

# COORDINATION IN COMPLEX ENVIRONMENTS

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[Paper]

# Coordination & Complexity

Coordination motives and uncertainty are common in innovative contexts.

Examples:

1. Interoperability of Electronic Medical Record Systems (Lin '23),
2. Co-Op advertising (Jørgensen-Zaccour '14),
3. Technological innovation.

This paper introduces a model of **coordination** in an **informationally complex** environment.

# Overview

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- (1) A model of coordination in complex environments;
- (2) New **conformity** phenomenon;
- (3) Source of conformity: correlation structure;
- (4) Applications:
  - 1. Oligopoly pricing;
  - 2. Multi-Division organization.

# Outline

Model

Conformity

Characterization of Equilibria, Multiplicity, Selection

Applications

1. Oligopoly
2. Organization
3. Network Game

Extensions



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(1) Preferences over profiles of individual outcomes.

$\hookrightarrow$  **Coordination**.

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# Model | Preferences

$n$  players.

Player  $i$ 's outcome is  $x_i \in \mathbf{R}$ .

Payoff to player  $i$  from the profile of outcomes  $\mathbf{x}$ :

$$\pi_i(\mathbf{x}) = - \left[ \underbrace{(1 - \alpha)\delta_i + \alpha \sum_{j \neq i} \gamma^{ij} x_j}_{i\text{'s target}} - x_i \right]^2,$$

in which:

$\alpha \in [0, 1)$  captures coordination motives.

$\delta_i \in \mathbf{R}$  is  $i$ 's favorite outcome.

$\gamma^{ij} \geq 0$  weighs the link from  $j$  to  $i$ .

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[Ballaster *et al.* '06]

# Model

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Players simultaneously choose **policies** from  $[\underline{p}, \bar{p}] \subset \mathbf{R}$ .

The **outcome function**  $\chi$  maps every policy,  $p_i$ , to the corresponding outcome,  $\chi(p_i)$ ,

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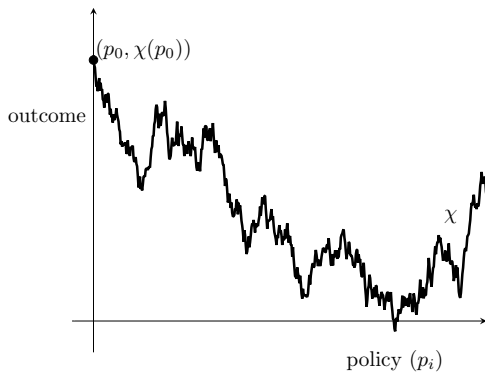
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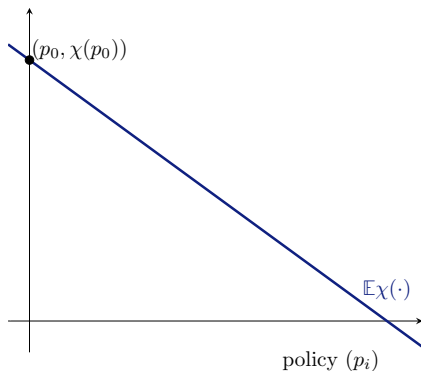
$\chi$  is the realization of a Brownian motion with known:

- ▶ Drift  $\mu < 0$ ,
- ▶ Variance  $\sigma^2$ ,
- ▶ Initial point  $(p_0, \chi(p_0))$ .



# Model | Complexity

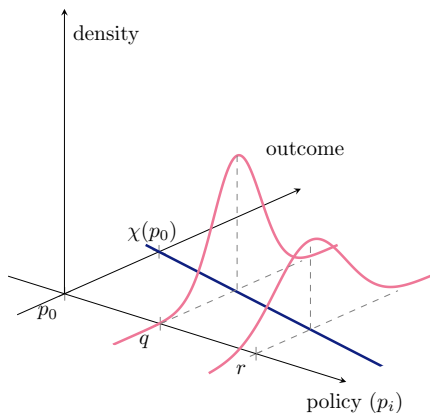




*Status quo:*

$(p_0, \chi(p_0)).$

# Model | Complexity



**Complexity:**

$$k = \frac{\sigma^2}{2|\mu|}.$$

► Details

# Equilibrium

1. Players simultaneously choose policies  $p_1, \dots, p_n$ .
2. Player  $i$  gets the payoff from the corresponding outcomes:

$$\pi_i(\chi(p_1), \dots, \chi(p_n)).$$

# Equilibrium

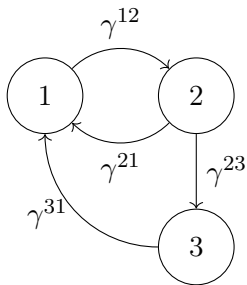
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The policy profile  $\mathbf{p}$  is an **equilibrium** if, for every player  $i$ :

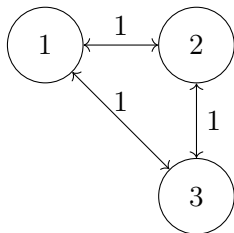
$$\mathbb{E}\pi_i(\boldsymbol{\chi}(\mathbf{p})) \geq \mathbb{E}\pi_i(\chi(q_i), \boldsymbol{\chi}(\mathbf{p}_{-i})) \text{ for all policies } q_i.$$

# Network



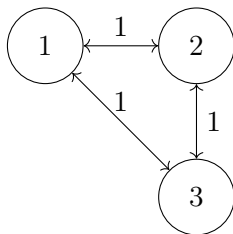
$$\mathbf{\Gamma} = (\gamma^{ij}) = \begin{pmatrix} 0 & \gamma^{12} & 0 \\ \gamma^{21} & 0 & \gamma^{23} \\ \gamma^{31} & 0 & 0 \end{pmatrix}$$

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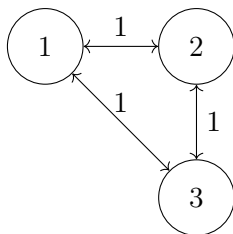
The upper bound on strength of coordination motives is:

$$\alpha\lambda(\mathbf{\Gamma}) < 1,$$

in which  $\lambda(\mathbf{\Gamma})$  is the largest eigenvalue of the adjacency matrix.



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For this talk:  $\gamma^{ij} = \gamma^{ji}$ , and:

1.  $\underline{p} = p_0$ ,
2.  $\bar{p}$  and  $\chi(p_0)$  are large enough.

Model

Conformity

Characterization of Equilibria, Multiplicity, Selection

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# No Complexity

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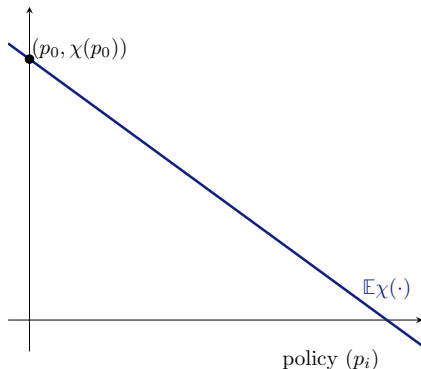
$\beta_i$  counts all ‘ $\alpha$ -discounted’ walks from  $i$  and weighs walks to  $j$  by  $(1 - \alpha)\delta_j$ , so:

$$\beta \propto \delta + \alpha\mathbf{\Gamma}\delta + \alpha^2\mathbf{\Gamma}^2\delta + \dots$$

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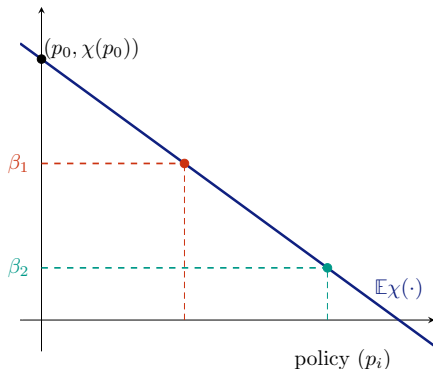
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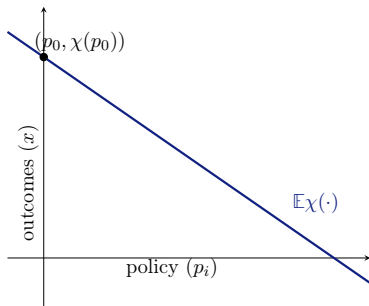


**Fact A.** (Ballester *et al.* '06)

If  $k = 0$ , in the unique equilibrium:

$$\mathbb{E}\chi(\mathbf{p}^*) = \beta.$$

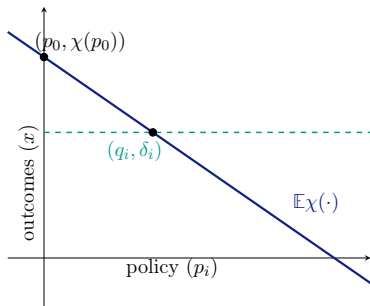
# Single Player



**Fact B.** (Callander '11a)  
If  $\alpha = 0$ , player  $i$  has a unique optimal policy  $p_i$ :

$$\mathbb{E}_{\chi}(p_i) = \delta_i + k.$$

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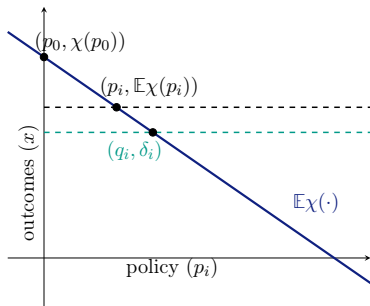
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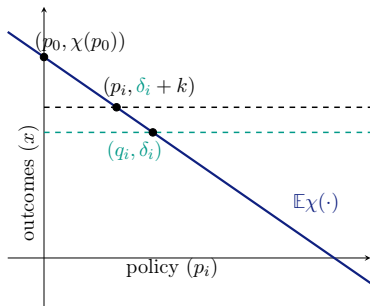


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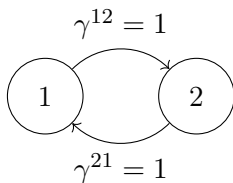


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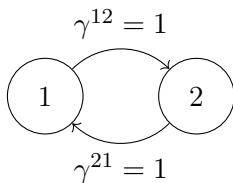
# Two Players



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And:  $\delta_1 > \delta_2 \implies \underbrace{p_1 < p_2}_{\text{no complexity}}.$

Disentangling Puree noise and Correlation between players.

## Two Players | Independent Outcomes

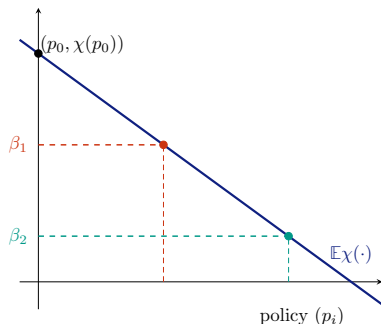
Player  $i$ 's outcome of policy  $p_i$  is given by:

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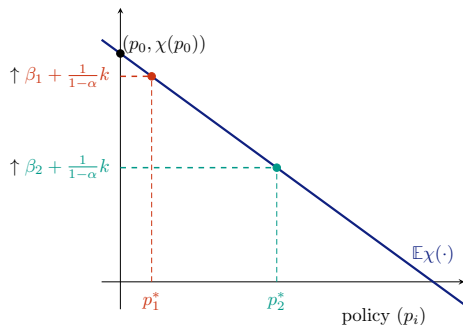
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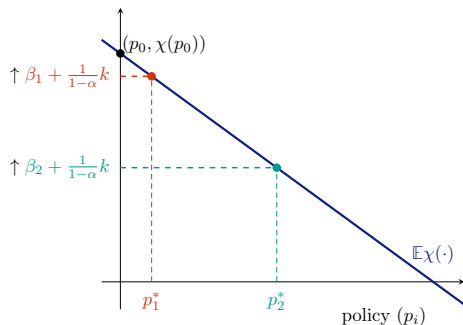
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**Conformity?**  $\mathbb{E}\chi^i(p_i^*) - \mathbb{E}\chi^j(p_j^*) = \beta_i - \beta_j.$



## Two Players | Correlated Outcomes

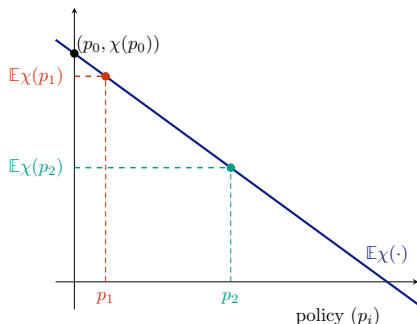
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If  $p_1 < p_2$ , then:

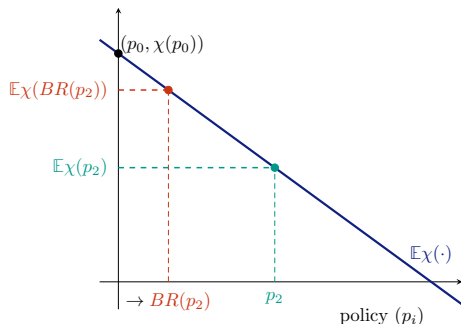
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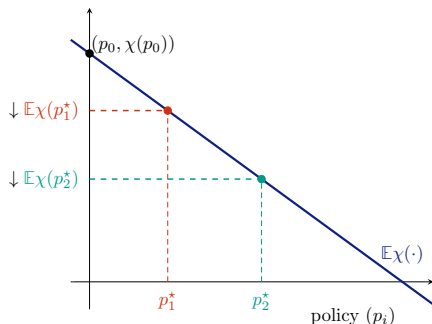
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$$\mathbb{E}\chi^2(p_2^*) = \beta_2 + k - \frac{1}{1+\alpha}k,$$

$$\text{if: } \delta_1 - \delta_2 > 2k \frac{\alpha}{1-\alpha}.$$

**Conformity:**  $\mathbb{E}\chi(p_1^*) - \mathbb{E}\chi(p_2^*) - (\beta_1 - \beta_2) = \underbrace{-2 \frac{\alpha}{1+\alpha} k}_{< 0}.$

## 2 Players | Imperfect Correlation

Outcomes are given, for  $\rho \in [0, 1]$ , by:

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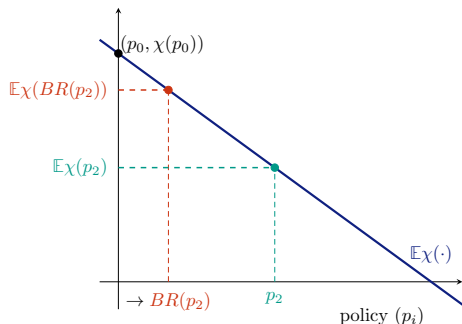
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$\Rightarrow$   $\rho$ -Weighted **Extra Exploration Motive for 1.**

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In equilibrium:

$$\mathbb{E}\chi^1(p_1) - \mathbb{E}\chi^2(p_2) - (\beta_1 - \beta_2) = \rho \underbrace{\left(-2 \frac{\alpha}{1 + \alpha} k\right)}_{\substack{< 0 \\ \text{(perfect correlation)}}}.$$



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## Lemma 1 (Strategic Complementarities)

The expected payoff  $\mathbb{E}\pi_i(\chi(\mathbf{p}))$  exhibits strictly increasing differences in  $(p_i, \mathbf{p}_{-i})$ , for every player  $i$ .

# Strategic Complementarities

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## Theorem 1 (Existence)

There exist a greatest and least equilibrium.

- ▶ Tarski's fixed point theorem.  
( $[\underline{p}, \bar{p}]^n$  endowed with product order; Milgrom-Shannon '90, Vives '90.)

# Order Structure of the Equilibrium Set

Let  $n = 2$  and  $\delta_1 = \delta_2 = 0$ .

Every equilibrium  $\mathbf{p}$  is symmetric:  $p_1 = p_2$ .

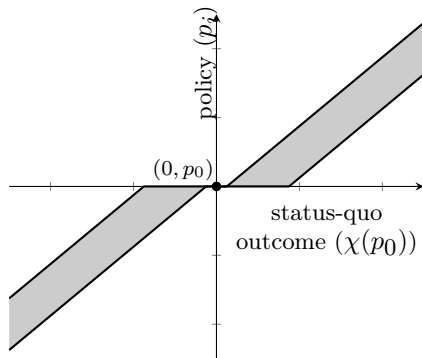


Figure: The equilibrium set, represented by player  $i$ 's policy, for every status-quo outcome. The equilibrium without complexity is  $(p^*, p^*)$ .

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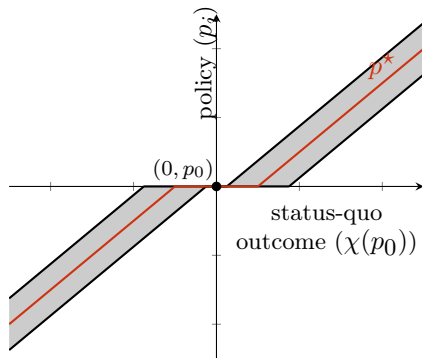


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# Equilibrium Decomposition

## Proposition 1 (Decomposition)

The profile of policies  $\mathbf{p} \in (p_0, \bar{p})^n$  is an equilibrium if and only if:

$$\mathbb{E}\chi(\mathbf{p}) = \boldsymbol{\beta} + k\mathbf{1} + \alpha(\mathbf{I} - \alpha\boldsymbol{\Gamma})^{-1}(\boldsymbol{\Gamma} \odot \mathbf{A})\mathbf{1}k,$$

for a matrix  $\mathbf{A} = (a_{ij})$  such that  $a_{ij} \in [-1, 1]$  and

$$a_{ij} = \begin{cases} 1 & \text{if } p_i > p_j, \\ -1 & \text{if } p_i < p_j. \end{cases}$$

( $\odot$  denotes element-wise product.)

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Player  $i$ 's **conformity effect** weighs each walk to  $j$  by

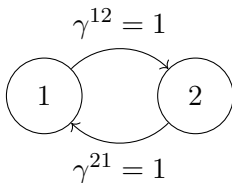
$$w_j := \sum_{\ell} \alpha k \gamma^{j\ell} a_{j\ell}.$$

$$\mathbf{w} + \alpha\mathbf{\Gamma}\mathbf{w} + \alpha^2\mathbf{\Gamma}^2\mathbf{w} + \cdots = \alpha(\mathbf{I} - \alpha\mathbf{\Gamma})^{-1}(\mathbf{\Gamma} \odot \mathbf{A})\mathbf{1}k.$$

# Equilibrium Decomposition | Dyad

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for a dyad:

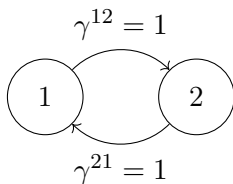


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# Equilibrium Decomposition | Dyad

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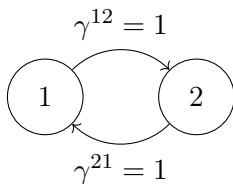
If 1 is the follower:

$$\mathbf{A} = \begin{pmatrix} 0 & -1 \\ 1 & 0 \end{pmatrix}$$

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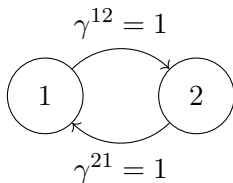
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Suppose the network is complete.

## **Lemma 2 (Pairwise Conformity)**

If  $\mathbf{p} \in (p_0, \bar{p})^n$  is an equilibrium:

If  $p_i < p_j$ , then:  $\mathbb{E}\chi(p_i) - \mathbb{E}\chi(p_j) < \beta_i - \beta_j$ .

# Conformity

Suppose the network is complete.

## Lemma 2 (Conformity in Ordered Equilibria)

Let  $\mathbf{p} \in (p_0, \bar{p})^n$  be an equilibrium. If  $p_1 < \dots < p_n$ , then:

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1. If  $\uparrow k$ , matching a leader's outcome is a more cost effective way of dealing with uncertainty + Conformity 'feeds back' through the network.
2. "Yielding is far greater on **difficult** items than on easy ones."  
(Asch '51; difficulty elicited as "certainty of judgement".)

# Potential Maximizer

A game *admits a potential* if it is ‘best-response equivalent’ to a common-interest game.

↪ The common payoff is called ***potential***. (Monderer-Shapley '96.)

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## Proposition 2

The game admits a potential. Moreover, the potential is unique up to a constant and has a unique maximizer.

► More Details

# Equilibrium Selection

Suppose 2 players and  $\delta_1 = \delta_2 = 0$ .

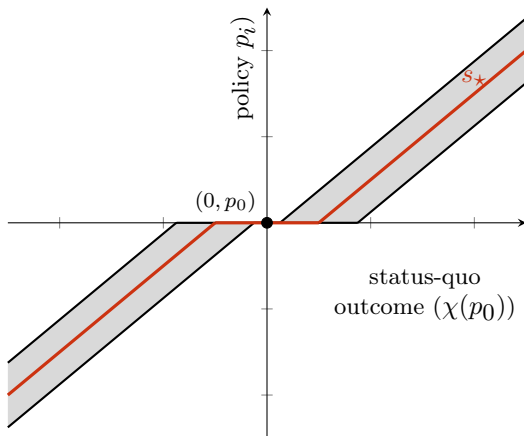


Figure: Equilibrium set and potential maximizer equilibrium  $s_\star(\chi(p_0))$ , for every status quo outcome.

# Coordination and Complexity

If  $\omega > 0$  and  $\alpha > 0$ , ‘kinked’ mean-variance decomposition.

# Coordination and Complexity

With  $n = 2$  and  $\delta_1 = \delta_2 = 0$ , player  $i$ 's loss given  $p_i \geq p_j \geq p_0$  is

$$\mathbb{E}(\chi(p_i) - \alpha\chi(p_j))^2 = (\mathbb{E}\chi(p_i) - \alpha\mathbb{E}\chi(p_j))^2 + \mathbb{V}\chi(p_i) \\ \underbrace{- 2\alpha\mathbb{C}(\chi(p_i), \chi(p_j))}_{k > 0 \text{ \& } \alpha > 0} + \cdots ,$$



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# Decomposition of the Potential Maximizer

## Proposition 3

The profile  $\mathbf{p} \in (p_0, \bar{p})^n$  is the unique potential maximizer if, and only if:

$$\mathbb{E}\chi(\mathbf{p}) = \underbrace{\boldsymbol{\beta}}_{\omega=0} + \underbrace{k\mathbf{1}}_{\text{status quo bias}} + \underbrace{\alpha k(\mathbf{I} - \alpha\boldsymbol{\Gamma})^{-1}(\boldsymbol{\Gamma} \odot \mathbf{A})\mathbf{1}}_{\text{strat. uncertainty effect}},$$

for a skew-symmetric matrix  $\mathbf{A} = (a_{ij})$  such that  $a_{ij} \in [-1, 1]$  and  $a_{ij} = 1$ , if  $p_i > p_j$ .

(Skew-Symmetry:  $a_{ij} = -a_{ji}$ .)

Model

Conformity

Characterization of Equilibria, Multiplicity, Selection

Applications

Extensions

# Oligopoly Pricing

A representative consumer has preferences represented by

$$U(\mathbf{q}, m) = \sum_i a_i q_i - \frac{1}{2}b \sum_i q_i^2 - \frac{1}{2}c \sum_{i,j:j \neq i} q_i q_j + m,$$

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in which  $b > c \geq 0$ .

Demand for good  $i$ , given price vector  $\mathbf{x}$ :

$$h_i(\mathbf{x}) = a_i - x_i + \zeta \sum_{j \neq i} x_j,$$

in which  $\zeta = \frac{1-(b-c)}{b-c}$  captures ‘strategic complementarities’.

$\zeta \in [0, \frac{2}{n-1})$  because we normalize own-price coefficient.

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In the **pricing game**:

- ▶  $n$  firms choose **pricing policies**  $p_1, \dots, p_n$ .
- ▶ Profits of firm  $i$  are:

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If  $a_i - m_i > a_{i+1} - m_{i+1}$  for all  $i \in \{1, \dots, n-1\}$ , then every equilibrium is ‘ordered’ without complexity:

$$x_1 > x_2 > \dots > x_n.$$



# Oligopoly Pricing

Let  $\beta^B$  be equilibrium prices without complexity.

## Proposition 4

Let  $a_i - m_i - (a_{i+1} - m_{i+1}) > 2\zeta k$  for all  $i \in \{1, \dots, n-1\}$ . The equilibrium  $\mathbf{p}$  is unique and, if  $\mathbf{p}$  is interior:

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2. Potential characterization.

# Centralization in Organizations

The cost of division  $i \in \{1, 2\}$  when  $j$  produces quantity  $x_j$  is

$$mx_i - gx_1x_2,$$

in which  $g > 0$  measures cost externalities.

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In the **production game**:

- ▶ Division managers choose **production policies**  $p_1, \dots, p_n$ .
- ▶ Profits of division  $i$  are:

$$\pi_i^O(\chi(\mathbf{p})) = \left[ \underbrace{a - \frac{1}{b}\chi(p_i)}_{\text{inv. demand}} - m + g\chi(p_j) \right] \chi(p_i),$$

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in which  $0 < bg < 1$ .

The firm's **profits** are  $\pi_i^O + \pi_j^O$ .



## Proposition 5

There exists a unique policy profile  $\mathbf{p}^O$  that maximizes expected total profits. Moreover,  $\mathbf{p}^O$  is an equilibrium of the production game if, and only if:

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Proof:

- ▶ Expected firm's profits = utilitarian welfare.
- ▶ Utilitarian welfare = potential with twice the coordination motives.

To maximize total profits, CEO can leverage a sufficiently high complexity.

# Extensions

(1) The outcome of policy  $p$  to player  $i$  is:

$$\chi^i(p) = \chi(p_0) + \mu p + \sigma W^i(p),$$

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(2) Player  $i$  believes that the initial point is:

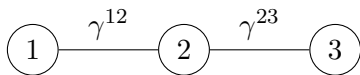
$$(p_0^i, \underbrace{\chi(p_0^i)}_{\text{private information}}).$$

## Single Crossing.

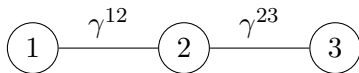
The expected payoff

$\mathbb{E}^i \pi_i(\chi(p_i), \chi(\sigma_{-i}))$  has strictly increasing differences in  $(p_i, \chi(p_0^i))$ , if strategies in  $\sigma_{-i}$  are nondecreasing.

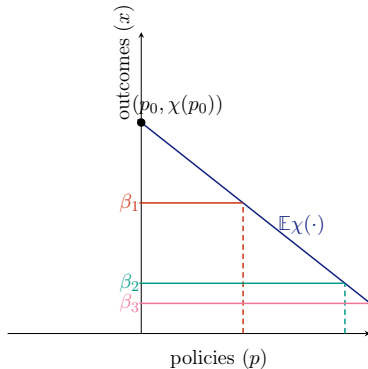
# Counterformity



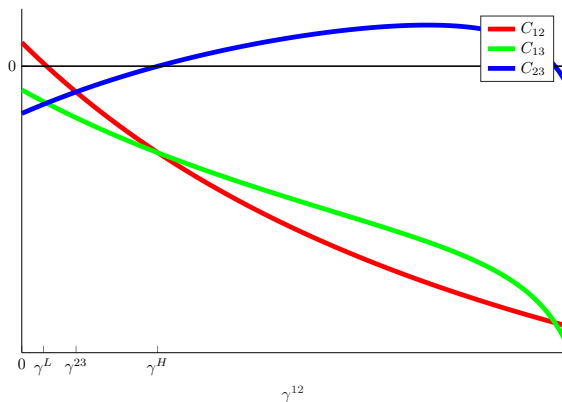
# Counterformity



Without complexity:



# Counterformity



$$C_{ij} = \mathbb{E}\chi(p_i^*) - \mathbb{E}\chi(p_j^*) - \beta_i + \beta_j.$$



## Complexity à la Callander '11a

- ▶ Decision problems, players interacting over time: Jovanovic-Rob '90, Callander-Hummel '14, Garfagnini-Strulovici '16, Callander-Matouschek '19.
- ▶ Competitive elections: Callander '11b.
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**Team & potential games** Radner '62, Monderer-Shapley '96, ...

# Takeaway

- ▶ This paper uncovers a new conformity phenomenon.
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- ▶ General consumer preferences (non-supermodular covariance and ‘anti-coordination’ motives.)
- ▶ Incomplete information about  $\delta$ .
- ▶ Networks of scientists (Zacchia '19, König *et al.* '14).
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# Thanks!

For  $p_0 < p < q$ :

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$$\text{Var } \chi(p) = (p - p_0)\sigma^2$$

$$\begin{aligned}\text{Cov}(\chi(p), \chi(q)) &= \text{Var } \chi(p). \\ &= \min\{p - p_0, q - p_0\}\sigma^2\end{aligned}$$



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# Coordination and Complexity

With  $n = 2$  and  $\delta_1 = \delta_2 = 0$ , player  $i$ 's loss given  $p_i \geq p_j \geq p_0$  is

$$\mathbb{E}(\chi(p_i) - \alpha\chi(p_j))^2 = (\mathbb{E}\chi(p_i) - \alpha\mathbb{E}\chi(p_j))^2 + \mathbb{V}\chi(p_i) \\ \underbrace{- 2\alpha\mathbb{C}(\chi(p_i), \chi(p_j))}_{k > 0 \text{ \& } \alpha > 0} + \cdots,$$

in which:

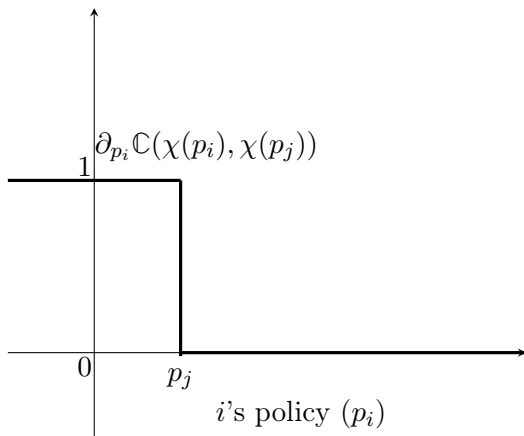
$$\mathbb{C}(\chi(p_i), \chi(p_j)) = \mathbb{C}(\chi(p_j) + \underbrace{\chi(p_i) - \chi(p_j)}_{\text{increment from } \chi(p_j)}, \chi(p_j)) \\ = \min\{\mathbb{V}\chi(p_i), \mathbb{V}\chi(p_j)\}.$$

(Independent increments = ‘maximum ignorance’, Jovanovic-Rob ’90.)

**Endogenous** location of the kink:  $p_j$ .

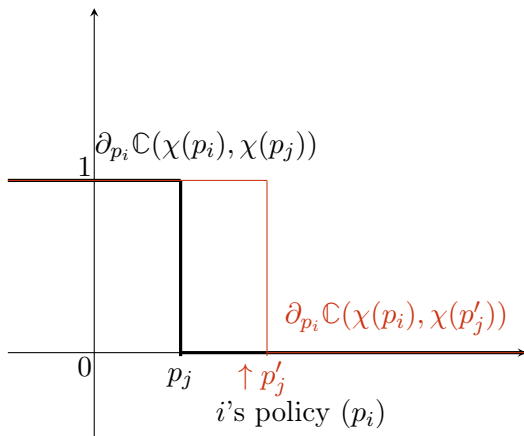
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Covariance ( $\min\{\mathbb{V}\chi(p_i), \mathbb{V}\chi(p_j)\}$ ) is supermodular in  $(p_i, p_j)$ .



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# Covariance Structure

$f(p_1, p_2)$  has ***strictly increasing differences*** in  $p_1$  and  $p_2$  if:

$$p'_1 > p_1 \text{ and } p'_2 > p_2 \implies f(p'_1, p'_2) - f(p_1, p'_2) > f(p'_1, p_2) - f(p_1, p_2).$$

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$\text{Cov}(\chi(p), \chi(p'))$ , for  $p_0 = 0$  and  $p, p' > 0$ , can be:

► Brownian:

$$\min\{p, p'\}\sigma^2; \quad \checkmark$$

► Ornstein-Uhlenbeck:

$$e^{-\frac{|p-p'|}{\ell}}, \ell > 0; \quad \times$$

► Squared exponential:

$$e^{-\left(\frac{p-p'}{\ell}\right)^2}, \ell > 0. \quad \times$$



# Potential

The *potential* is  $V: [p_0, \bar{p}]^n \rightarrow \mathbf{R}$ , given by

$$V(\mathbf{p}) = \mathbb{E}v(\chi(\mathbf{p})),$$

in which  $v: \mathbf{x} \mapsto 2(1 - \alpha)\boldsymbol{\delta}^\top \mathbf{x} - \mathbf{x}^\top (\mathbf{I} - \alpha\boldsymbol{\Gamma})\mathbf{x}$  is the potential in the game without complexity.

## Lemma 3 (Potential Game)

For every player  $i$ , there exists  $g_i: [p_0, \bar{p}]^{n-1}$  such that:

$$\mathbb{E}\pi_i(\chi(\mathbf{p})) = V(\mathbf{p}) + g_i(\mathbf{p}_{-i}), \text{ for all } \mathbf{p} \in [p_0, \bar{p}]^n.$$

(Monderer-Shapley '96; Morris-Ui '04) .

# Potential Maximizer

A *potential maximizer* is profile  $\mathbf{p}^*$  that maximizes the potential:

$$\mathbf{p}^* \in \arg \max_{\mathbf{p} \in [p_0, \bar{p}]^n} V(\mathbf{p}).$$

## Proposition 6 (Potential Maximizer)

- (1) If the policy profile  $\mathbf{p}$  is a potential maximizer, then  $\mathbf{p}$  is an equilibrium.
- (2) There exists a unique potential maximizer.

# Incomplete Information

Player  $i$  believes that the outcome function  $\chi$  is the path of a Brownian motion with:

- ▶ Drift  $\mu < 0$ ,
- ▶ Variance  $\sigma^2 > 0$ ,
- ▶ Initial point  $(p_0^i, \chi(p_0^i))$ .

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The *status quo outcome of player  $i$* ,  $\chi(p_0^i)$ , is known only to  $i$ . Players know the status quo policies  $(p_0^1, \dots, p_0^n)$ , with  $p_0^i \neq p_0^j$  for distinct players  $i, j$ .

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A strategy for player  $i$  is a measurable function  $\sigma_i: \mathbf{R} \rightarrow P_i$ .

# Equilibrium

**BNE:** The strategy profile  $\sigma$  is an *equilibrium of  $\mathcal{G}(\mathbf{p}_0)$*  if, for every player  $i$ :

$$\sigma_i(x_0^i) \in \arg \max_{p_i \in P_i} \mathbb{E}^i[\pi_i(\chi(p_i), \chi(\sigma_{-i}))], \quad \text{for all } x_0^i \in \mathbf{R}.$$

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## Lemma 4 (FOSD Monotonicity)

Player  $i$ 's belief about outcome  $\chi(q)$  is nondecreasing in  $\chi(p_0^i)$  according to FOSD.

Intuition:  $\mathbb{E}^i \chi(p) = \chi(p_0^i) + \mu(p - p_0^i)$

**Assumption:**  $\alpha \sum_j \gamma^{ij} < 1$ .

## Lemma 5 (Single Crossing)

The expected payoff  $\mathbb{E}^i[\pi_i(\chi(p_i), \chi(\sigma_{-i}))]$  has strictly increasing differences in  $(p_i, \chi(p_0^i))$ ,  $i \in N$ , if strategies in  $\sigma_{-i}$  are nondecreasing.

Proof:

- By FOSD,  $i$ 's optimal policy increases in  $\chi(p_0^i)$  when  $\alpha = 0$ ;
- Bound on coordination motives.



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- ▶ By FOSD,  $i$ 's optimal policy increases in  $\chi(p_0^i)$  when  $\alpha = 0$ ;
- ▶ Bound on coordination motives.

## Proposition 7 (Existence)

There exist a greatest and a least equilibrium,  $\overline{\sigma}$  and  $\underline{\sigma}$ , resp., and they are in nondecreasing strategies.

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