group of skills	Specific skills
Understanding and management of technical content (ICT or domain-specific)	<ol style="list-style-type: none">1. Knowledge in mathematics, sciences and engineering (technical team professionals)2. Learning skills to follow the rapid evolution of the technology3. Focus on architecture, influence the conception, development and implementation of technical innovations4. Understand its impact, with professional and ethical responsibility5. Understand and structure complex systems, respecting all sorts of technical and non-technical constraints6. Manage the relationships and interactions between the designed systems7. Problem-solving skills, identify and formulate technical problems, generalize across problems8. Able to find innovative approaches to resolve an issue9. Design and conduct experimental proofs of concept10. Able to analyse and interpret the resulting data

Group of skills	Specific skills
Understanding and management of standardisation process	<ol style="list-style-type: none"><li data-bbox="647 319 2346 415">1. Understand the interactions and relationships between the different SDOs and their standards<li data-bbox="647 448 1760 494">2. Understand the international standardization strategy<li data-bbox="647 519 2333 622">3. Understand the process, rules and good practices applied by the SDO regarding the approval of a standard<li data-bbox="647 648 1633 694">4. Understand the context of committee activities<li data-bbox="647 719 1989 765">5. Able to identify gaps and visualize innovative trends and solutions<li data-bbox="647 791 2219 893">6. Able to keep up with the pace of the work and not slow down the progress of standardization work

Group of skills	Specific skills
Understanding and management organizational strategy	<ol style="list-style-type: none">1. Experience of her/his organization and its technologies, products, business fields2. Apply the organization's process management3. Work towards achieving strategic and operational goals by taking critical success factors into account4. Understand customer/user needs5. Able to commit to the organization goals

Group of skills	Specific skills
Communication competences	<ol style="list-style-type: none"> 1. Communicate, listen, articulate and clearly express her/his views 2. Write clear, concise and user-friendly standards and technical documents 3. Raise issues on drafts and suggest changes 4. Design appropriate visual aids to prepare presentations and reports 5. Understand and work in the language used by the SDO, i.e. the national official languages for national bodies, which are often English, French or German in European and International organizations
Social competences	<ol style="list-style-type: none"> 1. Cooperate easily with her/his organization teams and fellow committee members 2. Persuade others with her/his own opinions and views, but at the same time, is able to listen to peer members and respect others' opinions 3. Manage negotiation and cooperation, in other words how to influence people and organizations 4. Re-evaluate her/his own standpoint if required, in response to external conditions and internal needs 5. Leadership capabilities to steer the group towards a satisfactory technical solution and consensus 6. Inspire trust in her/his decisions 7. Coordinate the many skillsets in her/his business organization

Group of skills	Specific skills
Personal competences	<ol style="list-style-type: none"> 1. Willing to keep learning and transfer her/his skills to peer experts 2. Firm when necessary and confident in conflict management 3. Flexible and able to decide whether a compromise is acceptable 4. Remain open-minded when receiving criticism 5. Network and collaborate easily with peer delegates
Methodology competences	<ol style="list-style-type: none"> 1. Read a large number of documents, essentially the committee documents and draft standards 2. Organize and prioritize her/his work, project management capabilities 3. Deliver tasks and documents within the planned deadlines 4. Take initiative and work autonomously 5. Use recent electronic and collaborative tools such as mailing lists, word processors, web and FTP services, wikis, phone and web conferencing 6. Willing to travel to attend meetings to discuss specific matters more directly with peer experts

- 🌐 **How to get your ideas and preferences selected**
- 🌐 **It's a consensus-based process. How to find consensus?**
 - 🌐 *Engage with others in pre-normative research (Horizon studies etc.)*
 - 🌐 *Forming informal and formal alliances*
 - 🌐 *Seek co-authors for technical contributions (e.g., in 3GPP)*
 - 🌐 *Identify common interests*
 - 🌐 *Understand the interests of other participants and find compromises*

And also....

-  *Be actively present in the meetings and discussions*
-  *Fulfil formal roles in the process (chair, vice-chair, conveyor, ...)*



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Key Messages

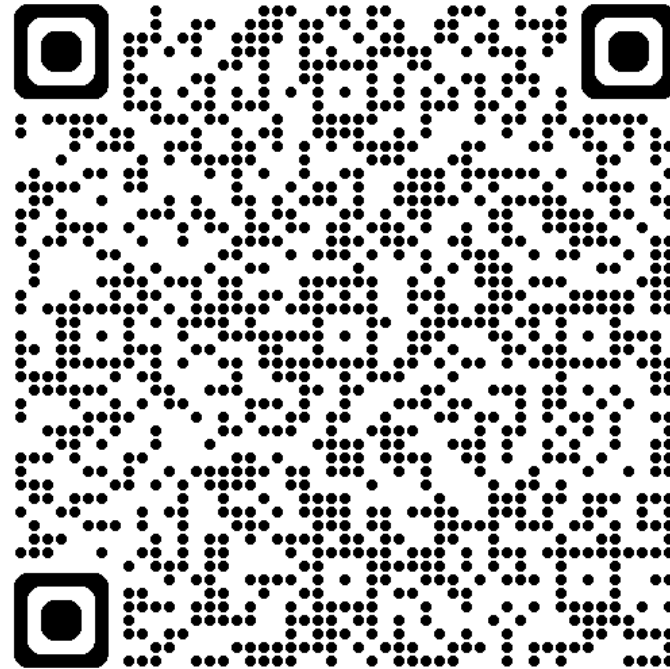
Jon Echanove



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 THANK YOU FOR PARTICIPATING!

**YOUR FEEDBACK MATTERS,
COMPLETE THE
SATISFACTION SURVEY**



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