

Technology transfer

A successful Indian case

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With increasing national and international competition and ever shortening product and technology life cycles, enterprises have to continuously and steadily introduce differentiation in their products and services, while simultaneously developing strategies to generate wholly new ranges of products or services. This involves induction of new and improved versions of technology at various stages, which is by no means an easy task, especially for SMEs. Some do succeed, of course. This case study presents some of the important issues involved in the complex process of technology transfer. The views expressed are, of course, those of the authors and are not necessarily those of the Department.

Introduction

In the process of achieving competitiveness, every organization is involved with technology transfer in its broad sense. Every organization needs improved technology for its growth, or even for its mere survival, in the global marketplace. The challenge is to achieve technological superiority, which means being able to use technology transfer in its various forms and channels, in an optimal way. Thus, while technology transfer may not be a new subject, the issues and concerns that it generates are never static. On the other hand, they are dynamic and ever evolving, depending

upon the individual situation.

The identification of a technological need, followed by the search for technology, its evaluation, selection, negotiation, and finally, acquisition and absorption; have never been easy tasks for managers and users. The decision-making process calls for appropriate information, knowledge, ability to use proper tools and techniques effectively and, above all, experience. Our case study illustrates the approach, the guiding principles, the use of information, the technological strength of the acquirer and many other issues that are involved in the complex process of technology transfer.

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