



PICMET

Portland International Center for
Management of Engineering
and Technology



Portland, Oregon, USA, Conference August 5 - 9, 2007

07R0013

"Management of Converging Technologies"

"ORGANIZATIONAL MODEL OF EXCELLENCE FOR EUROPEAN TECHNOLOGICAL INNOVATION"

[Guijarro y Jorge](#), Optics, Color and Image Industrial Association, Spain

[Mauri J. Castelló](#), Universidad Politécnica de Valencia (UPV), Spain

[Dominguis A. Forquet](#), Fundación Estema (Center of University), Spain

In the last decade the European and Spanish corporate system has become more and more conscious of the importance of the technological innovations as a main source of increasing productivity and competitiveness. This can be confirmed by the increase in resources – human as well as financial – that the companies and administrations spend on research and development and innovation. However, the small- and medium-sized companies, which make up the majority of the Spanish and European business community, have serious difficulties in developing and adapting innovations to their particular scale of resources and markets, which in the short term will seriously damage their economic activity if they don't act quickly.

Companies have realized for some time that their physical and financial assets aren't enough to generate sustainable competitive advantages over time, in an environment which demands that companies go from following "adaptability" strategies to "anticipation" strategies faced with the constant changes that are being made in a more and more dynamic and globalized environment. Due to this fact, in Valencia (Spain) a new challenge is being accepted: THE DESIGN OF AN ORGANIZATIONAL MODEL OF EXCELLENCE FOR THE MANAGEMENT OF EUROPEAN TECHNOLOGICAL INNOVATION, which helps Spanish companies – or companies from any European region – to convert themselves into excellent managers of Innovation and Technology. In Valencia (Spain) the first steps have been taken, validating a model conceptually and operatively and its way of working through experimental application from which very promising results have been obtained. In fact, the object is to help small companies, not just the ones dealing in investigation and their subsequent results; but offering subsequent advice and adequate training to learn to manage the information offered, converting its business into a true excellent "Information Technology Manager", developing, applying and transmitting Research +

Developing + Innovation. Traditionally we said: “Better than giving out fish is teaching how to fish”,.....today we could say: “In the sea of information there are many and varied types of fish... if you already taught someone how to fish, teach him now how to know if the fish is adequate for him”....that is to say: Research + Development + Innovation.