

# EXPORT TECHNOLOGY: THE IMPACT EXCELLENCE FORMING TECHNOLOGY PACKAGE

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***Abstract:** Export of technology to follow the contemporary aspirations of the business. All higher level of competition requires the introduction of the highest degree of quality in the business: excellence. Therefore, the content of the technological package should be installed the necessary documents and procedures in order to meet the requirements to achieve excellence in business.*

***Key words:** export of technology, excellence, technological package*

## 1. INTRODUCTION

Awareness about the impact of man on the business performance is more expressive. Modern approach points to the necessity of taking into account the ethical principles, the factors of knowledge, respect for the specificities of culture. Security motivation, acceptance of goals are only a consequence of the previously mentioned items.

Technology transfer is a very complex venture, which is essentially transfer of knowledge and skills (including the present and the building of capital facilities and installation of capital equipment) production (implementation services), or business as a whole, so that the recipient acquires the business of technology capacity, in accordance with the requirements of users product, which is the result of the transfer.

Having in mind the need for determination of the model of organization of technology export, more encompassing definition will be considered more acceptable: Technology transfer is a very complex business multi-level project which, basically, transfers knowledge and skills (and at that, it can include construction of buildings and installment of equipment) of production (realization of services) and/or business in entirety, so that the recipient of technology gain business capability, in accordance with demands of the user of the product (which is the result of the transfer).

Export technology represents one of the most complex business projects. The necessity of monitoring the modern tendency is that such business ventures become more complex. Model of export of technology is determined by three-time moved phases. The first phase of establishing the assumed preferences of the export of strategic technologies, the choice of target markets and technology, other technologies in product design (which includes the preparation of a set of

documents), and third appearance on the market and the implementation of technology transfer project.

Provision of appropriate value in the export of technology becomes an important element in the refinement of strategic determination of the export of technology. Excellence is one dimension of time values to be incorporated into the documentation prepared for the export of technology.

## 2. EXCELLENCE – TO REFLECT THE ASPIRATIONS TO BEST-RUN COMPANIES

Aspect of quality during the second half of the twentieth century has become a significant area of research companies, as well as other organizations. This research is reduced to three complementary approaches:

- Through the quality system, which is normative and based on the application of ISO standards,
- Total Quality Management (TQM) and
- Excellence in business (such as the introduction of the highest degree of quality).

The first approach is based on "Quality assurance" in the paper process, which directly participate in the creation of products. It documented approach to ensure the same quality product in accordance with the internal commitments.

TQM brings a new way of thinking and work in business management systems, consider the interaction between people and companies to develop its culture. A, TQM involves quality system, which allows you to track the process, the disclosure of conflict and initiating corrective action and thus provides stability operations /2/.

The road to excellence in the business was built during the research the best company in the United States during the eighties of the last

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century. Author /3/ suggests the establishment of business which would be based on the three "support" column (Fig.1).

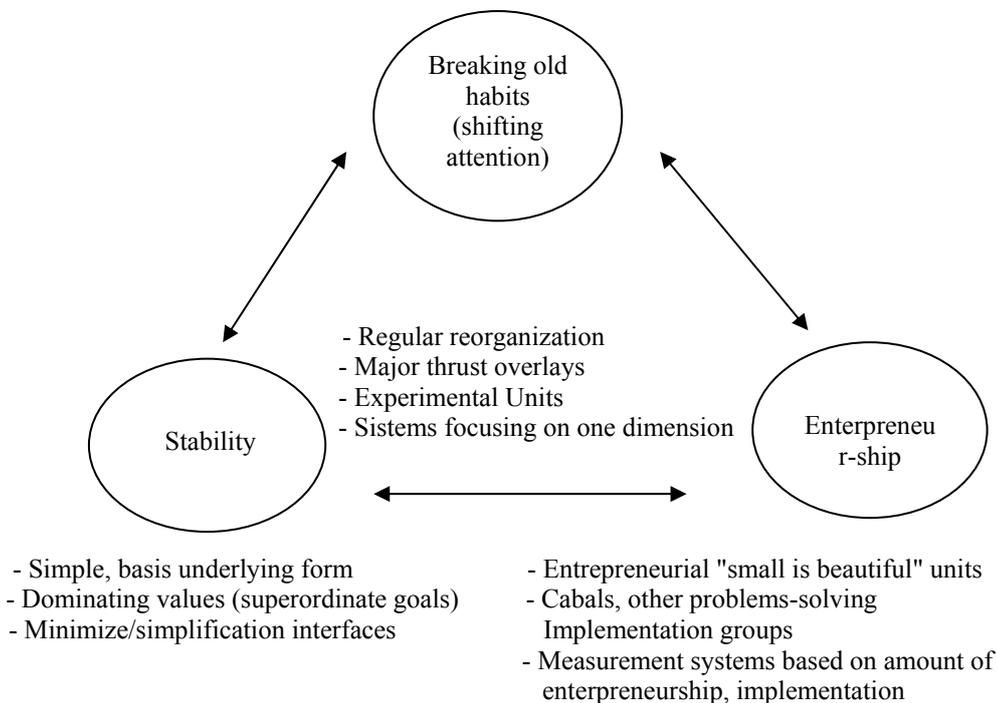
Supporting pillar of stability implies the organization of business through a simple organizational units that basically have a product as a criterion for distinguishing (Divisional approach). Time out enterprise is grounded on the product, emotional connection related to the product and the user - with the focus on detail, the operation and productivity – with the cooperation and support of the people. The system supports a broad set of permanent value, as other aspects of stability operations. At the same time, the author gives preference to "missionary" of the form /4/, stressing that the organization, the most widely defined, as a reflection of communication.

In light of potentiation of values in companies that tend to excellence, points to their common attributes – that reflect the basic values. They are characterized by beliefs that are the best, in the importance of details in respect of carrying out business activities in the importance of the role of people (as individuals), the superior quality of its products (including structure of sales and service), the widely accepted system of the introduction of innovation (with the desire to support the experiment and error), in the importance of

informal exchange of information, as well as in the explicit recognition of the importance of economic growth and profit.

Entrepreneur supporting pillar reflects striving to change. It is believed that the provision of business efficiency achieved through the decomposition of the autonomous business units – to the level of skills a flexible response to changes in the environment.

Supporting pillar "customs stops on the most radically way points to the changed business conditions in the global market. Out the position to adapt to continuous changes – through continuous changes in the organization of business, where the change in reflection of the temporary solutions customized existing circumstances. This permanent access to business reorganization indicates: a target allocation of new organizational units (divisions) when the current tends bureaucracy; change the product or product line (again through divisionog companies access to the organization) as a consequence of the need for market reorientation, with the strong support of talented executives, top target engagement talents for the solution of key organizational problems, and, finally, the establishment of the "mixing box" – the organizational unit, in accordance with the priorities in the business.



**Fig. 1. The three pillars organization, which tend to excellence in business / 3 /**

Basically, the way to establishing excellence in innovative companies (as the highest form of quality achieved in the business) are characterized

by the following attributes: tendency towards action, towards consumer, autonomy and entrepreneurship, to achieve the desired level of pro-

ductivity, and relying on a man; active engagement (to solve problems ) with the encouragement of value, directly participate in the life of enterprises, the application of simple organizational forms, including the lean-thinking engagement of staff, and develop the ability to resolve the numerous contradictions in the business.

Stated views indicate the break with effectively approach in the direction of change in the culture of behavior – more precisely, to clearly define the culture of the organization. At the same time, the concept of culture includes a breadth of understanding of the social phenomenon, the number of attributes which determine its properties. In this context, the definition of and respect for the established system of values, along with consideration of the financial indicators of business performance, integrate into the point of view of economic health, service users, the limits set goals. It's the role of leaders as creators of symbols, ideology, language (wording), beliefs, rituals and myths (not only rational and tangible aspects of the organization) oriented towards the people. In these companies, which have chosen the path towards achieving excellence in their own business, the leader is primarily seen in the role of promoter and protector of the established system of values.

### **3. ROLE OF QUALITY POLICY IN THE FORMATION OF TECHNOLOGY PACKAGE**

Implementation of quality policy in the technology that is transferring is a response to modern business requirements. Technology transfer can be in different manifestations. According to the experience can be of the sort:

- a) transfer of rights (patent, model or sample, a trademark);
- b) the transfer of the production process (license, turn-key, long-term production cooperation);
- c) transfer of knowledge, skills and abilities – protected trade secrets (know-how, technical assistance), and
- d) technology transfer business - the (possibly) the engagement of capital (joint ventures, franchising, BOT).

It is the technological package follows the form of transfer of technology. In practice, the hard facing a crystal clear appearance of technology transfer, and it can thank the continuous increase in their number and needs of their classification. In the appropriate form of transfer of the subject concludes the contract, a specific configuration of products in accordance with the requirements of the recipient.

### **3.1. CONTENT TECHNOLOGICAL PACKAGE**

Made research /1/ considered the content of technological packages. Synthesis presented attitudes can be noted that the content of the technological package may group in three sequential units arranged according to the order of construction:

1. Preparatory phase,
2. Phase of realization,
3. Phase of the trial.

1. Technology package in the preparatory phase includes:

- a) Preliminary activities of technology transfer
  - a.1. Consulting services related to determining and analysis needs:
    - Determine the needs of potential users of a product;
    - Asked about the establishment of consulting services;
    - Processing of offer and conclude the contract on various areas of transfer of knowledge and forms of cooperation.

This process reflects intenciju technology vendor, "keep the feet in the door" in order to acquire competitive advantage.

- a.2. Desire to include the transfer of capital and the construction of the facility:
  - The concept of the execution of the task;
  - Simulation of functioning in the next thirty years;
  - Formulation of the project tasks;
  - Research sites (traffic and urban planning; geomechanically testing ground; infrastructure facilities and etc.).
- b) Make preliminary decisions:
  - b.1. Conceptual solution to building the facility, (including plant installation):
    - Architectural solution,
    - Solution to buildings,
    - Solution of the plant (and thermo power plants, facilities for water supply and sanitation, etc.);
  - b.2. Production technology:
    - Technical task (includes the structure, range of products and production programs and technical and technological features),
    - Production capacity (annual, daily),
    - The number of working days, the number of shift;
    - Elaboration of the technological procedure (including the development of recipes),
    - Production plant project,
    - Choice of technological equipment,
    - The project facilities for the protection of environment,
    - Project support and transport equipment,

- Selection of laboratory equipment,
  - Determine the balance of consumption (primary and auxiliary materials and components, fuel, water, steam, air compressed air and so on.
- c) Score intentionally justification of technology transfer;
- d) Consulting in the development of tender, and
- e) Preparation for negotiation (preparation of contractual documentation sets – in the form of suggestions).

**2) Technology in the implementation** of the package contains three sets of documents:

- a) Project documentation about the building construction of property,
- b) The project documentation on the technology of production and business,
- c) Project documentation on the implementation of technology transfer (the application of information systems in the project management).

Mentioned sets of documents should not be confused with internal documentation project leaders and other participants in the realization of projects of export technology related to financial flows, Flow Presentation of equipment and materials, and derivative works, etc.

a) Content of project documentation of construction projects is precisely defined in the professional and scientific literature, or embedded in the domicile regulations (some states) and international regulations (FIDIC).

b) Technical and technological documentation, according to the attitudes of the participants in the survey include sets of documents:

- The technical task,
- Construction of the product (design, specification of product characteristics),
- Development of technological procedure (recipes, methods of technology to the production lines, assembly lines),
- Set of documents that define the desired level of quality management (QMS, TQM system for the introduction of excellence)
- Specification of technological equipment and tools (including the layout engine), facilities for the protection of the environment, secondary and transport equipment, laboratory and testing equipment, funds for maintenance work and spare parts catalogs,
- Balance of consumption and
- Project organization of production.

**3) Technological package during testing of the kits** containing the documents that include tacit, unrecognizable knowledge:

- “Book” settings (on the basis of which proves

- the quality of the completed transfer),
- Staff training program recipient Technology,
- Documentation on procedures individually commissioning of plant and run in production processes (recipes, training, provision of quality, working documents),
- Tracking system – monitoring: the functioning of the plant, to achieve and maintain a defined quality, achieving projected capacity;
- Know-how: Views/structure necessary knowledge, training plans and training, instructions – documented the process and skills training by workplaces, assistant jobs, production jobs, jobs in information processing, management jobs, security and quality of required parameters functioning and maintenance of facilities in working condition.

However, despite the extensiveness of the presentation of content technology package, can be noted that the technological content of the package is not complete. Accepted the position, one of the research participants that the content of technological packages adapted to continually changing circumstances and technology on the market.

#### 4. CONCLUSION

Implementation of excellence in the technological package provides additional value in the performance of the technology market. It is believed that continuous improvement and development of existing business and technology donor and the recipient. Quality system that provides excellence in business should be built in the technological package.

And is considered to be justified such a strategy of export of technology that provides long-term cooperation with the recipient, transferring coordinated development of technologies and products is the result of the transfer, to facilitate its retransfer.

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