

STRATEGY FOR BUILDING AN INNOVATION ECOSYSTEM BASED ON PUBLIC VALUE

Kamu Değerine Dayalı Bir İnovasyon Ekosistemi Oluşturma Stratejisi

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ABSTRACT

Understanding customers and meeting the needs of society is the core competitiveness of businesses and it is very difficult for individual businesses to achieve this. If a business is to win in a competitive environment, it must identify public value as well as customer value and believe it must participate in the innovation ecosystem. This article guides other studies in the field by making recommendations in the context of empirical research, emphasizing the necessity of establishing an innovation ecosystem, analyzing the motivation and constituent elements of an innovation ecosystem, establishing the innovation ecosystem business model in the context of knowledge management, and emphasizing customer value orientation and public benefit sharing. aimed to do.

Keywords: technology and innovation management, innovation management, public value

ÖZET

Müşterileri anlamak ve toplumun ihtiyaçlarını karşılamak işletmelerin temel rekabet gücüdür ve şahıs işletmelerinin bunu gerçekleştirmesi oldukça zordur. Bir işletme rekabetçi bir ortamda kazanmak istiyorsa, kamu değerini ayrıca müşteri değerini belirlemeli ve inovasyon ekosistemine katılması gerektiğine inanmalıdır. Bu makale, bir inovasyon ekosistemi kurmanın gerekliliğini, inovasyon ekosisteminin motivasyonunu ve kurucu unsurlarını analiz etmeyi, inovasyon ekosistemi iş modelini bilgi yönetimi bağlamında oluşturmayı ve müşteri değer odaklılığı ile ayrıca kamu yararı paylaşımı üzerine vurgu yapmayı ampirik araştırmalar bağlamında önerilerde bulunarak alanla ilgili yapılacak olan diğer çalışmalara rehberlik etmeyi amaçlamıştır.

Anahtar Kelimeler: teknoloji ve yenilik yönetimi, İnovasyon yönetimi, kamu değeri

1. INTRODUCTION

New firms use resources for new activities, they can create many new business opportunities in the market by using their entrepreneurial and innovation skills faster, by working more effectively than existing companies, and by using their entrepreneurship and innovation skills faster in parallel with rapid growth in parallel with when and when things are going well.

At this point, the establishment of a well-functioning business environment depends on the rapid growth of especially young and innovative companies. Entrepreneurship function: discovering, exploiting, and exploiting opportunities denotes use. The most important factor that complements and supports entrepreneurship One of the factors is innovation. Innovation in the Oslo Manual (2005, p.46), "new or significantly modified product (good or service) or the process; a new marketing method; or in business applications, workplace a new organizational method in the organization or external relations implementation". Accordingly, innovation to mention at least; products and processes, and marketing and organizational methods need to be new.

2. INNOVATION ECOSYSTEM

The dynamics of the innovation process of companies and their business formations. Several innovation models have been developed to innovation models, besides science and technology policies, in the creation of indicators representing the innovation process affecting the methods to be used; science, technology and innovation production it covers the interpretation of process dynamics.

The fundamental role of innovation is to ensure profitability for the firm is to be caught. Innovation is also at the core of entrepreneurship. Entrepreneurs who want to be successful must be innovative which here such innovative activities will be carried out; type of entrepreneur, market and varies according to product requirements (Hine & Kapeleris, 2006: 12-13).

2.1. Motivation for innovation ecosystem

Unforeseen causes continue to emerge in the business environment. In the context of fierce global competition, customer demand presents the characteristics of high requirements, personalized and timely changes, businesses need to position themselves as customers so that they can understand the needs and desires of target customers. It is also important to constantly offer new technologies and complementary product, or service innovations based on public values and to create customer experiences in collaboration with other participants in the innovative ecosystem.

2.2. The entrepreneurship ecosystem

The Entrepreneurship Ecosystem has nine elements or framework conditions that act as catalysts for entrepreneurial activities in every region and country. These elements are: 1) entrepreneurship finance and access to finance, 2) government policies, 3) public entrepreneurship programs, 4) entrepreneurship education, 5) research, development, and technology transfer, 6) commercial and legal infrastructure, 7) market openness, 8) physical infrastructure and 9) cultural and social norms.

Corporate Entrepreneurship was the result of the 1929 world economic depression and the Second World War. It is an example of entrepreneurship that emerged due to extraordinary circumstances that lasted until the end. Later, it is an entrepreneurship developed because it has positive aspects in terms of economy. Great in general top organizations that organize small entrepreneurs among enterprises or small enterprises themselves is entrepreneurship.

Although it emerged as a model required by more extraordinary conditions, two they are encouraged in the realization of the main economic purpose. The first objective is economic conditions. To support the SMEs that are oppressed under and to ensure their survival. Same time to keep the entrepreneurial spirit alive and to meet the demands of the society for change is to fulfill a mission to promote and develop entrepreneurship. Today, if it is well organized, it successfully fulfills the same mission. The second purpose is the country's economic to facilitate the establishment of new initiatives that will guarantee its interests in the long term. In other words, it is the development of national entrepreneurship and the construction of the national future.

3. PLATFORM LEADER

The digital transition primarily requires physical and requires virtual resources; this is incredibly expensive and often accomplished alone It is an impossible task. Therefore, we think that an ecosystem and platform approach to change should be proposed. Delivering Excellent Customer Experiences with Digital Platforms Realizing DX at the speed that can scale and operate with agility and flexibility over time requires a digital platform.

Digital platform, customer and ecosystem-oriented business it is geared towards creating new customer experience technologies that fully support management has an intelligent core based on cognitive, artificial intelligence and machine learning, micro uses agile application architectures on PaaS using services and containers, and it uses cloud-based API strategies that regulate the exchange of data across the ecosystem.

Equally important to building a digital platform is the cross-industry and geographies secure, easily scalable, and globally available to capture rapidly changing digital opportunities is the importance of designing and building a deployable platform. With a few exceptions, future work Most businesses that want to support their applications will need to set up a hybrid digital infrastructure. This hybrid nature of the infrastructure will be implemented in a variety of ways, including Public or private cloud-Physical or



virtual deployments-Owned (capex) or on demand (opex) By a single supplier, on your own or through multiple partners.

All this heterogeneous complexity will spread to all functional elements of the infrastructure: at the core, shopping during and even at the end of the system. It is very important to have the flexibility to work in any environment, this requires a different approach from the traditional “core-to-edge” workflow. This flexibility Activating it this way requires a secure platform that provides all options and related services. Successful digital platforms must fully support this hybrid environment; they are into the digital economy is the basis of participation.

As organizations increasingly rely on distributed IT resources, DX hybrid cloud architectures is being built on. Multicloud, edge and cloud adjacency as successful use case in hybrid infrastructure storage available. Each of these is location-aware and is best suited in low-latency and secure environments shows good performance. Taking an agile, flexible, and distributed approach means specializing in connectivity and requires sufficient network bandwidth. In IDC's research, US institutions 28.3% experienced downtime due to site connection problems and 27.0% latency or reporting performance issues. Most institutions lack the ability to provide interconnection. DX already knows that it will determine its success. While prioritizing data center initiatives, network priority in improving performance is only slightly behind ensuring data security (source: IDC's Data Center Operational Survey, March 2021).

As outlined earlier, the right DX requires a digital strategy, an effective work plan and the rapid deployment of resources required for a flexible, reliable, and compliant digital organization. It requires leadership committed to a digital platform that supports the key point in achieving this is that all data transmission and security between locations. regardless of location to deliver excellent digital experiences and to join and compete with the largest digital ecosystems digital leaders need a highly connected digital platform with three key attributes:

Widespread distribution. IT service wherever customers, partners and data reside deployment (This is the core, edge, and data base to ensure reliable and secure operations requires an infrastructure that supports a high degree of coordination among exchange resources.) autonomous operations. With a high degree of autonomy at far end and core locations Supports interoperability and management and editing across all platforms resource optimization. To support the capacity of new services and skills can maximize resource usage while flexing. Successful digital platforms must fully support this hybrid environment; they are into the digital economy is the basis of participation. Better Solutions From top vendors, developers, industry players, and channel partners in each industry with proven intellectual property (IP), industry data access, and domain expertise already selecting ecosystem participants can provide optimal solutions.

Moreover: Fast delivery and time to market: Working with an ecosystem of experts A key advantage is that custom solutions are world-class, with already proven methods faster delivery. Customer-specific solutions are often standard APIs and easily combined with other pre-built integration codes available with created items (modularized products/microservices/containers) Designed from stock.

Lower price/higher value per dollar invested: These solutions can be provided at a much lower cost than it tries to create internally. More reusable items that are amortized over excess customers It also increases profitability.

Safer: Multi-participant solutions are more secure as security is built into every level/item tends to be safe.

Easier: Focus on automation, pre-integration, and multi-partner solutions as a service Because of their point, they tend to be easier to use and manage.

Proven: Components are used successfully in multiple successful solutions.

Flexibility: Ecosystem-built solutions, changing business with agile software speeds adapts to the requirements and environmental forces.

Scale and opportunity: Because items are already created and available from existing sources, an ecosystem can achieve greater impact with less effort at certain scales.

Today compatible development environments ensure that these prebuilt elements are very highly custom. It allows tasks and workers and the potential to be put together like Lego blocks allowing for endless combinations and permutations of bulk solution skills.

3.1. The value of digital platforms

Having intelligent and autonomous core, edge, and data processing resources increases business flexibility and supports rapid delivery of innovation. This innovation will shape new products, services, and experiences, creating customer value and competitive differentiation. For most organizations, this innovation will require securing access to ecosystems in key global locations.

By maximizing the value of data and ecosystems, digital leaders will create opportunities for growth during the digital data explosion. From 2015 to 2025, the Global DataSphere will grow at a CAGR of 58%7, reaching 180ZB of data created and replicated by 2025 (see Figure 1). The ability to leverage the value of data and use it to drive better business results will be a source of competitive differentiation.

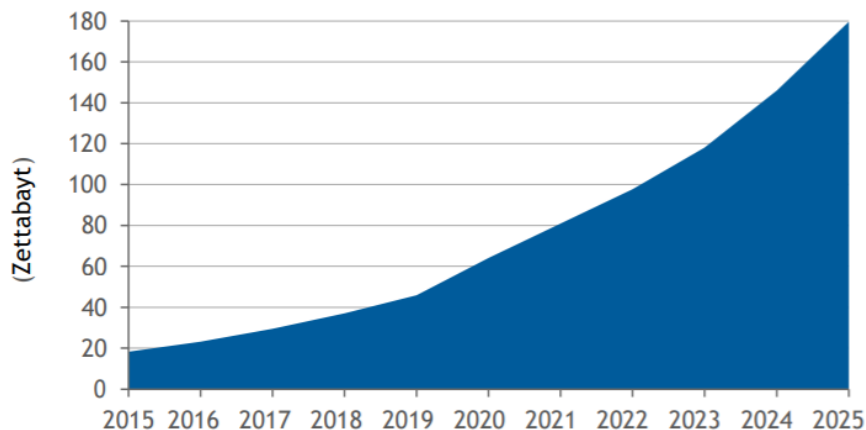


Figure 1. DX and the Data Explosion: Growth of Global DataSphere

Note: The CAGR is 26% between 2015 and 2025.

Source: IDC's Global DataSphere, 2021

The pandemic has exposed the critical importance of having a digital strategy and the ability to leverage digital platforms. Adding value to digital platforms has become an easy equation – without it, there would be no business to operate, protect and grow. As the world is forced to move to digital operations first, the ability to connect and leverage digital platforms is essential for even mere survival. Organizations that thrive in the upcoming environment where “normal” is different from before will be those that recognize the value of infrastructure and join ecosystems to support and leverage digitally-enabled operations.

4. STRATEGY OF BLUE OCEAN

It was developed by W. Chan Kim and Renee Mauborgne by examining 150 strategic movements in 30 industries. According to the researchers, 86% of the 108 startups they examined were in an area related to the business's current business, with the remaining 14% occurring in a new market or industry. While the share of new ventures in total revenue in related growth businesses was 62%, their share in total profit was only 39%.

On the other hand, the share of 14% in total revenue, which aims to create new markets or industries, was 38%, while its share in total profitability was 61%. (Kim & Mauborgne, 2004:73). This result formed the starting point of the blue ocean strategy. Because strategy is a military-based concept, it constantly treats the competitive environment as a battlefield. Strategic plans, on the other hand, are seen as a war tool that encourages businesses to increase their competitive advantage, force them to struggle for market share and compete on price. In this case, competition is a bloody battlefield (Kim and Mauborgne, 2005b:22). The definition of blue ocean emerges at this point. While Kim and Mauborgne (2005) define this bloody battlefield as the red ocean, they express new market areas outside the current competitive framework with this concept.

5. THE VALUE INNOVATION

The value innovation, which is defined as the cornerstone of the blue ocean strategy, aims to increase both cost efficiency and the value proposition offered to the customer (Kim and Mauborgne, 2005a:16). In the literature, in-line strategic innovation (Markides, 1997; Govindarajan & Trimble, 2005), breakthrough innovation (Weisbord, 1992; O'Connor & Rice, 2001), disruptive innovation (Christensen et al., 2002) and strategy innovation (Hamel, 1996).), as well as other concepts. The basic logic of all of them is that it is

necessary to go beyond the current competitive framework through innovation. Equally stressing the concepts of value and innovation, value innovation invalidates competition by offering newer or better customer value in the existing market or by creating the opportunity to enter new markets.

Without the concept of value, innovation may remain too strategic, too technology-driven or futuristic (Dekkers, 2005:318). The aim of the concept is to create new products and services or improve existing ones that will strengthen the customer's perception that they are getting more or better value.

Another point to be considered in creating value is that value should also be created for different types of customers. These types can be divided into users, buyers and influencers. (den Ouden, 2012:109). Users can be defined as companies or individual consumers who hope to benefit from using a design, product or service. Businesses need to identify the unsatisfied needs of user groups. This will provide information input to businesses in designing new products/services. Apart from this, it is also important to know why the people who buy the product/service buy the product. This information is used to increase customer value perception.

Apart from users and buyers, there is also a group of influencers. Influencers can be individuals or organizations that influence the purchase or use of the product/service. Today, in parallel with the developments in communication technologies, the role played by this group in the purchase of products or services is increasing.

Research consistently links the success of a product or service in the market to how well it responds to the needs of users. In this context, the integration of customers into the innovation process is important. Again, field studies show that customer integration increases the innovation potential of enterprises.

Customers have a variety of experiences with your product, your advertisements, your stores, your clerk, your waiter, your call center, your website, etc. All these experiences determine what they think of you and your brand.

What the customer thinks matters. Positive experiences make the customer visit more often and advertise everywhere. This increases the chances that your income will continue for a longer period. As a result, your company value and brand value increase as the share value of the company is defined as "the present value of future income expectations".

6. KNOWLEDGE MANAGEMENT

The economic activities of the new world, the structure of the industry and trade relations can be defined as the "global knowledge economy". Regardless of the size of the firm, the replacement of labor- and capital-intensive firms by knowledge-intensive firms has brought up the issue of how to manage a concept that is difficult to define and retain, such as "knowledge", apart from labor, machinery, and materials. KM includes all activities related to knowledge, such as the creation, transformation and use of knowledge, beyond the management of intellectual capital. Many companies, especially when they want to develop a new product, process (process) or service, may encounter the fact that the level of knowledge they have is not sufficient. This situation can be defined as the gap between the "current knowledge level" and the required "target knowledge level". The company's activities to close this gap may be the beginning of its creative work. Information management and knowledge management are two related but quite different concepts.

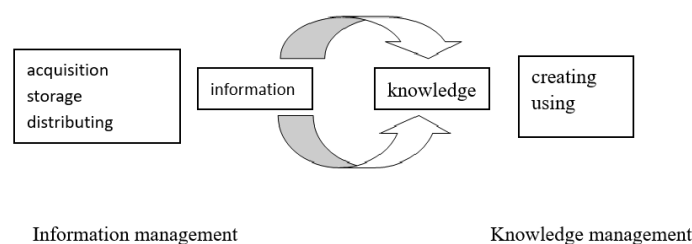


Figure 2. Information Management-Knowledge Management

Information management is highly developed using information technology, while information management is under development. KM can also be defined as establishing the information-knowledge balance appropriately (according to the company and industry).

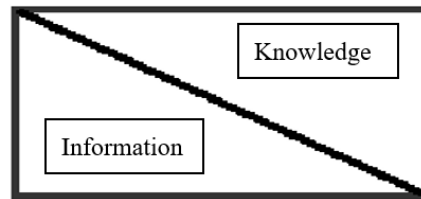


Figure 3. Information- Knowledge Balance

In this context, what is expected from BY:

Increasing efficiency in information management with information technology base,

From information to information, from information to information, with the creation of information-information interface and mechanisms.

Ensuring the transformation

Define and provide the organization's "core information".

Writing about the nature of KM, Davenport and Marchand “knowledge management has two different aspects from information management:

the creation of new knowledge and the management of its sharing and application.

The increasing understanding of the power of knowledge as a production input to create added value, especially its role in the development of innovative products, and the increasing development and multilateral nature of the network of relations created by the convergence of the relationship between innovation processes and the market, increases the importance of "knowledge management" in production and service processes. For companies in competitive markets, the fact that knowledge management is an integral part of their vision and strategy has become their reason for existence.

As a solid foresight for the future, it can be said that only companies that take the ability to acquire, absorb and reproduce knowledge at a higher level to innovative product processes among their main competencies will be successful.

6.1. Principles of Information Management

Detailed approaches and plans for the knowledge management of an organization can be created. These principles are as follows (Barutçugil, 2002:85): • Knowledge management is a continuous process. • is expensive. • requires joint solutions of people and technology • Confidence and belief are necessary for success. • knowledge requires teams, employees and managers. However, anything that can be done about knowledge management in an organization will always take the organization one step further. The operation mode is shown in Table 1.

Table 1. Steps of Knowledge Management

“Determination of information on the subject good knowledge of methods”	“1.Preparation of handbooks 2.Internal and external comparisons 3.Experts, information commission and brokerage”
“Information purposes”	“1. Process improvement 2. Transparency of potential areas 3. Transparency of terms”
“Methods for the development of knowledge”	“1.Interdisciplinary cooperation of experts and project teams 2.Acquisition of external knowledge 3.Systematic approach to ensure the use of knowledge and experience”
“Methods for storing information”	“1.Information products and data and information 2.Preparation of handbooks for standard and tried methods 3.Reports and success stories”

“Methods of dissemination of information”	“1. Interdisciplinary project teams for dissemination 2. Internal publications 3. Training and coaching by experts”
“Methods for applying knowledge”	“1. Autonomy of interdisciplinary teams 2. Persons drawn up by internal plans on results”

Source: Y. Malhotra. (2003). Is Knowledge the Ultimate Competitive Advantage?

The following table provides examples of knowledge management objectives and practices in some companies.

Table 2. Examples of Knowledge Management Goals and Practices in Some Companies

Company name	Country	Information Management goals	Information Management Applications
3M	USA	Sharing information create culture.	Managers, continuing learning, and income run parallel to each other.
McKinsey & Bainco	USA	capturing information, to store and individuals indirectly reveal your knowledge subtract.	These two consulting firms are made up of every business. Their experience, the names of team members and “knowledge database” containing customer reactions has developed. Each team has a team to organize the work. The person must determine.
Ford Motor	USA	Sharing information create culture.	The company itself, information, technology and with vendor networks that use information has transformed.
HewlettPackard	USA	Sharing information create culture. Indirect transfer of information small circles for to create.	Sharing information at all stages of the company and a collaborative culture that encourages risk taking has. HP also does nothing It even supports those who find information.
Honda	Japan	Indirect transfer of information small circles for to create.	Labor overabundance and excess are routinely are used, provide people with work-related necessary information is provided. This too responsibility from unexpected sources and leads to creative solutions and a personal creates a control mechanism.
Benetton	Italy	customer's from the knowledge use.	The latest trends in colors and models complex customer segments to capture follows.
General Electric	USA	customer's from the knowledge use	Since 1982, the firm has handled all customer complaints. Collected in a database. 1.5 million collected complaints and provided them with an active solution has produced.
Netscape	USA	customer's from the knowledge use	Via the Internet, able to report and with customer leaders who can support production connection.
National Bicycle	Japan	customer's from the knowledge use.	According to customer's preference of weight, length and color produces bicycles in one day.
Outokumpu	Finland	From existing knowledge, new to generate revenues.	Knowledge of establishing a factory for mineral treatment, staff, management, and customer the way it was used.
IBM	USA	to knowledge management based career to create.	Employees are more holistic about the company to obtain information, professional and management encouraged to switch places.
Telia	Sweden	information production process and invisible measure skills.	Swiss Telecom company, profit and damage statement, human resources profile and a report showing the investment in human resources publishes and this report is publicly available. readable.

Source: H. Bell. (2001). Measuring and Managing Knowledge.

6.2. The working process of the innovation ecosystem in the context of knowledge management

The businesses, organizational resistance to caring for and responding to customer complaints, local consumer organizations, trade associations, rather than business to make a complaint to third parties such

as avoiding them, causing them to share their negative experiences with those around them. (McAlister and Erffmeyer, 2003:342). Negative word-of-mouth marketing causes people who do not experience the problem to have negative attitudes about the business and stop purchasing from the business can open.

7. SET ANALYSIS

The SET factor is a macro-dynamic factor that reflects the trend of development of customer value in the innovation ecosystem. It focuses on various levels of interaction in cultural, political and social life, including social factors, the development of family structures and work patterns, health factors, sports and leisure, tourism environments, books, magazines and music; Economic factors include market purchasing power and purchasing focus, i.e. the ability of people to believe that they have to buy goods and services that can be used to improve their lifestyles; Technical factors mainly include new technologies and scientific research achievements that can be applied directly or indirectly, as well as their potential capacity and value. The SET factor is another key to effectively identifying product opportunities. The main method of SET analysis is to collect and rank available information from various channels or to obtain explicit information through questionnaire and interview.

8. THE CUSTOMERS

Being customer oriented, it directs its activities by focusing on its customers and developments in the market means to give. The aim of customer orientation is to satisfy the customer to ensure the continuity of the business. (Ertürk and Kıyak, 2011:131). Customer satisfaction of the consumption of a product or service, the needs of customers, fulfillment of one's desires and goals at a satisfactory level is defined as customer judgment (Oliver, 1999:34). businesses customer it is closely concerned with the issue of satisfaction because the existence of a business sustainability and wealth, with the ability to create superior value to the market determined (Delgado-Ballester and Munera-Aleman, 2005:188).

No matter how the public sector is defined, it is of great importance for all countries. Public institutions within its structure, the functions they undertake and the services they provide are for citizens is of vital importance. Because they are of great importance for other sectors in the society, the change in the public sector deeply affects the development, social and cultural life of the country. The general aim of public policy is to improve the welfare and quality of life of its citizens.

Beyond increasing representation in deepening democracy participation in these issues, innovative institutional mechanisms, processes, and policies construction is required.

However, in relation to increasing the efficiency of public institutions, "public reform", Although there are studies around the concepts of "modernization", as in the field of industrial policy. It is not possible to talk about a holistic innovation policy.

However, for the public, reform and beyond increasing efficiency, learning and creativity of public institutions and private a general policy of holistic innovation in their interactions with organizations and non-governmental organizations there is a need learning and innovation, which affect the innovation policies of European countries systemic approaches.

According to this approach, technological development and talent development; different companies, institutions, financial resources, relevant public agencies can be characterized as mutual interaction and learning together. Again, according to this approach, public authorities strengthen innovation, learning, and knowledge and they can encourage by developing effective networks to ensure the distribution/circulation of personnel.

General framework conditions for innovation in the public sector; taxation, physical infrastructure, public institutions, should be created considering laws and regulations. Although the public is the main provider of services, there is an incentive to maximize profits is not. This could mean a lack of incentive for development/development. in public since there is no profit motive for innovation as in the private sector; "idealism" is a new the pleasure of creating things, interest, career, etc. items come to the fore.

Innovation revolves around society. Building the innovation ecosystem must first focus on the experience of everyone in the system. Products are purchased by the customers who use them, so when designing products, the focus is on customer needs, wants and desires. When new product opportunities are perceived by people in the innovation ecosystem, they must have a unified understanding of the product's potential

features and market capabilities and work together to maintain that understanding. Building a brand must consider the features of the product and how the product will deliver value to target customers. Based on SET analysis, the main purpose of the system is to discover trends, identify platform value opportunities, understand the essence of customers and desired experiences, establish, and communicate the development vision of the platform, and reach consensus on this issue with large cooperative enterprises. In this context, product and service development goals are determined, the functions that products must fulfill are defined, and successful products are created in cooperation with all parties of the platform to meet these standards. Thus, value opportunities through products and services are integrated into brand strategies to create brand loyalty. Appearing as a company that adheres to its traditions in every period, Harley Davidson appeals to all segments with these models that appeal to all segments and have different usage purposes.

- ✓ Softails
- ✓ Touring Models
- ✓ Dynas
- ✓ Sportsers
- ✓ Revolution

9. CONCLUSION

The value innovation is a tool that overrides existing competition by delivering newer and superior customer value in the existing market and by providing a significant improvement in customer value to create new markets. For today's business world, customer value is the key to success. Delivering real value to its customers should be a business's top goal. Therefore, what businesses need to do is not only learn the value perception of their customers, but also try to manage them.

This can only be achieved by ensuring the integration of customers into the innovation process. Of course, this integration is not possible in an enterprise that carries out the entire innovation process within the boundaries of the enterprise. Only a structure created by the open innovation approach provides this. This structure allows the business to exchange information with the outside and cooperate with various stakeholders. Collaboration is perhaps the most important concept for today's business world. Since the balance of power shifts to the customer side, businesses must collaborate with their customers in designing, developing, or bringing a product or service to market.

It is almost impossible for a business that has completed the important stages of the innovation process within the boundaries of the business to affect the customer value perception, which is not easy to analyze. This leads us to the conclusion that an enterprise trying to create value innovation cannot be very successful with the closed innovation approach.

On the contrary, integrating customers into every step of the innovation process as much as possible will provide the information needed to create value. This integration requires the adoption of an open innovation approach. For a business that adopts an open innovation approach and tries to integrate its customers into the innovation process, determining which customers can be included in which innovation process stage is another important part of the job. It will not be possible to create value innovation by including the wrong customer group in the wrong stage, and this mistake may cause loss of time, effort and profit for the business.

IDC's research points to a correlation between organizations that are more agile, flexible, and profitable and have successfully embraced enterprise-wide digital transformation. While most organizations understand the importance of this transformation, a much smaller proportion have recently actually implemented their strategy.

Once the responsibility of leadership is assumed, laying the foundation to build this transformation requires digital platforms that can be easily deployed to all locations, support interconnected, cloud-like architectures, operate with a high degree of autonomy in all these locations and maximize resource utilization. The highly distributed nature of data, customers and operations makes building a truly configurable digital platform out of reach for most organizations trying to build it on their own. The most mature organizations recognize the benefits of leveraging a partner ecosystem to increase flexibility and gain competitive advantage. The ability to understand these needs, prioritize the transition to digital partners, and select the right partners is becoming a leadership condition for success.

It is hoped that this study will contribute to the literature by examining the relevant literature and synthesizing the obtained information and determining a different process for innovation.

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