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CHALLENGES AND OPPORTUNITIES OF TECHNOLOGY TRANSFER MANAGEMENT

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ABSTRACT

Today, technology has become so rich that many of the developing countries can't even afford to have all the facilities, It is admitted that these changes and takeovers affected economical, industrial, security, technical, cultural aspects of many countries in the world-wide age, only by gaining technological capabilities, power sources for competing with other countries could be gained. Therefore, to expand economical development of a country, it is the politicians and bureaucracy developing countries, duty to look after their respective countrieseconomic problems by keeping in mind their technological gap with the industrial world which is a very dangerous matter and by use of their knowledge about all related policies; they should provide scope of technology for their country. In this paper, the meaning of technology transfer process in different stages of cycle of technology life, facilitating catch up, and technology diffusion, management of technology, spillover of huge political process of technology transfer and necessities it at national level of developing countries, have been discussed.

KEYWORDS

Management of Technology, Technology Transfer, Technology Diffusion, Catch- Up Method, Technology Spin-off.

INTRODUCTION

In the past, the availability and usage of raw materials, workmanship, transportation and sources were more or less the compete power of countries, though still remain so, but today, developed countries get advantages from spread of knowledge to make advanced technology which helps them in competing with others, For instance the national consultative of technology and science in America published an article regarding "Attention to technology at national level" which says progresses in technology is one of the important facts which determines economic growth of countries. About half of the economic growth of the United States in a long period of time over past 50 years is because of technology.

According to many politicians, technology transfer could be a suitable solution to decrease distances between developed countries and developing countries.

There have been various methods in technology transfer which had been experienced and each must be studied. With respect to all of valuable experiences in terms of technology transfer to countries, there are many challenges in field of technology transfer. In this paper, we study some of these challenges. This is a process in an organization where in that, developed (Asia and pacific center for transfer of technology (APCTT), 1986). With due attention to the ever-increasing role of new technology in improvement of quality, and providing higher value in production on one part, and converting the investigated thoughts to assured economic ways to the other part, there won't be any doubt that the only way to make amends for technical regarding of a country is to use other's successful experiences in new arenas. If these experiences and knowledge of techniques are used correctly, then the real technology transmission is done successfully. In the other words, technology transmission is a phenomenon in which a particular technology is used by other parties for the same purpose or other purposes.

It goes through different stages such as: recognition, assumption, acquisition, compatibility and at last development of technology is considered.

METHODS OF TECHNOLOGY TRANSFER

In the m field of management of technology, the terminology, technology transfer, is sometimes used as, technologic co- operation, which seems to be more comprehensive and covers wider areas. Recently there was lot attention to joint (or-co- operated) technology. Further, from the management point of view, how to organize technology co- operation will be discussed and studied.

Technology co- operation can be classified according to technology life time stages, which are (Caliano, R, chiessa, V., Manizni,R.,200)

A. RESEARCHES CO- OPERATIONS

In this type the result of research can't be explained perfectly in terms of priority and that is due to its concentration on discovery activities. Therefore the last result of the research is unknown. The activities are usually very risk and it is probable that the research project fails. In research co- operation one of the current motives in technologic co- operation is to limit and to decrease the risk. The expenses of research are high and difficult to provide, especially if the companies are SMEs. Technology co- operation provides an opportunity to allocate suitable resource with the help of several co- operating companies. Other motives could be the following.

- Access to different fields of technology.
- Development or Deeping knowledge in a technology field and improving creativity by helping the connecting of people to different cultures.
- Universities and research and creative
  Companies who are they are experts in special technology fields and competitors in similar activilies, can take part in these co operations.

B. TECHNOLOGY CO- OPERATIONS EXPANSION

In these co- operations, matter of work is known and that is because, first a new product has to come into existence. For instance it is very common in pharmaceutical industry; big institutions give- over clinical activities to other companies. Expanding co- operations usually combined with high economical and commercial risks. New products might not be sold very well or might not function well for the user. Technologic risk (risk in developing project's faillIre) is low for example in electronic and dispatches industry; the risk is about only one- third or one- fourth of the development at phase The most important aim of these kinds of co- operations is time reduction as well as decrease of related expenditures in development by help of subscripting sources and wealth; companies will try to find partners due to heavy amount of development expenditure so that the amount reduces. In these co- operations, focus on providers has an important role especially if the quality and output of materials, parts and machines which produces, be extremely important. For example, joint marketing for new products are very important. For instance several Italian weaving companies co- operations, because the end product is close to commercial stage, anyway, when the aim is to close to common standards for marketing, the competitors help each other.

C. MANUFACTURE AND PRODUCTION CO- OPERATIONS

Usually in this kind, the aim of co- operation has been explained for a short period of time and sometimes it is limited, but like producing a product or a particular part, the timing is according to area of co- operations in long time or short time. Financial and technologic risk is lower, but instead, the market risk is higher. Sometimes when the demand for a product is unknown, co- operation risk in manufacturing and producing will increase. The most important motives are:

* Achieving a suitable scale of production in small institutions.
* Providing harmony in competences and suitability for producing complex products.
* To give- over the activities, outside the institution.

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Sometimes producers or contractors co- operate with each other to reach a higher degree of integration of operational and technological. Also companies active in different parts of industries, to complete their technology or economic exploitations from marketing, co- operate with each other. Competitors also may co-operate with each other to achieve suitable scale of production or to use limited sources.

MACRO POLICIES OF TECHNOLOGY TRANSFER
1. Overall graph for technologies which supply particular needs of people.
2. Criteria of technology evaluation.
3. Latest technology
4. Middle technology
5. Old technology
6. Time
In this section macro policies of technology transfer will be explained which includes.
1. Catch-up method,
2. Technology diffusion,
3. Management of technology
4. Technology spillover

1. CATCH-UP METHOD
Though developing countries are behind developed countries in terms of technology, they can use their advantages of being new, To develop their own technology. One of these advantages is to learn from other sources and import technology. New emerging countries can learn others experiences. Many of the useful technologies are available with good prices; therefore there is on need of producing them again. (A famous slang says that there is no need to create a wheel which is already created). Emerging countries should also pay attention to different aspects of bringing up a new technology. To buy or have mature technologies, lesser money and risk is needed.
The other policy to use could be jump (Technological Leapfrogging). These countries can jump from middle developing technology stage, by assisting needs. Here the strategy of producing technology has been meant.

MODELS (EXAMPLE) FOR CATCH-UP
Study of six different industries in South Korea, introduce some catch- up model's (short cut models). Though they are not the only models, but the results of these projects are very useful and instructive. These are the three models (Lee K, Lim c 2001).

A. CATCH-UP (SHORT-CUT) VIA FOLLOWING WAY
Catch-up in following way means the new companies continue the same way as other companies used to do, but these new companies will move on faster in time, Compared to the old companies.

B. CATCH-UP VIA JUMP IN THE WAY
Second model is catch-up via jump in the way which means, new companies, after passing half the way, will move on from some of the stages.

C. CATCH-UP BY CREATING NEW WAYS
This is the third model: Here they create new ways which means the new companies will do deep research on their expansion of technology. This happens only when these new companies follow some other companies, way and achieves a new stage and change their direction to a new direction and then create their own new way. Therefore among these three models, the first model is more traditional. While other the two models are new to techno technology policies. Although these models are not a fixed phenomenon, they will be used for mixed models actions. For instance observed in the study, electronic industry machine technology and also personal computers (PC), they used the 'following model' Technological Leapfrogging had been used for car and vehicle industry and 'creating way' had been used in phone industry.

2. TECHNOLOGY DIFFUSION
Putting difference between technology transfer and technology diffusion is important. 'Technology transfer' is the first step in 'technology diffusion' which means, producer transfer the knowledge to receivers. While 'technology diffusion' is where new crated knowledge will be collected and will be spread between numerous interactions by leaning from each other.
'Technology transfer' will just expanse information and knowledge, while 'technology diffusion' will expand and will change the technology's place. Therefore 'technology transfers' will be explained as a part of 'technology diffusion' which is a wider and more complicated subject than 'technology transfer'.

POLICIES OF TECHNOLOGY DIFFUSION
Spread of technology is very complicated and the varieties are more. That is why it can't be classified with a particular standard. In fact it is defined technology transfer as part of technology diffusion process; accordingly by adapting a systematic approach can clarify the system of Technology diffusion policies on the basis goals, functions and method of doing the operation (Park Y-T, 1999).

A. CLASSIFICATION ACCORDING TO AIMS
Aim, is first and most important standard to study and analyze policy. Direction and amount of movement's interference will be specified with aim. It also covers economical and social needs. Policies of technology diffusion will be classified into four groups.
1. Axis technology aims: this program or policy helps a particular technology spread to an industry or place or institution.
2. Axis organization aims: this program or policy settles increase of technique powers of a special organ or small institutions.
3. Axis industries aims: this program helps strengthen and conserves special industries to compete
4. Axis area aims: this program helps technical power of a special area to increase.

B. CLASSIFICATION ACCORDING TO OUTPUTS
Policies of spread of technology vary in terms of outputs. These programs can be classified into five groups.
1. PRODUCING OUTPUTS: Universities and govemment research centers and personal institutions join together to create new technology. In this case production and diffusion of technology happens together at the same time.
2. TRANSFORMING OUTPUT: Technology's wealth of public resources will be guided (moved on to) to personal institutions for spin-off of technology.
3. COMMERCIAL OUTPUT: Public companies help personal institutions, so that the R&D results turn to commercial productions. Therefore publish causes used technology to improve from ability of attracting institutions.
4. CONSULTING OUTPUT: Technical and managerial problems in personal institutions will be solved by general company so that imported technologies get attracted easily.
5. EMIGRATION OUTPUT: Human recourses get exchanged between personal institutions. This causes the abilities which are hidden in each person to increase and show up.

C. CLASSIFICATION ACCORDING TO WAYS OF ACCOMPLISHMENT
Ways of execution of technology diffusion is nothing but a relation among partners. Methods of spread programs can be studied and analyzed in different ways. Regarding that, five models are introduced.
1. PAIR WISE METHOD: usually two or more couple of partners work together, either in hierarchical order or partners work together, either in hierarchal order or horizontally; therefore spread of technology happens by direct relations between partners.
2. INTERMEDIATE METHODS: in this method, a third partner will act as an agent or intermediary between other partners for purpose of spreading technology, in fact it acts like catalos in between.

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3. MIXED METHOD: here, numbers of partners will be like consortium which might be real or metaphorical (fake). Therefore spread of technology happens to be co- operation of partners together.

4. MOVING METHOD: an external partner moves between other partners or exchanges human resources among them, until the hidden technology or the technique services in the human mind spreads out smoothly.

5. METAPHORICAL METHOD: Several partners join together indirectly through electronic channels. Each one of them can use technical services or shared information personally.

3. MANAGEMENT OF TECHNOLOGY

Management of Technology as: "an interdisciplinary area relating to designing, developing and technological abilities to form and fulfill strategic and operational goals on all orgalizaoouir "Teonoiogy management is a specialized interdisciplinary area incorporates sciences, engineering, and knowledge and management skills.

It focuses on technology known as the main factor of wealth creation. Certainly, wealth creation is not money. It depends on elements like knowledge improvement, intellectual property. Effective productivity of resources, environment preservation etc which affect standard development and quality of life. Technology management includes accepting responsibility, creation, purchasing, dissemination and technology development, to help peoples' efforts and customers' needs, (Khalil, Tarek, 2000). The principal domain of management is technology is: How can we incorporate technology with strategic goals of organization? How can we develop technology more quickly? How can we evaluate technology with more effectiveness? How can we better transfer technology? How can we increase longevity and decrease development of new production? How can we manage inter organizational technology? How can we use professional effectiveness of technology as a progressive factor? (Khalil, Tarek, 2000).

4. TECHNOLOGY SPILLOVER

Technology spillover means, a technology which is gained due to presence of other multinational companies in a host country. Usually, these presences are happening by attracting foreign investment through these companies. Direct spillover happens only if companies of different nationalities which have their own technology start training programs to provide human power needed; then by authorizing know-how needed for production and necessary software, starts working It will cause human technical power increases in the host country. In exchange for these personnel to other similar institutes, the experiences also would get transferred. This is the most important matter for these companies in the host country. Direct spillover could happen in other ways like expansion of secondary contractor's in host country for purpose of providing multinational companies needs. Anyway. The company which owns technology provides scope of increase in technical experiences for local companies in different transactions.

In indirect spillover, Presence of multinational companies and presence of their productions in host country causes increase of struggle in local companies. For instance presence of foreign vehicles cause's people's expectations to go higher and automatically more force will be on local companies to improve themselves and their products. Technology spillover does not happen on its own; the companies which own foreign technology don't like that or try their best to stop it. Rather than what government does in protecting technology spillover, technical ability level of local companies also is a fact that affects these processes. On the other hand, when distance between technical abilities of local companies and companies with own technology be in such a way that local companies are not able to keep themselves up with natural process and competitive chain of producers, then the company will need to provide for itself its needs from outside the host country which causes weakness in local companies if the host country does not correct itself (Radosevic. S.1999). Therefore, in these situations, not only multinational companies won't spillover in technology, but also spoiling abilities of local companies and local marketing, it causes relapse in the host country.

CONCLUSION

Just as we saw, technology transfer has different meanings at different levels of technology development (research co-operations, development and production).

Also it is understood now that technology diffusion is considered a predetermined condition for affecting technology transfer process at national level. Though technology transfer is the most important aim of economie institutional managers in most developed countries, but technology diffusion (or in the other words, spread of technology at national level) is the politicians sensation in developing countries.

Usually, governments get advantages of political improvement aiming to facilitate technology transfer process. It includes:

 1- Technology diffusion. 2- Facilitating catch-ups (short-cuts). 3- Strengthening technology spillover.

Just as we saw, the accomplishment of any of the policies mentioned above depends on concerning of regards and duties which needs experts and managers, of these opinions of this realm. I trust this paper could have clarified the ambiguities of some different concerned technology transfer at the national level for developing countries.

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