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MİLLETLERARASI
TÜRK KOOPERATİFÇİLİK
KONGRESİ**

**26 - 28 Eylül 2019
Kiev/UKRAYNA**



**TÜRK
KOOPERATİFÇİLİK
KURUMU**

Inovasyon Temaları

Şöyşal İnovasyon
İnovasyon ve Dijitalleşmenin Kooperatifler Üzerindeki Etkisi
Güçsümlük ve Dijitalleşme
Kooperatiflerde Sektörel Sorunlar ve Çözüm Önerileri
Yeni Ekonominin Kooperatifler Üzerindeki Etkisi
Endüstri 4.0 ve Kooperatifçilik İle İlişkisi
Küresel Ticaretle Kooperatifliğin Etkisi
E-ticaret ve Kooperatifçilik
Değişen Dünyada Kooperatif İşletmelerin Önemi
Tarım odaklı sanayileşme ve Kooperatif İlişkisi

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Maliye, Kamu Yönetimi,
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ÖNSÖZ / FOREWORD

Türk Kooperatifçilik Kurumu 1944 yılından bugüne kadar bu kongre ile beraber 23 Milletlerarası Kooperatifçilik Kongresi düzenlemiştir. Bugüne kadar gerçekleştirilen Türk Kooperatifçilik Kurumu tarafından düzenlenen Milletlerarası Kooperatifçilik Kongrelerin ana temaları, tarihleri ve düzenlendiği yerler şöyle sıralanabilir:

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Başkenti Kiev’de “Dijital Dönüşüm ve Kooperatifçilik” ana temasıyla gerçekleştirilmiştir.

Kongreye gönderilen bildiriler 2 hakem değerlendirilmesinden geçirilmiş ve 72 adet bildiri kongrede sunulmaya layık bulunmuştur. Kongre 5 tanesi parallel olan 9 adet

oturumda gerçekleştirilmiştir. Kongreye Türkiye ile beraber 8 farklı ülkeden katılımcı katılmıştır. Portekiz, Kanada, Romanya, Yemen, Azerbaycan, Kazakistan ve Pakistan'dan gelen yabancı katılımcılarla beraber 107 katılımcı " Sosyal İnovasyon", "İnovasyon ve Dijitalleşmenin Kooperatifler Üzerindeki Etkisi", "Girişimcilik ve Dijitalleşme", "Kooperatiflerde Sektörel Sorunlar ve Çözüm Önerileri" , "Yeni Ekonominin Kooperatifler Üzerindeki Etkisi", "Endüstri 4.0 ve Kooperatifçilik ile İlişkisi", "Küresel Ticarete Kooperatifçiliğin Etkisi", "E-ticaret ve Kooperatifçilik", "Değişen Dünyada Kooperatif İşletmelerin Önemi", "Tarım Odaklı Sanayileşme ve Kooperatif İlişkisi" konularında 3 gün boyunca bilgi alışverişinde bulunmuşlardır.

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23.Milletlerarası Türk Kooperatifçilik Kongresi, Türk Kooperatifçilik Kurumu'nun Dış Münasebetler ve Kongre Düzenleme Çalışma Kurulu üyelerinin kongre düzenleyici kurulu olarak çalışmasıyla başlatılmıştır. Kongre Düzenleme Kurulu Doç. Dr. Mehmet BAŞ, Prof. Dr. Turhan ÇETİN, Prof. Dr. Enver AYDOĞAN, Prof. Dr. Mehmet ARSLAN, Prof. Dr. Hasan YAYLI, Doç. Dr. Cemalettin AKTEPE, Dr. Emre Burak EKMEKÇİOĞLU, Arş. Gör. Sinan ŞEKEROĞLU, Arş. Gör. Dr. Cemil ŞENEL ve Arş. Gör. Mücahit Burak ÜNLÜÖNEN'den oluşmuştur.

Bilim ve Hakem Kurulunda bulunan ve/veya bildiri özet ve tam metnlerinin değerlendirmesini yapan öğretim üyelerine ve Düzenleme Kurulu üyelerine, 23. Milletlerarası Türk Kooperatifçilik Kongresi'nin gerçekleştirilmesindeki özverili çalışmalarından dolayı teşekkür ederiz.

EYLÜL, 2019

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İNOVASYON NASIL YAPILMALI? ÜRÜN İNOVASYONU MU SÜREÇ İNOVASYONU MU

İnci ERDOĞAN TARAKÇI*

Özet

İnovasyon hakkında birçok çalışma bulunmaktadır. Yapılan çalışmalardan bazıları inovasyonun bir süreç olduğunu, bazıları da süreç inovasyonunun ürün inovasyonuna bir alternatif ve destekleyici olduğunu öne sürmektedir. Bu çalışmaların bazıları, bir yaklaşıma diğerine nazaran daha fazla odaklanarak başarılı olmanın mümkün olduğunu öne sürerken, bazı çalışmalar da kuruluşların sektörlerine bağlı olarak birincil bir hedefe odaklanması gerektiğini ileri sürmektedir.

Bu çalışma, inovasyonun belirleyicileri ve inovasyon türlerinin karşılaştırılması ile ilgilidir. Paradigmadaki değişimin nedeni, rekabetin küreselleşmesi ve rekabet avantajından ziyade inovasyonu bir zorunluluk haline getirmesidir. Bu son derece rekabetçi ortamda, pazar payını kaybetmemek için şirketler müşterilerin ihtiyaç ve beklentilerine odaklanırlar. Şirketler, nasıl inovasyon yapacağına karar verirken müşteri etkisini dikkate alarak karar verirler. Yeni teknolojilerin kullanımı, özellikle internet kullanımı sayesinde, müşterilere doğrudan ulaşmak ve web üzerinden mesaj vermek daha az maliyetli ve çok daha kolaydır. IT destekli ağ pazarlaması, müşterilere dünyanın her yerinden rakipler arasında karşılaştırma yapma fırsatı sunmaktadır.

Ürün inovasyonu ve ortaya çıkan gelişmeler, şirketlerin kendilerini pazarda farklılaştırmasını sağlar. Ürün yeniliği, artan marka değeri, daha hızlı teknoloji benimseme oranları, daha fazla getiri ve daha fazla yenilik, inovasyon için hazırlanan bir ortama kapı açar. Aynı zamanda çalışmayı eğlenceli hale getirir, çünkü işbirlikçiler en iyi fikirlerinin herkesin yararına gerçek olacağını farkında olduklarında zorlanır, canlanır ve takdir edilirler. Bir organizasyondaki süreç inovasyonu, müşterilerin talebinden başlayarak, faaliyet, karar, bilgi ve malzeme akışları dahil olmak üzere organizasyon tarafından yaratılan değerli mal ve hizmetin üretimini sonuna kadar bir reformun adresidir. Yüksek beklenti ve talep, bilişim teknolojisinin tam olarak kullanılmasını sağlamak için üretim sürecindeki yeniliğe ve üretim teknolojisinde emek ve organik kompozisyona vurgu yapılmasına dayanmaktadır.

Asıl soru, uzun vadede rekabet avantajına sahip olmak için inovasyonun nasıl yapılacağıdır. Ürün inovasyonu mu süreç inovasyonu mu? Bu çalışmada, akademisyenlerin inovasyon türleri ve bunların birbirleriyle olan ilişkileri hakkında öne sürdükleri fikirler tartışılmıştır.

1950'lerde ve 1960'larda, asıl sorun üretim olmuştur. Başarıyı elde etmek için en önemli şey, üretimin ne kadar iyi yapıldığıdır. Bunun için yöneticiler operasyonel faaliyetlere ve üretime odaklanmıştır. Operasyonel faaliyetleri yürütmek için bütçe ve prosedürler stratejik yaklaşımlardır. Üretimde verimliliğin artırılması rekabet edebilmek için yeterli olmuştur. 1960'lı yıllardan sonra, dünya ticaretindeki büyüme, Gayri Safi Milli Hasıla'daki büyümeyi önemli ölçüde aşmaya başlarken, yabancı yatırımlar önemli ölçüde hızla artmaya başlamıştır. Bu durum uluslararası rekabet ortamında temel değişimin başlangıcı olmuştur.

Değişen küresel ekonomide, müşterilerin hızla değişen ihtiyaçlarını ve beklentilerini karşılamak için birçok şekilde (kalite, hizmet, fiyat vb.) rekabet etmek gerekir. Her şeyden önce, Peter Drucker'in önerdiği gibi, "her kuruluş- sadece işletmeler için değil- bir temel yetkinliğe ihtiyaç duyar: yenilik. Artan rekabet organizasyonları yenilik yapmaya zorlamaktadır. Yeni ekonomik düzende, inovasyon türlerinin birbirleri ile önemli ölçüde ilişkili olduğunu söylenebilir. Ve bunlardan sadece birinde ne kadar iyi olunduğunun bir önemi olmamakla birlikte asıl gereksinim, yeni teknolojilerin fırsatlarını ve ağ pazarlamasının yeteneklerini kullanarak her ikisinde de ne kadar iyi olunduğudur. Bazı gelişmeler organizasyonu bu inovasyon türlerinden bir veya daha fazlasında inovasyona yönlendirir. İnovasyonun kendisi bir süreçtir ve hem ürün inovasyonu hem de süreç inovasyonu birbiriyle ilişkilidir. Başarının, inovasyon döngüsündeki

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teknolojik geliřmeleri yeni teknolojiler, iyi vasıflı iř gücü, yeni yönetimsel beceriler kullanarak ne kadar iyi uyguladığımızı da baęlı olduęu söylenebilir. Sürdürülebilir bir rekabet avantajı için hem pazarlama, teknoloji, üretim ve süreçlerde yenilik yapmak bir rekabet avantajı yerine, bir zorunluluktur.

Anahtar kelimeler: Pazarlama, küresel rekabet, inovasyon, ürün inovasyonu, süreç inovasyonu.

HOW TO INNOVATE? PRODUCT INNOVATION VS PROCESS INNOVATION

Abstract

There are many studies on innovation. Some of the studies suggest that innovation is a process, while others suggest that process innovation is an alternative and supportive for product innovation. Some of these studies suggest that it is possible to succeed by focusing more on one approach than on the other, while some studies suggest that organizations should focus on a primary goal depending on their sector.

This study is about the comparison of innovation determinants and types of innovation. The reason of the changes in paradigm, the competition goes to global and it makes innovation a necessity rather than competitive advantage. In this highly competitive environment, not to lose the market share, companies focus on the needs and expectations of the customers. Companies consider the customer affect while they are deciding how to innovate. By the use of new technologies, especially the use of internet, it is less costly and much easier to reach the customers directly and give the message via the web. IT enabled newnetwork marketing provide customers opportunity to make comparisons among the competitors from all over the world.

Product innovation and the resulting developments enable companies to differentiate themselves in the market. Product innovation, increased brand value, faster technology adoption rates, greater returns and more innovation opens door for an environment prepared for innovation. It also makes work fun, because partners are forced, revived, and appreciated when they are aware that their best idea will be real for everyone's benefit. Process innovation in an organization is the address of the reform, which has started from the customers' demand, to the end of the valuable product and service created by the organization, including the activity, decision, information and material flows. High expectations and demand are based on the ability in process innovation to ensure the full use of information technology and the emphasis on labor and organic composition in production technology.

The main question is that how to innovate to have competitive advantage over the long run? Product innovation or process innovation? Many ideas discussed that scholars suggested about the types of innovation and their interrelations.

Between 1950s and 1960s, the main problem was production. To get the success, the most important thing was how well the production is made. Therefore, the managers focused on operational activities and production. Strategic approach was the budget and procedures to run the operational activities. Increasing the efficiency in production was enough to compete. After 1960s, the growth in world trade began to exceed significantly the growth in Gross National Product, while foreign investments has been significant and growing rapidly. It was the beginning of fundamental change in the international competitive environment

In the changing global economy, it is necessary to compete in many ways (quality, service, price...etc.) to meet the rapidly changing needs and expectations of customers. First of all, as Peter Drucker suggest, "every organization - not just businesses - needs one core competence: innovation. Growing competition force the organizations to innovate. It can be said that in the new economy, both types of innovation are significantly interrelated. And it doesn't matter how well to innovate in one of them, the necessity is, how well to innovate in both of them by using the opportunities of new technologies and the abilities of network marketing. Some developments direct the organization to innovate in one or more of these types of innovation. Innovation itself is a process and both product innovation and process innovation is interrelated. It can be said that the success also depends on how well you implement the technological developments in your innovation cycle by the usage of new technologies, well skilled labor, new managerial skills...etc. It is a necessity –rather than competitive advantage- to innovate in both marketing, technology, production and processes for a sustainable competitive advantage.

Keywords: *Marketing, global competition, innovation, product innovation, process innovation.*

Introduction

There are lots of studies about innovation. Some of the studies argued that innovation itself is a process, some of the studies say that process innovation is an alternative and support to product innovation, some of them say that it is possible to be successful by being more reliant on one approach to another or some of the studies argue that organizations must focus on a primary objective depending on their industry.

Treacy and Wiersema (www.innovationheat.com), in their book, *Market Leaders Discipline*, argue that organizations can succeed as product innovations, service innovations or process innovations. However, they need to focus on the primary goal and this will depend on the sector they are in. Operational excellence (process), product leadership (product) and customer intimacy (service) are often the basis for success. Firms must focus on and compete these disciplines. As Dr. W. E. Deming often said (www.wordpress.com): “If you improve the quality of the process, you will decrease waste and rework, lower costs and gain market share”. The examples of this argument is that in the automobile industry Americans held a distinct advantage in the “distribution and design” and Japanese held the advantage in the “reliability and quality”.

Another study is done by the UK Policy Studies Institute (www.psi.org.uk). This study is about the relationship between product and process innovation. In this study there are three questions that need to be answered. First is “how investments in process technology related to product innovation?” second is “is process innovation an alternative to product innovation?” and the last one is “how the regions differ in their use of process technology”.

The study shows us that some firms (69%) which are product innovators are also process innovators. But in general, 80% of all firms had engaged either in product innovation or in investment in new production equipment or both. And the study founds out a strong connection between product innovation and process innovation. At last, this study claims that; process innovation supports and complements product innovation. And also it acts as an alternative or substitute.

John Percisco (www.innovationexcellence.com) in his work “Process Innovation or Product Innovation”, he argues that success may depend not on how well you do in any of the innovation disciplines but how well you do it all. He also argues that the heart of all innovations starts with process innovation, and that the core of a business must be based on strong and continuous innovation in this area. Here, the main point is that the innovation process must be continuous, not focused on only one discipline. If you focus on one of them, your competitors in the same industry may force you to compete in other disciplines of innovation in order not to lose your market share.

As seen, process innovation is the adoption of technologically new or significantly improved production methods. Implementation of a new or significantly improved production method involves the development of a newly developed machine, a new method, or a new method of using the new software as part of the process or using it to develop new products. So, the technological innovation is becomes a necessity for a successful process and product innovation. The success is depend on the ability of the company’s adaptation to new technologies.

In this highly competitive environment, not to lose the market share, companies focus on the needs and expectations of the customers. Companies consider the customer affect while they are deciding how to innovate. By the use of new technologies, especially the use of internet, it is less costly and much easier to reach the customers directly and give the message via the web. IT enabled newtwork marketing provide customers opportunity to make comparisons among the competitors from all over the world. Than the brand image and marketing strategies of the companies and their products gain importance. It is possible to create new and differentiated image to satisfy the demand in the market without any invention on the production process of a product or service. So, it can be said that marketing innovation will be the core competence of a

firm but still technological, process and product innovation is necessary to differ in the market and for a sustainable competitive advantage. The process is continuous and there are close and strong relations between disciplines of innovation.

There are lots of studies about Innovation. The innovation itself is a process and all the disciplines have strong relations with each other. In the industry, to get competitive advantage, organizations must innovate and focus on these disciplines. There are different claims about focusing on one of these disciplines or innovate in all of them. And also the implementation of the innovation process and the necessity of new IT adoption is argued.

To come up with the answer of how to innovate in all disciplines to compete in the industry and to understand the need for innovation, a conceptual analysis has been done and the decisions have argued.

2. Need to Innovate

First of all, as Peter Drucker suggest, “every organization- not just businesses- needs one core competence: innovation. And every organization needs a way to record and appraise its improvement performance”. Before the organizations innovate, it must be creative. Creativity requires people to fight today to do something in order to uncover their unexplored potential. Being creative is not enough to meet today's needs. Good ideas need to be transformed into products. Everyone in the organization should define and implement ways to improve their individual and also the organizational performance.

But in practice, organizations tend to focus on basics and find more ways to cut the costs. To achieve a financial turnaround and maintain a fragile operating margin this mentality should be changed. Innovation has great rewards for the companies that innovate. But not all of them innovate. Mostly they reason that they have no enough time or enough resources, others reason that daily pressures and constant firefighting on the job sap their energy or something similar to these reasons. However innovation can start on a small scale and does not have to be the responsibility of one person in the company. There is a saying “If you want things to stay the same, than something has to change”. The economy and the industries are changing and will continue to change. Those who oppose the wave of change should pay attention to the parable of the poached frog, which Peter Senge (1990) described as the many causes of the elimination of organizational learning difficulties in his book "The Fifth Discipline". The sample course is simple: if you put a frog in boiling water, it pops out; but if you put him in cold water and slowly raise the heat, he cannot perceive any immediate danger so he slowly allows him to boil to his death. Companies should be aware of the gradual market threats and be willing to innovate before the threats reach the “boiling point”.

3. Change in Paradigm

In the changing global economy, it is necessary to compete in many ways (quality, service, price...etc.) to meet the rapidly changing needs and expectations of customers. In the new IT-enabled marketing, the competition goes to global and it is easy to reach the information about the price and the quality of the competing products and services via the web by the increasing accessibility and availability of market information for both buyers and sellers. It requires to compete in both cost affective and differentiated way to compete globally. This growing competition force the organizations to innovate.

After 1950s, the strategic choices of the organizations began to change depending on the changes in the market and the turn in the competition.

Figure 1. The strategic choices of the organizations

	1950-1960	1960-1970		1970-1980	1980-1990	1990-2000
MAIN PROBLEM	Production	Investment		Competition	Implementation	Change
MANAGERIAL FOCUS	Operational Management	Risk Management		Management Competition	Management of Organization	Change Management
STRATEGIC APPROACH	Budget and Procedures	Strategic Management		Competitive Strategy	Implementation Excellency	Core Competence
COMPETITIVE ADVANTAGE	Efficiency	Prediction		Market Positioning	Organization Culture	Innovation

As seen in the chart, after 1950s, the strategic choice start to change. Between 1950s and 1960s, the main problem was production. To get the success, the most important thing was how well the production is made. Therefor, the managers focused on operational activities and production. Strategic approach was the budget and procedures to run the operational activities. Increasing the efficiency in production was enough to compete. After 1960s, the growth in world trade began to exceed significantly the growth in Gross National Product, while foreign investments has been significant and growing rapidly. It was the beginning of fundamental change in the international competitive environment. Growing foreign investments, therefor, was the main problem since 1970s. These foreign investments implied risky environment. And than, managers focused on risk management. The strategy became more important to forecast the future and make plans to reduce the risk factors. Prediction was enough to compete successfully by reducing the risks. After 1970s, competition continued to grow significantly and became a main problem for the organizations. Managers focused on to manage the competition and deal with competitive strategies. Choosing the right strategy was very important and strong market positioning was the competitive advantage for the organizations. Competition – still keeps it's importance – has been the main problem since 1980s. After 1980s, Western countries started to lose their marketshare against Eastern countries. Because, Eastern countries do the implementation better than Western countries and the main problem became the implementation. Implementation excellency was necessary to compete and therefor, the organizatonal culture that affects the implemetation success was the competitive advantage. But after 1990s, organizations mostly reached the optimal implemetation excellency and it didn't matter how well to do the implementation or produce perfectly, any more. The main problem was to reach the rapidly changing environment. When everything change rapidly, something must be less changable and it is the core competence. The core competence to innovate. After that, innovation became the competitive advantage.

In today's IT-enabled markets and global competition, the main problem is the knowledge and knowledge transfer. But still, the competitive advantage is the Innovation. It is harder than before to compete in highly competitive markets. By the help of the transparency of network markets, it is easy to reach the information for both buyers and sellers via the web. To come up with the competition and make the customers choose the organization's goods and services, organizations should compete in many ways such as quality, reliability, style, novelty, convenience, service and price. Unless all the important hurdles are met, firms may loose their customers. Organizations

should adapt to changes in the market. Customer needs and tastes have a rapid change. Focusing on a single point of strength may cause organizations to reduce their resilience and adaptability. This rapid changes also shorter the life cycle of the goods and services. Organizations tend to adapt to the growth of competitors and the innovation become a necessity rather than just a competitive advantage. Still, efficiency, prediction, market positioning and the organizational culture are necessary to compete but they are not sufficient. On the other hand, innovation itself is enough to compete.

But the main question here is that how to innovate? There are many studies about the innovation types. Main discussion is that to have a sustainable competitive advantage, whether to innovate in one of them or innovate in all of them?

4. Types of Innovation

There are three types of innovation, as described in the study of Harrington Institute Inc. (www.harringtoninstitute.com). The first is the incremental innovation that focuses on making small but significant improvements in existing products and services. Second, it is breakthrough innovation (evolution) that introduces an existing technology to a new market, introduces a new technology to an existing market, or changes the way in which the offer is delivered. The latter are game changers that break the existing market or create a completely new market.

All these types of innovation will be managed in four ways (www.harringtoninstitute.com). That means that in general, there are four types of innovation:

1. Product Innovation: Enhancements to produce the product or service.
2. Process Innovation: The improvements of efficiency and effectiveness of the organizational operations.
3. Marketing (Sales) Innovation: A new marketing concept.
4. Management Innovation: A new way of managing the organization.

In many Studies, scholars define the types of innovation in different perspectives. Some scholars suggest that there are six types of innovation:

1. Product: What we produce and sell.
2. Service: Exceeding customer expectations.
3. Process: Continuous improvement of how we do things.
4. Management: Business strategies, systems and structures.
5. Open: Working beyond boundaries and collaborating globally.
6. Value: Creating unique value that eliminates the cost to compete.

Stanford University clustered all the innovations together in the table below:

PRODUCT LEADERSHIP ZONE	CUSTOMER INTIMACY ZONE	OPERATIONAL EXCELLENCE ZONE	CATEGORY RENEWAL ZONE
Disruptive Innovation	Line Extension Innovation	Value Engineering	Organic Innovation
Application Innovation	Enhancement Innovation	Integration Innovation	Acquisition Innovation
Product Innovation	Marketing Innovation	Process Innovation	Harvest and Exit
Platform Innovation	Experiential Innovation	Value Migration Innovation	

On the other hand, Lisa De Propris (2002) on her study about the types of innovation, suggests that there are four types of innovation: Product, Process, Incremental and Radical Innovations. But Barlow (1999) suggests that innovation usually takes two forms: Product or Process Innovations. Product innovation improves the product design and the level of service quality and Process Innovation reflects the changes in the way firms produce the end products and services. There are similar studies that generate the types of innovation in different ways. In general, process and product innovation is common in all these studies. In rapidly changing markets and the high growth in technology, technological innovation is seen to be a necessity for success in all innovation types and also marketing innovation becomes a necessity in the highly competitive new economy. Therefore, this study especially focused on 4 types of innovation, that is Product Innovation, Process Innovation, Technological Innovation and Marketing Innovation.

5. Comparison Of The Choices

Companies can decide to innovate in one of these types of innovation or decide to innovate in all of them to have the competitive advantage. The choice depends on the environmental and also the organizational factors. There are some incentives and restrictions for organizations to innovate. Governments can encourage innovation by pursuing a trade liberalization policy, as Ilke Van Beveren and Hylke Vandenbussche point out in their study called Product and Process Innovation and the Firm's Decision to Export (2010). When firms are likely to be exporters in the near future, they engage in innovation activities that include cost reduction and quality improvement. This can be explained by several factors. The fact that companies are willing to face more competition when sending their goods abroad may enable them to invest more in process and product innovation before export. In addition to the possibility of more competition, exports also lead to an increase in the size of the market. This increases the return on investment by facilitating the recovery of the fixed cost which is frequently found in innovation investments. In addition to government affect, there are different factors such as environmental, industrial, cultural affects that directs the organizations' choice for innovation.

5.1. Marketing innovation

In order to gain new achievements to meet the needs and requirements of its stakeholders, organizations must constantly explore the development of their products and services through marketing innovation and creativity. This will play a crucial role in achieving competitive

advantage, especially through competitiveness industries, through the forces of change brought to the sector through recapitalization and consolidation. Marketing innovation and creativity are crucial for organizational success. In this way, companies can improve their business and provide a competitive advantage.

As Festus M. Epetimehin (2011) suggested in the study about marketing innovation and creativity, marketing innovation and creativity plays a major role in achieving competitive advantage. The study shows that marketing innovation and creativity is crucial in both organizational success through services, prices, promotion, distribution and the role of top management and their encouragement and motivation of the staff and the clients in accepting the innovations. Also marketing innovation availability is very important to serve marketing innovation and creativity and the understanding of the client's needs and finally the importance of having a recovery strategy in order to correct the errors that may occur when conducting transactions to keep the clients satisfied.

As seen in many studies on marketing innovation, developing a continuous stream of new products and services based on science, technology and related forms of advanced knowledge is a fundamental requirement for firms to compete in global markets. From 1999 to 2009, more than %75 of households have broadband internet access. Also after the high usage of google search, it generally forced marketers and media companies to rethink the way they approach their businesses. Google's auction based buying system doesn't look just at keyword prices but also the quality and relevance of the ad-a precursor to a world where marketing is an invitation and not an interruption. On the other hand, the rise of social networks helped marketers, social scientists and behavioral economists create digital maps of that influence. Also the facebook, twitter or other similar social networks popularized the social graph. These networks became the basis for the idea that something could very quickly go viral. So, innovation becomes a necessity to compete successfully in these highly competitive environment.

5.2. Technological innovation

Innovation means exploring new opportunities in the market by exploring new technologies and introducing new concepts for business. The technological competences of a company can represent the most important competitive advantage. The commercial use of technological innovations has become one of the most important ways of achieving goals.

Technology is always pushing limits further. When a new technology has found its ideal role in the world, it becomes an active agent in increasing the options, choices and possibilities of others. What is impossible today becomes commonplace tomorrow. As Ziyang Zhang and Xungang Zheng (2011) stated in their work on Chinese enterprises in the field of technology innovation, the core of competition with continuous economic development has been gradually shifted from quality. However, quality is the essence of technology. Technological progress and innovation have become the main source of competitive advantage and methods for an enterprise that wants to achieve more and better developments. With the continual change in technology development, emotional technology innovation has become an inevitable subject of modern enterprises.

As Theo Papaioannou (2011) suggests, the importance of innovation in human development is undeniable. Since the 1780s, successive scientific and technological breakthroughs have introduced new products and services that have tremendous impact on prosperity and overall welfare. These products and services range from industrial textiles, railways and electricity to drugs, automobiles, information and communication technologies (ICT), and more recently to nano technology, genomics and biotechnology (Freeman and Soete, 1997).

Technological innovation is the main source of dynamism and competitiveness in modern capitalism. Marx (2000) directly connects technological innovation to the bourgeoisie, arguing that they cannot exist without changing the means of production and therefore the relations of production and all relations of society. In this argument, innovation is thought to be necessary for

the continuous development of the productive forces and for the global expansion of capitalism. Similarly, Schumpeter (1961) sees innovation as one of the key elements of capitalist production. For him, innovation is about new combinations of means of production. Whether innovation is entrepreneurship or the activity of the bourgeoisie, Marx and Schumpeter agree, innovation is the main determinant of economic growth in modern capitalism.

As we can see in many studies, the technology requirements exist in all types of innovation. Especially today's IT-enabled markets, innovation efficiency depends on the proficiency to implement new technologies in the innovation processes of the organization. In recent studies, therefore, these new technology improvements are suggested to be a new type of innovation and this is the technological innovation that is necessary for a successful innovation. For both thinkers, the growth of productivity and the associated increase of per capita incomes depends upon a continuing process of technological change, involving the introduction of new and improved products and novel ways of organising production, distribution and marketing.

5.3. Product vs process innovation

Some of the studies suggest that product and process innovation are complementary. Especially in the new IT-based economy, organizations tend to make technological innovations to adapt the technological changes and also to use the advantages that IT offers. Katrin Simon, Pedro J. Sanchez and Mikel Olazaran (1999), in their study about IT-based product and process innovation, suggested that the development and commercialization of new IT-based products is one of the most interesting aspects of the recent process of innovation. On the one hand, IT provokes important changes in the production process. The intellectual and physical functions of the firm are linked. The introduction of this IT-based thesaurus makes it possible to link the analysis work, the index generation work and the composition and physical production work. The changes in products and processes contrast with the continuities in core of intellectual activity. And it is the main source of adding value for the firm.

Innovation is traditionally associated with new product development in R & D departments. In today's rapidly developing global and strongly competitive economy, companies need to innovate continuously. Innovation is recognized as one of the most successful strategies for capturing market share and even survival tools for profitable growth. Product innovation is a core factor in corporate innovation, and creative design is the core of product innovation.

The global pressures of modern market are placing an ever increasing emphasis on the rapid development and introduction of new products. Increasingly stronger global competition is combined with customers' demands for higher quality products and is delivered in a shorter period of time, forcing production organizations to adapt radical approaches to new product development. Shortening the time from product understanding to entering the market is now the main source of competitive advantage. New product development is not only the core competence but also the foundation of survival and development. As S. W. Sanderon (1999) mentions in his study of Cost Models for Evaluating Virtual Design Strategies in Multicycle Product Families, "the emergence of a new product always freshen up the organization even the entire industry".

Product innovation and the resulting developments enable companies to differentiate themselves in the market. Product innovation, increased brand value, faster technology adoption rates, greater returns and more innovation opens door for an environment prepared for innovation. It also makes work fun, because partners are forced, revived, and appreciated when they are aware that their best idea will be real for everyone's benefit. Also for successful product innovation, the needed technological developments should be determined. The processes of product innovation and technological innovation are separate but they are both related to each other and should work together. Today, innovations are often generated in networks and innovative activities involve generation and use of knowledge. Therefore, knowledge is often assumed to be the most valuable resource for innovation. Also, organizations should follow the best practices in matching technology and product development adopted to the customer needs.

Both activities are consistent with the marketing objectives of organizations for product development. The market direction is important because innovation is only invented until the value is realized. Companies perform innovations with a combination of market research, insight, customer demands and various other factors as discussed earlier. Customer demands represent an external power that promotes innovation. If companies monitor the practices focusing on open communication between the parties and produce solutions to the needs of customers, it may be easier to facilitate customer-oriented product innovation. In customer driven product innovation, activities represent lower investment and lower risk. In product innovation, because of the involvement of customers, companies face real and current problems that should be solved in time. If the problem is solved, the customers will buy the solution and it will result in faster adoption rates of the technology and better financial returns. So it can be said that it is necessary to adopt technology in to product innovation to achieve successful product innovation. And also it will provide competitive advantage for the organization and will lead to differ from others in the market.

For a firm to innovate their products, they should invest in the process, as we discussed before. So it can be said that there is a relationship between the product innovation and the process innovation. In recent studies of many scholars, it is still not clear that if the process innovation affects the new product development or not.

Process innovation in an organization is the address of the reform, which has started from the customers' demand, to the end of the valuable product and service created by the organization, including the activity, decision, information and material flows. High expectations and demand are based on the ability in process innovation to ensure the full use of information technology and the emphasis on labor and organic composition in production technology. Furthermore, the capability of the production organization is a very important component that can increase the control and management of production and operation, and can increase the control of production and operation by using advanced, scientific and reasonable organization terms such as production, operation centralization and outsourcing. Another important function of the process innovation is to simplify the organizational structure and increase the working efficiency.

The aim of the process innovation is to meet the demand of the customers, to continue to develop new products for the market, to give importance to the sales service and to continue to combine the market needs with the performance of the enterprises. With rapid research and development, process innovation improves performance, reduces costs and provides more flexibility. Therefore, we can say that process innovation can increase the performance of new product development in the organization. In addition, the success of process innovation depends on market-oriented strategy and the ability of production technology.

As Warren L. Harkness, William J. Kettinger and Albert H. Segars (1996) suggested, ever changing customer requirements, electronic partnership and increasingly complex interorganizational arrangements are forcing many well established firms to transform themselves from function based forms of organization in to process based systems of managerial, task and evaluative arrangements. Process innovation seems to be a necessity for success.

There are some studies about the process innovation which suggests that it's effects differ in manufacturing and service organizations. However, achieving a competitive advantage in any organization is crucial for success. As Kevin W. Bender et al. (2000) pointed out, in a service organization process innovation is a key component in the development and protection of competitive advantage. In their work, they argue that process innovation constitutes the foundation of an organization's ability to change its way of working and to advance itself. And they also argue that without effective process innovation, the organization will fail and lose its competitive advantage rapidly. As can be understand, process innovation is one of the basic building blocks that provides a learning organization and a changing organization. Also, as they discussed in this study, the process and the product innovation have different perspectives about

focusing on whether consumer or customer. In addition, both innovations provide competitive advantage for the organization.

In the product innovation side, as Gary S. Lynn and others (1999) mentioned, businesses are under extreme pressure to innovate and to do so quickly. If they are too slow bringing a new product to the market, or they make a mistake along the way, they could be overtaken by faster moving competitors. They suggest that the product innovation is the lifeblood of companies, both small and large. It is said that if companies can improve their effectiveness at launching new products, they could double their bottom line. And it is one of the areas left with the greatest potential for improvement. Depending on the suggestions of this study, it can be said that to achieve success for innovation, it is important to have a clear idea of where you want to end up, that means having a new product development process. Second, speed to market in today's highly competitive environment, is significantly positively associated with the new product success. Third, the people involved in the new product effort must maintain a long term view of the project.

Conclusion

Some developments direct the organization to innovate in one or more of these types of innovation. Innovation itself is a process and both product innovation and process innovation is interrelated. As discussed before, today the competition is global and by the help of the new technological opportunities, network marketing is more effective in the new economy. Also it offers new developments in process and also in production to come up with the high competition pressure and catch the rapid changes in the market. The needs and expectations of the customers have a rapid change depending on the usage of networks. Because it is easy to reach the information for both buyer and sellers via the web. By reducing search costs, buyers can reach the price and the quality information of products and have the ability to make comparisons between the companies from all over the world.

In this highly competitive and rapidly changing markets, the ability to use the technological opportunities in both marketing, production and processes is the main competitive advantage for companies. It offers innovation in both marketing, production and processes. In manufacturing sector, to make an effective and successful product innovation, it is necessary to use new technologies and make technological innovations. By the new IT enabled network marketing opportunities, new marketing strategies can be developed that are less costly and less timely. It is easy to link the customer directly to the enterprise. It provides effective marketing of products and services and also the ability to follow the changes in price and quality of competitive products and services in the market. And in service sector, process innovation is seemed to be more efficient than product innovation but it also affects new product development process. So, it doesn't matter how well you do in one of them. As John Percisco (www.innovationexcellence.com) suggested in his study called "Process Innovation or Product Innovation", the necessity is that how well you do in both of them. It can be said that the success also depends on how well you implement the technological developments in your innovation cycle by the usage of new technologies, well skilled labor, new managerial skills..etc. It is a necessity –rather than competitive advantage- to innovate in both marketing, technology, production and processes for a sustainable competitive advantage.

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