open by design
closed by policy

a principled approach for changing your principles

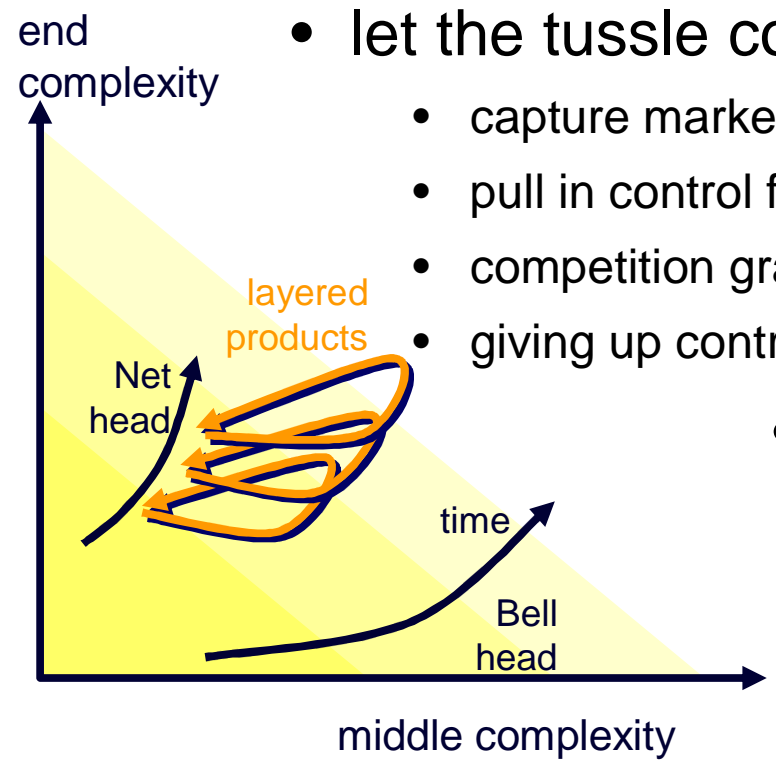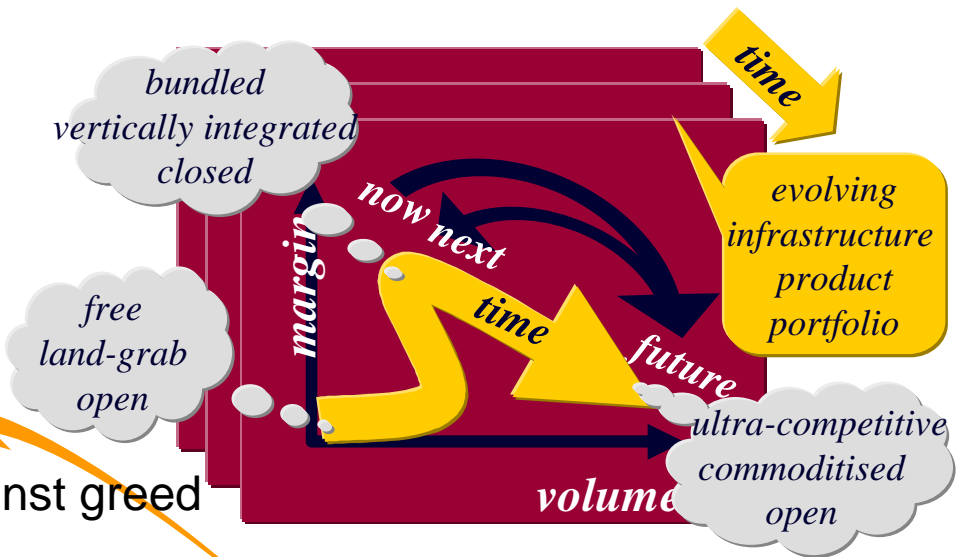Bob Briscoe <Bob.Briscoe@bt.com>

BT Research

Jan 2006

BT

open by design
closed by policy

- ## design *as if* open
  - ### include proofing against greed
- ## design self-interception of open protocols
- ## let the tussle commence
  - ### capture market share with free, open product
  - ### pull in control from ends to edge
  - ### competition gradually commoditises
  - ### giving up control stimulates new innovation
- ## layer under next product

time

bundled vertically integrated closed

free land-grab open

evolving infrastructure product portfolio

ultra-competitive commoditised open

margin *now* *next* *time* *future* *volume*

end complexity

layered products

Net head

time

Bell head

middle complexity

Net-head heart Bell-head skins

BT

control over control?

- control can migrate

    | network owners | service providers | content & applics | appli-ances | end users |

- sell different control models to different markets

    - DIY and "do it for you" customers

- equip makers can re-sell control package each time

- what controls where the control is?

    - market advantage, competition

    - regulation

- designing for tussle – case studies in control over control

    <www.cs.ucl.ac.uk/staff/B.Briscoe/present.html#0406pgnet>

BT