

**An Investigation into Technology Entry Strategy**

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## **Thesis Summary**

The last three decades have seen a rapid proliferation of literature in the area of strategic planning. The concept of strategy has grown more complex with a rapidly changing environment and a better understanding of the subject. From the situational analysis presented in the preceding decade, the 1970s saw the emergence of a large number of planning and forecasting models based on a few variables, around which entire theories of strategy were constructed.

The early 1980s saw the emergence of the concept of competitive advantage and of the crucial role of technology in providing it with the needed thrust as one of the dominant aspects of strategy.

Technology-related literature in the 1960s was marked by a great deal of proliferation in the area of specialised technological issues related to functional areas, such as R&D personnel, investment in R&D projects, methods of control for R&D management etc. However, literature focusing on the relationship of technological issues in strategic decision-making

Both questionnaire and case study methods were used to collect data, which was then analyzed quantitatively as well as qualitatively. In all, 33 companies participated in the study, 9 in-depth case studies were conducted.

to help serve the dual purpose of technology absorption and development as well as developing market competitiveness. The study would also be of help in developing programmes and policies to guide entrepreneurs and new firms in the high-technology area.

Being exploratory in nature, the study has raised many questions – such as what kind of technology-entry (T-E) strategy, in what kind of market, against what kind of competitors, for what kind of parent-company organizational skills is likely to succeed? – which remains to be answered. Further, influence of technology on organisational structure, reporting relationship