



Final Report of SDDP Co-Laboratory

How Do We Get The Mobile Industry To
Implement The SID 2007 Agreement?

Insafe Plus CYPRUS Training

17-19 September 2007

St. Raphael 5 hotel*

Limassol, Cyprus



Insafe *Plus CYPRUS* Training, Limassol, Cyprus

17-19 September, 2007

How Do We Get The Mobile Industry To Implement The SID 2007 Agreement?

Report on Defining Actions Nodes consider the Mobile Industry should take to
Implement the Agreement they signed on SID 2007.

EDITORS

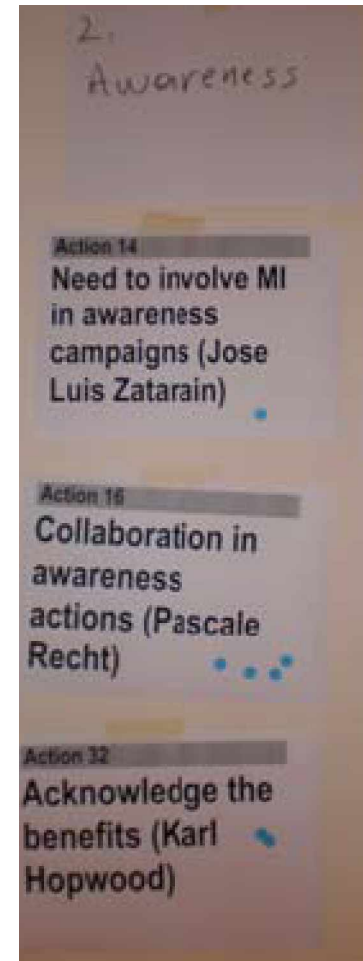
Yiannis Laouris and Tatjana Taraszow

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Insafe is the Coordinating Node of all European Safer Internet Awareness Nodes. It is run by the EU Schoolnet and represents a network of national nodes that coordinate Internet safety awareness in Europe. The network is set up and co-funded within the framework of the European Commission's Safer Internet plus Program.



CyberEthics is the Cyprus Safer Internet Awareness Node, which hosted the Insafe Plus Training meeting in Limassol, Cyprus, September 17-19, 2007. The CyberEthics campaign is co-funded by the EU Commission DG Information Society and Media and the partners in Cyprus, which are:

- o Cyprus Neuroscience & Technology Institute (Coordinator)
- o Cyprus Broadcasting Corporation
- o Family Planning Association
- o University of Cyprus
- o Olive Branch Foundation.



The Cyprus Intercultural Training Initiative is a loose Association of experts trained to organize co-laboratories using the SDDP method. The people who served as facilitators of the various sessions of the Insafe Plus Training Meeting documented in this report are members of CiTi.

ACKNOWLEDGEMENTS

The SDDP Facilitation Team who organized the SDDP co-laboratory documented here, as well as the CyberEthics Team, would like to thank the Insafe Coordinating Node as well as all EU Nodes who have participated for their enthusiastic contributions, time, energy and expertise they brought to the co-laboratory described in this report:

§ Mobile Operators and Self Regulation - Defining an *Action Plan*.

All 15 participants were willing to dedicate the time necessary to work together with understanding to reach consensus on a common position and to develop strategies and action plans as to how nodes can encourage and/or exert pressure on mobile operators to achieve relevant goals. Their hard work, perseverance and humour made the co-laboratory's experience both richly diverse and productive. The participants, i.e. the experts in the safer use of the Internet, are the primary authors of views expressed in this document.

The Facilitation Team of the 'Mobile Operators and Self Regulation' co-laboratory consisted of: Tonia Loizidou, Larry Fergeson, and Tatjana Taraszow.

EXECUTIVE SUMMARY

This report documents the results of the 'Mobile Operators and Self Regulation' co-laboratory – Defining an Action Plan, which took place during the Insafe Plus Training Meeting in Cyprus. The co-laboratory, which involved different participants, was implemented using a structured democratic dialogue method known as structured dialogic design process. The participants produced 53 ideas/actions during the co-laboratory. Following a process of clustering, selecting and exploring influences among different ideas, the participants came up with an influence map. The mapping process enables the diverse group of Safer Internet stakeholders highlight the ideas that will be most influential in their goal to encourage the mobile industry to take desired actions.

The most influential drivers in the 'Mobile - Influence Map' are idea 46 (Make clear that self-regulation is good for image), idea 32 (Acknowledge the benefits), idea 20 (Have precise ideas of what you want), idea 4 (Stress the public standing of your node), idea 19 (Demonstrate that you can place issues in the media), and idea 26 (Make clear that youth protection sells). It is therefore concluded that the stakeholders (and this possibly includes the European Commission) need to address these influential drivers by (1) providing training of how self-regulation can be used for the

image, (2) acknowledging the benefits, (3) guiding the self-finding process of what each node wants, (4) focusing on effective public relation strategies, (5) collaborating with the media and (6) applying marketing strategies to sell youth protection. A follow-up co-laboratory should be used to structure more initiatives/actions in order to receive a more detailed map of the influential drivers. The structuring/mapping of these actions/initiatives would provide a clear and efficient roadmap to reach the ultimate goal of all Safer Internet Nodes across Europe to encourage the mobile industry to take desired actions. Another follow-up meeting could then focus on the actual implementation of the actions/initiatives identified.

1. INTRODUCTION

For the first time ever, all Awareness Nodes of the EU Safer Internet project used the Structured Design Dialogue Process (SDDP) during their Insafe Training meeting which took place in Limassol, Cyprus September 17-19, 2007. The SDDP is a technique that facilitates dialogue by engaging all stakeholders in a democratic manner. The primary aim of an SDDP co-laboratory is to achieve consensus regarding actions for improvements, based on a shared understanding of the current situation. The process is designed in such a way as to harness the collective wisdom of all participants. In a SDDP co-laboratory, the participants are the experts whose shared knowledge is extracted and then used to generate influence maps between separate ideas.

The SDDP co-laboratory 'Mobile Operators and Self Regulation' documented here built on experiences already gained through the collection of ideas and responses to questions put to Nodes by the ad-hoc Executive Committee and presented during the Luxembourg meeting earlier this year as well as the results of the 6-month evaluations (Customer Satisfaction Surveys) performed by the coordinating node.

The co-laboratory was dealing with the topic of what nodes want from the mobile industry and what leverage can they use to promote this. Participants

explored initiatives and actions that nodes can take in order to the mobile industry to take desired actions. They identified possible ideas, i.e. an *action plan*. The triggering question that was tackled in this co-laboratory was:

What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?

After having participated in the structured dialogue it was expected that:

- Participants would gain a deeper understanding of the complexity of the situation and the interconnections between "ideas";
- Participants would have the opportunity to understand how the "others" may think and what actions they would like to take in order to achieve the "ideal" situation;
- A "voted" consensus between all participants taking part in the co-laboratory would emerge in the "influence tree" as a joint product.

Following the presentation and discussion of the results, participants were expected to develop a roadmap to achieve progress. The aim was also to reach consensus on a common position as how to encourage mobile operators.

1.1 Meetings of the Insafe Knowledge Management Group

The Insafe Knowledge Management Group met the following days in order to discuss, decide, and formulate the final versions of the triggering questions used during the SDDP co-laboratories:

Impromptu meeting of 20 June 2007

Held in Luxembourg and focused on training meeting in Cyprus from 17-19 September 2007.

Teleconference of 28 June 2007

Continued discussion on content of Cyprus training meeting.

Meeting of 26 July 2007

This meeting took place in the Insafe community chat room and further examined the content of the sessions to be included in the Cyprus training meeting.

Meeting of 31 July 2007

Review of draft program, best practice sharing session and mobile phone session.

Meeting of 10 August 2007

Preparation of Cyprus training.

Meeting of 23 August 2007

Cyprus training meeting, information pack, virtual tours of community, overview of coming meetings.

Email communication of 6 – 29 November 2007

Formulation of the Triggering Questions for the Insafe Brussels Meeting.

2. METHODOLOGY: STRUCTURED DIALOGIC DESIGN PROCESS

The Structured Dialogic Design Process (SDDP) is a methodology that supports *democratic* and *structured* dialogue among a heterogeneous group of stakeholders. It is especially effective in resolving complex conflicts of purpose and values and in generating consensus on organizational and inter-organizational strategy. It is scientifically grounded on seven laws of cybernetics/systems science and has been rigorously validated in hundreds of cases throughout the last 30 years.

The SDDP methodology was chosen to support the European network of Safer Internet Nodes in structuring the stakeholder representatives' ideas on an action plan regarding encouraging mobile operators.

The SDDP is specifically designed to assist inhomogeneous groups to deal with complex issues, in a reasonably limited amount of time. It enables the integration of contributions from individuals with diverse views, backgrounds and perspectives through a process that is participatory, structured, inclusive and collaborative.

A group of participants, who are knowledgeable of the particular situation, are engaged in collectively developing a common framework of thinking based on consensus and shared understanding of the current or future ideal state of affairs.

SDDP promotes focused communication among the participants in the design process and their ownership of and commitment in the outcome.

2.1 Structure and Process in a typical SDDP co-laboratory

When facing any complex problem, the stakeholders can optimally approach it in the following way:

1. Develop a shared vision of an ideal future situation. This ideal vision map serves as a magnet to help the social system transcend into its future state.
2. Define the current problématique, i.e. develop a common and shared understanding of what are the obstacles that prevent the stakeholders reaching their idealized vision.
3. Define actions/options or a roadmap to achieve the goals.

Methodology: Structured Dialogic Design Process

The three phases are done using exactly the same dialogue technique. Each phase completes with similar products:

- (1) A list of all ideas [SDDP is a self documenting process].
- (2) A cluster of all ideas categorized using common attributes.
- (3) A document with the voting results [erroneous effect=most popular ideas do not prove to be the most influential].
- (4) A map of influences. This is the most important product of the methodology. Ideas are related according to the influence they exert on each other. If one is dealing with problems, then the most influential ideas are the root causes. Addressing those will be most efficient. If one is dealing with factors that describe a future ideal state, then working on the most influential factors means that achieving the final goal will be easier/faster/more economic, etc.

In the following, the process of a typical SDDP session with its phases is being described more precisely:

First The breadth of the dialogue is constrained and sharpened with the help of a triggering question. This is formulated by a core group of people, who are the Knowledge Management Team (KMT) and is composed by the owners of the complex

problem and SDDP experts. This question can be emailed to all participants, who are requested to respond with at least three contributions before the meeting.

Second All contributions/responses to the triggering questions are recorded in the CogniScope II software. They must be short and concise, hence contain one idea in one sentence. The authors may clarify their ideas in a few additional sentences.

Third The ideas are clustered into categories based on similarities and common attributes. A smaller team can do this process to reduce time (e.g., between plenary sessions).

Forth All participants get five votes and are asked to choose their favourite (most important to them) ideas. Only ideas that received votes go to the next and most important phase.

Fifth In this phase, participants are asked to explore influences of one idea on another. For example, they might be asked to decide whether solving problem x will make solving problem y easier. If the answer is yes (great majority) an influence is established on a map of ideas. The way to read that influence is that items at the bottom are root causes (if what is being discussed are obstacles), or most

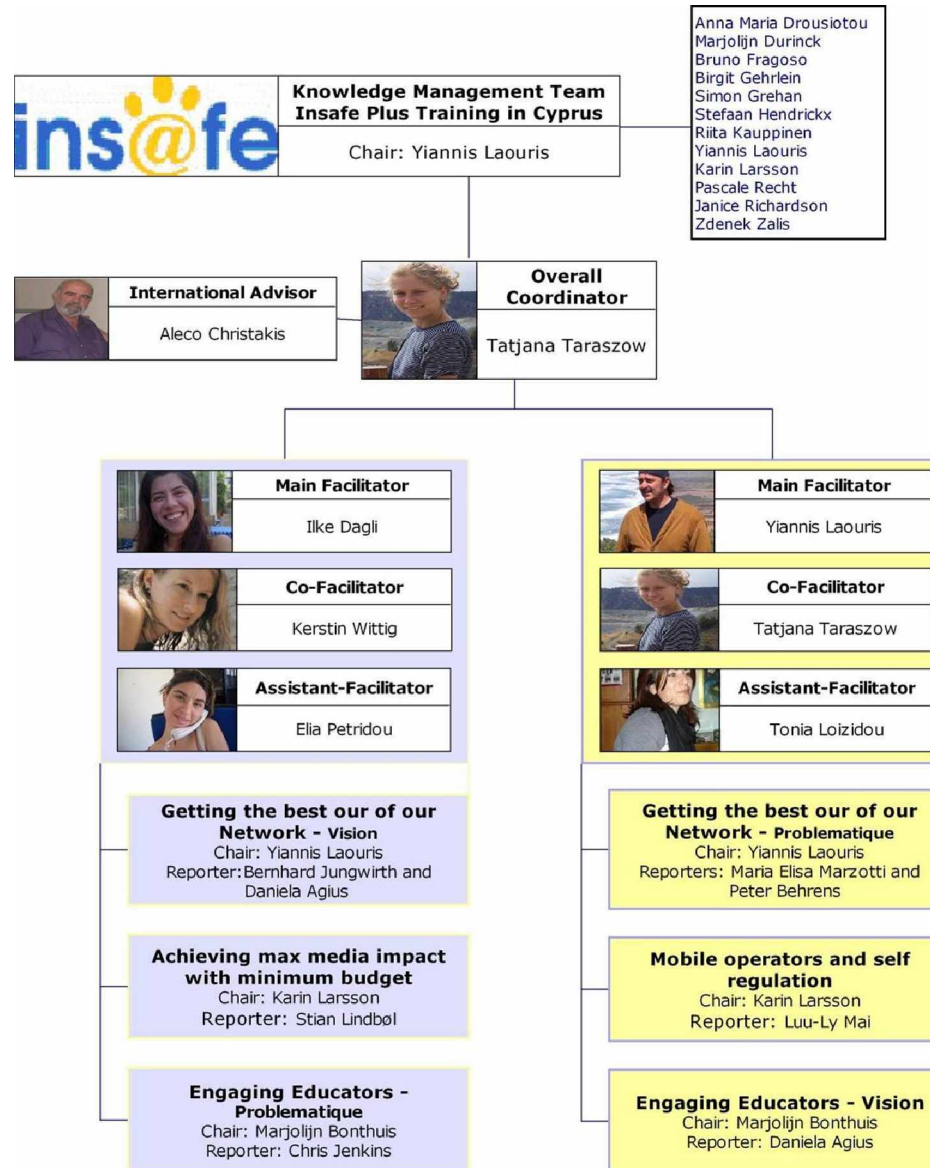
Methodology: Structured Dialogic Design Process

influential factors (if what is being discussed are descriptors of an ideal situation or actions to take). Those root factors must be given priority.

Sixth Using the root factors, participants develop an efficient strategy and come up with a road map to implement it.

Please refer to Annex A: Structured Dialogic Design Process – Frequently Asked Questions for more detailed information.

3. ORGANIZATIONAL CHART OF SDDP CO-LABORATORIES, INSAFE TRAINING



4. RESULTS OF THE CO-LABORATORY 'MOBILE OPERATORS AND SELF REGULATION'

18 September 2007, staff of the European network of Safer Internet Nodes engaged at St. Raphael Hotel, Limassol, Cyprus, for three hours in a structured dialogue focusing on the triggering question:

What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?

Initiatives and Actions encouraging the mobile industry

Insafe nodes' staff described 53 ideas and actions ahead of the co-laboratory and during the dialogue with the entire group. These ideas and actions appear as actions in Table 1 'Mobile – List of Actions'. For detailed information about the meaning of each idea/action please refer to Table 2 'Mobile – Actions with Clarification' in Appendix C.



Table 1 'Mobile - List of Actions'

Triggering Question: "What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?"

#: Action

- 1: Participate in national (co) regulation (Pascale Recht)
- 2: Collaborate on specific projects with mobile operators (Maria Kristin Gylfadottir)
- 3: Encourage more open dialogue (Karl Hopwood)
- 4: Stress the public standing of your node (Bernhard Jungwirth)
- 5: Initiate contact with providers (Luu-Ly Mai)
- 6: Encourage self-regulation among mobile operators before government imposes regulation (Susanne Boe)
- 7: Start a working group with stakeholders (Marjolijn Bonthuis)
- 8: Ensure their involvement and work together (Paola Pendenza)
- 9: Workshops/trainings on mobile user's safety (Alicja Puchala)
- 10: National Round Table meetings, open win-win discussions not only funding issues (Riitta Kauppinen)
- 11: Political pressure via contacts to politics (Peter Behrens)
- 12: Understanding industry (Teemu Ruohonen)
- 13: Organize informative seminars for specific influential individuals (Anna-Maria Drousiotou)
- 14: Need to involve MI in awareness campaigns (Jose Luis Zatarain)
- 15: The Norwegian model, an example of how self regulation can work through cooperation (Rita Astridsdotter Brudalen)
- 16: Collaboration in awareness actions (Pascale Recht)
- 17: Create simple guidelines for self-regulation (Maria Kristin Gylfadottir)
- 18: Work in partnership (Karl Hopwood)
- 19: Demonstrate that you can place issues in the media (Bernhard Jungwirth)
- 20: Have precise ideas of what you want (Luu-Ly Mai)
- 21: [DELETE] Establish partnerships with key persons within mobile operator industry (Susanne Boe)
- 22: Shared product development (Marjolijn Bonthuis)
- 23: Encourage them to take more responsibility towards children who are their consumers (Paola Pendenza)
- 24: Social campaigns (Alicja Puchala)
- 25: Co-operation: campaigns etc, not only funding but win-win point again (Riitta Kauppinen)
- 26: Make clear that youth protection sells (Peter Behrens)
- 27: Everybody wins (Teemu Ruohonen)
- 28: Pressure the government to influence the mobile industries (Anna-Maria Drousiotou)
- 29: [DELETE] Self-Regulation desirable (Jose Luis Zatarain)
- 30: Work on European level (Pascale Recht)
- 31: Encourage companies to be socially responsible - put pressure on companies (Maria Kristin Gylfadottir)
- 32: Acknowledge the benefits (Karl Hopwood)
- 33: Confront mobile industry with real-life consumers' needs (Bernhard Jungwirth)
- 34: Define what kind of branding they will benefit (Luu-Ly Mai)

Table 1 'Mobile - List of Actions'

Triggering Question: "What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?"

#: Action

- 35: Ask key persons within mobile industry to participate in Advisory Board (Susanne Boe)
- 36: Encourage them to adequately inform consumers about their products (Paola Pendenza)
- 37: Publications in media (Alicja Puchala)
- 38: Implement guidelines by law (Peter Behrens)
- 39: Knowledge (Teemu Ruohonen)
- 40: [DELETE] Organize trainings and workshops to between node and mobile industry (Anna-Maria Drousiotou)
- 41: [DELETE] Collaboration between MI & other stakeholders (Jose Luis Zatarain)
- 42: Survey customers or potential customers on their wishes for self-regulation on part of companies and present to the companies (Maria Kristin Gylfadottir)
- 43: Focus on areas where meeting legal requirements can be improved (Bernhard Jungwirth)
- 44: Present effectively the node's initiatives and actions (Luu-Ly Mai)
- 45: Ask for the elaboration of more effective Code of Conducts (Paola Pendenza)
- 46: Make clear that self-regulation is good for image (Peter Behrens)
- 47: Don't waste time of industry (Teemu Ruohonen)
- 48: Create a series of leaflets to be dispersed by mobile industry (Anna-Maria Drousiotou)
- 49: Get sponsored! (Luu-Ly Mai)
- 50: [DELETE] Awareness campaigns towards the key actors (Paola Pendenza)
- 51: Once one mobile operator started others will follow (Peter Behrens)
- 52: Give industry active role (Teemu Ruohonen)
- 53: Identify mobile operators' communication channels (Luu-Ly Mai)

Clustering the Ideas and Actions

The participants altogether grouped these 53 ideas and actions into five categories based on common attributes among the ideas identified by the Nodes' staff. These categories were named the following:

(1) Industry Motivation, (2) Awareness, (3) Regulation, (4) Political Influence, and (5) Nodes. For more detailed information, refer to Figure 1 'Mobile - Cluster'.

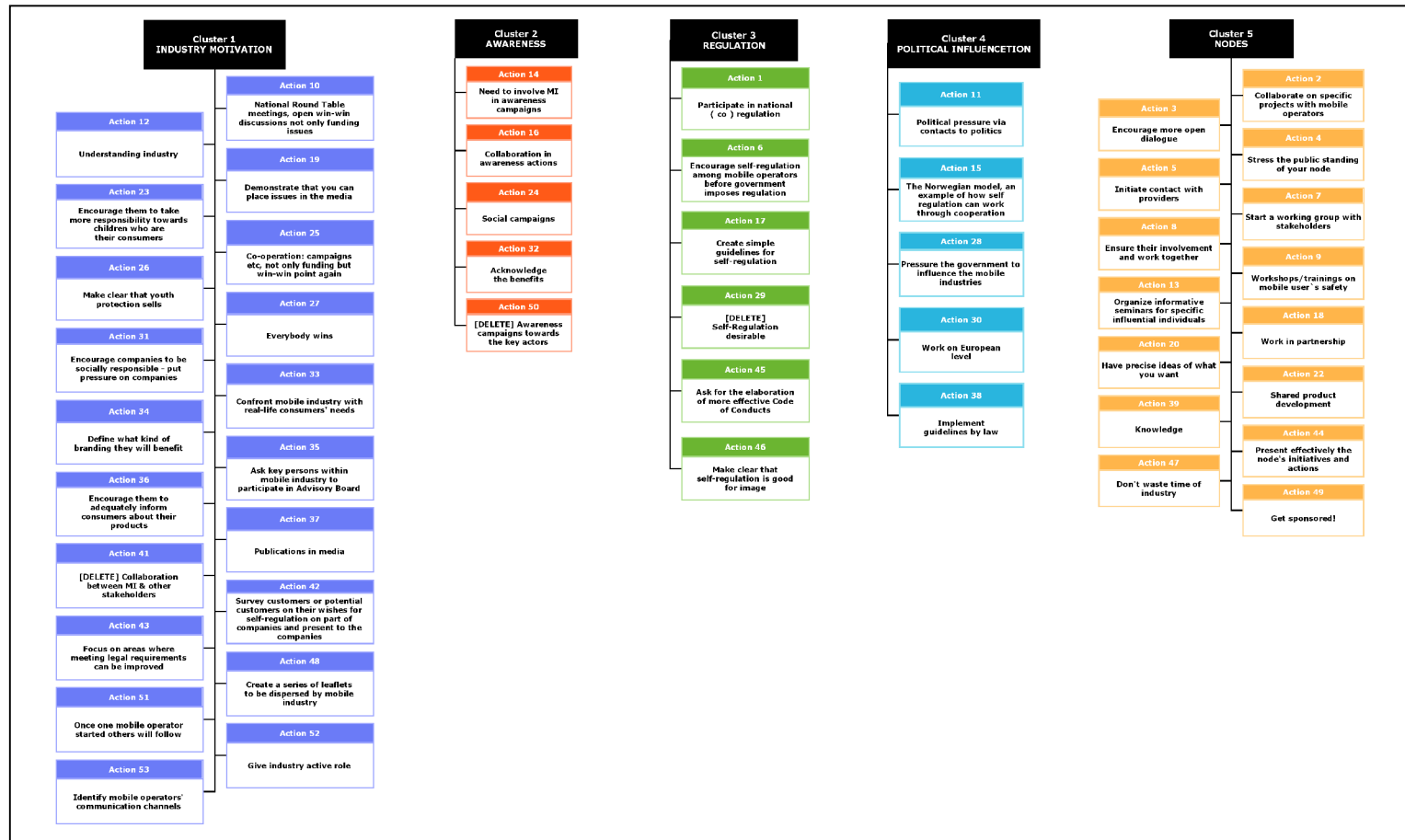


Figure 1 'Mobile - Cluster'

Prioritizing the Ideas and Actions

Each participant chose five factors that they thought were those most important. As shown in Table 3 'Mobile – Voting Results', 29 ideas/actions received one or more votes. The three dominant statements that received four or more votes are:

Idea/Action #20: Have precise ideas of what you want (8 votes).

Idea/Action #35: Ask key persons within mobile industry to participate in Advisory Board (7 votes).

Idea/Action #46: Make clear that self-regulation is good for image (5 votes).

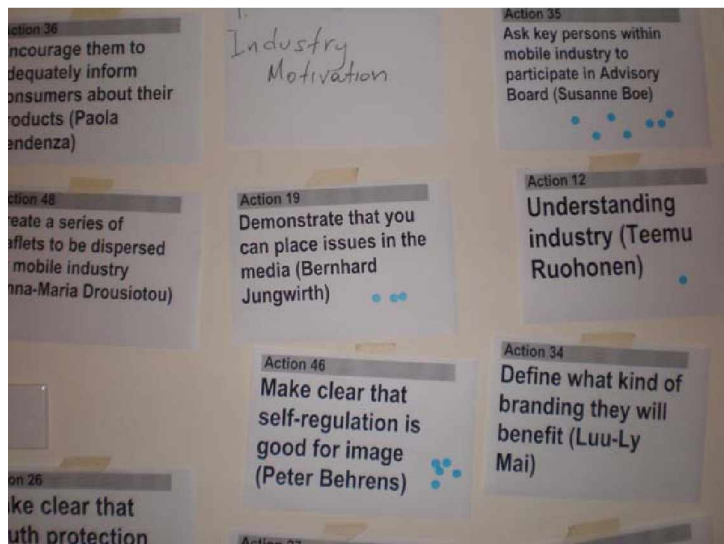


Table 3 'Mobile - Voting Results of the Actions'

Triggering Question: "What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?"

(VOTES) Action

- 20: (8 Votes) Have precise ideas of what you want (Luu-Ly Mai)
- 35: (7 Votes) Ask key persons within mobile industry to participate in Advisory Board (Susanne Boe)
- 46: (5 Votes) Make clear that self-regulation is good for image (Peter Behrens)
- 15: (4 Votes) The Norwegian model, an example of how self regulation can work through cooperation (Rita Astridsdotter Brudalen)
- 16: (4 Votes) Collaboration in awareness actions (Pascale Recht)
- 25: (4 Votes) Co-operation: campaigns etc, not only funding but win-win point again (Riitta Kauppinen)
- 31: (4 Votes) Encourage companies to be socially responsible - put pressure on companies (Maria Kristin Gylfadottir)
- 4: (3 Votes) Stress the public standing of your node (Bernhard Jungwirth)
- 7: (3 Votes) Start a working group with stakeholders (Marjolijn Bonthuis)
- 19: (3 Votes) Demonstrate that you can place issues in the media (Bernhard Jungwirth)
- 49: (3 Votes) Get sponsored! (Luu-Ly Mai)
- 22: (2 Votes) Shared product development (Marjolijn Bonthuis)
- 26: (2 Votes) Make clear that youth protection sells (Peter Behrens)
- 28: (2 Votes) Pressure the government to influence the mobile industries (Anna-Maria Drousiotou)
- 32: (2 Votes) Acknowledge the benefits (Karl Hopwood)
- 1: (1 Votes) Participate in national (co) regulation (Pascale Recht)
- 2: (1 Votes) Collaborate on specific projects with mobile operators (Maria Kristin Gylfadottir)
- 9: (1 Votes) Workshops/trainings on mobile user s safety (Alicja Puchala)
- 11: (1 Votes) Political pressure via contacts to politics (Peter Behrens)
- 12: (1 Votes) Understanding industry (Teemu Ruohonen)
- 13: (1 Votes) Organize informative seminars for specific influential individuals (Anna-Maria Drousiotou)
- 14: (1 Votes) Need to involve MI in awareness campaigns (Jose Luis Zatarain)
- 24: (1 Votes) Social campaigns (Alicja Puchala)
- 30: (1 Votes) Work on European level (Pascale Recht)
- 37: (1 Votes) Publications in media (Alicja Puchala)
- 38: (1 Votes) Implement guidelines by law (Peter Behrens)
- 42: (1 Votes) Survey customers or potential customers on their wishes for self-regulation on part of companies and present to the companies (Maria Kristin Gylfadottir)
- 44: (1 Votes) Present effectively the node's initiatives and actions (Luu-Ly Mai)
- 52: (1 Votes) Give industry active role (Teemu Ruohonen)
- 3: (0 Votes) Encourage more open dialogue (Karl Hopwood)
- 5: (0 Votes) Initiate contact with providers (Luu-Ly Mai)
- 6: (0 Votes) Encourage self-regulation among mobile operators before government imposes regulation (Susanne Boe)
- 8: (0 Votes) Ensure their involvement and work together (Paola Pendenza)

Table 3 'Mobile - Voting Results of the Actions'

Triggering Question: "What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?"

(VOTES) Action

- 10: (0 Votes) National Round Table meetings, open win-win discussions not only funding issues (Riitta Kauppinen)
 - 17: (0 Votes) Create simple guidelines for self-regulation (Maria Kristin Gylfadottir)
 - 18: (0 Votes) Work in partnership (Karl Hopwood)
 - 21: (0 Votes) [DELETE] Establish partnerships with key persons within mobile operator industry (Susanne Boe)
 - 23: (0 Votes) Encourage them to take more responsibility towards children who are their consumers (Paola Pendenza)
 - 27: (0 Votes) Everybody wins (Teemu Ruohonen)
 - 29: (0 Votes) [DELETE] Self-Regulation desirable (Jose Luis Zatarain)
 - 33: (0 Votes) Confront mobile industry with real-life consumers' needs (Bernhard Jungwirth)
 - 34: (0 Votes) Define what kind of branding they will benefit (Luu-Ly Mai)
 - 36: (0 Votes) Encourage them to adequately inform consumers about their products (Paola Pendenza)
 - 39: (0 Votes) Knowledge (Teemu Ruohonen)
 - 40: (0 Votes) [DELETE] Organize trainings and workshops to between node and mobile industry (Anna-Maria Drousiotou)
 - 41: (0 Votes) [DELETE] Collaboration between MI & other stakeholders (Jose Luis Zatarain)
 - 43: (0 Votes) Focus on areas where meeting legal requirements can be improved (Bernhard Jungwirth)
 - 45: (0 Votes) Ask for the elaboration of more effective Code of Conducts (Paola Pendenza)
 - 47: (0 Votes) Don't waste time of industry (Teemu Ruohonen)
 - 48: (0 Votes) Create a series of leaflets to be dispersed by mobile industry (Anna-Maria Drousiotou)
 - 50: (0 Votes) [DELETE] Awareness campaigns towards the key actors (Paola Pendenza)
 - 51: (0 Votes) Once one mobile operator started others will follow (Peter Behrens)
 - 53: (0 Votes) Identify mobile operators' communication channels (Luu-Ly Mai)
- Total Votes Cast: 70

The Influence Map

The voting results were used to select factors for the subsequent structuring phase to identify inter-relations among the generated obstacles.

Participants structured 14 ideas/actions. The following Figure 2 'Mobile – Influence Map' shows the resulting influence tree.

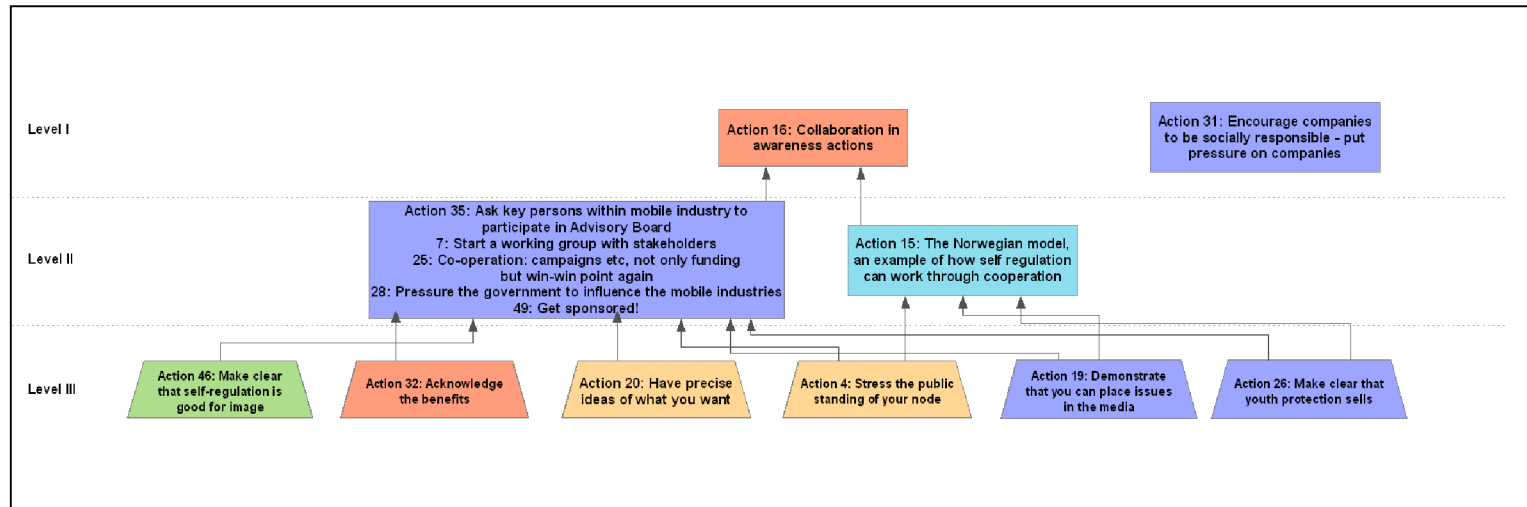


Figure 2 'Mobile – Influence Map'

The 14 ideas/actions were structured within three levels and are related according to the influence they exert on each other. Those ideas/actions that appear lower in the Influence Map, hence are positioned at the root of the tree, i.e. Level III, are more influential in terms of influence than those at higher levels and are the ones to tackle preferentially. More specifically, six actions had been identified as the influential actions:

Action #46: Make clear that self-regulation is good for image, Action #32: Acknowledge the benefits, Action #20: Have precise ideas of what you want, Action #4: Stress the public standing of your node, Action #19: Demonstrate that you can place issues in the media, and Action #26: Make clear that youth protection sells. These actions influence all the other actions appearing on the Map.

5. DISCUSSION OF RESULTS AND CONCLUSIONS

The greatest value of this methodology lies in its power to identify the root causes of a problematic situation and highlight the ideas that are most influential when one attempts to achieve progress. We will therefore begin the interpretation of the results with a discussion that focuses on the “deep drivers,” i.e., the items that appear at the root of the map.

In the Mobile co-laboratory the 15 participants represented 13 countries because some countries had more than one participant, i.e., Belgium (2) and Finland (2). Since no individual voting data have been kept in record it is not possible to evaluate possible country bias. However, the method as such invites participants to transcend from their individual points of view and consider ideas in an objective way, as they continuously have to “relate” their ideas to the ideas of others. Previous research has led to the adoption of Dye’s Law of the Requisite Evolution of Observations¹, which states that evolutionary learning occurs in a structured dialogue as the observers learn how their ideas relate to one another.

¹ Dye, K. M. & Conaway, D. S. (1999). *Lessons Learned from Five Years of Application of the CogniScope Approach to the Food and Drug Administration*. CWA Report, Interactive Management Consultants, Paoli, Pennsylvania.

Interestingly, the most influential action that appears as the root driver in the ‘Mobile – Influence Map’ is not one action but six in total: Idea 46 (Make clear that self-regulation is good for image), Idea 32 (Acknowledge the benefits), Idea 20 (Have precise ideas of what you want), Idea 4 (Stress the public standing of your node), Idea 19 (Demonstrate that you can place issues in the media), and Idea 26 (Make clear that youth protection sells). It is thinkable that if the participants had structured more than 16 factors they could have found one or two factors lying even lower than these six. These root drivers had been clustered into four different categories, i.e., Industry Motivation (19, 26), Awareness (32), Regulation (46), and Nodes (4, 20). The number of root drivers as well as the fact that those root drivers belong to four out of five from the participants identified categories indicate a rather large range of the most influential actions that should be taken. The conclusion from this interpretation is therefore rather broad than straightforward. It is concluded that the stakeholders (and this possibly includes the European Commission) need to address these influential drivers by (1) making companies aware that self-regulation can be good for their image (i.e., Idea 46), (2) talk more about the benefits (i.e., Idea 32), (3) provide support to guide each

Discussion of Results and Conclusions

node explore and decide what is exactly that they want (i.e., Idea 20, (4) focusing on effective public relation strategies that make Nodes more visible (i.e., Idea 4), (5) collaborate more with the media (i.e., Idea 19) and (6) use efficient marketing strategies to promote the idea that youth protection sell (i.e., Idea 26).

A follow-up co-laboratory could be organized in order to structure more initiatives/actions and create a richer and more detailed map of the influential drivers. The structuring/mapping of these actions/initiatives would provide a clearer and more efficient roadmap to reach the ultimate goal of all Safer Internet Nodes across Europe to encourage the mobile industry to take desired actions. Another follow-up meeting could then focus on the actual implementation of the actions/initiatives identified.

Interpreting Ideas at the Top Level of the Tree

The ideas that end up at the top level of the tree are usually *obviously important*, but according to the collective work *not influential!* In many cases, ideas that make it to the top level might have received significant votes during the selection process. This is referred to as the Erroneous Priority

Effect². For example both ideas 16 and 31 received many votes (4 votes each) during the selection process, but turned out to have minimal influence in the context of the goal of encouraging the mobile operators to achieve relevant goals. Furthermore, idea 31 (also 4 votes) is not connected and therefore not related to any other action identified. This might be due to time constraints during the structuring of the actions. A follow-up co-laboratory that focuses on the finalization of the structuring process could result in showing relations of action 31 with other actions.

In general, ideas at the top must be given lower priority if the interest is to make progress and address efficiently the deep driver actions. The appearance of the Erroneous Priority Effect is a demonstration of the strength of this methodology. *If the participants haven't gone through the structuring phase and used their own votes to decide which actions to take, their decisions would not have been focused on factors that are most influential!*

² The EPE was demonstrated first by Kevin Dye and refers to the fact that individual preferences voted on prior to relational inquiry may prove to be "Erroneous" if at the end they are collectively judged to not be the most influential.

Discussion of Results and Conclusions

Interpreting Ideas in the Middle of the Tree

The main body of the results is usually in the middle levels. Many distinct and good ideas end up in these levels. They might not have maximum power with regard to their ability to facilitate the process of change. However, they must still be considered very carefully because: (1) Sometimes ideas at the root are not so easy to address/resolve, while some ideas in middle levels might be more accessible. More often than not, individual participants have knowledge, tools or resources, which can immediately address such ideas. We should not delay the process of addressing them when such circumstances apply. (2) One idea in a middle level may still be "intensively connected," to ideas that lie above. This makes it a very influential idea, because addressing it makes addressing all those that are connected above it easier to address. (3) A particular participant or team may already pose the tools or know-how to materialize an idea in the middle of the structuring, thus making change cost effective.

Focusing attention to the mid-levels, the group of the Mobile co-laboratory perceives the following as most significant actions/initiatives that could contribute to have an industry taking desired actions:

- 35 Ask key persons within mobile industry to participate in Advisory Board
- 7 Start a working group with stakeholders

- 25 Co-operation: campaigns etc, not only funding but win-win point again
- 28 Pressure the government to influence the mobile industries
- 49 Get sponsored
- 15 The Norwegian model, an example of how self-regulation can work through cooperation

Interestingly but not surprisingly almost all of these actions/initiatives are related to issues of integrating the stakeholders, i.e., the mobile industry, into the process of encouraging them to take desired actions (e.g., Ideas 35, 7, 25, 15). One idea is related to the government and its role within the mobile industry (i.e., Idea 28); another idea focuses on the financial situation in terms of applying for and getting funding (i.e., Idea 49). With respect to the categories, the ideas in the main body had been clustered into the following categories: Industry Motivation (Ideas 25, 35), Political Influence (Ideas 15, 28), and Nodes (Ideas 7, 49). The main conclusion that should be derived from these results is:

The network should explore more efficient and professional means of collaboration with the mobile industry in order to reach its overall goals.

Discussion of Results and Conclusions

Short Discussion about further Scientific Parameters

The SDDP provides further techniques and scientific methods that can provide deeper analysis and greater understanding of various aspects of the dialogue. Many of these methods are probably beyond the scope and needs of this particular

dialogue. We therefore restrict our further analysis to a brief summary of additional points that might be of value and to some basic comparisons of various parameters between all six co-laboratories.

Discussion of Results and Conclusions

Table 7. Comparison of scientific descriptors across the different co-laboratories

The table compares the total number of ideas generated; the number of categories produced during the clustering process, the number of ideas that received at least one vote, the number of ideas that the participants managed to “structure” during the mapping phase, the number of levels in the map, the Situational Complexity Index (SCI)³ and the Spreadthink (ST)⁴. Please refer to the text for interpretation of the data.

Co-Laboratory	# of ideas generated	# of categories	# of ideas voted	# of ideas structured	# of levels in the map	SCI	Spreadthink (%)
Getting The Best Out Of Our Network - Defining the problématique	61	6	26	24	6	3.08	43
Getting The Best Out Of Our Network - Defining the ideal network	74	9	29	15	5	3.66	39
Engaging Educators – Defining the problématique	70	-----	21	14	4	3.07	30
Engaging Educators – Defining the ideal collaboration	79	5	27	14	8	8.59	34
Achieving max media impact with minimum budget	82	6	29	10	4	4.68	35
What initiatives/actions can Nodes take in order to encourage the mobile industry to take desired actions?	53	5	29	14	3	8.21	55

³ The complexity index (SCI) is defined as $SCI = DK(N-7)/R(R-1)$ where

V = Number of ideas receiving 1 or more votes

N = The number of ideas

K = The number of connections in the map

R = The number of ideas in the map

D = $(V-5)/(N-5)$

⁴ The Spreadthink (ST) is defined as: $ST = V/N * 100$

Discussion of Results and Conclusions

About the Total Number of Ideas

We know from Warfield's work⁵ that the average of observations, i.e., the number of ideas generated needed to adequately describe a complex problem is 64. In the Mobile co-laboratory discussed here the number of observations was 53. This is a first indication of the richness and diversity of contributions offered by the participants. A too large number might be an indication of a complicated situation. (Refer to discussion below concerning the Situational Complexity Index)

About Number of Categories

The number and content of categories is very useful when the group engages in the practical phases of addressing systematically the various obstacles and ideas. The categorization phase does not have a visible effect on the final outcome. The exercise of categorizing factors serves to understand better the ideas especially as they differentiate between one another (Peirce's Law of *Requisite Meaning*⁶).

About the number of ideas structured

Optimally, participants can structure all ideas that received votes. In practice however, because of time limitations, participants manage to structure only ideas that received many votes. In our case

they structured 14 out of 29. Optimally, and considering the fact that we don't have just a few but six root factors, they should have structured a few more factors.

About The Number of Levels in the Map

The number of levels in the map is usually a reflection of the number of ideas that the group of participants managed to structure in the influence map. For these co-laboratories, the participants achieved a more than average number, which is highly regarded considering the limited amount of time they had for this process. Partly the reason is because the process began off-line (before the actual face-to-face meetings) with the collection of ideas by email. This preliminary work encouraged the participants to learn something about the methodology and to begin their thinking before the actual co-laboratory.

About the Situational Complexity Index

The Situational Complexity Index (SCI) is a useful measurement to evaluate how complex is a problem compared to other analogous problems. In the case of the Mobile co-laboratory the SCI was 8.21. Compared to similar situations studied by the same facilitators' team, the SCI is considered high, indicating a fairly complex situation. The SCI is so high only for the Mobile Industry and the Engaging Educators vision co-laboratories.

⁵ Warfield, J.N. (1995). Spreadthink: Explaining ineffective groups. *Systems Research*; Vol. 10 No 1, pp. 5-14.

⁶ Turrissi, P.A. (Ed.) (1997). *Pragmatism as a Principle and Method of Right Thinking*: State University of New York Press.

About Spreadthink

The Spreadthink (ST) is a measure that is very helpful to evaluate the degree of agreement among the participants. Looking at the formula ($ST = V/N * 100$) it is easy to recognize that it reflects the percent of ideas that received votes. In our case, for the Mobile co-laboratory the ST was 55. Compared to the other co-laboratories it is the highest. This indicates very diverse opinions among the participants. This number is however still within reasonable limits taking into account the diversity in personnel and national interests and backgrounds of the participants.

STRUCTURED DIALOGIC DESIGN PROCESS

FREQUENTLY ASKED QUESTIONS

What does SDDP stand for? What is the difference with SDP?

The Structured Design Process (SDP) or Structured Dialogic Design Process (SDDP) is a methodology that enables groups of stakeholders to discuss an issue in a structured democratic manner that enables them to achieve results. It is a deeply reasoned, scientific, psychosocial methodology that has evolved from over 30 years of development to its current implementation as a software-supported process for large-scale, collaborative design.

When was the first time that structured dialogue was considered necessary?

The need for such an approach was first envisioned by systems thinkers in the Club of Rome ([Ozbekhan](#), 1969, 1970), and systematically refined through years of deployment in Interactive Management (IM), to emerge as methodically grounded dialogue practice that now is supported by software specifically designed for the purpose (e.g., [CogniScope](#) system). Interactive Management, originally developed by John Warfield and [Alexander Christakis](#) in the early 1970's (Christakis, 1973; Warfield & Cardenas, 1994), has evolved into its third generation as SDDP.

What does Agoras mean?

The agoras were the vital centers of the Greek cities. The outdoor markets and convention halls of Athenian Agoras is where gossip mixed with politics. The agora of Athens was the birthplace of democracy. Here the town's citizens discussed pressing issues and made decisions on the basis of popular vote.

What is the Institute for 21st Century Agoras?

The [Institute for 21st Century Agoras](#) is a volunteer-driven organization dedicated to vigorous democracy on the model of that practiced in the agoras of ancient Greece. It employs Co- Laboratories of Democracy that enable civil dialogue in complex situations. Systems thinkers who were also presidents of the International Society for Systems Science ([ISSS](#)), such as Bela Banathy and [Alexander Christakis](#), founded the Institute.

What is the Club of Rome?

The [Club of Rome](#) was founded in April 1968 by [Aurelio Peccei](#), an Italian industrialist, and [Alexander King](#), a Scottish scientist. The Club of Rome is a global think tank and center of innovation and initiative. As a non-profit, non governmental organization (NGO), it brings together scientists, economists, businessmen, international high civil servants, heads of state and former heads of state from all five continents who are convinced that the future of humankind is not determined once and for all and that each human being can contribute to the improvement of our societies. [Hasan Özbekhan](#), [Erich Jantsch](#) and [Alexander Christakis](#) were responsible for conceptualizing the original

prospectus of the Club of Rome titled "The Predicament of Mankind." This prospectus was founded on a humanistic architecture and the participation of stakeholders in democratic dialogue. When the Club of Rome Executive Committee in the summer of 1970 opted for a mechanistic and elitist methodology for an extrapolated future, they resigned from their positions.

How are co-Laboratories different from workshops?

Many group processes engender enthusiasm and good feeling as people share their concerns and hopes with each other. Co-Laboratories go beyond this initial euphoria to:

- § Discover root causes;
- § Adopt consensual action plans;
- § Develop teams dedicated to implementing those plans; and
- § Generate lasting bonds of respect, trust, and cooperation.

Co-Laboratories achieve these results by respecting the autonomy of all participants, and utilizing an array of consensus tools including discipline, technology, and graphics that allow stakeholders to control the discussion. Co-Laboratories are a refinement of Interactive Management, a decision and design methodology developed over the past 30 years to deal with complex situations involving diverse stakeholders. It has been successfully employed all over the world in situations of uncertainty and conflict.

What are usual purposes applications of SDDP?

SDDP is the perfect tool to support a diverse group of stakeholders resolve conflicts and work together in designing by consensus a new vision/solution/strategy/roadmap. It is perfect for:

- Resolve issues among diverse stakeholders
- Democratic large-group decision-making
- Policy design & decision-making
- Complex (wicked) problem solving
- Strategic planning & effective priority setting
- Portfolio & business asset allocation
- Problem identification

How many hours does a group need to invest on a co-laboratory?

The duration of a typical co-laboratory ranges from a minimum of 10-20 hours to over 100 hours. The application of virtual technologies has made it possible to shorten the time required for an SDDP application, while securing the fidelity of the process and of the products. Parts of the co-laboratory are done asynchronously (e.g. through email communication having the facilitators compile and share all data) and others synchronously, in a physical or virtual environment. The virtual SDDP model has been described in a paper by [Laouris & Christakis](#).

Is SDDP grounded on solid science?

The SDDP is scientifically grounded on seven laws of cybernetics recognized by the names of their originators:

1. Ashby's Law of Requisite Variety (Ashby, 1958);
2. Miller's Law of Requisite Parsimony (Miller, 1956; Warfield, 1988);
3. Boulding's Law of Requisite Saliency (Boulding, 1966);
4. Peirce's Law of Requisite Meaning (Turrisi, 1997);
5. Tsivacou's Law of Requisite Autonomy in Decision (Tsivacou, 1997);
6. Dye's Law of the Requisite Evolution of Observations (Dye et al., 1999) and
7. Laouris Law of Requisite Action (Laouris & Christakis, 2007).

Which are the four Axioms of Dialogic Design?

1. COMPLEXITY: We live in a world that is very complex. Problems are complex & interconnected.
2. PARSIMONY: Human cognition & attention is limited. Attention and cognition is usually overloaded in group design.
3. SALIENCY: The field of options in any evaluation is multidimensional. "Salient synthesis" is difficult.
4. ENGAGEMENT: Disregarding the participation of the stakeholders in designing action plans is unethical and the plans are bound to fail.

Where can I read more about SDDP?

You can search about SDDP on Wikipedia or visit any the following sites:

Book by Aleco Christakis; A must for beginner or advanced practitioners	Book	http://Harnessingcollectivewisdom.com
A Wiki for Dialogue community Support	The Blogora	http://blogora.net
Institute for 21st Century Agoras	Website	http://www.globalagoras.org/
Lovers of Democracy; Description of the technology of Democracy	Website	http://sunsite.utk.edu/FINS/loversofdemocracy/technologyofdemocracy.htm
New Geometry of Languaging And New Technology of Democracy by Schreibman and Christakis	Publication	http://sunsite.utk.edu/FINS/loversofdemocracy/NewAgora.htm
Application of SDP in a network of scientists from 20 countries by Laouris and Michaelides	Book chapter	http://www.tiresias.org/cost219ter/inclusive_future/inclusive_future_ch7.htm
A paper on the application of synchronous/asynchronous SDDP by Laouris and Christakis	Publication	http://sunsite.utk.edu/FINS/loversofdemocracy/Laouris_Christakis_VirtualSDDP_2007_04_28.pdf

FACILITATION TEAM

Mr. Larry Fergeson

Mr. Larry Fergeson is a Research Associate working in various projects. He started as an MA student of the Conflict Resolution Graduate Program of the Portland State University and continued as a part-time Associate in 2004. His interests include applications of technology to promote transparency, fight exclusion and human trafficking as well as a tool to bridge the digital, literacy and economic divide. He now returned to Cyprus and re-assumed his responsibilities as part-time Coordinator of the Talk of the Island project.



Ms. Tonia Loizidou

Ms. Tonia Loizidou holds a BSc in Psychology from Central Michigan University, USA and MSc in Applied Psychology from Brunel University, UK. She is also in the process of receiving her qualification in Cognitive Behavioural Therapy from Beck Institute of Cognitive Therapy and Research, USA. She has been working with CNTI since May 2006, holding the position of the administrator. She has been involved in projects of the EU Citizenship, Human Rights Program and CyberEthics; she is coordinating the Peaceful Europe project and maintains the psychologist's position for the Unit for the Rehabilitation of Victims of Torture. Her



future involvement will also include scientific research and facilitation of small groups engaged in authentic dialogue.

Ms. Tatjana Taraszow

Ms. Taraszow has a Master degree in Psychology with the emphases on Media, Educational, and Organizational Psychology as well as Political Science as an elective subject. She did her studies at University of Wuerzburg, Germany, University of Tuebingen, Germany, and McGill University, Canada. She is also a trained Mediator, trained facilitator of SDDP and in the process of training on Nonviolent Communication (NVC). Ms. Taraszow was with CNTI between August and October 2006 in the context of an ongoing collaboration with the title "Multimediasbased learning programs for children with dyslexia - Hibernation" the KMRC (Knowledge Media Research Center) and CNTI. In addition to this project, Ms. Taraszow is working in on the development of the scientific grounding and theory for the role that the "categorization ability" plays in learning. For the latter a paper was submitted to the EARLI conference (Budapest, August 2007). Since February 2007 she is furthermore the south coordinator of the bi-communal Civil Society Dialogue Project.



Table 2 'Mobile - List of Actions with Clarification'

Triggering Question: "What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?"

Action 1: Participate in national (co) regulation (Pascale Recht)

Action 2: Collaborate on specific projects with mobile operators (Maria Kristin Gylfadottir)

Can encourage mobile operators to take on self-regulation through collaboration.

Action 3: Encourage more open dialogue (Karl Hopwood)

Mobile industry needs to be welcomed in. They are doing a lot of work already in the safety arena, and this needs to be recognized.

Action 4: Stress the public standing of your node (Bernhard Jungwirth)

Get ministries, NGOs etc. as official cooperation partner.

Action 5: Initiate contact with providers (Luu-Ly Mai)

Many approaches can be taken: make a single big meeting with all providers to present all the possible actions they can make. Or meet them separately in one-to-one meetings in order to define exactly how far they are willing to work with an awareness node.

Action 6: Encourage self-regulation among mobile operators before government imposes regulation (Susanne Boe)

E.g. codes of conduct.

Action 7: Start a working group with stakeholders (Marjolijn Bonthuis)

Take the Framework as a start and see where you can help each other to give follow up to this commitment.

Action 8: Ensure their involvement and work together (Paola Pendenza)

Mobile Industry represents a key actor who has the possibility to guarantee those conditions able to develop aware and safety behaviors on the use of NT among young people. Working, debating and reflecting together will give the opportunity of elaborating new strategies and implementing the related activities in order to guaranty a correct use of NT by youth.

Action 9: Workshops/trainings on mobile user`s safety (Alicja Puchala)

Training - presenting life stories of e.g. children harmed with a use of mobile phone, asking what safety regulations might prevent such incidents.

Action 10: National Round Table meetings, open win-win discussions not only funding issues (Riitta Kauppinen)

Networking, networking...

Action 11: Political pressure via contacts to politics (Peter Behrens)

Action 12: Understanding industry (Teemu Ruohonen)

Listening and understanding industry and its needs. What can we do for them?

Action 13: Organize informative seminars for specific influential individuals (Anna-Maria Drousiotou)

Table 2 'Mobile - List of Actions with Clarification'

Triggering Question: "What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?"

Action 14: Need to involve MI in awareness campaigns (Jose Luis Zatarain)

MI needs to be responsible new products (contents, etc).

Action 15: The Norwegian model, an example of how self regulation can work through cooperation (Rita Astridsdotter Brudalen)

12th of June the Norwegian mobile industry agreed to make changes to protect children.

Action 16: Collaboration in awareness actions (Pascale Recht)

Action 17: Create simple guidelines for self-regulation (Maria Kristin Gylfadottir)

Individual countries and EU unite in creating guidelines for self-regulation that are easy to implement.

Action 18: Work in partnership (Karl Hopwood)

Nodes and mobile operators can work together to provide resources aimed at keeping young people safe when using these technologies.

Action 19: Demonstrate that you can place issues in the media (Bernhard Jungwirth)

This gives you power!

Action 20: Have precise ideas of what you want (Luu-Ly Mai)

Define first what the possible actions are before meeting with a provider. If you don't, they won't be willing to go further.

Action 21: [DELETE] Establish partnerships with key persons within mobile operator industry (Susanne Boe)

Action 22: Shared product development (Marjolijn Bonthuis)

Develop awareness products together and make agreements for distribution.

Action 23: Encourage them to take more responsibility towards children who are their consumers (Paola Pendenza) *Mobiles operators should consider the problem of child protection from the planning stage of their products, taking into account how children can use their products and developing solutions useful to avoid those risks that could be identified. They should develop new business strategies, which include the protection of minors as a strategic added value that can make the difference between companies.*

Action 24: Social campaigns (Alicja Puchala)

Action 25: Co-operation: campaigns etc, not only funding but win-win point again (Riitta Kauppinen)

Action 26: Make clear that youth protection sells (Peter Behrens)

Mobiles with youth protection functions are a market niche and interesting for many parents.

Action 27: Everybody wins (Teemu Ruohonen)

Better awareness is better customer service and better business. Understanding business too.

Table 2 'Mobile - List of Actions with Clarification'

Triggering Question: "What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?"

Action 28: Pressure the government to influence the mobile industries (Anna-Maria Drousiotou)

Action 29: [DELETE] Self-Regulation desirable (Jose Luis Zatarain)
Commitment of Mobile Companies.

Action 30: Work on European level (Pascale Recht)

Action 31: Encourage companies to be socially responsible - put pressure on companies (Maria Kristin Gylfadottir)
It is possible to pressure companies to show social responsibility if the node is known and respected as a mouthpiece of certain interests, such as parents.

Action 32: Acknowledge the benefits (Karl Hopwood)
Don't be imbalanced - it is important to recognize the substantial benefits of mobile technologies while also looking at how to manage the risks associated with them most effectively.

Action 33: Confront mobile industry with real-life consumers' needs (Bernhard Jungwirth)
Cooperate with consumer organizations.

Action 34: Define what kind of branding they will benefit (Luu-Ly Mai)
Before meeting with a provider, try to think how its image can benefit by defining how their branding will be made in the output materials? (their branding with the node logo? or the node graphics with the provider logo at the end?). Providers will take it more seriously if you have already this kind of conditions in mind.

Action 35: Ask key persons within mobile industry to participate in Advisory Board (Susanne Boe)

Action 36: Encourage them to adequately inform consumers about their products (Paola Pendenza)
Inform consumers in a clear and simple way, about not only the potentialities and functionalities of their products but also in terms of risks they pose to children and provide solutions to avoid them.

Action 37: Publications in media (Alicja Puchala)

Action 38: Implement guidelines by law (Peter Behrens)

Action 39: Knowledge (Teemu Ruohonen)
We really have something to share with industry. They can learn from us.

Action 40: [DELETE] Organize trainings and workshops to between node and mobile industry (Anna-Maria Drousiotou)

Action 41: [DELETE] Collaboration between MI & other stakeholders (Jose Luis Zatarain)
Child welfare organizations, consumers...

Triggering Question: "What initiatives or actions can Nodes take in order to encourage the mobile industry to take desired actions?"

Action 42: Survey customers or potential customers on their wishes for self-regulation on part of companies and present to the companies (Maria Kristin Gylfadottir)

Action 43: Focus on areas where meeting legal requirements can be improved (Bernhard Jungwirth)
In these areas they have no excuse.

Action 44: Present effectively the node's initiatives and actions (Luu-Ly Mai)
Thus showing to the provider that this is a serious and reliable entity.

Action 45: Ask for the elaboration of more effective Code of Conducts (Paola Pendenza)
Industries should elaborate more effective Code of Conducts in concentration with stakeholders; respect the Code rules; foresee flexible Code of Conducts that could be easily reviewed and modified in order to reflect the continuously evolving world of Media.

Action 46: Make clear that self-regulation is good for image (Peter Behrens)

Action 47: Don't waste time of industry (Teemu Ruohonen)
Asking everybody to collaborate at the same project at the same time.

Action 48: Create a series of leaflets to be dispersed by mobile industry (Anna-Maria Drousiotou)

Action 49: Get sponsored! (Luu-Ly Mai)
Some television channels or radio stations are willing to sponsor broadcasting when the subject is of public interest.

Action 50: [DELETE] Awareness campaigns towards the key actors (Paola Pendenza)
Through information and awareness campaigns targeted at the different actors involved (minors, parents, teachers, institutions, Industry and media), Nodes are able to open a dialogue with stakeholders with the aim to elaborate together a common strategy that guarantees the child protection.

Action 51: Once one mobile operator started others will follow (Peter Behrens)

Action 52: Give industry active role (Teemu Ruohonen)
Industry knows the best practices in services. Use this knowledge. Ask and require industry to ask.

Action 53: Identify mobile operators' communication channels (Luu-Ly Mai)

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