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## Technology Transfer in Strategic Alliances: Competitive Collaboration and Organizational Learning

VLADIMIR PUCIK

### TECHNOLOGY TRANSFERS AND COMPETITIVE COLLABORATION

In the late 1980s, one of the striking patterns in global competition was the rapidly growing number of interfirm cross-border coalitions. While such ventures are intrinsically difficult to manage (Killing, 1983), many experts argue that as business risks soar and competition grows more severe, alliances among firms from different countries are becoming one of the key strategic responses to the emerging patterns of competition: companies are expected to rely on international alliances with increasing frequency (Perlmutter and Heenan, 1986; Harrigan, 1984; Ohmae, 1985).

Many of the new alliances, whether equity joint ventures or nonequity deals, involve some aspect of technology transfer. In contrast to traditional joint ventures or licensing arrangements—in which technology was often transferred from a large multinational to a small local partner who played only a marginal role in the execution of the global strategy pursued by the multinational firm—the new type of alliances often involves an intensive technological cooperation beyond the scope of the local market.

Strategic alliances involving transfer of technology can take many forms: technical exchange and cross-licensing, coproduction and marketing agreements, joint product development programs, or stand-alone joint-venture firms with equity distributed among the partners (Root, 1988). Although the specific deals vary in motivation, scope, and duration, they all involve leveraging the current competitive advantage of the collaborating firms. Some partnerships combine the superior design technology of one of the partners with the efficient manufacturing of the other partner to outsourcing of product development using local engineering capacity. Partners join to diversify the risks inherent in developing new technologies, or to take advantage of the complementary nature of each partner's development skills.

# Technology Transfer In Consortia And Strategic Alliances

**Paul Levesque, Art McNeil**



## **Technology Transfer In Consortia And Strategic Alliances:**

**Technology Transfer in Consortia and Strategic Alliances** David V. Gibson, Raymond W. Smilor, 1992 Contributors from academia business and government address the barriers to transferring technology expeditiously identify ways to accelerate the transfer process and provide examples of consortia and strategic alliances and their approaches to managing technology transfer SCITECH BOOKS

**Technology Innovation in Consortia and Partnerships** Pasquale De Marco, 2025-07-24 Technology Innovation in Consortia and Partnerships provides a comprehensive overview of the latest trends and best practices in technology collaboration Through in depth analysis of successful case studies and interviews with industry experts this book offers practical guidance on how to establish manage and sustain effective collaborations that drive innovation and create value Covering all aspects of technology collaboration from the establishment of clear goals and objectives to the management of intellectual property rights this book provides insights into the latest funding models resource allocation strategies and commercialization pathways It also examines the role of government in fostering and supporting technology collaboration and provides guidance on how to access these resources Written by a team of leading experts in the field Technology Innovation in Consortia and Partnerships is essential reading for anyone involved in the management of technology consortia and strategic alliances It is also a valuable resource for policymakers researchers and students interested in the future of technological innovation This book offers a roadmap for navigating the complex landscape of collaborative innovation providing readers with the tools and knowledge they need to succeed in today s competitive global economy With its in depth analysis of successful case studies and practical guidance Technology Innovation in Consortia and Partnerships is the definitive guide to technology collaboration If you like this book write a review

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understanding but also the performances of their joint ventures and alliances      *University-Industry R&D Collaboration in the United States, the United Kingdom, and Japan* D. Rahm, J. Kirkland, Barry Bozeman, 2013-04-17 Over the last several decades there has been a growing interest in Research Development R D policy This is particularly so in advanced industrialized nations that have adopted science and technology based strategies for national economic competitiveness The United States the United Kingdom and Japan the three nations that are the subjects of this book share this policy strategy Each of these nations is committed to harnessing the innovations that stem from scientific and technological advance to promote national economic prosperity Governments can influence their nation s R D effort in three general ways First they can directly fund the R D effort through grants loans appropriations or government contracts Second they can provide tax and financing incentives to encourage higher levels of private sector R D Third they can use their power to create inter organizational collaborations that vastly extend and expand the nation s collective R D effort University industry collaborations are a principal type of these inter organizational R D efforts and the focus of this book      **Conversion of Military R&D** Joseph Rotblat, Judith Reppy, Vsevolod Avduyevsky, John Holdren, 2016-07-27 The book describes the scale benefits and costs of military research and development It discusses the process of converting military R D to civilian applications and examines specific opportunities for and obstacles to conversion in the USA Russia France Germany and the UK Among a number of case studies senior scientists from US and Russian nuclear weapons laboratories debate the futures for these massive complexes Looking to the future the dual military civilian nature of technology is discussed      *Collective Action in East Asia* Gregory W. Noble, 2018-09-05 As one Asian economic crisis follows another sending shock waves through the global market questions about the making and conduct of industrial policy in the East take on a special urgency Observers are sharply divided as to whether the ubiquitous attempts at cooperation among competing firms in Asia have been a key to competitiveness or a corrosive form of collusion This timely book offers a close look at the impact of industrial policies on collective action in East Asia in Japan and Taiwan and more briefly in South Korea Systematically comparative and based on interviews and original research in the local languages it focuses on forms of collective action such as cartels standardization and research and development consortia in the consumer electronics and minimill steel industries The book combines detailed case studies with analyses of the political bureaucratic and industrial environments in which policy is crafted It also considers how these environments have evolved in the past decade as long ruling conservative parties have been challenged in all three countries Among the book s findings is a surprising disparity between the ways in which Japan and Taiwan have handled collective action policy despite their many historical demographic and economic similarities *Collective Action in East Asia* also brings to light unexpected inconsistencies in the effectiveness of Japanese policy which frequently succeeds with R D consortia but struggles with cartels Studying both the rapid growth period of the 1980s and the more recent economic slowdown in East Asia this book provides crucial information for an understanding of today s global

economy     *U.S.-Japan Strategic Alliances in the Semiconductor Industry* National Research Council, Policy and Global Affairs, Office of International Affairs, Committee on Japan, 1992-02-01 This book reviews the evolution of strategic alliances involving U S and Japanese companies in the semiconductor industry and analyzes whether alliances can contribute to the renewal of an industry faced with stiff competition from Japan It includes case studies alternative future scenarios and suggestions for government and industry     Teamwork Is an Individual Skill Christopher M Avery, Meri Aaron Walker, Erin O'Toole Murphy, 2001-04-09 Knowing how to work effectively in and through groups may be the single most important skill anyone can develop in today s collaborative team based workplace Unfortunately all of the resources available on teamwork put the emphasis on group process and ignore the role of and benefits to the individual But effective teamwork isn t only a group skill set it s an individual skill set as well *Teamwork Is an Individual Skill* shows readers how to develop the skills to thrive on any team under any circumstances No longer will readers find themselves complaining I got assigned to a bad team Instead they ll know what to do to make any team work for them Drawing on over twenty years of experience successfully developing professional teams in product development R D and high tech environments Christopher Avery and his coauthors use brief thought provoking essays personal and teambuilding exercises case studies and insights from business leaders to teach readers how to build responsible and productive relationships at work The authors show how and why your ability to assume personal responsibility for your own work on a team and for the team s collective work is the most important factor in ensuring a productive team experience Teambuilding the authors point out is essentially a series of conversations between people who share responsibility to get something done *Teamwork Is an Individual Skill* describes the way these conversations typically progress and shows the reader how to predict and direct these conversations so that they can maximize the benefits to both themselves and to their team Designed for easy access and for use by both individuals and groups *Teamwork Is an Individual Skill* will equip readers with the mental skills and behaviors that will help them achieve personal goals while contributing to their team s success     Managing Innovation and Entrepreneurship in Technology-Based Firms Michael J. C. Martin, 1994-09-28 Describes principles and methodologies necessary to build efficient and highly productive work systems in high tech organizations that must develop and deploy new products in a timely fashion with competitive advantage Presents techniques applicable to small high tech consumer products or large complex systems requiring cost control waste minimization and rapid product development Stresses methodologies to be used for strategic advantage Suggests diverse strategic plans and their pros and cons depending on the product and markets     **From Lab to Market** S.K. Kasscieh, H.R. Radosevich, 2013-06-29 The topic of this book the commercialization of public sector technology continues to grow in importance in the United States and similar societies The issues involved are relevant to many roles including those of policy makers managers patent attorneys licensing agents and technical staff members of public technology sources Institutions increasingly involved in the process include federal and other government laboratories and their related agencies public

universities and their state governments public and private transfer agents and of course all the private recipients of public technology Scarcely a day goes by without a significant event related to technology transfer and commercialization The popular business press is regularly carrying articles addressing the issues explaining new initiatives and describing events of notable success or failure I As an example of current important events the Technology Reinvestment Project TRP is formulating its initiatives to transfer public technology and promote technology based public/private partnerships as a collaboration between the Advanced Research Projects Agency ARPA the National Institute of Standards and Technology NIST the National Science Foundation NSF the National Aeronautics and Space Administration NASA and the Department of Energy Defense Programs DOE DP

**The Eye for Innovation** Robert M. Price, 2005-01-01 Distilling a set of practical principles from his forty years of experience as a pioneer in the computer industry the author shows that innovation can be learned and practiced by everyone that it can offer solutions to everyday problems as well as high profile ones and that it provides opportunities to solve business problems while meeting a variety of human needs *Economics, Business, and Islamic Finance in ASEAN Economic Community* Ordoñez de Pablos, Patricia, Almunawar, Mohammad Nabil, Abduh, Muhamad, 2020-01-03 The economic integration of Southeast Asia or ASEAN Economic Community AEC offers enormous opportunities for its members to develop and collectively collaborate with other economies Combining the culture of the region with global business in an expanding digital atmosphere however has caused numerous challenges on an international scale Due to the importance of this economic player in Asia research on key topics including Islamic economics Islamic finance technology and cultural issues in doing business are essential to understand the ASEAN competitive landscape and its relations with other countries *Economics Business and Islamic Finance in ASEAN Economic Community* is a pivotal reference source that explores key issues and enhances understanding of business and economics in the ASEAN community and explores the collaboration between this community and Islamic finance and technology While highlighting topics such as global business smart manufacturing and human resource management this publication explores sustainable development practices as well as the methods of cultural appreciation in economics This book is ideally designed for deans heads of department directors politicians policymakers economists corporate heads senior general managers managing directors information technology directors and managers libraries academicians researchers and students Public Policy and the Management of Innovation in Technology-based Entrepreneurship Michael W. Lawless, 1996 This text takes a broad look at the aspects that affect the creation and growth of technology based entrepreneurship from the process by which entrepreneurial firms are created to the role of governments in creating them and to their management

**Technological Change and Economic Performance** Albert N. Link, Donald Siegel, 2003-02-20 Reviews of the literature on historical and theoretical developments of technology and economic growth including productivity measures technical knowledge technological spillovers and stock market reactions to technology investment **Dreamcrafting** Paul Levesque, Art

McNeil,2003-02-16 A dreamer's guide to turning fantasies into reality teaches five macroskills Aspiration motivation projection inclusion and application required to achieve dreams in the real world **Collaborative Innovation in Drug Discovery** Rathnam Chaguturu,2014-04-14 Can academia save the pharmaceutical industry The pharmaceutical industry is at a crossroads The urgent need for novel therapies cannot stem the skyrocketing costs and plummeting productivity plaguing R D and many key products are facing patent expiration Dr Rathnam Chaguturu presents a case for collaboration between the pharmaceutical industry and academia that could reverse the industry's decline Collaborative Innovation in Drug Discovery Strategies for Public and Private Partnerships provides insight into the potential synergy of basing R D in academia while leaving drug companies to turn hits into marketable products As Founder and CEO of iDDPartners focused on pharmaceutical innovation Founding president of the International Chemical Biology Society and Senior Director Discovery Sciences SRI International Dr Chaguturu has assembled a panel of experts from around the world to weigh in on issues that affect the two driving forces in medical advancement Gain global perspectives on the benefits and potential issues surrounding collaborative innovation Discover how industries can come together to prevent another Pharma Cliff Learn how nonprofits are becoming the driving force behind innovation Read case studies of specific academia pharma partnerships for real life examples of successful collaboration Explore government initiatives that help foster cooperation between industry and academia Dr Chaguturu's thirty five years of experience in academia and industry managing new lead discovery projects and forging collaborative partnerships with academia disease foundations nonprofits and government agencies lend him an informative perspective into the issues facing pharmaceutical progress In Collaborative Innovation in Drug Discovery Strategies for Public and Private Partnerships he and his expert team provide insight into the various nuances of the debate

*Alternative Futures for the Department of Energy National Laboratories "the Galvin Report" and National Laboratories Need Clearer Missions and Better Management, a GAO Report to the Secretary of Energy* United States. Congress. House. Committee on Science. Subcommittee on Basic Research,1995 **Why Policy Issue Networks Matter** Paul M.

Hallacher,2005-07-21 The book will be of interest to readers concerned about the role of science and technology in economic development as well as political science and public administration faculty members and students with interest in agenda setting interest group politics and policy issue networks BOOK JACKET **Innovation Networks in the German Laser Industry**

Muhammed Kudic,2014-11-08 Technological innovation is fundamental to firm performance and economic prosperity The aim of this book is to contribute to an in depth understanding of collective innovation processes by analyzing publicly funded R D cooperation and innovation networks in the German laser industry Standing in a neo Schumpeterian tradition it employs interdisciplinary analytical concepts and draws upon a unique longitudinal dataset from the laser industry that covers more than two decades of observations In brief the book makes a valuable contribution by exploring how and why firm specific R D cooperation activities and network positions large scale network patterns and evolutionary network change

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