

**CRITICAL SUCCESS FACTORS FOR TECHNOLOGY
TRANSFER IN TELECOMMUNICATION SECTOR:
CASE OF SRI LANKA TELECOM PLC.**

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This dissertation was submitted to the Department of Management of Technology of the University of Moratuwa in partial fulfilment of the requirement for the Degree of MBA in Technology Management.

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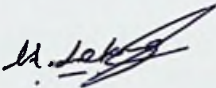
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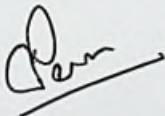
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Abstract

Telecommunications plays an important role in a country's infrastructure development strategy, and has become one of the fastest growing sectors in Sri Lanka today. Sri Lanka Telecom PLC (SLT) is a major player in the Sri Lankan telecommunications industry, providing telecommunication services to Sri Lankans for over 150 years. The Sri Lankan Government holds a 49.5% share of SLT and the company contributes to approximately over 1% of Sri Lanka's GDP annually.

This study aims to identify the critical factors that contribute to the successful technology transfer in the telecommunications industry of Sri Lanka. The objectives of the study were to identify the technology transfer process in the telecommunication industry of Sri Lanka, to determine the important factors that contributed to successful technology transfer in SLT and to develop an appropriate technology transfer model for SLT, incorporating the identified success factors. Four strategic technology transfer cases, namely ADSL, CDMA, IPTV and WiMAX, which were aligned to the strategic vision and plan of the company, were selected for this study.

The study was done with a case-based approach, where the cases were built based on secondary sources of information from SLT and semi-structured interviews with three key people from SLT who were involved with these cases in managerial and decision making capacities. Twelve interview sessions were carried out, covering all four technology transfer cases. Each case was taken individually and critically analysed for the mechanisms and components used in recognition and identification of technology need, identification of technology options and sources, selection of technology transfer mechanism, technology evaluation and selection and technology acquisition and adaptation.

Eleven factors were identified as applicable and considered to be critical success factors for technology transfer in SLT, namely; objectives of transferee on technology transfer, need for technology transfer, commitment from management towards technology transfer, organization structure of transferee, capabilities of transferee for absorb the technology, complexity of the technology, mode of technology transfer, training and skill development, support and R&D facilities of transferor, past technology transfer experiences of transferor including commercial experience and social and economic factors of the country. The identified factors were categorised according to each component of 7-factor technology transfer model.

Keywords: strategic technology, technology transfer, telecommunication, Sri Lanka Telecom

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LIST OF ABBREVIATIONS

Abbreviation	Explanation
ADSL	Asymmetric Digital Subscriber Line
BTS	Base Transmitting Stations
CDMA	Code Division Multiple Access
CLI	Caller Line Identification
HRM	Human Resources Management
IPTV	Internet Protocol Television
ISDN	Integrated Services Digital Network
R&D	Research and Development
SLT	Sri Lanka Telecom PLC
SMS	Short Message Service
WiMAX	Worldwide Interoperability for Microwave Access

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