

EFFICIENT ORGANISATIONAL RENEWAL: THE ROLE OF TECHNOLOGICAL AND MANAGEMENT INNOVATION

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ABSTRACT

Over the past few decades, scholars around the world have produced a vast body of research and writing on innovation. Most of this has focused on various aspects of technological innovation, but recent publications have shown the processes of management innovation enabling the efficient adoption of technological innovation. In Europe, several hundred thousand firms could benefit from these results. This paper explores what inhibits the implementation of technological innovation from the management science perspective. We used an exploratory research approach, through a multi-level case study (observation, document analysis and interviews) of a machinery company. We found that management innovation must take place before technological innovation to achieve the desired efficiency growth. Close inter-organisational networks and a change agent are also required to catalyse the processes.

KEYWORDS: Efficiency, Organisational Renewal, Management Innovation, Organisational Innovation, Technological Innovation, SME

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