



Chapter 8 – Conclusions and Recommendations

The fact that technology plays an increasingly important role in the modern organisation cannot be denied. Organisations around the globe invest in the research and development of new technology, because of the great potential new innovative technologies may hold. These organisations not only invest in new technology, but also spend a great deal on the proper management of current technology.

Herein may lie the greatest stumbling block for South African companies, especially those in the aviation industry. It takes money to make money and this is a luxury that South African companies do not have. The research indicated that the greatest barrier for external transfer of technology, is the lack of sufficient funds. A strategy that may be considered, is entering into mutually beneficial partnerships, where new state of the art technology is exchanged for locally developed technology. This is due to the unique circumstances experienced in the years of isolation.

The research also indicated that the respective companies do not have formal technology transfer strategies in place. Being a special kind of project, the transfer of technology should be handled by people with the relevant skills and expertise. It has become a specialised function and many organisations are appointing Technology Managers, with the task of managing all technological issues. This is a strategy that may be considered by the South African industry. There may be several advantages in employing dedicated people to look after the technological position of a company. These people will have extensive knowledge on the technology used by their company, the technology that is available to their company and the technologies used by their main competitors. They will also know the technological potential of the current technology and will therefore be able to advise on the maximal exploitation of the current technology. This is very important in any



competitive market, where organisations strive to do the most with the technology available to them.

The model presented as a result of this study may be used as a starting point for organisations that want to manage a very important 'resource' in the form of technology and then specifically the transfer of technology. Various parts of the model can however be researched in greater detail. The exact form of the graph depicting the progress throughout the transfer process is, at this stage, an assumption. Further research into this aspect of the model may bring forth answers to common problems in a transfer project. The problems encountered may be present in a specific stage of the project and some problems may even be industry specific. Another aspect that may be investigated is at what point in time the complete transfer of technology has taken place. Research of this nature will answer questions like "when is a technology established in an organisation"?

This study succeeded in its aims to investigate the technology transfer activities in the South African aviation industry and to introduce the reader to the major aspects involved in the technology transfer process. It also succeeded in its aim to provide a model, which summarise the most important aspects involved in a technology transfer program.