

The Six Facets Model of Technology Management Applied to Radical Process Innovation at the Industry Level: Genetically Modified Organisms in Agribusiness

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Abstract

The Six Facets Model, originally developed as a framework for understanding process innovation at the organizational level, applies also to change at the industry level. However, this study represents a significant theoretical advance, as it is the first to apply the Six Facets Model to an innovation as radical as the use of genetically modified organisms in food production. From a managerial perspective the Six Facets Model offers a clear picture of what has gone wrong – and right – with the introduction of this radical new technology. It also offers guidance as to how to improve performance. Our conclusions are also of scholarly import, as we link the Six Facets Model to existing theory and develop its explanatory potential with respect to introducing new products as well as new processes.