

Discussion session on WP5

| Main International Strategies | | |
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| 1. Develop Specialised Functional Expertise, where the Offshore centre cater for the Internal Functions thru out the Company | | |
| 2. Develop specifically for Emerging Markets - Low Cost products/ solutions targeted for local as well as other Emerging Markets - Products that solve Market Specific needs | | |
| 3. Externalisation of R&D | | |

| Main Strategies | Push Factors or Internal Factors | |
|---|---|--|
| 1. Develop Specialised Functional Expertise, where the Offshore centre cater for the Internal Functions thru out the Company | <ul style="list-style-type: none"> -To add value, in terms of building greater innovation capability; - Lack of expertise at Home | |
| | <ul style="list-style-type: none"> - Reduce duplication of functions in various locations; - Increase flexibility - Serve fragmented markets faster. | |
| 2. Develop specifically for Emerging Markets <ul style="list-style-type: none"> - Low Cost products/ solutions targeted for local as well as other Emerging Markets - Products that solve Market Specific needs | | |
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| Main Strategies | Push Factors or Internal Factors | Pull Factors or External Factors |
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| 1. Develop Specialised Functional Expertise, where the Offshore centre cater for the Internal Functions thru out the Company | <ul style="list-style-type: none"> -To add value, in terms of building greater innovation capability; - Lack of expertise at Home | Expertise- Systems Integration BSS, OSS - Specific Process development capabilities |
| | <ul style="list-style-type: none"> - Reduce duplication of functions in various locations; - Increase flexibility - Serve fragmented markets faster. | - Engineering Skills capabilities |
| 2. Develop specifically for Emerging Markets <ul style="list-style-type: none"> - Low Cost products/ solutions targeted for local as well as other Emerging Markets - Products that solve Market Specific needs | | |
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| 1. Develop Specialised Functional Expertise, where the Offshore centre cater for the Internal Functions thru out the Company | | |
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| 2. Develop specifically for Emerging Markets <ul style="list-style-type: none"> - Low Cost products/ solutions targeted for local as well as other Emerging Markets - Products that solve Market Specific needs | <ul style="list-style-type: none"> -European products not able to cater to the specific requirement -Make inroad into high-growth markets - Increase flexibility, shorten product development, serve fragmented markets faster. -Develop local purchase/supplier base - Develop standardised Products technologies in lead markets | |
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| 3. Externalisation of R&D | - Partnering with universities, Institute - Develop standardised Products technologies in lead markets | |
| | - Outsource non-core development & support functions to specialised tech suppliers & service providers - In-licensing & acquisition of external technological assets to develop differentiated products & to cater for the local market | |

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| 3. Externalisation of R&D | - Partnering with universities, Institute - Develop standardised Products technologies in lead markets | - Government Priority on Technology Development - Recruitment- ensure steady flow |
| | - Outsource non-core development & support functions to specialised tech suppliers & service providers - In-licensing & acquisition of external technological assets to develop differentiated products & to cater for the local market | - Presence of Low cost service providers, System integrators Contract Research Organisation - Presence of Large MNEs both Local & Global Mnf. and Supplier |

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| 1. Develop Specialised Functional Expertise, where the Offshore centre cater for the Internal Functions thru out the Company | -To add value, in terms of building greater innovation capability; - Lack of expertise at Home | |
| | - Reduce duplication of functions in various locations; - Increase flexibility - Serve fragmented markets faster. | |
| 2. Develop specifically for Emerging Markets - Low Cost products/ solutions targeted for local as well as other Emerging Markets - Products that solve Market Specific needs | -European products not able to cater to the specific requirement -Make inroad into important high-growth markets - Increase flexibility, shorten product development, serve fragmented markets faster. -Develop local purchase/supplier base - Develop technology standards in lead markets | |
| 3. Externalisation of R&D | - Partnering with universities, Institute - Develop standardised Products technologies in lead markets | |
| | -Outsource non-core devp & support functions to tech supplier/service prov -- Inlicense & Acquisition of Technology Assets | |

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| | <ul style="list-style-type: none"> - Reduce duplication of functions in various locations; - Increase flexibility - Serve fragmented markets faster. | - Engineering Skills & capabilities |
| <ul style="list-style-type: none"> - Low Cost products/ solutions targeted for local as well as other Emerging Markets - Products that solve Market Specific needs | <ul style="list-style-type: none"> -European products not able to cater to the specific requirement -Make inroad into important high-growth markets - Increase flexibility, shorten product devp, serve fragmented mkts faster -Develop local purchase/supplier base - Develop tech. standards in lead markets | <ul style="list-style-type: none"> -Better demand understanding, a different mindset of the people -Local Expertise - NSN Broadband Technology Standard |
| 3. Externalisation of R&D | <ul style="list-style-type: none"> - Partnering with universities, Institute - Develop standardised Products technologies in lead markets | <ul style="list-style-type: none"> - Government Priority on Technology Development - Recruitment- steady flow |
| | <ul style="list-style-type: none"> -Outsource non-core development & support functions to specialised tech suppliers & service providers - In-licence/Acquisition of Tech Assets | <ul style="list-style-type: none"> - Presence of Low cost service providers, System integrators, Contract Research Organisation -Presence of Large MNEs - Follow the Customer |

| Main Strategies | | Emerging Markets | Established Markets |
|---------------------------|---|--|---------------------|
| Technology Strategy | <ul style="list-style-type: none"> -To add value, in terms of building greater innovation capability; - Lack of expertise at Home | <ul style="list-style-type: none"> - New Areas of Technology Application - Less risky; - Speed up Adoption in High Growth Markets - Less Sticky Knowledge - Weaker IPR - Expertise- Systems Integration - Specific Process development capabilities | |
| | | <ul style="list-style-type: none"> - Engineering Skills & capabilities - Reduce duplication of functions globally - Increase flexibility - Serve fragmented markets faster. | |
| Market Expansion Strategy | <ul style="list-style-type: none"> - Make inroad into important high-growth markets | | |

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| Technology Strategy | <ul style="list-style-type: none"> -To add value, in terms of building greater innovation capability; - Lack of expertise at Home - IPR | <ul style="list-style-type: none"> - New Areas of Technology Application - Less risky; - Speed up Adoption in High Growth Markets - Weaker IPR - Less Sticky Knowledge - Expertise- Systems Integration - Specific Process development capabilities - Engineering Skills & capabilities - Reduce duplication of functions globally - Increase flexibility - Serve fragmented markets faster. | <ul style="list-style-type: none"> -Centre of Excellence in core Research; -Strategic long term linkages with the science base; -Strong IPR -Sticky Knowledge difficult to Transfer; -History & strong embeddedness. - Develop Technology Platform - Modularisation |
| Market Expansion Strategy | <ul style="list-style-type: none"> - Make inroad into important high-growth markets | <ul style="list-style-type: none"> - Low Cost products Solutions for Emerging Markets - Develop local purchases and supplier base - Develop technology standards in lead markets | <ul style="list-style-type: none"> - Acquisition and Merger - Development Centres in all in key markets |

3. Externalisation of R&D

| | Emerging Markets | Established Markets |
|--|--|---|
| <ul style="list-style-type: none">- Partnering with Universities & Research Institutes | <ul style="list-style-type: none">- Recruitment to ensure a steady flow- Ramp up of the centre activity, quickly- Monitoring the technology advance- Jointly Develop Technology standards in lead markets | <ul style="list-style-type: none">- Access Fundamental Research, Basic knowledge & expertise- Monitoring the technology advance- Funding of University Research |

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| External Collaboration on Industry Standards | - Government Priority on Technology Development | - Develop standardised Products technologies in Advanced markets |
| - Outsource | <ul style="list-style-type: none"> - Non-core development & support functions OUTSOURCED to specialised tech suppliers & service providers, reflecting weaker IPR - Presence of Low cost service providers, System integrators Contract Research Organisations | <ul style="list-style-type: none"> - In-licence/Acquire of Tech Assets - Out licensing to commercialise Technology due to a efficient IPR - Option based Alliances |