

Technology Strategy 2

Management of Technology

16



- 166125-01
- Management of Technology
- Spring 2014
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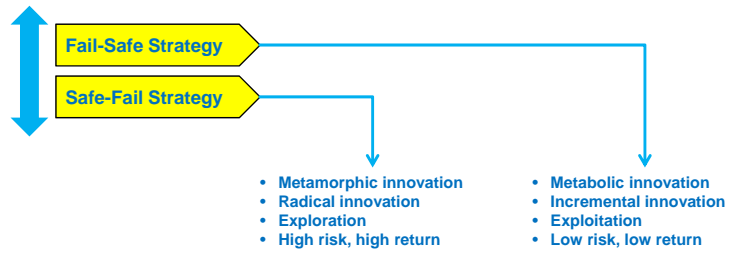
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- 01. Strategic Technology Management
- 02. Practices of Technology Strategy

02. Practices of Technology Strategy

- Types of Technology Strategy

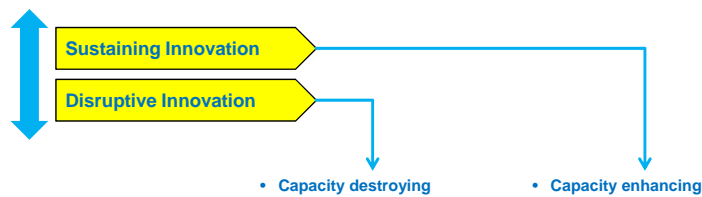
Types of Technology Strategy (Goal of R&D/Technology Development)



02. Practices of Technology Strategy

- Types of Technology Strategy

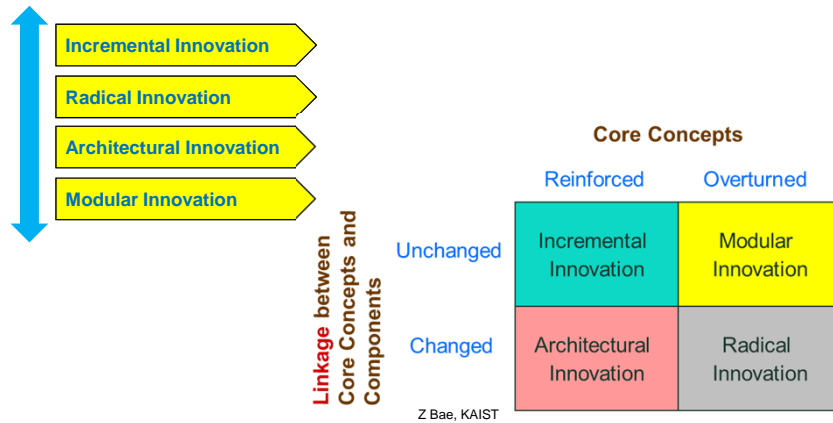
Types of Technology Strategy (Sustaining/Disrupting Existing Markets)



02. Practices of Technology Strategy

- Types of Technology Strategy

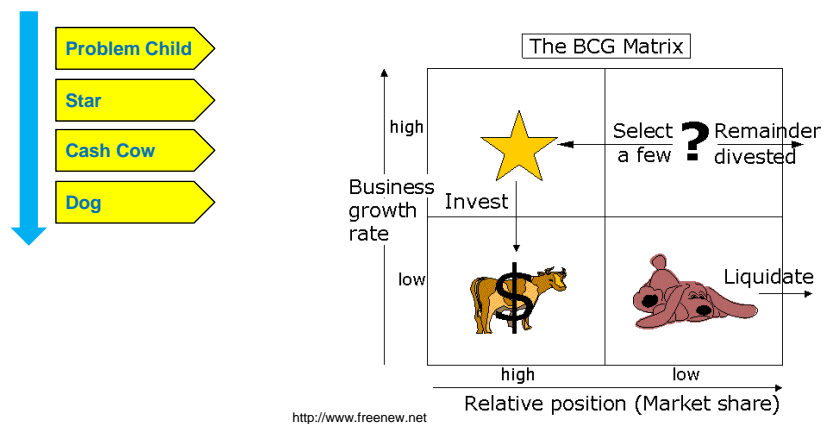
Types of Technology Strategy (Innovation Objects)



02. Practices of Technology Strategy

- Types of Technology Strategy

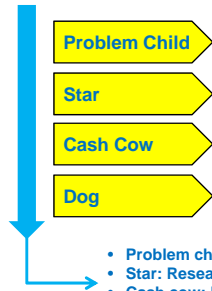
Types of Technology Strategy (Product Portfolio Matrix)



02. Practices of Technology Strategy

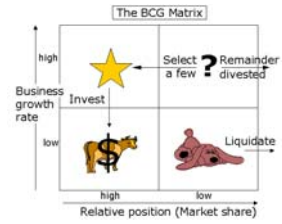
- Types of Technology Strategy

Types of Technology Strategy (Product Portfolio Matrix)



- Problem child: Researching on product → Strategy selection
- Star: Researching on product/process technology → Differentiation
- Cash cow: Researching on productivity/efficiency → Cost
- Dog: Researching on substitute → Product withdrawal/response

<http://www.freeweb.net>

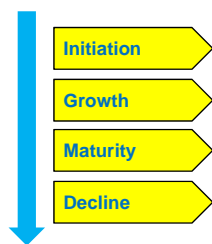


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02. Practices of Technology Strategy

- Types of Technology Strategy

Types of Technology Strategy (Product Life Cycle)



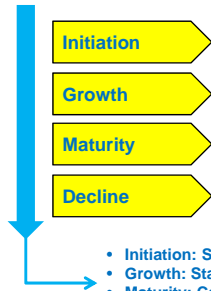
<http://www.123rf.com>

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02. Practices of Technology Strategy

- Types of Technology Strategy

Types of Technology Strategy (Product Life Cycle)



<http://www.123rf.com>

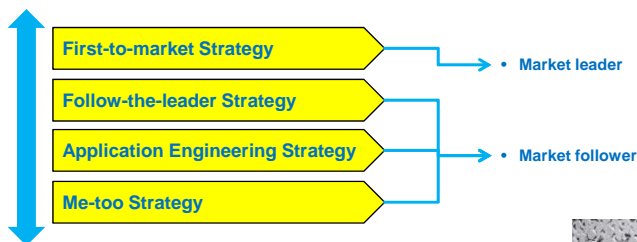


- Initiation: Shipping new product → Research on product innovation
- Growth: Star product → Research on product/process innovation
- Maturity: Cash cow product → Research on process innovation & strategy-selection
- Decline: Dog product → Research on substitute and product withdrawal

02. Practices of Technology Strategy

- Types of Technology Strategy

Types of Technology Strategy (Market Penetration)



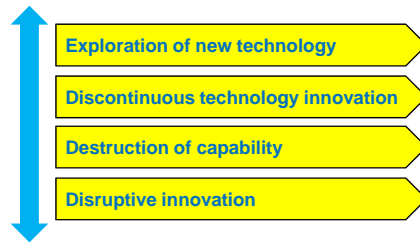
<http://blog.daum.net/wild1015>



02. Practices of Technology Strategy

- Radical Innovation

Radical Innovation



02. Practices of Technology Strategy

- Radical Innovation

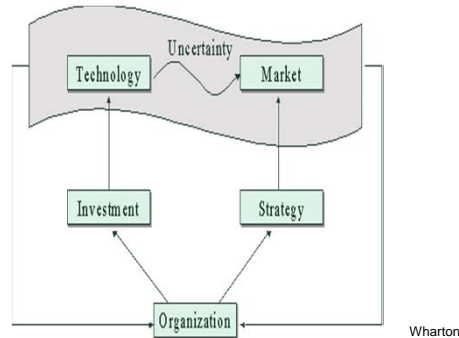
구분	점진적 (Incremental) 혁신	획기적/급진적 (Radical) 혁신
기간	단기 (6개월-2년)	장기 (대체로 10년 이상)
진행경로	선형적 / 연속적 [개념화 → 상용화]	비선형적 / 불연속적 / 산발적
사업화	불확실성이 낮아 처음부터 완벽하고 세부적인 사업계획 수립	초기에는 (불확실성이 높아) 기술학습과 시장학습을 통해 발전하다가 불확실성이 점차 감소하면서 사업화 실행
조직구조	사업부문 내에서 활동 (필요한 경우 Cross-functional Team 구성)	R&D, Incubating 조직, 목표중심적 프로젝트 조직 등 (외부조직도 적극 활용)

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02. Practices of Technology Strategy

- Radical Innovation
 - Wharton Model



02. Practices of Technology Strategy

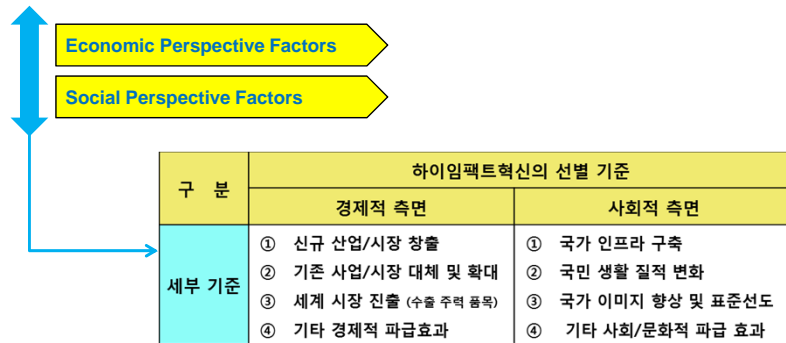
- High Impact Innovation
 - = Technology innovation to make big changes in the fields of economy and society.
 - = Innovation with technological advance



02. Practices of Technology Strategy

- High Impact Innovation

Factors to select high impact innovation

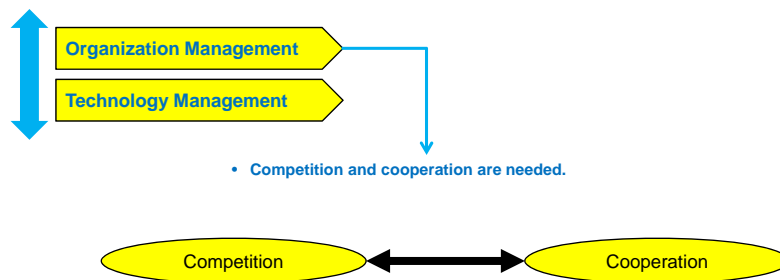


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02. Practices of Technology Strategy

- High Impact Innovation

Promoting Balance of Strategies



02. Practices of Technology Strategy

- High Impact Innovation

Promoting Balance of Strategies

