

# The Technology Management Network



## Meeting Details

Project: The Technology Management Network  
 Meeting type: **Meeting no. 9: Globalisation of Technology Development**  
 Date: Thursday 31 May – Friday 1 June 2001  
 Venue: Norske Conoco, Tangen 7, 4070 Randaberg, Stavanger, Norway. Phone: [47] 51 41 6000  
 Local contact: Ole Lindefjeld, Norske Conoco, Tel: [47] 51 41 6507, Fax: [47] 51 41 6592, [ole.lindefjeld@nor.conoco.com](mailto:ole.lindefjeld@nor.conoco.com)  
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 Hotel: Radisson SAS Royal Hotel, Løkkeveien 26, Sentrum, 4002 Stavanger. Phone: [47] 51 766000, Fax: [47] 51 766001. Room rates: 1175NOK (standard double), 1275NOK (superior double). Please confirm your hotel requirements to Chris Dudgeon at OTM.  
 Dinner: There will be a boat trip around the local fjord (including dinner) on the evening of Thursday 31 May – details will be provided at the meeting.  
 Travel/ Maps: By taxi it is ~15 minutes from the airport to the hotel and ~15 minutes from the hotel to the Norske Conoco offices. Excellent local area maps may be downloaded/ printed from <http://www.stavanger-guide.no/language.html> (file sizes too big to e-mail).

## Proposed Agenda

<i>Before the TMN meeting: Launch/ discussion meeting for proposed Technology Management Impact Study (TMIS)</i>			09.00-11.30
<i>Day 1 Lunch</i>			12.00
1.	Welcome and introductions	OTM	12.30
2.	Framework and objectives for the meeting	OTM/ All	12.40
3.	Globalisation of technology development – an operator perspective	Ole Lindefjeld, Norske Conoco	12.50
4.	Globalisation of technology development – a contractor perspective	Halliburton?? <i>(to be confirmed)</i>	13.30
5.	Globalisation of technology development – a regional perspective	INTSOK <i>(to be confirmed)</i>	14.10
<i>Coffee/ Tea</i>			14.50
6.	Round table sharing of case histories/ issues/ problems/ processes and solutions related to the globalisation of technology development & how this affects and is affected by a company's technology strategy	All	15.15
7.	Review and discussion of results of global R&D spend analysis (subject to agreement by all TMN members)	OTM	16.45
<i>Boat trip followed by dinner</i>			17.45
<i>Day 2 Welcome and Coffee</i>			08.30
8.	Further discussion of 'globalisation of technology development' points from day 1, and conclusions	All	08.40
9.	Member visions of potential step-change technology programmes	All	09.40
<i>Coffee</i>			10.40
10.	Generation of ideas and potential programmes	All	11.00
<i>Lunch</i>			12.00
11.	Discussion and agreement of way forward/ actions	All	13.00
12.	Project management issues: 2001 programme, membership, related initiatives, website etc	OTM	13.30
13.	AOB and next meeting topic/ date/ venue		13.50
<i>Meeting ends</i>			14.00



## Globalisation of technology development

The meeting to be kindly hosted by Norske Conoco in Stavanger, Norway on 31 May – 1 June 2001, will focus on issues relating to the globalisation of technology development. This is a topic that has been requested by TMN members, and which presents a wide range of opportunities and challenges.

A number of 'globalisation' issues have been identified which may be explored in the meeting. These include a number of supply chain issues as follows, all of which are key to effective technology management:

- Global supply chain management
  - Technology development.
    - How does increasing global working affect the way technology is developed (e.g. global collaborations between different technology suppliers or users)?
    - How can international research collaborations be catalysed (between suppliers and/ or operators)?
    - How can standards and standardisation stimulate global technology development?
  - Technology sourcing.
    - With increasing globalisation, what are the most appropriate technology sourcing strategies?
    - Should one be focusing on suppliers based geographically close to one's operating centres or can one source technology anywhere, equally effectively?
  - Supplier competition.
    - What impact does increasing global competition between technology suppliers have?
    - What opportunities and challenges are presented?
    - Does global sourcing mean there is less room for small suppliers – or more opportunity?
  - Communication.
    - What hurdles exist to effective global communication, e.g. language/ culture, transport/ travel costs, movement of people etc?
    - What role can electronic communication/ knowledge management tools play?

Other 'globalisation' issues related to technology management include the following, many of which have been explored at previous TMN meetings but which are also very relevant to this topic:

- Global intelligence gathering
  - Technology needs definition. How can technology needs be aggregated globally, to enable focused allocation of R&D funds?
  - Technology watch/ intelligence. How can one keep track of technology developments (and related technology suppliers) in different parts of the world? How should technology suppliers promote their technologies worldwide?
- Global knowledge dissemination and communication
  - Technology transfer.
    - How can technology be transferred globally (e.g. from business unit to business unit, region to region)? In this context, one might consider the need to transfer both the knowledge of technology (awareness and understanding) and the ability to apply it (technical skill, engineering practice etc).
    - What role can technical affinity groups (like the PEA/ DEA etc) play on a global/ regional basis?
  - Technology needs dissemination. How can identified/ aggregated technology needs be disseminated, to provide suppliers with the clearest possible picture of market demand/ requirements?
  - Lessons learnt regarding globalisation. How can one keep track of lessons learnt (and best practice) from technologies applied in different parts of the world? This might include technical lessons learnt - regarding the performance of the actual technology during development and operation - and also management lessons learnt - regarding issues such as how proven technologies can be applied in different parts of the world (considering regulatory regimes, perception of risk, 'not invented here' syndrome etc). Why are some technologies readily accepted in some parts of the world and not in others (e.g. FPSOs)?

As usual participants are asked to come prepared to informally discuss your own company's experiences. Case histories are always more relevant and memorable than theory and it would be useful if members could identify relevant illustrative stories from within their own (or other) organisations.