A Model of Technology Strategy
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Agenda

- What is technology strategy
- Jaques’ organizational constructs
- Technology Strategy Model (6 tasks + time-based)
- Conclusion
Technology Strategy

*(Definition)*
Technology Strategy is the process by which firms utilize their technological resources to achieve corporate objectives.
Jaques’ Theory

- The Tech Strategy Model corresponds closely to Jaques’ ideas on effective organizational system.

(Theory)
Jaques’ theory is the finding that different levels of management have different requirements and ability in handling complexity.

- Best measure of this ability is the time-frame over the plans made.
Basis of a framework

- Where are we, i.e., What are the boundaries of our universe?
- Where is everyone else going and where do we want to go?
- Which path is the best one for us to take?
- How do we get on to this path?
- How can we move along this path most effectively?
- How can we move along this path most efficiently?
Industry forecast
Present movements in industry and future directions

Technology positioning
Strategic positioning with regard to technology

Determining technology availability
Understanding the technological options available to the firm

Six Tasks of technology strategy

Setting Horizons
Firms’ possible future intention

Managing technology

Appropriate technology
Getting the required technology into operations

Operating technical tasks
Task 1. – Setting Horizon

- Firm’s future intentions with regard to its main industry of operations.
- Time-Frame (20 years)
- Adjusting the firm’s position and operating environment to maximize profit potential
Task 2 – Industry Forecasting

- Present movements in the industry and its likely future directions
- Time-frame (10 – 20 years)
- Competitors & Forces in future
Task 3 – Technology Positioning

- Strategic positioning with regard to technology
- Time-frame (5 – 10 years)
- Competitive Advantage
Task 4 – Determining Technology Availability

- Understanding technological options available to the firm
- Time-frame (2 – 5 years)
- Importance of these technologies
Task 5 – Appropriating Technology

- Getting the required technology into operation
- Time-frame (1 – 2 years)
- Ensure effectiveness
Task 6 – Managing Technology

- Efficient performance of technical tasks
- Time-frame (less than 1 year)
- At this level, corporate objectives are achieved.
Conclusion

- Tech Strategy Model segments the many individual concerns into time-frames over which they are likely to affect the firm.

- These 6 tasks should be carried out continuously and interactively, not just at the management level, but at all levels by all employees.