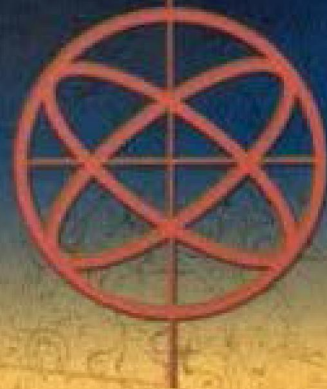


*Creating*  
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## Chapter 21

# A Dynamic Model of Technological Capability: Comparative Analysis of Japanese and German Cases

*Vipin Gupta*

### Introduction

A dynamic technological capability is the ability of an organization to realize its mission and long-term goals based on available inputs, even if those inputs may not have any direct relevance for the targeted mission. A performing organization must get the best out of the available inputs, which may require marketing of these inputs and trading of alternative more appropriate inputs for the targeted mission. Towards this end, several catalyst forces may be available to the firms operating under severe resource constraints and the success depends on how effectively these forces are tapped.

First, using the case of post-war Japanese development, we highlight how Japanese organizations overcame the limitations of their resource-base. Then, we study the post-war German development

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