



**SHAILESH J. MEHTA SCHOOL OF MANAGEMENT, IIT BOMBAY**

# TECHNOLOGY MANAGEMENT CONTINUUM 2012

4th August, 2012

## **THEME**

**The Essential Advantage:  
Technology Management accelerating the  
pace of Innovation**

# CONTINUUMS

Continuum, the rolling seminar series, is the flagship event of the annual industry interaction sessions at Shailesh J. Mehta School of Management, IIT Bombay. The Continuums are held across the various domains of management like Consulting, Finance, Human Resources, Marketing, Operations, Systems and Technology Management. Continuums aim to cover the latest trends in management by inviting eminent speakers from industry and academia. These seminars focus on the issues and challenges faced by management functions, and aim at drawing insights from the knowledge and experience of the speakers. The seminars are well attended by delegates from different organizations, our distinguished alumni, and students from various business schools. Continuum series also holds various competitions among students, like case study competitions and business simulation games.

The one day event provides a very good learning experience for the students. It provides a platform for their inquisitive minds to interact with industry stalwarts. Enlightening sessions by eminent speakers are generally followed by rounds of mutual interaction between the speaker and the students. This helps the students get a holistic picture of the industry trends. The event is a platform for deliberation, knowledge sharing and aims to develop curiosity among the participants regarding specific aspects of business. The event has been received very well in the past by delegates from the industry and various business schools. The event has grown from strength to strength over the years, and is now well acknowledged by the industry.

# TECHNOLOGY MANAGEMENT CONTINUUM

The Technology Management Continuum aims to provide a forum for the exchange of ideas on the latest developments in the field of technology, technology management and innovation. The continuum provides exposure to the students to leverage upon their strong technical background and facilitate the transfer of technical expertise into innovations that impact the competitive market place.

By hosting this Continuum, we expect to achieve the following objectives:

- To understand how Technology management can be used as a strategy to gain a competitive edge
- To understand how companies manage innovations and process changes with respect to new technologies
- Understanding the importance and commercial advantages of IPR and IP policy
- To understand and consider the possibility of a career in Technology Management

The Technology Management Continuum explores myriad aspects across sectors, by initiating discussions on issues at the forefront of the industry. Each Continuum consists of a series of events centered on a particular theme. Eminent speakers from industry and students of management and engineering institutes converge for a daylong event consisting of a lecture series followed by a panel discussion.

# TECHNOLOGY MANAGEMENT CONTINUUM 2012

Technology Management Continuum 2012 will be organized on the 4<sup>th</sup> of August, 2012 with a theme reflecting the current trends and challenges faced by the industry. The Continuum will consist of a series of lectures followed by a panel discussion centered on the theme:

## THE ESSENTIAL ADVANTAGE: TECHNOLOGY MANAGEMENT ACCELERATING THE PACE OF INNOVATION

Strategy plays an imperative and irreplaceable role to succeed in business. Among the elements that make up a truly successful strategic model are the two core imperatives of: *a Focused Innovation Strategy* and *a Winning Overall Business Strategy*. Thus, to succeed in today's maturing business environment, the trick lies in how companies' seamlessly integrate their Innovation Strategy with their Business Strategy. However, not surprisingly, most companies today are saddled with a poor alignment and have admitted that their innovation strategy is not well aligned to their company's overall strategy. Issues of this gap have long been of great concern to both corporate executives and companies.

The solution as we see it lies in the *Management of Technology*. Using Technology and Management of Technology as critical resources, companies can bridge this alignment gap while gaining the *Essential Advantage* in the marketplace. Companies whose strategic goals are clear, and whose innovation strategies strongly support these goals, possess a huge advantage. Companies should follow the lead of the most successful innovators in ensuring that their technology management not only supports innovation pipeline, but actually accelerates its execution. The main motive of Technology Management Continuum 2012 stands to highlight the importance of Management of Technology and how companies today integrate Innovation to their Business Strategies. The more tightly a company's innovation strategy, business strategy, and culture are interwoven, the more its innovation efforts is likely to translate into superior marketplace results and long-term financial performance.

# UNDERLYING THEMES

Listed below are the some of the suggestive and non-restrictive sub-themes for discussions:

## 1) CREATING ADVANTAGED PRODUCTS & SERVICES THROUGH TECHNOLOGY AND INNOVATION MANAGEMENT

Both superior product performance and product quality are cited as distinct Innovation goals by most successful businesses today. But how do companies convert this need to create advantaged products and services into reality? Literature shows that increased spending in R&D activities without much innovation does not always help in meeting objectives. The best companies have put together a winning set of capabilities, including the judicious use of technology, a disciplined approach to product development, and the ability to generate deep insights directly from regular contact with end-users of their product. Thus, what really sets the companies apart is their ability to execute on their Technology and Innovation strategy - to combine all these elements into a coherent whole.

## 2) INNOVATION STRATEGY IN A KNOWLEDGE BASED ECONOMY

In 1950s 80% of the value added in manufacturing industries used to be from food products, materials, or mineral products while the remaining 20% came from knowledge. In 2000 this proportion has changed to 25% and 75% respectively. Due to importance of knowledge and intellectual capital in this era of globalization, “Knowledge based economy” has become one of most popular buzzword in global society. In this economy knowledge assets, knowledge workers, and knowledge ventures have become the foci of attention. This new environment brings new challenges to firms both at the individual (new startups) and corporate (internal corporate venture) levels. The firms have to align innovation strategy to core strategy to sustain and grow in “knowledge based economy”.

## 3) FOSTERING AN ECOSYSTEM TO NURTURE HI-TECH GLOBAL PRODUCT COMPANIES FROM INDIA

India is heavily reliant on import of electronic equipment be it for consumer electronics, telecom or for research. This affects India’s balance of trade negatively and is a matter of concern. India has surged ahead in development of software but it is lagging far behind Asian giants like China, Japan, and Taiwan in design of electronics products in the

Electronic System Design and Manufacturing sector (ESDM). The current need is to create an ecosystem of indigenous R&D facilities which will help in churning out highly competitive products.

#### 4) TECHNOLOGICAL INNOVATION AS A STRATEGY TO SURVIVE IN A RED OCEAN MARKET

Amid economic turmoil in the EU and sluggish US growth—global companies are casting eyes eastward to become integral, long-term players. But the Asia-Pacific economies have crossed into a new kind of growth, a new era of interconnectedness where most mature businesses will struggle with innovation. The conventional wisdom to survive and grow in such industries would be to develop products based on consumer needs, which are discovered through consumer research and focus groups. However, this kind of thinking leads to innovation generating line extensions without making any real difference to the bottom line.

Increasingly, successful companies think about their *innovation strategy* as a way to build a high, hard wall between their customers and their strongest competitors. This means shifting some investment away from marketing and advertising toward the development of different kinds of new products which are difficult to copy. These new products that stand alone in the marketplace, without serious competition, bring in the highest returns.

#### 5) IMPROVE COMPETITIVENESS AND RETAIN SUSTAINABILITY THROUGH SERVICE INNOVATION AND TECHNOLOGY

Service innovation can change traditional industrial sectors and make them globally more competitive and efficient. User-driven innovation is already on the rise but it is necessary to have a vision to take things even further. Production functions are increasingly being integrated into service concepts. In addition, the relationship between manufacturing and services is changing. At a firm level, the importance of service innovation by applying innovation in organizing supply chains and in designing products is often underestimated. At a national level the best way to leverage the impact of Innovation is by applying innovative services in different sectors.

## 6) SUSTAINING A CULTURE THAT NURTURES INNOVATION

Managing Innovation used to be a process undertaken by a few people but now it is becoming a transverse function. Today it overlaps with other corporate functions especially Marketing, R&D and Strategy. This condition creates the need for collaboration throughout the company, between functions and services to breaking clusters built by specialization, between the field, the middle management and the top executives and between suppliers, internal experts, clients and end-consumers. Innovation management aims to create a sustainable culture of intellectual mobility within the company that integrates all employees, in order to transform ideas into competitive advantages. Yet even the most successful companies face the difficulty of maintaining the cultures that led to their success.

## 7) THE CHANGING NATURE OF INNOVATION AND INTELLECTUAL PROPERTY

The innovation process is increasingly international in nature. Greater mobility of workers and scientists has spurred the international exchange of knowledge. Also there has been a sharp increase in the share of peer-reviewed science and engineering articles with international co-authorship and a rising share of patents that list inventors from more than one country. More and more multinational firms are locating their R&D facilities in a variety of countries and reorienting innovation towards the demands of those countries.

Clearly, the new innovation paradigm is the increasingly collaborative nature of the innovation process. Thus, IP ownership has become more central to business strategies of innovating firms. It has moved to the forefront of innovation policy.

## 8) ACCESSING EXTERNAL INNOVATION CAPABILITY - A LOOK INTO THE ROLE OF A CHIEF INNOVATION OFFICER

The CIO role is powerful and he is responsible for leading innovation activities throughout the enterprise. But not all capabilities can be developed in-house. External innovation is becoming a critical capability in most companies' product development methodology. This means developing an external innovation strategy and building an external innovation capability. It is generally the CIO's job to develop the comprehensive business plan that outlines the focus and intent of such external innovation activities. He needs to consider the risk-return trade off while evaluating possible external innovation approaches like

Joint R&D, Joint Ventures and partnerships and Acquisition plans. At the same time, he also needs to carefully consider how to make use of the linkages, points of integration, and critical assets of the firm that can help it succeed.

# EVENT FORMAT

## SPEECHES ON THE THEME

The Continuum will begin with a keynote address by an eminent speaker from the industry. The address will touch upon the event theme, which will set the tone for the following sessions of the continuum. The event will also feature intellectual talks by distinguished speakers centered on the main theme.

## PANEL DISCUSSION

The panel discussion brings forth, the views and learning of eminent business leaders and academia on the theme of:

### ***“CRITICAL SUCCESS FACTORS IN HIGH TECHNOLOGY MARKETS AND INDUSTRIES”***

The moderator will set the tone for the discussion. This will be followed by views from the individual panelists leading into the discussion. There will be a Q&A session with the audience for the last 15-20 minutes.

## TENTATIVE SCHEDULE

Event	Start Time	End Time
Inauguration Speech	09:00 AM	09:15 AM
Speaker 1	09:15 AM	10:00 AM
Speaker 2	10:00 AM	10:45 AM
Tea Break	10:45 AM	11:00 AM
Panel Discussion	11:00 AM	12:30 PM
Corporate Lunch	12:30 PM	01:45 PM
Speaker 3	01:45 PM	02:30 PM
Speaker 4	02:30 PM	03:15 PM
Tea Break	03:15 PM	03:30 PM
Speaker 5	03:30 PM	04:15 PM

# THE LEGACY

Some of the prominent speakers of our continuum series were:-

- Mr. Shishir Kapoor, Lead Principal and Country Head, Opera Solutions
- Mr. Sameer Bapat, Operations strategy leader, IBM
- Mr. Kedar Gadgil, Managing Consultant, PricewaterhouseCoopers
- Mr. Ryan Lowe, Vice President, Avalon Consulting
- Mr. Rajesh Iyer, Director, Cedar Management Consulting
- Mr. Vinod Kala, Founder, Emergent Ventures
- Mr. Tarun Mishra, Co-founder, Covacsis
- Mr. Rakesh Barik, Director, Deloitte Consulting
- Mr. Ashish Dwivedi, Corporate Strategy & Business Development, Aditya Birla Group
- Mr. Deepak Bhavsar, MD, Strategic Consulting and Land, Jones Lang LaSalle
- Mr. Govind Balan, Principal, Diamond Management and Technology Consultants
- Mr. Santosh Kamath, Director, Business Performance Services, KPMG
- Mr. Prashanth Gupta, Partner, McKinsey & Co
- Mr. Raj Nair, Chairman, Avalon Consulting
- Mr. Saurine Doshi, Partner, AT Kearney
- Mr. K G Purushothaman, Associate Director, Protiviti Consulting
- Mr. Sanjay Kulkarni, MD, Stern Stewart & Co.

# SNAPSHOT OF PAST CONTINUUM SERIES



## CONSULTING & HR CONTINUUM 2012



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