

# Business appraisal of technology potentials

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## Funding

EPSRC/IMRC

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Centre for  
Technology  
Management

'What is this technology worth?' is a perennial question faced by technology managers. Trying to answer it involves grappling with some fundamental challenges:

- market and technology forecasts are inherently uncertain
- technologies and the route to exploitation are complex
- attributing future revenue to specific technologies is difficult
- decisions often have to be made with limited knowledge
- focusing on risk avoidance can discourage innovation

## Technology evaluation

Any approach needs to address many issues apart from the question of financial worth. These include the need to support decision making and communication; build understanding of markets, technologies and applications; incorporate the views of all stakeholders; and to develop an approach that is compatible with other valuation methods and can evolve over time.

## Research aims and outputs

This completed project was set up to develop systematic approaches to assessing the benefit of new technologies to a business. Specific outputs include:

- an integrated approach, T-VAL, a CD tool that draws together a wide range of concepts, techniques and resources
- qualitative valuation methods including value road mapping to support the evaluation of early stage technologies
- guidance and case studies on quantitative approaches to valuing technology including decision tree software and two short management guides, 'Beyond DCF' and 'Making better estimates for quantitative models'.
- published academic papers and journal articles

