

TT100 Masterclass



Friday 5 June 2009





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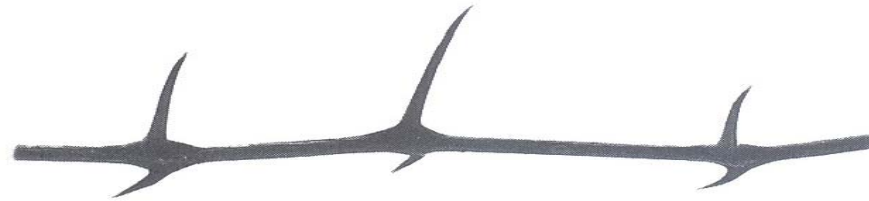
science
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Department:
Science and Technology
REPUBLIC OF SOUTH AFRICA





An Nguni African Legend



The Thorns of the tree *Ziziphus Mucronata*, are spaced along the length of every branch in pairs. One of the pairs points robustly outward and forward, while the other curves back and inwards in the opposite direction

The legend explains that the thorns tells us something about ourselves that we must look **ahead to the future**... but we must never forget where we have come from.





Milestones

- Established 1991 – to uncover hidden technological prowess
- 1994 – new dispensation adding ministerial support – start finding the story behind the story!
- Focused on users and developers of technology
- 2002 Publication of the ***Hidden Edge***
- 2003 – addition of emerging enterprises
- 2005 – publication of ***The Edge Series***
- 2007 – lifetime achievement awards

The search for models and answers





Process Rigour

- Detailed Questionnaire
- Ethical Adjudication
- In-depth interviewing process by adjudicator panels
- Plenary adjudicator discussions to collate findings
- Review of entrant results and technical data
- Annual Public Award Ceremony





Findings

- Enhancement of technological base
- Emergence of key South African businesses and role models occupying niche markets in spite of obstacles
- 1994 – new dispensation adding ministerial support – start finding the story behind the story!
- Focused on users and developers of technology
- 2003 – addition of emerging enterprises
- More than just the numbers

an emerging model of synthesis and sustainability





TT100 Masterclass

Da Vinci Idiosyncrasies.....





Key Managerial Perspective

- The meaning of the ***management of technology*** is often prefaced by assumptions regarding the meaning of technology:

To many this implies some form of either information technology (think computers) or heavy machinery (think motorised equipment). The reality is very different, all business is founded on some form of technological base, this could even be a process rather than a "hard" piece of equipment. To the TT100 the management of technology is how your unique technology (that buys you your market niche) is exploited and commercialised creating sustainable value for your shareholders.





Distinguishing “Hard and soft”

- We have found the really elegant issues not to be the actual **T**echnology, **I**nnovation, **P**eople, or even **S**ystemic underpinning , but rather the management of these key variables. To show the difference we speak of small t, i, p and s.
- The realities for us are
 - The management of **t**echnology
 - The management of **i**nnovation
 - The management of **p**eople and
 - Managing the **s**ystems way.





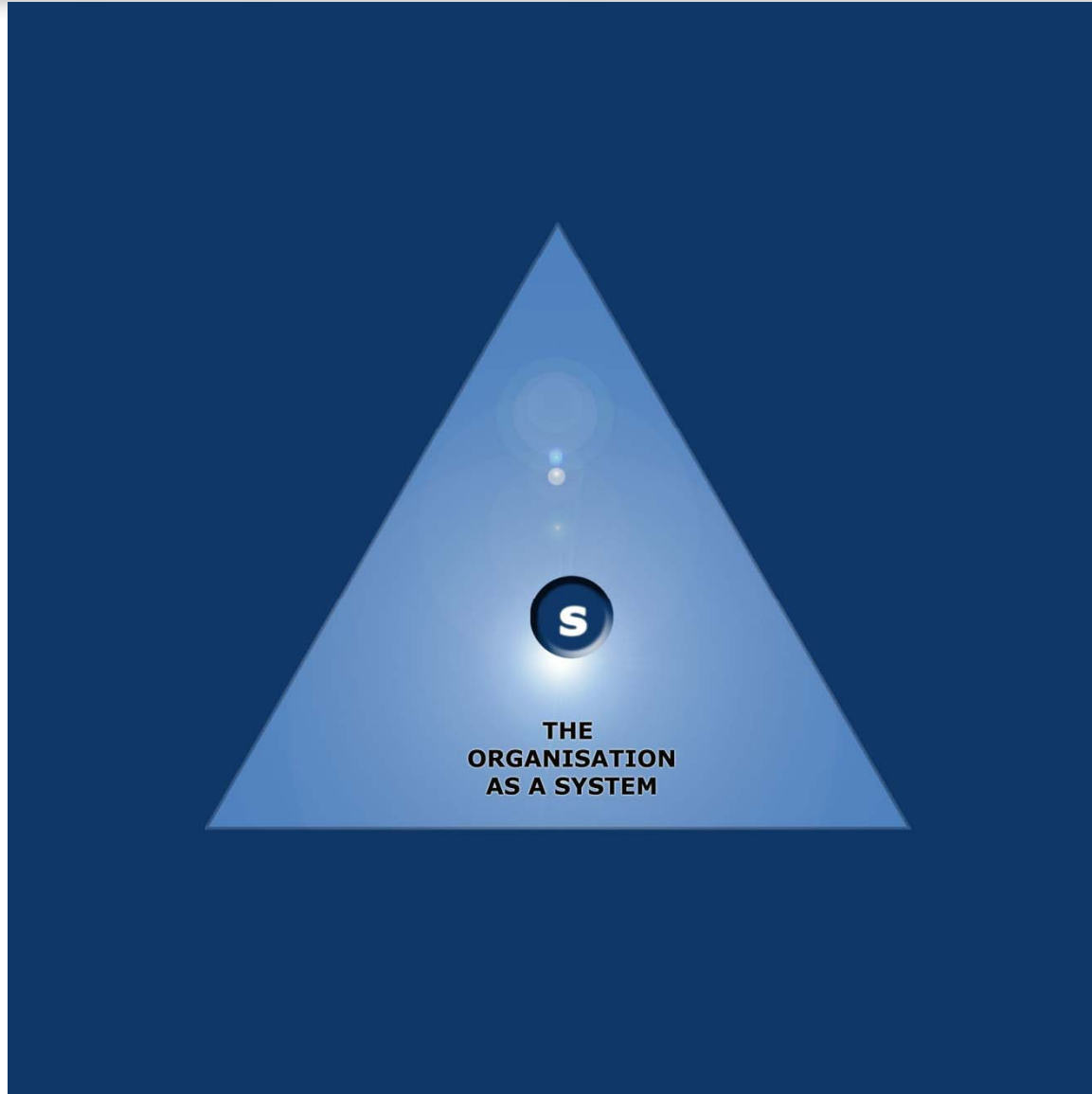
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TIPS Framework



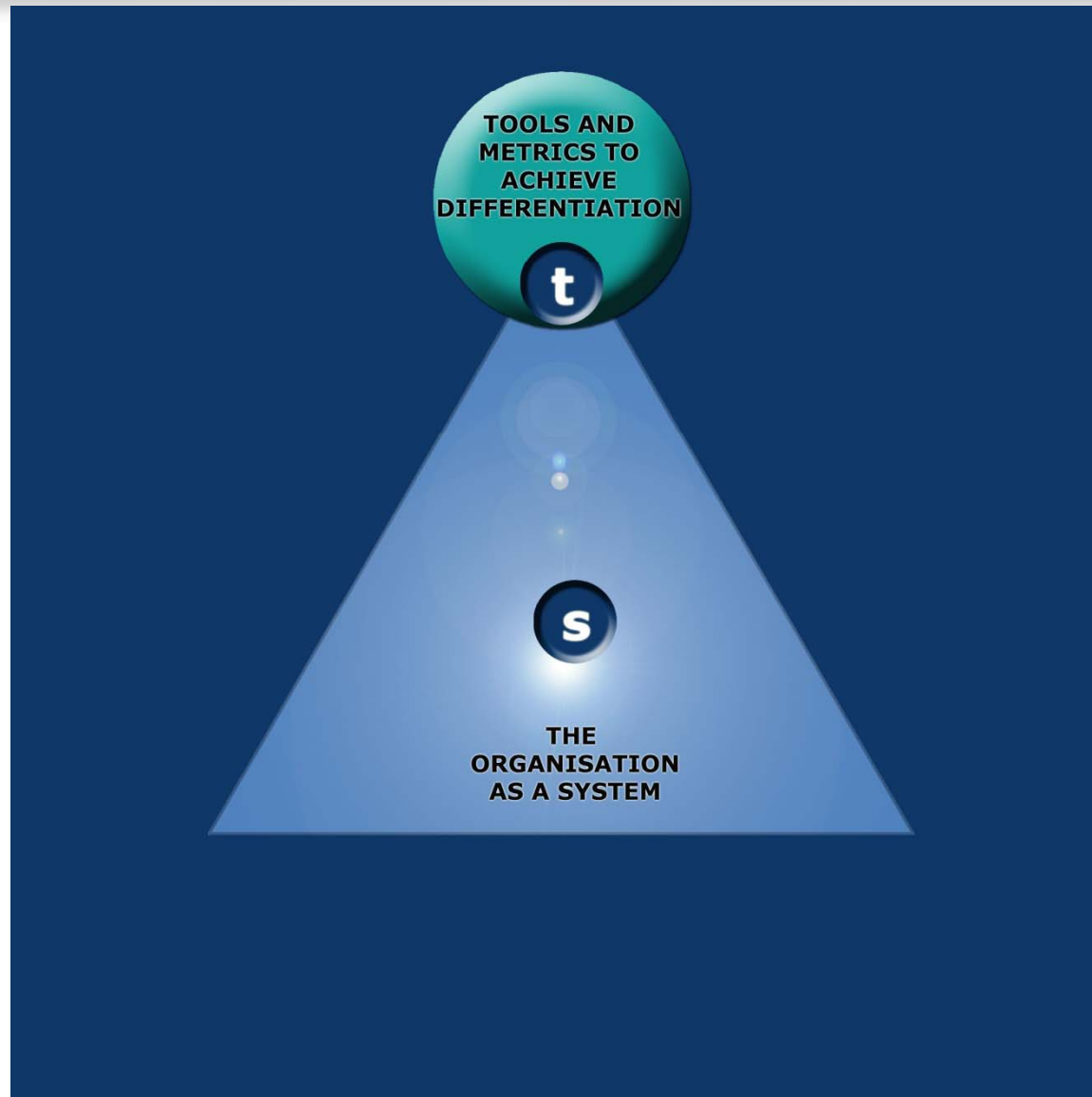


TIPS Holism = Hypercompetition



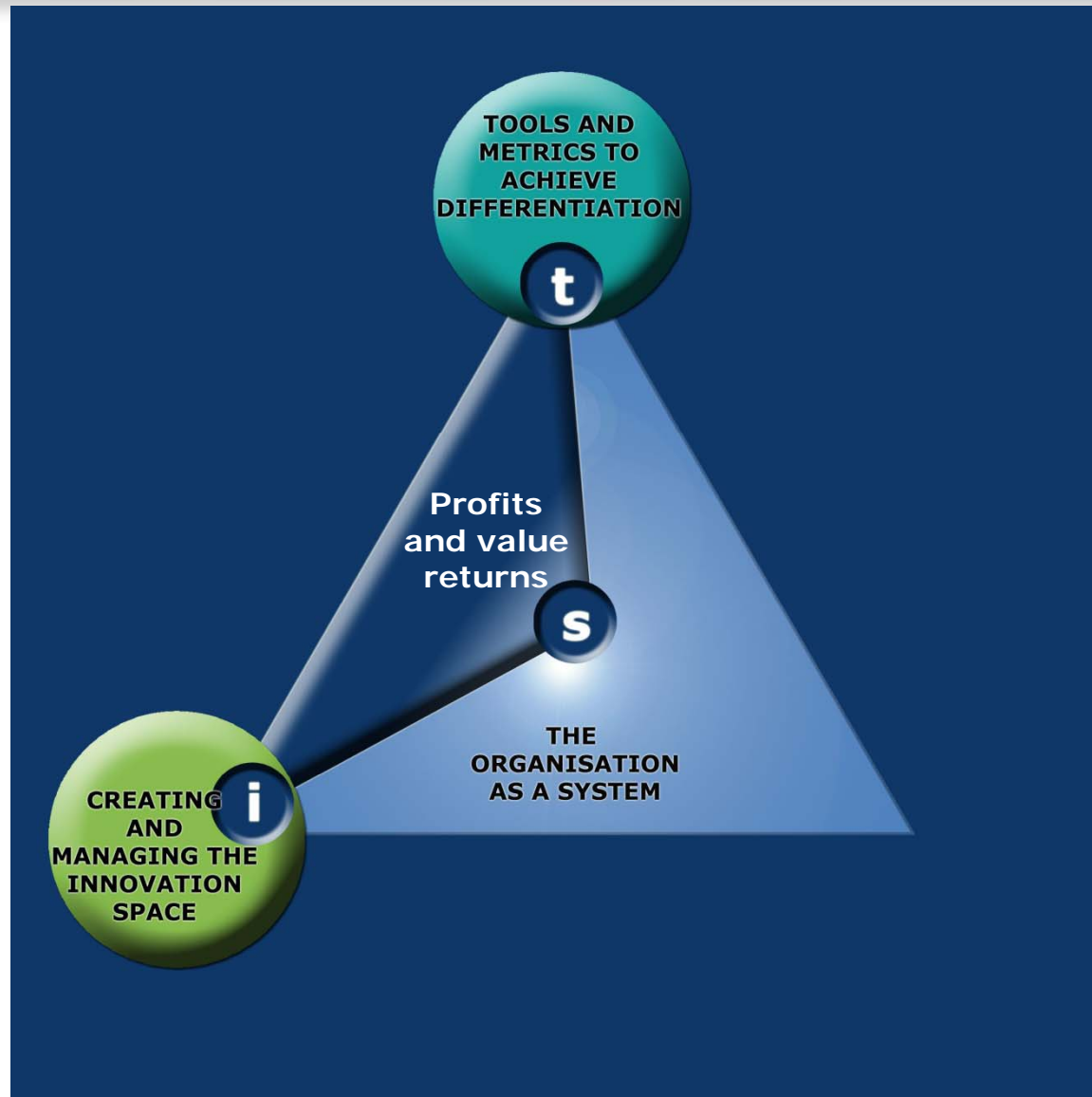


TIPS Holism = Hypercompetition





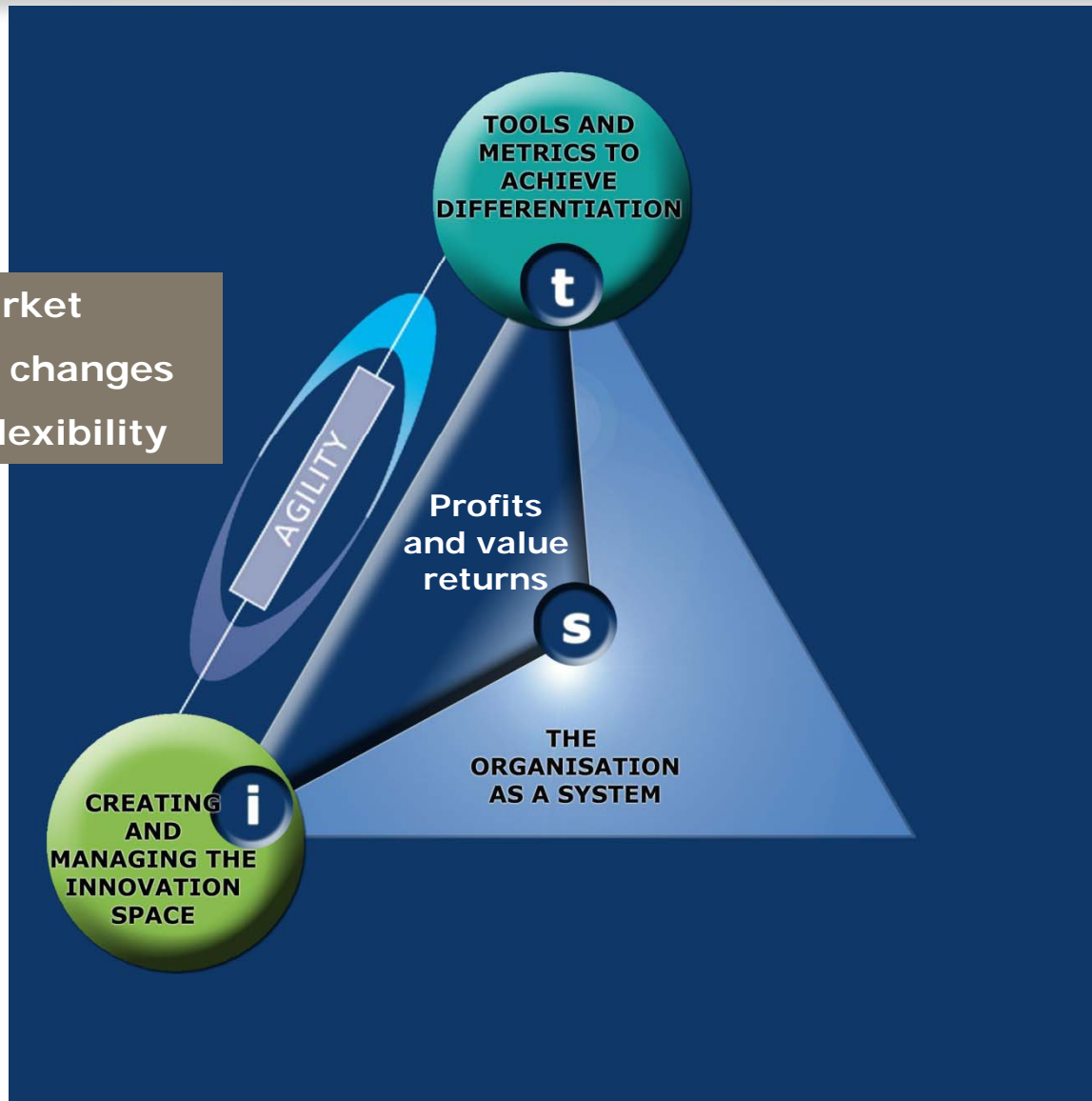
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TIPS Holism = Hypercompetition

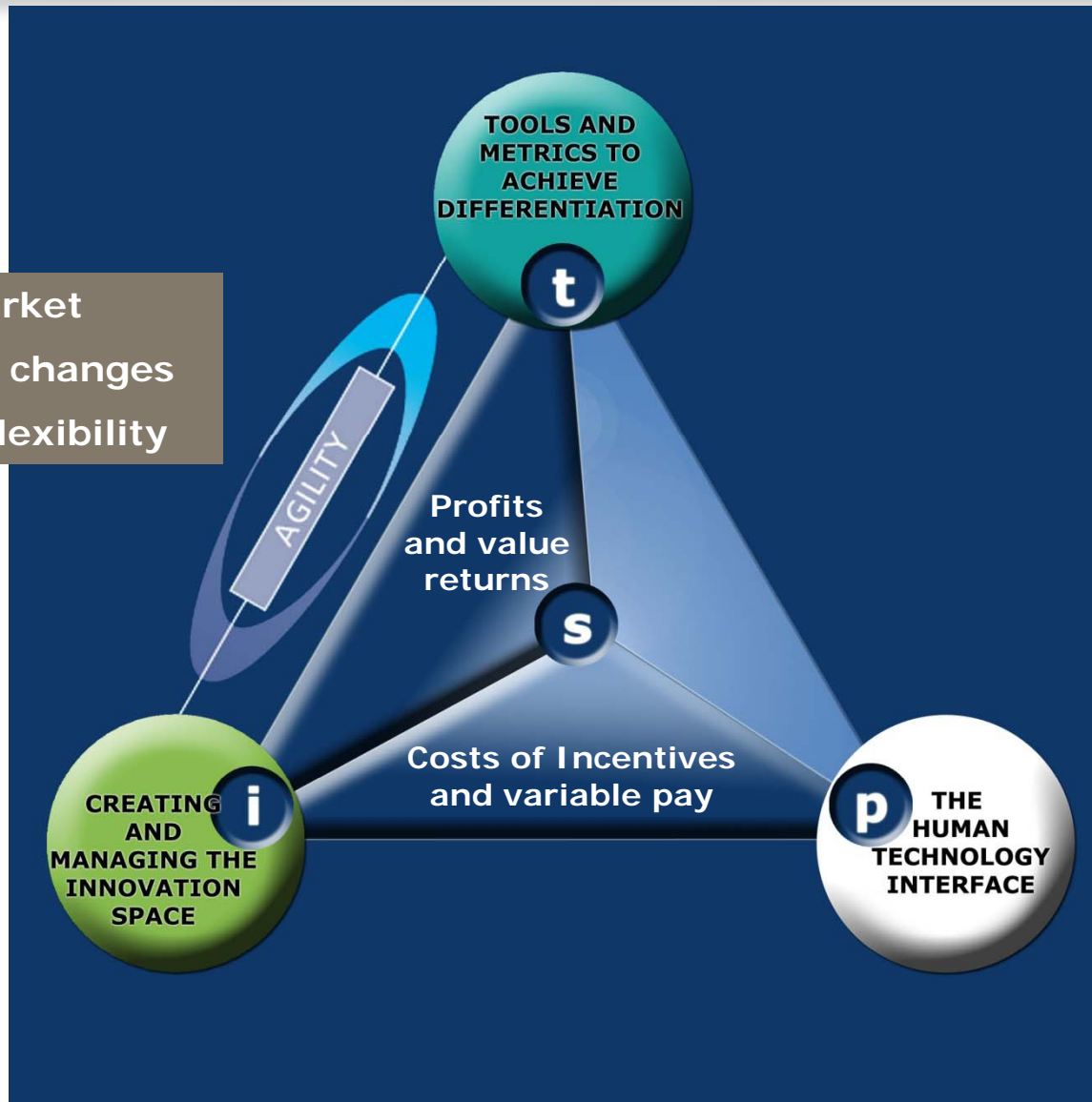
- Speed to market
- Response to changes
- New world flexibility





TIPS Holism = Hypercompetition

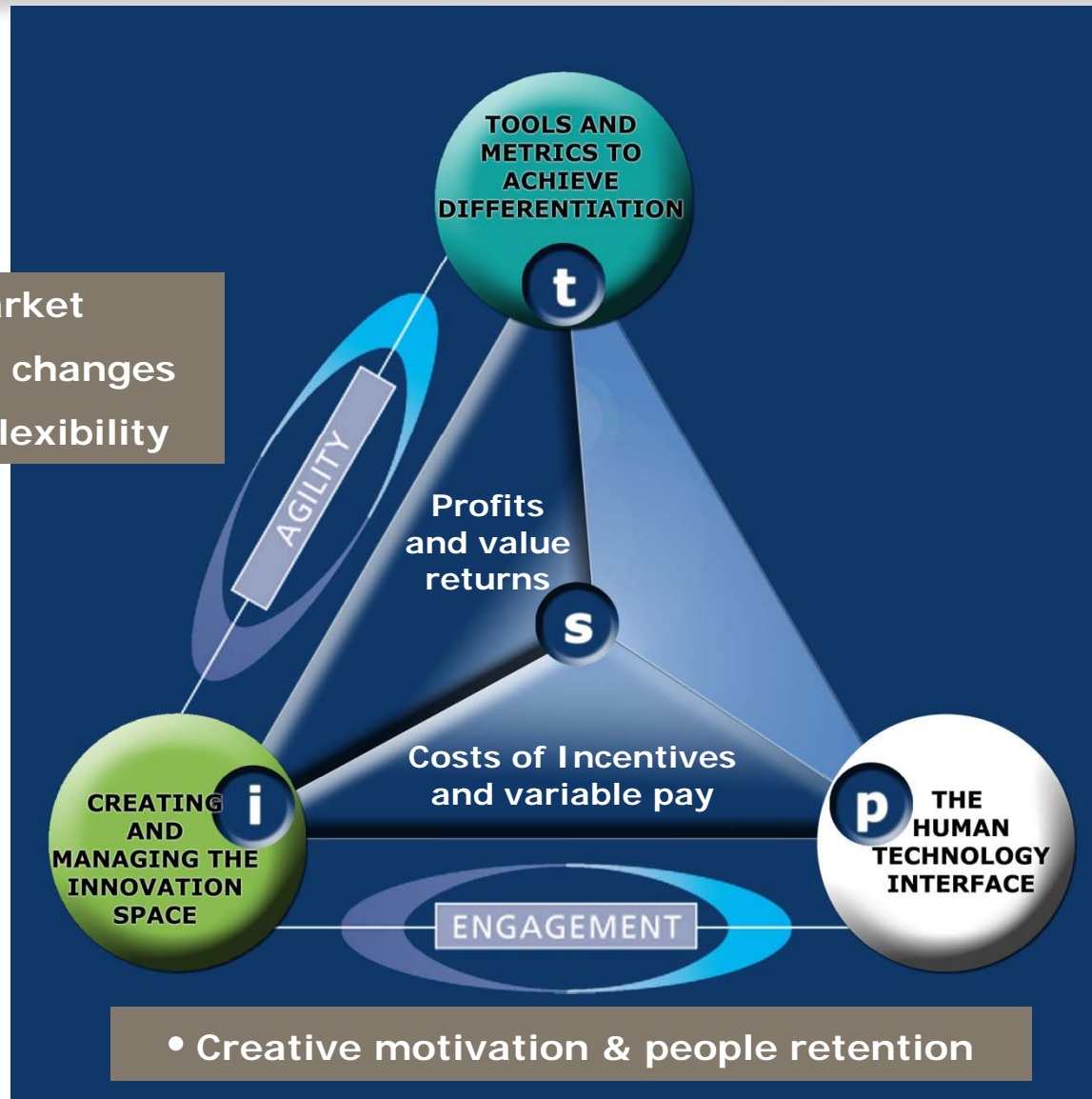
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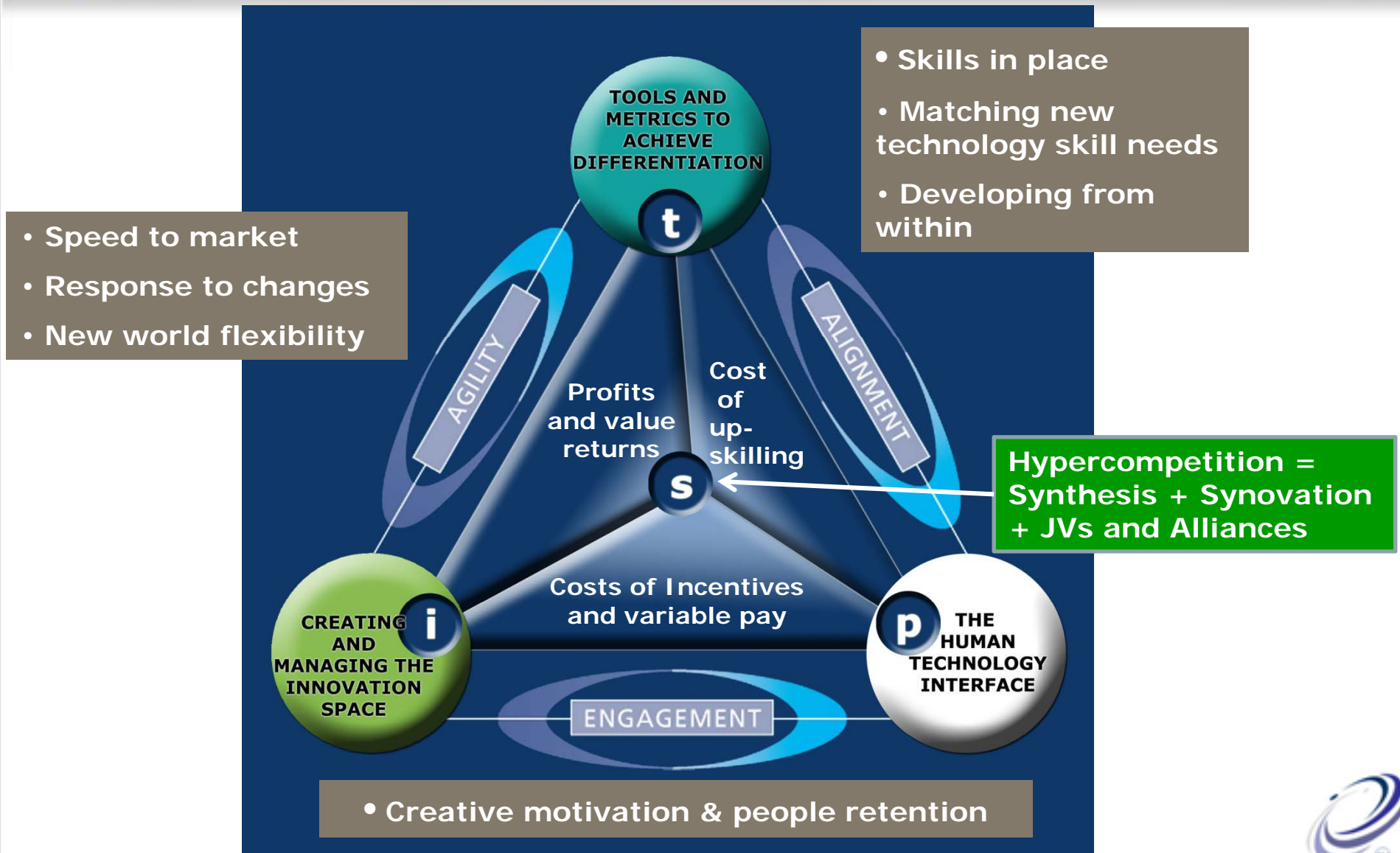
TIPS Holism = Hypercompetition

- Speed to market
- Response to changes
- New world flexibility





TIPS Holism = Hypercompetition





Hypercompetition

Changing the playing field (Blue Ocean)

- This is where the entire package is holistically intertwined and the individual variables and efforts are integrated synergistically
- It is the systemic and synergistic synthesis whereby all the TIPS interfaces blend into making the organisation organisationally or socially relevant





Hypercompetition Discussion

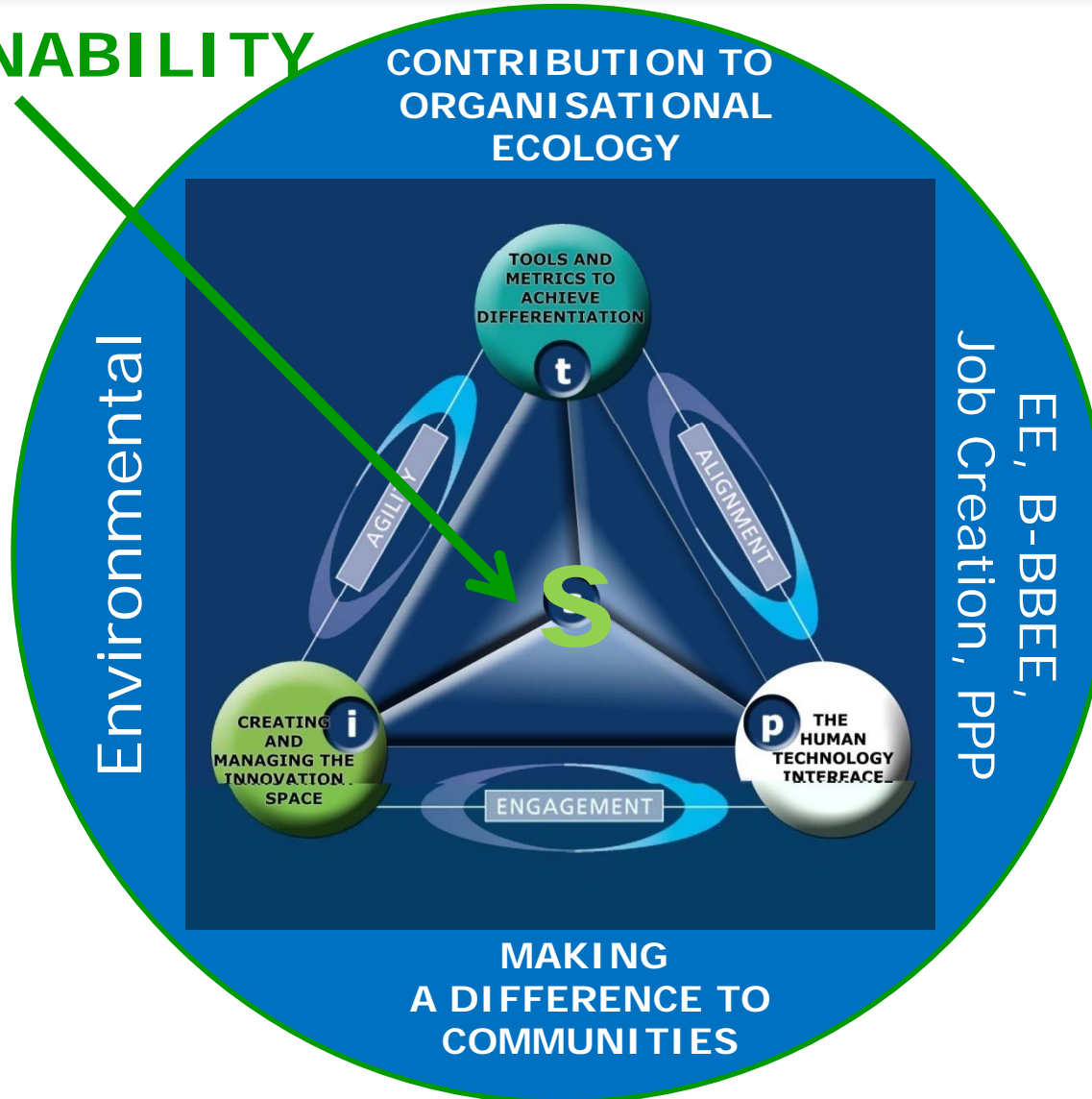
- Partnerships (Strategic Alliances, JVs)
- Extensions of the value chain
- Holistic embracement of tips
- This “s” value is the resultant value of the organisation as profit or social value creator within its chosen markets





TIPS Final focus= sustainability

SUSTAINABILITY





Sustainability

- This is the ultimate measure where the entire organisation and its management is evaluated as to its overall contribution within
 - its chosen marketplace, and
 - To South African society as a whole
- The essence becomes the value of the organisation within its communities
- This then is the ultimate measure of a sustainable business.





Synthesis Discussion

- BEE
- PPP, Community work and endorsements
- Environmental responsibility (Green)
- Job Creation
- Social Responsibility
- Employment equity
- Ecological intelligence
- This "S" value is the ultimate sustainability index and is a measure of the organisation's contribution to South African Society



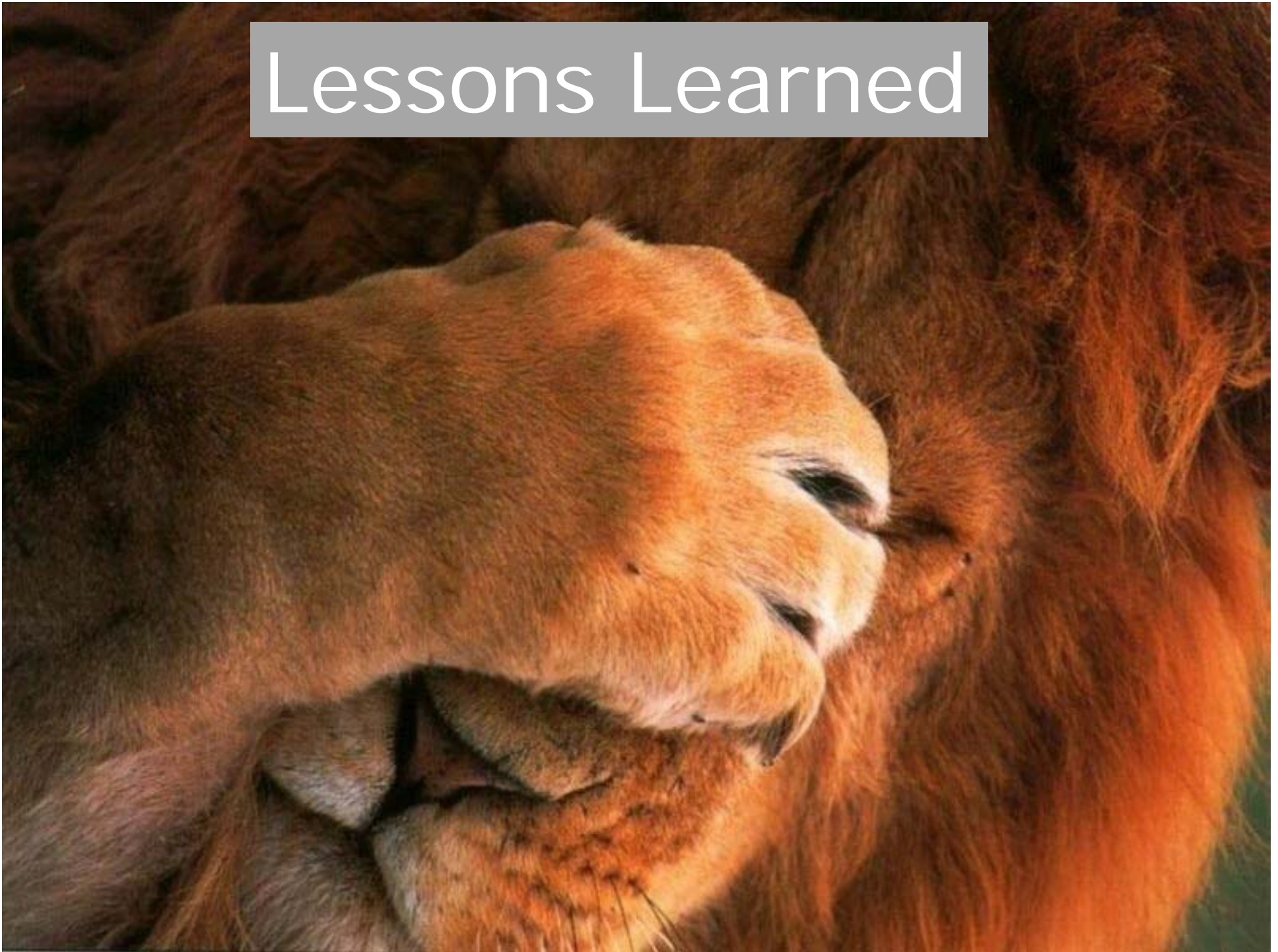


TT100 2008

Example dashboard provided
to each participant



Lessons Learned





Lessons Learned

- “Hard” vs “soft” concepts
- Qualitative vs Quantitative
- Taking the innovation to market
- Commercialising the innovation
- Sustainability



A young lion is captured in a full running stride, moving from left to right across a field of tall, dry, golden-brown grass. The lion's mane is a rich, dark brown, and its body is a lighter tan color. Its eyes are focused forward, and its mouth is slightly open. The background is a dense wall of similar grass, creating a sense of depth and movement. The lighting is warm, suggesting late afternoon or early morning.

Running the commercial
quantitative
(financial applicability) relay



Assessment Process

- Quantitative
 - Validity
 - Reliability
- Qualitative
 - Consistency
 - Credibility
 - Congruence
- With close calls the swing vote often comes from the *“Story behind the story”*



Participant Feedback





Participant Feedback

“We used the questionnaire process to do a complete strategic and operational review of our organisation – we would never have spent time on this without TT100”

“We really appreciated the adjudication session, what we learned from the questions and feedback were extremely valuable for taking our organisation into the future”





Why people entered

- To see where they stood in respect of their markets
- To pre-qualify for other funding awards
- To become part of the TT100 fraternity
- To get the TT100 logo





Why people did not enter

- Because it was a “technology” award and they were neither in the IT field or heavy engineering (machinery)
- Because they did not feel worthy having seen past winners
- Because there was no immediate added value to them
- Because they could not finish the questionnaire (or the slide presentation) in time
- Because they stood no chance against the established previous winners







The Adjudication Process

