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A System Dynamics Model of Standards Competition

George Papachristos^{1b} and Geerten van de Kaa^{1b}

Abstract—Standards competition is a complicated process influenced by a large number of factors and mechanisms. This article develops a simulation model that draws on current theory of standards competition dynamics and represents the interplay of strategic factors that firms can use to gain a competitive advantage. The model is used to reproduce four published cases of standards competition and explore alternative outcomes. Simulation results align with the published cases and show that the competition outcome arises from the systemic effect of all the factors identified in the original studies. Further simulation tests explore under which conditions competition outcomes could have been different. The model, thus, provides a basis for further theoretical and empirical work on strategic aspects of standards competition in the respective industries of the cases.

Index Terms—Competition, dominant designs, platforms, retrodution, standards, system dynamics.

I. INTRODUCTION

TECHNOLOGICAL standards facilitate platform ecosystems and act as the interface between firms in a supply and a demand network [58], [59], [69], [124]. The importance of standard-based markets that support multiparty transactions in the economy is evident in the growing number of firms involved in standard development and operation [17], [46], [47]. This growth calls for a deep understanding of standards competition processes and their inherent complexity, uncertainty, and path-dependent character [58], [59], [66], [93], [104], [107], [109], [112], [119], [127]. This article focuses on factors that affect standard competition outcomes. Standard competition refers to the competition between two or more standards in the market that may result in dominant standards such as in the case of VHS versus Betamax [35] or Blu-ray versus HD DVD [56].

Understanding how the factors documented in the literature can generate a range of standards competition outcomes is a challenge. For example, a firm may enter early in a market and gain an advantage over late comers [46], [53], [107], [109].

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However, other competition outcomes are also possible [28], [54], [74], [84], [85], [122]. The evidence on whether early market entry and first mover advantage (FMA) may last or may be lost appears to be inconclusive and context dependent. Market pioneers may enjoy an enduring competitive advantage over late entrants [77], [83], [87], [129], but they may also lose their market leadership to late entrants [29]–[31], [42], [55]. It is also possible to have a range of outcomes other than a winner take all (WTA) [28], [74], [120], [122], [135], [139]. The range of outcomes depends on the competing firms and their business environment.

The question then is how standards achieve and sustain competitive advantage in a market, and whether it can be reversed through strategic moves? This may be addressed through a dynamic endogenous view of a firm's capability to pioneer or respond to new developments in the market environment through strategic factors [53], [54], [84], [114], [122], [128]. A suitable approach to address the large number of factors that influence standards competition is modeling and simulation [39], [64], [117]. Simulation can demonstrate how standards competition factors generate endogenously competitive advantage [84], as no single factor is decisive for standards dominance [119].

The model in this article is the first step to integration and synthesis of the standards competition literature toward the development of a generalizable model. Model development draws on several theoretical frameworks as a basis [56], [58], [59], [66], [107], [109], [119], [130]. The article adopts a retroductive method [106], [141] and tests the model in the following four cases of standards competitions detailed in [131] and [133]:

- 1) FireWire versus USB;
- 2) Wi-Fi versus HomeRF;
- 3) MPEG versus AC3;
- 4) Blu-ray versus HD DVD.

The case choice is partly informed by the aim to investigate FMA, WTA dynamics, and whether they can be reversed. In case 1), USB overturns the FMA of FireWire, while in case 2) Wi-Fi maintains its FMA. In this sense, they constitute polar types of cases [45]. Furthermore, the case choice facilitates the tests we intend to do with the model to investigate whether it is possible to reverse the FMA or FMA loss and WTA outcomes documented in the cases. The timing of market entry is not a differentiating factor in the rest of the cases and this is an additional test to the generality of the model. This multiple case design enables a comparison to clarify whether our findings will be idiosyncratic to a single case or replicated consistently across several cases [44].

This article contributes to research on standardization and standards competition dynamics in four ways. First, it develops a first model that reproduces four cases of standards competition

and can claim such a high degree of generality [136]. The article illustrates and uses an approach that can be repeatedly applied to published studies and thus enrich the current knowledge base. Thus, the model is relevant for research on understanding standards competition dynamics in the respective industrial sectors of the case studies: Consumer electronics, information technology, and telecommunications.

Second, the model integrates the theoretical factors that affect standards competition outcomes in four cases and thus provides a bridge between rich empirical research and theoretical research [45], [142]. Attempts at theory integration have been made [92], [93], [119]. A careful reading of recent review articles that propose future research directions reveals that they do so without considering the potential of modeling and simulation methods to contribute to theory development on standards competition [90], [91], [93], [128]. This direction is missing and we believe it is worth using modeling and simulation as a means to an integration effort that will span current theoretical frameworks and the competition factors they consider, with the aim to develop models that can be applied to diverse case studies to reproduce their outcomes and explore alternative ones.

Third, simulation results show how the systemic interaction of factors generates the results documented in the published cases. The factors that firms can act directly upon are distinct to the exogenous factors that lie beyond a firm's control. Thus, the model offers the opportunity to explore further the original cases in depth and vary the strength of firm-controlled factors to represent strategic actions to achieve market dominance, maintain their competitive advantage, or nullify the advantage of their competitors.

Fourth, the model reproduces the competition outcomes and then it is used to explore further the case outcomes, beyond what is documented in the original publications. Results show that altering the timing of market entry is not enough to generate and sustain the FMA some standards have, and the WTA dynamics in cases 1) and 4). Stronger initial uncertainty on potential user preferences influences the outcome but does not reverse it. Sensitivity analysis results show that alternative combinations of factors may not generate the documented outcome. A series of "what if" scenarios explores whether the competitive advantage of standards in each case can be reversed by competitor actions and, by extension, generate and explore any intermediate outcome in the cases.

The rest of the article is organized as follows. Section II discusses the factors of standards competition and the influence and nature of their interactions. Section III presents the research method. Section IV presents an integrated conceptual basis for the model and, subsequently, the quantitative system dynamics model. Section V presents and discusses simulation results and sensitivity analysis results. Section VI presents the discussion and ideas on further work, and finally Section VII concludes the article.

II. FACTORS OF STANDARDS COMPETITION

Several literature strands focus on the topic of technology competition leading to standards or dominant designs.

Evolutionary economics stresses the inherent path-dependent nature of markets that lead to certain outcomes and thus do not specifically mention factors for standards dominance [1], [2]. Industrial economics stresses the importance of direct network effects that often operate in such markets [49], [72]. Technology management scholars stress the importance of building up installed base which can trigger self-reinforcing mechanisms for technology dominance (Shapiro and Varian, [112]), and they discuss various factors that affect the installed base [56], [57]. Research on platform competition focuses on market settings where indirect network effects are evident [28]. Van de Kaa *et al.* [130] present a list of factors for standards competition in five categories, which are as follows:

- 1) standards supporter characteristics;
- 2) standards characteristics;
- 3) standards support strategies;
- 4) other stakeholders;
- 5) market characteristics.

These categories are briefly summarized below to provide some background for the model developed later in the article.

Standards supporter characteristics include complementary assets that are essential for market success [125]:

- 1) the financial resources and revenue necessary to implement and pursue a strong marketing campaign [108];
- 2) reputation and credibility to attract other stakeholders and increase the installed base of standards [52];
- 3) operational resources such as sufficient production capacity to meet demand [121];
- 4) learning orientation or the extent to which stakeholders can learn from earlier standards competition episodes [107], [109].

Standards characteristics that may confer an advantage over competitor standards include the following:

- 1) technological characteristics;
- 2) compatibility with previous standards generations [81];
- 3) the availability of complementary goods for the standards [109];
- 4) flexibility or the extent to which the standards can be adapted to changing requirements [133].

Standards competition strategies include the following:

- 1) low pricing strategy to quickly increase the installed base [73];
- 2) appropriability strategy, i.e., the extent of standards openness to adoption and development from other firms [6], [51], [62], [65], [103];
- 3) market entry timing [84];
- 4) marketing and communications, e.g., preannouncements of new version releases [43];
- 5) pre-emption of scarce assets to deny competitor access to them [14];
- 6) expand the distribution network of standards and accelerate their diffusion [140];
- 7) increase the stakeholder commitment to standards development and promotion [126].

The other stakeholders category includes the following:

- 1) the installed base of current and previous standards versions [50];

- 2) the number of complementary goods suppliers and the effectiveness of the standards development process [130];
- 3) the diversity of standards supporters [18], [61];
- 4) large and powerful stakeholders [123].

Finally, regulatory and antitrust interventions may also affect the final outcome of a standards competition.

The market characteristics category includes the following:

- 1) direct network effects that affect dominance [49], [72];
- 2) indirect network effects where complementary products and services provide additional utility to the user [27], [75], [104];
- 3) bandwagon effects where the choice of one actor induces similar choices by others [40];
- 4) switching costs between standards [19], [22].

III. RESEARCH METHOD

A. Retrodution

The research method used in this article is retrodution. It is a meta-process through which an empirical phenomenon is explained as the outcome of generative mechanisms that operate under certain conditions [106], [141]. In this process, understanding a phenomenon involves uncovering these mechanisms and their causal factors. It is necessary to demonstrate their generative causality and show how causal mechanism ensembles tend to generate particular events that are empirically observed, e.g., standards competition outcomes [15].

Retrodution begins with an observed outcome X for which an explanation can be formed based on current knowledge with the aim to address a theoretical gap. In this article, X is the outcome of the four standards competition cases investigated in the respective publications. The aim is to explain them from a single hypothesis H , formed by abduction that draws on *Existing Theory* on standards competition and the published cases. Hypothesis H is constructed using the standards competition factors presented in Section II. H consists of an ensemble of generative mechanisms that interact systemically with a particular intensity and timing [34]. If H holds, it will generate X and thus provide an explanation for all four cases considered in this article.

It is necessary to demonstrate deductively that H holds and subject the outcome to empirical scrutiny to evaluate its explanatory power against alternative explanations [141]. This is because different outcomes may be observed depending on which mechanisms of H operate, i.e., the set of empirically observed outcomes is a subset of possible ones [9], [106]. Furthermore, valid general explanations hold only to the extent that the mechanisms persist over time and are active across cases and social contexts [106]. This is why H is tested against four different cases in this article.

B. The Rationale Behind the Use of Simulation

A range of approaches are used to study standard competition such as qualitative case studies and formal theoretical and econometric models [10], [21], [49], [50], [56], [57], [63], [102], [104], [105]. However, these approaches cannot address sufficiently the large number of factors that influence standards competition, as a lot of data is necessary to get significant results and that

data is often unavailable. Moreover, it is difficult to assess the combined effect these factors have on standards competition outcomes, with respect to their timing [41], the variation of their intensity [120], [142], possible delays that increase the difficulty in providing insights on managerial tradeoffs [26], [109], and assess the implications for standards governance [67].

Specifically, a case study research design presents its own challenges as humans face cognitive limitations in understanding complex processes where cause and effect are often separated temporally due to system feedback, delays, and accumulation processes [115]–[117], and factor intensity and influence on platform competition varies. For example, platform quality and price become more important to consumers as the intensity of network effects decreases [91]. Furthermore, humans observe only the competition outcome that takes place, while a range of competition outcomes is possible in path-dependent processes. The implication is that tracing the evolution of a path-dependent process can reveal why certain outcomes and not others emerged, but only identifying and testing causal mechanisms can reveal why certain outcomes and not others became possible in the first place [60].

In this respect, we believe that these approaches are somewhat limited in their ability to fully represent complex standards competition processes. Ex-post explanations about platform competition need to be tested through simulation to see the following:

- 1) whether explanations are internally, temporally, and causally consistent;
- 2) whether the proposed factor interactions can generate the documented competition outcomes;
- 3) whether alternative explanations provide a better explanation of the competition outcome;
- 4) what conditions could possibly reverse the documented outcomes.

Modeling and simulation is applied in the deductive step of the process (Fig. 1) because it is difficult to evaluate otherwise the numerous factor interactions documented in each case and thus to provide a dynamically consistent story for each of the four cases. Simulation also allows the exploration of “what if” scenarios to evaluate different competition outcomes [20]. These tests provide an additional robustness check on whether alternative explanations hold or not; thus, they increase the confidence in the proposed explanatory mechanisms of H [113]. Retrodution thus bridges rich qualitative research and deductive research, inductive theory development from cases, and deductive theory testing [45].

The benefit of simulation is also illustrated in [86] and [142]. In those papers, the authors follow initially an analytical approach, but later they use simulation because it is difficult to ascertain otherwise the effect of complementarities and other scale-related factors. However, the choice of simulation as a research strategy has certain strengths and weaknesses just as case study research has in [78]. The assumption in using case-based material and modeling and simulation is that the approaches do not share the same weaknesses, and the strengths of one approach counter the weaknesses of the other [70], [71]. For example, simulation offers certain strengths in terms of internal validity, precise specification of assumptions so that boundary conditions

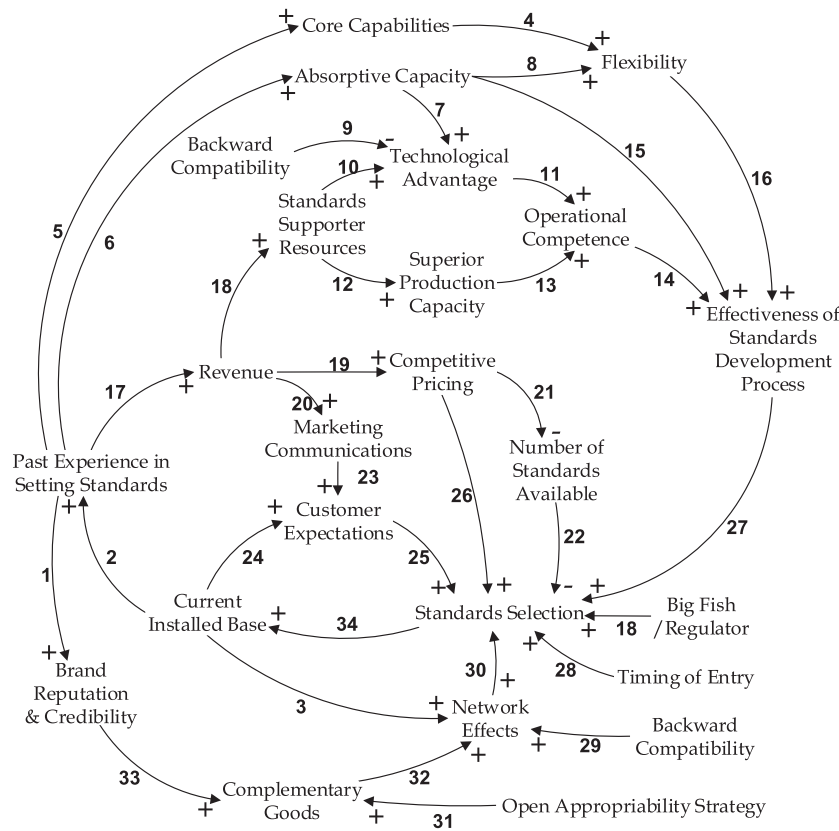


Fig. 1. Causal loop diagram of standards supporter characteristics, standards characteristics, and standards support strategy.

are clarified, and it facilitates systematic experimentation [39], [48], [64].

Finally, the use of a simulation model enables an appreciation of the time window within which strategic actions by either actor make sense, something that is not possible with a case study research design. In this way, emphasis is placed on the need to address and document the role of delays and timing of strategic actions in all future standards competition cases. The model can be used to explore the effect that delays can have on standards competition outcomes. Delays stand in between intermediary, strategic standards competition factors, their effect, and standards competition outcomes. Farrell and Saloner [50] give an example of how delays may arise. A new technology, or standard, may be more competitive, offering private and social incentives for its adoption, but potential users may be committed to previous technologies for various reasons, e.g., compatibility, resulting in delayed growth for the new technology.

Several theoretical simulation models of standards competition have been developed [3], [5], [7], [79], [80], [94], [142]. Case-specific simulation models have also been developed, e.g., Microsoft Explorer versus Netscape [138], the strategic management and the diffusion of public wireless local area access services [24], Xbox versus Playstation [142], and the effects of licensing cost on product and technology markets [68]. However, it seems that the richness of the literature and frameworks comes at the cost of fragmentation, different analysis levels, and modeling approaches [93], [100], [101]. Still, attempts at theory integration have been made [92], [93], [119].

A careful reading of recent review articles that propose future research directions reveals that they do so without considering the potential of modeling and simulation methods to contribute to theory development on standards competition [90], [91], [93], [128]. This direction is missing and we believe it is worth using modeling and simulation as a means to an integration effort that will span current theoretical frameworks and the competition factors they consider, with the aim to develop models that can be applied to diverse case studies to reproduce their outcomes and explore alternative ones.

IV. STANDARDS COMPETITION DYNAMICS

The factors discussed in Section II are parts of causal mechanisms that influence the outcome of standards competition processes. The development of a model to generate endogenously standards competition dynamics and outcomes requires intermediary causal links drawn from the literature to complete the mechanisms. These are then developed into a causal loop diagram (CLD) where numbers on the links trace the relevant literature in supplemental Appendix B. A CLD is part of the system dynamics methodology for mapping system factor interactions [118]. The plus sign indicates that a factor X causes a change in Y in the same direction, *ceteris paribus*, and the minus sign an inverse change in the opposite direction. For transparency, the intermediary causal relations are numbered and traced back to the literature (Tables B1 and B2 in Appendix B). For clarity, the CLD is broken down into two figures. Fig. 1 presents factors

documentation in [131] and [133]. The list of model equations and the model is available from the authors upon request.

The model includes the effect of complexity on standards evaluation and choice in variable *Market_Uncertainty* [11]. This effect is represented by a component of uncertainty ξ that has zero mean and variance $1/\beta^2$. It has a symmetric exponential distribution with uncertainty parameter β_t and density given by [86]

$$f_\xi(x) = \frac{1}{2}\beta_t e^{-\beta_t x} \text{ for } x \geq 0 \quad (1)$$

$$f_\xi(x) = \frac{1}{2}\beta_t e^{\beta_t x} \text{ for } x < 0 \quad (2)$$

where β_t is the uncertainty magnitude that standards users face depending on standards complexity and adopter experience. Customers evaluate standards separately and independently, so the random component x across customers is an independent and identically uniformly distributed random variable. Uncertainty β_t diminishes when standards market share S_t increases as their performance is understood better, and information about the availability of future versions, upgrades, and future complementary goods and services becomes available [95]. This effect is assumed to be linear and it is modeled in parameter β_t , where β_0 is the initial value and S_t is the standards market share

$$\beta_t = \beta_0 \times (1 - S_t). \quad (3)$$

Prior customer switching experience is another relevant factor for multigeneration standards cases (e.g., [110]). The greater the number of standards a customer has past experience of, the lower the switching costs he faces due to the experience of switching to using new products. Moreover, frequent switching implies that the customer interacts less with each supplier, and thus the benefits accrued through this relationship are smaller and easier to forego [19]. The switching experience of customers has been modeled as the sum of past switching events. A switching event takes place when the standard's installed base trend changes.

Finally, user satisfaction U with the standards reduces the chances that customers switch between standards [19]. U is assumed to depend on the standard's *Operational_Competence* and the range of *Complementary_Goods*. The logic is that technically superior standards with a wide range of complementary goods have a competitive advantage [111]. Following the definitions of Burnham *et al.* [19], user satisfaction U is distinct from switching costs C , the one-time costs that users associate with the switch from one provider to another. If users are satisfied and switching costs are high, then they are more likely to stick to their standards choice. The intention I_t of a customer to persist with a particular standards choice is modeled as follows:

$$I_t = U_t \times C_t \quad (4)$$

where $C_t = C_{p,t} + C_{f,t} + C_{r,t}$ and $C_{p,t}$ is procedural switching costs, which include time and effort required, $C_{f,t}$ is financial switching costs, and $C_{r,t}$ is relational switching costs which are related to brand relationship, psychological, or emotional loss. *Network_Effects* N_t are modeled as the multiplicative effect of the installed base $B_{p,t}$, *Backward_Compatibility* L_f , *Complementary_Goods* G , and *Open_Appropriability_Strategy* A , as

the effect of these variables is not separable [118, p. 528], e.g., without complementary goods, standards have no value, so network effects should be zero

$$N_t = B_{p,t} \times L_f \times G_t \times A. \quad (5)$$

The logic of this equation is that network effects are moderated by the appropriability strategy that standards supporters adopt, i.e., all the strategic actions that firms undertake to protect standards from competitor imitation [82]. If A is low, the development of complementary products is inevitably restricted as well. If there is no previous installed base, as in competition cases 1, 2, and 4, then $N_t = G_t \times A$ in the model. The total standards performance P_t is given by

$$P_t = (B_{p,t} + S_t \times N_t) \times I_t \times \text{WoM}_t \quad (6)$$

where S_t is the standards market share, $B_{p,t}$ is the potential installed base, and WoM_t is a word of mouth effect [118]. Users switch to other standards depending on their evaluation of P_t . Demand $D_{i,t}$ for standard i is given by multinomial logit choice models [88], [89] as the exponential function of the utility of standard i as judged by the user of standard i

$$D_{i,t} = \exp\left(\gamma \frac{P_{i,t}}{P_i^*} - 1\right) \quad (7)$$

where γ is the sensitivity of utility to performance. Then the share $\sigma_{i,t}$ of users that chooses standard i is given by

$$\sigma_{i,t} = \frac{D_{i,t}}{\sum_i D_{i,t}}. \quad (8)$$

B. Model Testing

The model was tested to establish confidence in its validity using established tests in system dynamics [118]. Boundary adequacy tests have been applied to the iterative model development process from its start since the aim was to integrate the causal factors that influence competition so that it could produce the outcomes of the four cases endogenously. Additional tests included dimensional consistency, extreme value testing of input parameters, numerical sensitivity to simulation time step, and sensitivity analysis which is discussed in Section V-B.

From standards competition theory, it follows that standards with an advantage in one of the factors, *ceteris paribus*, should eventually capture a larger market share. This was tested with a deterministic version of the model. The value of each factor was separately increased for standard 1, keeping the rest at a value of 0.5 for both standards. For example, if the *timing of entry* of standard 1 is set a year later, then standard 2 becomes dominant.

The converse test was also carried out; i.e., with identical setup for the two competing standards, there was no difference in end market shares in the deterministic version of the model and no statistically significant difference in the stochastic version. Finally, we carried out numerical integration tests. Rates and constants are set in units per year; so in order to set the integration time step, we progressively reduced it in half until there was no significant difference in results for a time step of 1/8 year.

TABLE I
FACTORS RELEVANT IN EACH CASE AND INPUT VALUES IN CORRESPONDING VARIABLES

	Standard A	Standard B
Case 1 simulation time: 24 years	Firewire	USB
1.Technological Advantage - Learning	0.1	0.4
2.Technological Advantage - Initial Technical & Market Know-How	0.6	0.3
3.Timing of Entry (yr)	1	7
4.Commitment	0.1	0.6
Case 2 simulation time: 25 years	Wifi	HomeRF
1.Technological Advantage - Learning	0.2	0.1
2.Technological Advantage - Initial Technical & Market Know-How	0.4	0.3
3.Timing of Entry (yr)	1	2
4.Marketing Communication	0.2	0.1
5.Commitment	0.3	0.2
Case 3 simulation time: 24 years	MPEG	AC3
1.Brand Reputation - Past Performance in Setting Standards	0.2	1
2.Technological Advantage - Learning	0.1	0.3
3.Technological Advantage - Initial Technical & Market Know-How	0.4	0.9
4.Backward Compatibility between Standards Generations	1	0.4
5.Initial Complementary Goods Rate	0.2	0.8
6.Marketing Communication	0.1	0.4
7.Commitment	0.1	0.8
8.Previous Installed Base	12	0
Case 4 simulation time: 13 years	Blu-Ray	HD DVD
1.Brand Reputation - Past Performance in Setting Standards	1	0.4
2.Commitment	0.6	0.3

V. RESULTS

A. Simulation Results

Simulation of the four published cases aims to investigate whether the factors identified in each one are necessary and sufficient to produce the corresponding competition outcome. Only the factors identified in the original published cases are used each time to calibrate the model variables (Table I). Their input values were based on our understanding of the cases, discussion with the authors of each published case, and their supplementary documentation. The actual case values were used for market entry timing. Values for flexibility and diversity of stakeholder network have been included as exogenous time series for each case (data is available upon request). Initial uncertainty value is $\beta_O = 8$ for each case. No data were provided for γ in the original studies and it is conservatively set to 0.3. Each case setup is simulated 100 times for the time period outlined in the original study. Subsequently, sensitivity analysis tests to investigate whether the outcome of standards competition depends on the parameter values are used in the model. Finally, alternative scenarios are explored to see the conditions under which the competition

outcome could be reversed through strategic competitor actions.

Fig. 3 (left) shows results for the FireWire versus USB case. Despite the early entry advantage of FireWire, USB became dominant. FireWire never attains more than 33% share of the pc market.¹ The results are a reasonable reflection of this. After 2008, FireWire was slowly phased out.² Sensitivity analysis was carried out with uncertainty $\beta_O = \{0 \dots 18\}$ since it was set in an *ad hoc* manner. For β_O values greater than 8, the effect of uncertainty attenuates the advantage that standards may have to a certain extent and the end market share results of standards converge. Fig. 3 (right) shows results for the Wi-Fi versus HomeRF case. Simulation results are close to the actual total market share of Wi-Fi chipsets in the market which exceeded 80% in 2001 [134]. Standards market shares converge with increasing uncertainty, but they do not overlap.

¹[Online]. Available: <https://arstechnica.com/gadgets/2007/06/report-firewire-doomed-to-niche-interface-status/>

²[Online]. Available: <https://arstechnica.co.uk/gadgets/2017/06/firewire-history/>

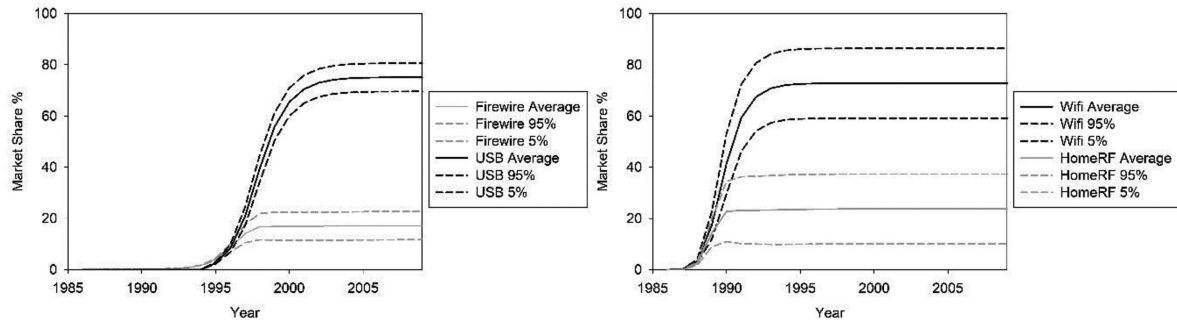


Fig. 3. Simulation results for FireWire versus USB (left) and Wi-Fi versus HomeRF (right).

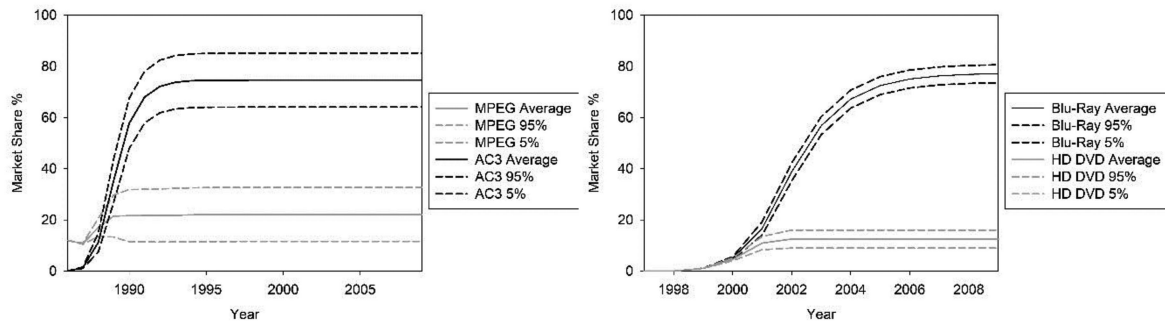


Fig. 4. Simulation results for MPEG versus AC3 (left) and Blu-ray versus HD DVD (right).

Fig. 4 (left) shows simulation results for the MPEG versus AC3 case. Quantitative data on the case is scant, and a proxy for adoption is the number of licensees for each standard.³ Data available for 2017 show this to be 1490 for AC3 and 1066 for MPEG. Fig. 4 (right) shows simulation results for the Blu-ray versus HD DVD case. Two factors favor Blu-ray over HD DVD: Brand credibility and level of commitment. The result is close to reality as at the end of 2008, Blu-ray had sold 2.2 million units, four times that of HD DVD [36]. Standards market shares converge with increasing uncertainty in both competition cases, but they do not overlap.

In summary, simulation results show that the model can reproduce the outcome of the competition documented for each case, with a parameter setup based on the published case explanation. Nevertheless, the results should not be seen as numerical estimates of the real standards market shares. The results are robust with respect to the level of initial uncertainty. Uncertainty causes some users to choose inferior standards, and this dilutes the effect of factors that give a competitive advantage to a standard. Nevertheless, uncertainty is not sufficient to alter the results in any of the cases as causal influences from the factors identified overcome this effect. The sensitivity analysis results in the next section show that alternative explanations do not hold and that

it is the systemic effect of all the factors identified in each case that produces the outcome of the competition. The implication is that an equivalent systemic effect is required to alter the outcome.

B. Sensitivity Analysis

Sensitivity analysis is necessary as all the published cases were qualitative and model calibration was based on parameter value estimates of the relative influence of each factor on each standard. Sensitivity testing for each parameter P_i , where standard A or B has an advantage (Table I), starts by setting $P_{Ai} = P_{Bi} = \min(P_{Ai}, P_{Bi})$ and then increasing P_{Ai} or P_{Bi} in a stepwise manner to its maximum value (step is given in supplemental Appendix A). For the second parameter ($i = 2$), the entire value range assigned to parameters for $i = 1$ is explored again, and so on for the parameter range i for each case. In effect, each step in the sensitivity analysis tests an alternative explanation for the competition outcome.

Results are shown only for the limiting cases of $P_{Ai} = P_{Bi} = \min$ and P_{Ai} or $P_{Bi} = \max$ because the complete input space explored is large (see Appendix A for details). For example, for case 1), the results of four factors taking minimum and maximum values are shown. This results in $2^4 = 16$ setups (x -axis) and each setup was simulated for 100 runs. Figs. 7–11 show average market share results and 95% confidence intervals for each standard. Graphs on the left include the external time series input for *flexibility* and *network diversity* (data available upon

³[Online]. Available: <http://www.mpegla.com/main/programs/M2/Pages/Licensees.aspx>
 [Online]. Available: <https://www.atsc.org/about-us/members/>
 [Online]. Available: <http://web.archive.org/web/20141024183853/>
 [Online]. Available: <https://www.dolby.com/us/en/professional/licensing/licensed-dolby-manufacturers.aspx>

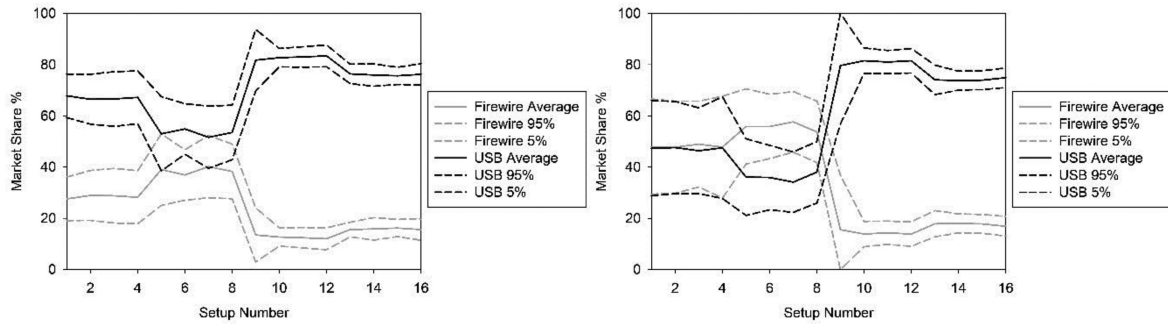


Fig. 5. Sensitivity results for case 1): FireWire versus USB.

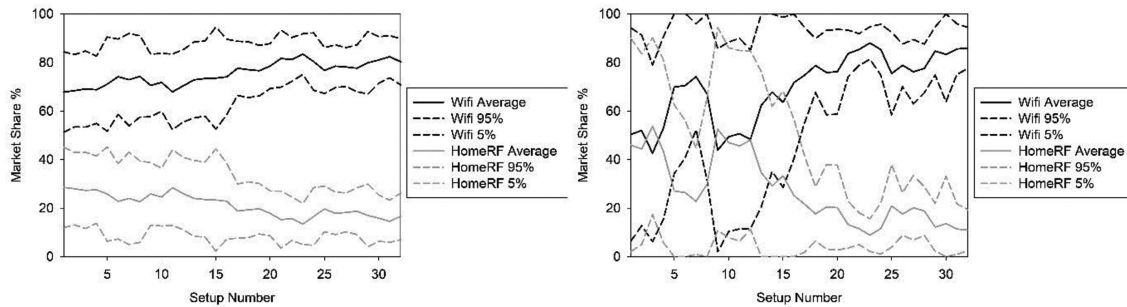


Fig. 6. Sensitivity results for case 2): Wi-Fi versus HomeRF.

request), while graphs on the right do not. Hence, in Figs. 7–11, setup 1 on the left always shows their effect only, and on the right shows competition results with identical parameter values for the two standards; thus, no difference in market share should be observed.

The FireWire versus USB case (Fig. 5) exhibits a pattern which persists with (left) and without (right) the external time series input for flexibility and network diversity that favor USB. USB has the advantage of technological learning, flexibility, and network diversity [Fig. 5 (left), setups 1–4]. Adding the effect of FireWire early entry (setups 5–8), the significant overlap in standards market shares illustrates that it could overcome the USB advantage. This is in support of the theoretical relation between entry timing and market share [107], [109]. Nevertheless, early entry was not enough for FireWire success because USB supporters were more committed and completely countered FireWire's advantage. The effect of commitment for USB is evident in setups 9–16, when compared to setups 1–8.

Fig. 6 shows results for Wi-Fi versus HomeRF. Comparison of setup 1 in Fig. 6 (left and right) shows that the effect of flexibility and network diversity is enough to determine the outcome of the competition. When more parameters are enabled to influence the competition, i.e., going from setup 1 to 32, the market share difference increases. Removing flexibility and network diversity (Fig. 6, right) reduces Wi-Fi's advantage and there is high market share overlap with HomeRF until setup 15. Then the added advantage of early Wi-Fi entry is clearly shown in setup 15 market share. This shows the systemic character of standards competition. The results demonstrate that the Wi-Fi

advantage of flexibility, network diversity, and entry timing are interchangeable; thus, there is a range of strategic options to achieve market dominance that the HomeRF development team could consider to reverse the outcome.

Fig. 7 shows results for the MPEG versus AC3 case. The characteristic pattern in the results suggests that some factors have an impact that is significantly higher than others. The difference between AC3 and MPEG becomes larger as each parameter takes values in a stepwise manner. The effect of removing flexibility and network diversity improves AC3 market share slightly.

Observing the alternation between higher and lower values for end market share (Fig. 7, right) and tracing it back to the sensitivity setup, the large shift in values at the 17th setup is due to the increase in *Complementary Goods* for AC3. The rapid periodic pattern of every two setups is caused by *Brand Reputation* that takes minimum and maximum values. This case illustrates better the effect the introduction of each parameter in the competition dynamics has on market share, e.g., *Marketing Communications* values introduced at setup 33, level of *Commitment* at setup 65, and *Previous Installed Base* at setup 128 (Fig. 7, left).

Fig. 8 shows the Blu-ray versus HD DVD sensitivity results for uncertainty β_o values of 4, 8, and 12 in setups 1, 5, and 9. No combination of values alters the competition outcome, even when flexibility and network diversity are removed (Fig. 8, right). The outcome does not change even when testing separately for the time series of flexibility and network diversity. Either of the two confers an advantage to Blu-ray.

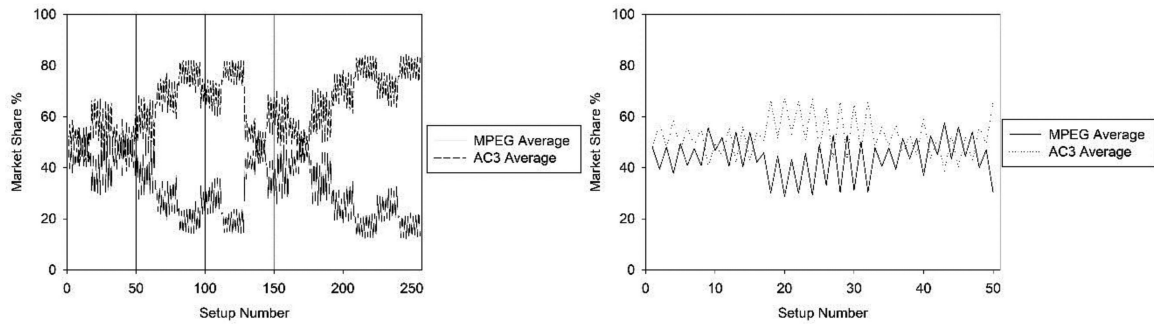


Fig. 7. Sensitivity results for case 3): MPEG versus AC3 (left), setups 1–50 (right).

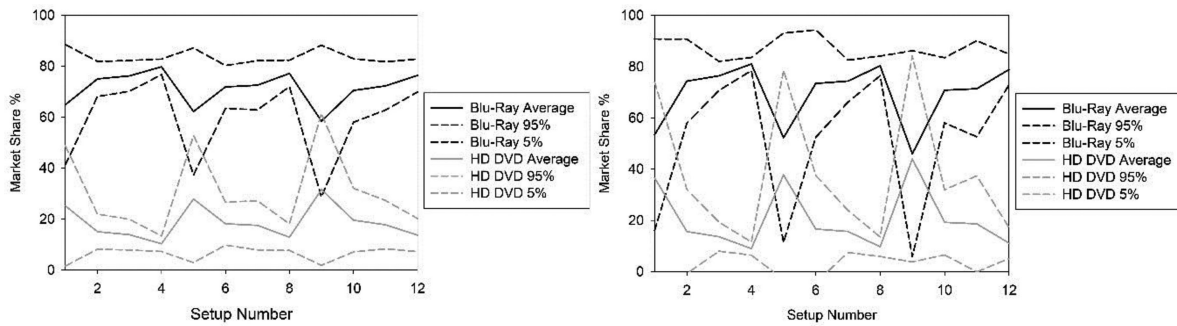


Fig. 8. Sensitivity results for case 4): Blu-ray versus HD DVD.

VI. DISCUSSION

The simulation model aimed to integrate factors of standards competition and test its application in four standards competition cases and explore them further. The simulation study was based on all the data available from the original published cases. The model was set up for each case by assigning parameter values only to the factors identified as influential in the original publications. The agreement between case analysis and simulation results implies that the combined effect of the factors identified in each case is sufficient to endogenously generate the end result of the competition within the time frame of each case. Simulation results and the sensitivity analysis is the kind of integrative study called for [93] and [119].

The sensitivity results are important because they show that alternative explanations with fewer factors do not hold and any case analysis that simply adds up factor effects is unreliable. The conclusions drawn from sensitivity analysis were also checked and hold with different parameter ordering, e.g., 4, 3, 2, 1 rather than 1, 2, 3, 4 in case 1, and with tests of the uncertainty effect which indicated that it does not have a significant effect in the case outcomes. The systemic nonlinear effect of the factors identified in each case is necessary and sufficient to produce the competition outcome.

Sensitivity analysis shows that the influence of some factors in cases 1) and 2) (Figs. 5 and 6) can overturn the outcome of the competition. For example, if the timing of market entry was different in FireWire versus USB or if the *Commitment* of USB

supporters had not been so high, the outcome could have been different. Moreover, governance mechanisms can make the difference in situations where standards are equally competitive⁴ (e.g., Fig. 1: open appropriability strategy, backward compatibility, and Fig. 2: diversity of stakeholder network). The effect of governance mechanisms that increase stakeholder network diversity on competition outcomes is evident most clearly in case 1) results (Fig. 3, left) and case 2) results (Fig. 4, left). In a setting where competitors are equally strong, governance mechanisms that influence network flexibility and diversity give the competitive edge and the advantage in terms of market competition outcome to USB in case 1) and to Wi-Fi in case 2).

The question arises as to whether some strategic action in any of the cases could reverse the outcome. In order to explore alternative competition outcomes in favor of HD DVD in case 4), we keep the original setup (Table I) and vary the following additional factors the model includes:

- 1) *revenue*;
- 2) *technological advantage—learning*;
- 3) *technological advantage—initial technical and market know-how*;
- 4) *initial complementary goods rate*;
- 5) *competitive pricing*;
- 6) *marketing communication*.

⁴We would like to thank a reviewer for suggesting this point.

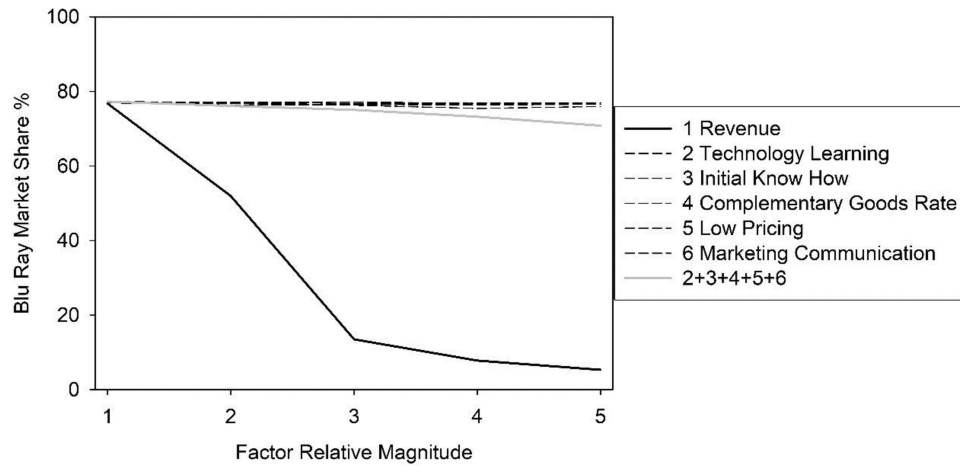


Fig. 9. Alternative outcomes for case 4): Blu-ray versus HD DVD.

The magnitude of each HD DVD factor is increased several fold (x-axis) relative to Blu-ray and each setup is simulated 100 times. Simulation results show that the average end market share of Blu-ray decreases most noticeably with increasing *Revenue* for HD DVD (Fig. 9).

This can be explained as increasing *Revenue* activates two loops in Fig. 1 and increases *Commitment* (Fig. 2); thus, it confers a competitive advantage to HD DVD. This counters the advantage Blu-ray has in *Flexibility* (Fig. 1) and *Stakeholder_Network_Diversity* (Fig. 2). These factors lie closer to standards selection than *Revenue* and influence it through one loop only. Increasing factors 2)–6) does not have the same pronounced effect. This is because they lie downstream of *Revenue* and closer to standards selection (Fig. 1). The results illustrate how they can be complementary to each other when taken together.

Fig. 9 illustrates what Fig. 4 and sensitivity results are only suggestive of. It shows that Toshiba would have stood a chance if it had invested three times more in HD DVD, relative to Sony investment in Blu-ray. Toshiba paid \$150 million to two movie studios for exclusive deals on HD DVD, while Sony invested an estimated \$200 million to integrate Blu-ray in PlayStation 3 and paid an estimated \$400 million to Warner for exclusive content deals [56].

A similar approach was performed to explore the factors that may change the competition outcome in cases 1)–3). In case 1), FireWire could dominate and maintain its advantage if it had doubled the initial complementary goods rate to the market or if USB *Revenue* was 0.6 compared to 1 for FireWire. In contrast, better *Marketing_Communication* is not enough, irrespective of its relative magnitude. For case 2), a 50% increase in *Revenue* would have given HomeRF a clear competitive advantage over Wi-Fi, while increasing the rate at which complementary products for HomeRF reach the market does not make a difference. For case 3), a 30% increase in the *Revenue* of MPEG is enough to alter the competition outcome, while a change in the appropriability strategy for MPEG does not make a difference.

The model thus illustrates the possibility to reverse a WTA outcome and an FMA. Moreover, it offers the possibility to investigate on a case-by-case basis what the factors of standards competition that can enable such a reversal of competition outcomes are.

In case 1), the model illustrates that it is possible to reverse the WTA outcome to favor FireWire instead of USB. This entails that FireWire maintains its FMA over USB. It is also possible to explore intermediate competition outcomes as illustrated in case 4), by varying the relative strength of factors in the competition of Blu-ray against HD-DVD.

A. Limitations and Future Research

One of the main limitations of the article is that model application is limited to the respective industries of the published cases: consumer electronics, information technology, and telecommunications. The reproduction and exploration of standards cases from other industrial sectors, e.g., transport, would definitely require some alterations in model structure and the factors it includes. For example, most likely changes would have to account for the extent to which delays play a crucial role.

This is also a limitation in the current implementation of the model, as quantitative case data were available only on market entry timing, and thus additional delays in all four cases were assigned identical values to control for their effect. The effect of price, scale economies, and up-scaling of standards characteristics on standards competition [137] was also not explicitly considered as the original documented studies were qualitative and additional primary research is required for this. They could be part of the strategic options available to competing standards. The validation of the model results was also difficult and required additional research as market share data was scarce and not provided in the original studies.

A further limitation of the model conceptualization concerns standards governance, envelopment, and multihoming [27], [47], [128]. A simple dynamic bilateral relation is assumed

to operate between standards firms and complementors, where the latter chooses to support the standards with the larger user base. However, increased competition across standards firms and the availability of more sophisticated development tools for standards can shift the power balance between standards providers and complementors [114]. There is pressure to offer incentives for standards support to complementors because they have more alternatives. The dyadic nature of standards-based competition implies that the challenges complementors face have repercussions for standards firms and both need to reassess their relative positions and options. Complementors are likely to support specific standards based on their resources and capabilities and respond to the strategic actions of other complementors and standards firms. These issues are worth exploring further through appropriate model extensions, as they have become ever more salient with standards that continue to converge across industry boundaries [76].

The combination of case-based and simulation research [96], [98], [99] allows several other extensions related to early standards adopters, user retention, and switching costs as well as wait and see behavior of potential standards users in the face of increasing uncertainty. The model can be used to assess the key factors of success for standards dominance during each stage of the battle as suggested in theory [119]. This will expand the model scope to study multistandards or multigenerational competition and thus provide a further test for its generality. The application of the model in single and multigeneration standards competition cases could help identify similarities and differences between the two. Follow-up research could also examine how well the model explains technology selection in industries that are not characterized by network effects.

A frequent system dynamics practice is to disaggregate parts of the model and see how this affects the dynamic behavior of the model [118]. For example, this could be done by disaggregating the effect of direct versus indirect network effects on standards competition and strong versus weak ties between users. A further model extension would involve disaggregation of customer stocks with respect to their switching experience and switching costs in order to explore targeted firm strategies for customer retention.

Customers with limited experience are likely to have high switching costs. If they perceive high switching costs for particular standards, which would potentially lock them in for some time, they may not choose it and adopt a wait and see strategy. Increasing switching costs to retain customers may result in low customer acquisition rate, especially of new inexperienced users, i.e., precisely the market segment with the greater retention potential. In contrast, lead users with frequent switching behavior seek to have the latest most advanced standards in the market. They have high tolerance levels to switching costs, and, thus, it may be worth catering to this customer segment through targeted strategic actions. Lead users can be important because they can constitute a critical mass and the basis for a broader diffusion that leads to competitive advantage and rapid market share growth for a standard. In contrast, emphasis of the core standards value, engagement of current customers with defensive marketing, increasing product complexity, introduction

of loyalty programs, and encouragement of broader use could lead to slower sustainable growth. This is an interesting tradeoff between switching costs and customer acquisition.

The model could also be disaggregated to introduce standards diversity [97] and standards aspects that customers value in order to test different positioning strategies for standards. Customers might also try out new standards or lease them instead of buying them. Thus, there is scope to differentiate between trial and switching costs in the model as well. A concomitant issue would involve the question of complementary goods supply timing during the lifecycle of a standard.

Another future research direction is to use the model as a research guide to elaborate on the effect of delays in standards competition processes in empirical studies. The model inputs required provide a guide for data collection for future case studies, and this will promote comparability and transparency. For example, it could be used to study the tension between the delay of standards release preannouncements in the market and the rest of the delays involved in the process. A direction that would utilize empirical data on delays would be the construction of management “flight” simulators for firms [118] to allow the exploration of prospective “what if” scenarios about standards competition [20]. This would require some estimation of the relative magnitude of delays involved for a specific sector. Managers could then use such a “flight” simulator to assess various competition strategies. Seen from a different theoretical lens, it would be possible to use it to try out different business models [23], [143].

VII. CONCLUSION

Considerable research on standards competition illustrates its inherent complexity and path-dependent nature. Several theoretical frameworks and models have been developed to investigate the effect of the factors involved in standards competition on competitive advantage and competition outcomes. Recent research outline papers propose directions for future research, but they do not consider explicitly the use of modeling and simulation as a means to future theory integration and development that will span the current theoretical frameworks and the competition factors they propose.

This article developed a simulation model of standards competition that is applied in four standards competition cases. Model development draws and integrates current theory into a dynamic framework of standards competition factors and competitive advantage. The article adopted reproduction and system dynamics modeling to investigate standards competition and demonstrated its use on four published standards competition cases. The reproduction of case results with the model adds confidence to the insights of the original studies and in model generality. The simulation results and sensitivity analyses show that it is the systemic influence of factors that determines the competition outcome in each case. Moreover, explanations with alternative combinations of standards factors are shown not to hold. The model in this article was the first step for integration and synthesis of the standards competition literature and the development of a generalizable model. The accumulation of

research that applies the approach followed in this article should provide a test to prior research and the opportunity to take into account standards competition details beyond those of the present article.

The model enabled the inference of insights from additional “what if” outcomes beyond those documented in the cases, something not possible with the case study research design used in the original publications. First, it was shown that altering the timing of market entry is not enough to generate and sustain the FMA some standards have, and the WTA dynamics in cases 1) and 4). Second, stronger initial uncertainty on potential user preferences influences the outcome but does not reverse it. Third, sensitivity analysis shows that alternative combinations of factors may not generate the documented outcome. Fourth, a series of “what if” scenarios explore whether the competitive advantage of standards in each case can be reversed by competitor actions and, by extension, generate and explore any intermediate outcome in the cases.

The article, thus, contributed to the literature that explores the conditions under which FMA can be achieved and maintained and under which WTA outcomes are possible. The article, thus, provided a good and reliable basis for further theoretical and empirical research on standards competition that can be expanded to address explicitly the role of delays in standards competition and find suitable competitive responses in the respective industries of the four cases. Moreover, the insight that time-based advantages may not be sufficient to secure a market-based advantage is of managerial relevance. The model can be used to help managers recalibrate their strategic thinking as it distinguishes between standards competition factors to those that are under firm control and those that are not.

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