



3<sup>rd</sup> International Conference on Leadership, Technology and Innovation Management

## Marketing of Innovation in Business

Sefer Gümüş<sup>a</sup>, Hande Gülnihal Gümüş<sup>b</sup>, a\*

<sup>a</sup> *Beykent University, Istanbul, 34433, Turkey*

<sup>b</sup> *Şişli Vocational School, Istanbul, 34384, Turkey*

### Abstract

Purpose of this study details of the concept of innovation and innovation in enterprises aimed to explain how they are implemented. Innovation as it is known today, had ceased to be an issue dealt with only in universities, businesses and even became a concept that gives importance to the politicians. Globalization has led to the globalization of world trade. Increased competition between the countries, however, many countries have been competing in the market. In this case, competition and "technological competition" and "low-price competition as" indicate for the effect. Thus, speaking nationally, and companies that can not be denied that the effect of competition, innovation and innovation management in both developed and developing countries, competition become. Because to have a say and make innovation in order to increase profitability, and is seen as a solution. Processed in this study in detail the concept of innovation, innovation in the size of the national and Turkey are mentioned, the importance for businesses that result in innovation and innovation management, business innovation and how the information is otherwise managed by giving examples of those used and tried to explain.

*Keywords:* Innovation, Concept Innovation, Innovation Management, Newness, Novelty, Newness Management

© 2015 Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of Uluslararası Stratejik Yönetim ve Yöneticiler Derneği (usyyd) (International Strategic Management and Managers Association).

### I-INTRODUCTION: Innovation Management in Enterprises and Development of the System

Although innovation is a term that has been used frequently in recent years, it is explicit that there is no adequate interpretation of it in terms of; what it means, how it can be actualized, and how it can be marketed. Particularly, when we consider the innovative actions of our enterprises than can provide competitive superiority in the market, and their patent numbers registered in the patent offices of Europe, US and Japan, we can observe more explicitly that we, as the society, state and enterprises, are at the starting point of the subject. Starting from this point of view, this study has been initiated aiming at; enhancing the awareness about innovation, bringing in a perspective with regards to how the successes of the innovative studies of our enterprises can be increased, and presenting some clues in this respect.

#### 1.1. Innovation Management in Enterprises

Innovation process is full of discrepancies and contradictions. Integrating these contradictions is a challenge for anyone who wants to manage innovation; and the team leaders supporting the teams and also the company managers have to find a way to reconcile these components. For instance; managers have to meet the conflicting expectations of various parties. Employees constantly demand for job security and continuation in their qualifications, besides responsibility and income growth. While the shareholders demand for an increase in their earnings, they also wish to foresee the performance. While the consumers ask for products containing the latest technology, they also demand for coherence among the product versions, a comprehensive product line that can meet their requirements, and a low cost and rapid service. These conflicting expectations necessitate a balancing process that is exceedingly complex. Therefore, team leaders and also company managers are required to manage the technology, business processes (clients, suppliers, financial and external resources etc.), and human relations (culture, communication, organization etc.) in a manner to support and promote innovation, very carefully and cautiously, among these contradictions. (Durna, 2002)

\* Corresponding author. Tel. +90-533-776-52-02 fax. +90-212-867-55-76  
E-mail address: [gumus.sefer@gmail.com](mailto:gumus.sefer@gmail.com)

## 1.2. Innovation Strategy

As strategy defines the objectives that an organization wants to reach in the future, and as it is a kind of roadmap showing how to reach there, it is the basic component in the innovation management, and it provides a sense of direction to innovation. Therefore the first step in a successful innovation management is selection of an innovation strategy that can be easily understood by the top management of the Company. As the **Innovation strategy** shows how the top management wants to use the innovation capacity of the company in order to reach the targeted **competitive** position and to improve the performance, it must answer the questions of how to position in the market and what the strategic priorities are.

In order to develop an effective innovation strategy, the company needs to; understand the requirements and expectations of its employees; know the market that it operates in; know who its stakeholders and what their expectations are; integrate the needs of the market, its stakeholders and its employees under a vision; ensure that this vision is shared by everybody; and develop the objectives, mission and strategic plan of the organization. And the innovation strategy must be generated by interpreting the innovation opportunities in accordance with the requirements stated in these vision, mission and objectives. (Elçi, 2007).

There is no innovation strategy that we can consider exactly perfect, in general. Which innovation strategy will be used must be decided on by properly assessing the organization entities, opportunities and threats, and the demands and needs of the market and clients; and every member of the organization, in other words all employees, must be a part of that strategy. (Kanter, 2010).

## 1.3. Innovation Process

Various studies have been performed until today, in order to explain the character of the innovation process. When we take a look at a couple of those studies:

**Herzog** handled innovation process in three stages. New ideas are generated; and feasibility studies related with the market, and technological assessments are carried out within the first stage, named as edge stage. And it is the second stage, where the selected ideas are developed and actualized. Additionally, this stage comprises testing activities and evaluation of different alternatives regarding the function of the product/service. And the third stage involves the distribution of the product/service into the market, and execution of its broad based use (Herzog, 2008).

**Basadur and Gelade** define the innovation process in four stages as; idea generation, conceptualization, optimization and execution stages

And according to **Eric Von Hippel**, innovation process consists of four stages as; new ideas, research/development, prototype generation and execution/commercialization stages.

Innovation, for a company, means: an increase in the profit through; an increasing sales and market share, an improved and reformed distribution performance, and the increasing number of the new products in its portfolio; and a reduction in the costs through; a shortening in the periods where new products are put on the market, an increasing productivity/production, a time shortening in the distribution, and a better use of the resources and time. Therefore, innovation should be approached as an activity that forms the most important part of your corporate strategy and that has continuity.

## 1.4. Culture of Innovation

Innovation requires different culture and understanding in organization. Culture, are the prevailing attitude and behaviors that characterize the functioning of an organization or group and most of the company's that perform the innovation successfully, own some unique and common features. So, these features, which are characterized by their past and present beliefs, ideas and behavior, are defined as the culture of innovation. (Elçi, 2007)

## 1.5. Innovative Enterprises

In terms of the management literature, the size of the organization is considered as an important factor to determine whether an organization is innovative or not. But, there is no consensus on the encouragement of innovation of neither great scale nor small-scale organizations. According to some authorities, small-scale enterprises have advantages, compared to large-sized enterprises, especially in being flexible. On the other hand, large-scale enterprises have the financial strength to employ the most qualified technical professionals. These discussions among the management community shows that, there is not a practical framework that determines the innovative attributes of enterprises (Tekin-Güleþ-Ögüt, 2006).

Innovative enterprise is an entity that carried out an innovation during the examination period. This brief description may not be suitable for all the requirements of policy and research. It would be useful to make more narrow definitions in many cases, especially in comparison of innovation between sectors, firm size categories and countries. It should also be noted that it may be difficult to combine the long-term innovation activities and short-term consumer orientations in the same organization (Boutellier-Gassmann-Zedtwitz, 2000).

### 1.5.1 Impact of Innovation on Innovative Enterprises

Innovation, as a concept, describes a process as well as a result. Innovation, as a process, means the transformation of an idea into a marketable product or service, into a new or improved manufacturing or distribution method, or into a new social service method. The same word describes also the marketable, new or improved product, process or service, as set forth at the end of the transformation process (Gökçek, 2007).

The effects of innovations in business performance cover a large area from the effects on sales and market share, to the improvements in productivity and efficiency. The international competitiveness and the changes in total factor productivity, which are some of the industry and country-level effects, and the distribution of information and the flow of information through networks, which are some of the firm-level innovations, are important (Oslo, 2006).

### 1.5.2 Importance of Innovation in Enterprises

At present, the effect of the technical and scientific inventions and progress, the faster placing of a number of new products on the market, as well as the faster distribution of products by the owners of the products on the market considering consumer wants and economic methods and the expansion of economic procedures, are the main elements that drove enterprises towards innovation (Eren, 2000).

Enterprises have to renew themselves constantly in order to survive in competitive markets. But, to this end, a small portion of tens of innovation achieved success. It is quite thought-provoking that the success rate is so low on such an important issue. Enterprises have to increase the effectiveness of innovation management process, in order to increase the percentage of success in innovation activities.(Gökçek, 2007).

### 1.5.3 Innovation Management in Enterprises

Peter Drucker, which has various studies on innovation, is the one, who told for the first time that innovation should not only be considered as a result, but also as a process.

Enterprises, which accept that it is insufficient looking at the innovation related results in order to maintain the sustainability of successful innovation management, should strive to work through during the process with regards to the sustainability of innovation. The innovation management is future management in a sense (Aygen, 2006).

Innovation in a broad sense, is the driving force pushing firms to do something to compete. In many sectors, companies feel obliged to develop new products, to implement the new process techniques and organizational forms, to explore new markets in order to survive. For example, the one, who brings a new method of teaching, would want to know which ones the innovative schools are. The one, who produces a new medical device, would want to learn which ones the innovative hospitals are. Adopting depends on various variables. The organization itself and the managers are those variables (Gökçek, 2007).

### 1.5.4 Characteristics of Innovative Organizations

Organizational structure and processes are of great importance for the organizations in developing their innovative side. In order to be more innovative, the organization should regulate its own organizational structure and processes. Both external and internal factors should be taken into account while managing this. The organizational structures applied by the successful innovative organizations are against complexity, bureaucracy, similarity and stability. Innovative enterprises tend to simplify their own organizational systems and bureaucratic processes. By acting in this way, the enterprise simplifies its own organizational communication and processes while reducing the organization's hierarchical structure. This will also help to shape the middle level organizational structure. (Durna,2002)

### 2. Marketing Innovation in Enterprises

Despite being frequently emphasized the importance of Innovation, less time is being spent on how to put into practice efficiently and effectively. There are currently two main problems for the organizations in terms of Innovation. First, problem of managing innovation including the process of discovering it; second, problem of marketing innovation effectively and serving them to the market. Transforming Innovative actions to economic and social value can only be possible by marketing effectively. That means, creating a new product, a new service or a new business process, cannot be considered as innovation unless being subjected to marketing process. With this perspective, an effective innovation strategy is crucial for the organizations in the process of marketing and producing innovation (Uzkurt, 2010).

Uncertainties in the innovation process for the organizations make process control and management difficult on innovation process. Financial, technological, organizational uncertainties are the leading ones. It is too difficult to predict the financial resources, personnel and commodity in advance during the innovation process. This will be a handicap for the organizations which don't want to take risks and are not strong enough financially. While the rate of change of technology forcing organizations to endeavor with the new technologies, increasing the precession rate of technology for the organizations, may create a considerable cost. On the other hand, it is also likely that most of the workers may resist to those innovations accepted by the organizations during the warm-up period.

Finally, the risk of non-acceptance of some of the new products and services in the market should also be regarded as significant handicap in the innovation process. While the chance of being successful for the new products

and services is 10-15% still remains as a fact, shows us the dimensions of the risk (Uzkurt, 2010).

Abovementioned uncertainties also bring critical risks for the organizations at the same time. Those risks may act as a preclusive role in innovative actions for most of the organizations. In order to reduce those uncertainties, having a strong operational structure and culture is a must. Government and other institutions supportive and regulatory role in some areas where organizations may not tackle, will help to facilitate this process more dynamic and active.

### **2.1 Policies to increase innovative performance of organizations**

In this part, we tried to sum up the proposals for innovative policies in order to improve the innovative performance of organizations. This part was described in three headlines in the World Bank Turkey Report in 2006. (Headlines can be found at [www.inovasyondunyasi.com](http://www.inovasyondunyasi.com) dated June 20, 2006.)

Those three headlines are :

- Improve general frame policies and structure for innovation,
- Improve financial opportunities for Innovation,
- Increase the organizational efficiency of Turkish National Innovation System.

Short assessments related to each of the headlines are below.

### **2.2 Improve General Frame Policies and Structure for Innovation**

In order to set proper environmental conditions for firm base innovation, it is crucial to realize political and legal changes. Besides political and legal needs, strengthen the cooperation between the firms, within this process it is recommended to support all universities as it is the case for now for the techno parks. Increasing the quantity and the quality of the interfaces which enable the dialogue and cooperation among the universities, firms and research centers is recommended. Among the current innovation interfaces; techno parks, University-Industry Research Centers (USAM), Technology Development Centers (TEKMER) and Industry Liaison Officers who are one of the latest formations are encountered as good examples. The report announces, for the sake of TUBİTAK's initiative to increase the cooperation between public and private sector that a regulation exists about forming consortium among public organizations, universities and private sector organizations for financing purposes. And also announces that seed capital and technical support from TUBİTAK for the young entrepreneurs. It is also stated that successful international programs can be tracked in Turkey such as MAGNET program of Israel, TEKES of Finland, ATP program of USA. ([www.inovasyondunyasi.com](http://www.inovasyondunyasi.com) dated June 30, 2012.)

### **2.3 Improve financial opportunities for Innovation**

Financing, especially innovation and Small and Medium Scale Enterprises, is characterized as one of the major obstacles in growing of the organizations. In World Bank's Turkey Report, while reviewing this subject, in order to support Research Programs of private sector, it is recommended that current programs such as financial incentive regarded as best international practices can be applied. Financial Incentive is not so adequate over the effect on KOBİs. The reason to that is KOBİs not getting enough profit in order to take the advantage of the tax incentives. And not having systematic financial records related to research expenditures. When Donation and Credit Programs considered like TEKES of Finland, MAGNET Program of Israel, Small Enterprise Technical Assistance Fund (ITAF) of Malaysia, and finally World Bank supported Science and Technical Projects of Chile and Mexico, are regarded as successful examples. To support new organizations capable of innovation, new policies are recommended to support enterprise capital. Reviewing the current regulations on enterprise capital, supporting reforms on capital market, so the liquidity of the stock market can be increased, also stated in the report.

### **2.4 Increase the organizational efficiency of Turkish National Innovation System**

The concept reviewed as National Innovation System in the World Bank Turkey Report ; described as formed by public and private organizations and effected by each other, as adapting and improving technology, and a networked system through policies and strategies. Accepting existence of all the related organizations responsible for the policies on Science, Technology and Innovation which form the National Innovation System in Turkey, The Report recommends increasing the effectiveness of the National Innovation System. To increase the effectiveness, the importance of organization and mission of TUBİTAK, the difficulties of local practices of central policies when the size of the country is considered, in order to overcome these difficulties local strategies and organizations are required, the necessity to strengthen the roles of the organization in innovation process, in the definition of innovation not only technical but also organizational and process changes, must be considered. ([www.inovasyondunyasi.com](http://www.inovasyondunyasi.com), September 13, 2012)

### 3. Learning Types of Innovation Management in Enterprises as Team

Learning types as team can be performed in three manner. The first type can be performed among teams, or sharing information with an individual or a group, and the final method is, and the last one is learning from the market, in other words, learning from out of the company. (Polat; Öner, 2000)

**Table 1 – Strategy of Learning as a Team**

TECHNOLOGY MARKET	CURRENT	NEW
NEW	Market innovation New market model strategy	Interlocutory innovation New risk unit strategy
CURRENT	Step by Step Innovation Cost reduction strategy	Technical innovation Technological entrepreneurship strategy

**Source:** POLAT, Mustafa; ÖNER, M. Atilla (2000), “Firmalarda Yenilik Yönetimi Teknikleri”, Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul

#### 3.1. Process Innovation and Sectors that Product Innovation is Effective

While application of innovations at innovation management in the enterprises, compliance with its own structure of each sector should be taken into consideration. Because, an innovation, which is applied to a sector during innovation process may not be applied to another sector. Innovation applications differ from one sector to another.

Miller and Blais reached the following results in the study performed by them according to this;

- Mostly *product innovation* in computer equipment and pharmaceutical industry,
- Both *process innovation* and *product innovation* in metal products sector,
- *Process innovation* in paper sector,
- *Process and product innovations* are applied relatively far less in clothing and finance sectors.

The result that may be achieved from this is, the sectors using cutting edge technologies also take place in the forefront regarding new product development issue and other sectors mostly perform process-oriented innovations (oriented to the method of performing the work) that we may name them as organizational innovation (Polat; Öner, 2000).

#### 3.2. Enterprises’ Performing Innovations

The enterprises should always implement innovations in order to protect their competition advantages. For this purpose, they seek the ways to make the products and services better, much more useful, with higher quality and much more attractive and the works better, much more efficient and productive that they produce and provide. Many opportunities, such as changing requirements of customers, new customer demands and technological developments enable them to develop innovation opinions.

For example, a company, which realized the increasing interest of its customers towards healthy nutrition with organic foods, may begin to produce “Organic Milk”. Organic milk is taken from dairy cattle grown completely in natural and healthy environments and it is transported and processed through again a natural and healthy process. The customers, who want to eat healthily and natural will prefer the products of the enterprise producing organic milk instead of other milks. Accordingly, this enterprise responded to the changing requirements of customers (healthy nutrition) and customer demands (using natural products) and it performed innovation by using these opportunities (Gökçe, 2010).

#### 3.3. Taking the Opportunities

Any enterprise should always determine and review the opportunities for the potential innovation ideas. These opportunities may source from the innovation ideas of the employees working in the enterprise, changing requirements of the customers, activities and works of rival companies, newly developed technologies or suppliers. Or, the results of any research&development (R&D) work performed by any institution or individual in domestic or abroad or any obligation of complying with any law or standard may create innovation opportunities. Any enterprise, which does not want to lose its competitive capacity is required to catch this type of opportunities without losing time (Gökçe, 2010).

#### 3.4. Making the Strategic Choice

Before allocating a fund for the purpose of starting an innovation activity, the most important one among the

opportunities regarding strategic aspects should be selected. The requirements and demands of customers take place as the most important factor among the factors to be considered while making this selection. Even the great companies, which have large sources allocated for innovation, cannot make use of all opportunities. The main success is choosing the opportunity providing the greatest competition advantage and transforming into innovation (Gökçe, 2010)

### **3.5 . Acquiring Required Information**

Before beginning to realize the innovation idea, which has the highest potential for the purpose of providing competition capacity to the enterprise, the required funds should be allocated. For this purpose, first of all the information required in order to develop the product, service or process should be collected. Besides written and printed information, also reaching unwritten information is very important. Employing a domestic or foreign expert, who is competent regarding the issue, which innovation activities will be carried or employing him/her as an advisor, receiving service from domestic or foreign university or R&D institutions are among the ways of reaching unwritten information. It doesn't so much important whichever way is selected, but absorbing the received information by the enterprise and transforming into written forms as much as possible is important for surviving the competency, efficiency and competition advantages. (Gökçe, 2010)

### **3.6 . Development of Solution and Commercialization**

Following the collection of information and information sources required for innovation and completion of it, now it is the turn of application. At this phase, the works are continued until the product, service or process will take its final form. The development efforts, which are supported continuously with the information received from the market, is continued with marketing of product and service or commercial usage of process (Gökçe, 2010).

This phase enables to evaluate the successes and failures at all phases, producing required information and usage of them at better management of innovation process. Because the effect of learning reflects to all other phases, continuity of innovation and continuity of competition capacity of enterprise in other words is very important (Gökçe, 2010).

## **4. DEVELOPMENT OF INNIVATION SYSTEM**

### **4.1. Innovation System**

Innovation system is a frame representing the systemic nature of interactive innovation processes and their relations. The main theme of this frame is districts' (national, regional or local) economic performance being depended on interaction both among commercial sector actors and also with other related and supplementary actors, besides the performance of them. Information production, relations between institutions, which are the carrier element of diffusion and learning, institutional regulations made by who performed innovation, a shared information infrastructure are the important factors contributing to innovation activities' becoming systematized. Information production related with innovation activity and diffusion take place at the center of frame in the followed approach. Because of this reason, innovation activities, information production and the interactive (social) and accumulated processes carried as depended on institutional structure also significantly determine the position of university in the innovation system. While the university outputs, which carries and spreads the university information as academic and professional abilities/competences are assumed as the primary inputs of innovation activities, the university has entered among the primary elements of innovation system with information processes included in it and university-industry relations that it share them (Freeman, 1982).

### **4.2. Organizational Culture in Enterprises and Effect of Communication over Innovation**

Effect of organizational culture and organizational communication over the productivity of enterprise is a well-known reality. For this purpose, the effect of organizational culture over the innovation is explained in this part of study at first, and then the effect of organizational communication over innovation is tried to be explained.

### **4.3. Effect of Organizational Culture over Innovation in Enterprises**

Innovation is key factor for the company successes and each change may create problems and the innovation culture of company plays an important role at this phase. If the innovation culture of the company is available and suitable, the respond time for the changes will be very short and it will be possible to pass through change process successfully. On the other side, if this time is long, the effectiveness, usefulness and problem solving potential of innovation process will not be successful. Not responding in time will cause to waste of resources. Working and collaboration of all employees and management during creation of innovation culture enables to feel the usefulness and effectiveness of innovation. If the company makes the analysis of its problems and defines them instead of hiding them, its adaptation to innovation will also be so easy (Cannarella and Piccioni, 2003).

Besides the organizational culture, the size of the organization may also appear as an important variable regarding innovation. KOBİs may have some difficulties during realizing innovations. Because the laws and regulations in business environment that they are required to comply with is complex for KOBİs. Because of their scale and size, they have difficulties while carrying and realizing many administrative, legal, commercial transactions.

In a world that “Globalization” is in question at one side and “Regional Blocking” is in question at other side, reaching markets beyond national borders and carrying innovation activities is much more difficult for KOBİs comparing them with large companies (Su, 2003).

#### 4.4. Effect of Organizational Communication over Innovation in Enterprises

During carrying the communication process effectively, the personnel will realize and understand the roles and functions expected from them and they will also be much more aware of the objective of the organization. For example, support may be provided at the areas, such as enabling team work, supporting decision making processes and removing obstructs between departments. As it is well known, because of organizational restrictions, such as the time stress over enterprises, geographical distances and growing of scales, it is not possible for them to satisfy with traditional communication methods. Because of this reason, new means and techniques, such as Computer-Mediated Asynchronous Communication as-CMAC), Electronic Conference Systems, Group Communication Programs (Groupware), Internet Telephone System, Virtual Private Networks took the place of face-to-face communication. So the role of organizational communication in organizational success has increased by this way. (Berry and Laudon&Laudon, 2006).

### CONCLUSION AND SUGGESTIONS

Innovation includes also a great importance in it for the enterprises regarding providing advantage at competition together with undertaking the role of being an advantage providing instrument in recent years besides its conceptual expression. Because, it is possible to produce similar products/services with today's technology and also marketing and distribution channels begun to show similarities to each other in a developing world. Many enterprises agree on the requirement of customer acquisition and providing continuous customer satisfaction in addition to this. Besides, the number of the products and countries contributing in world trade has gradually increased in recent years and the companies has entered in an intense competition in order to produce different and new products and increase the efficiency and profitability at the same time. The innovation concept, which will both create cost advantage and assist to produce high quality products and so will show its effect over competition capacity, has entered in the interest area of enterprises.

As innovation can be performed also at process, organization, marketing in contrary to known as only in product and it may be established through great progress as the result of radical ideas, which were not experienced and developed and it can also include improvement and development activities can be performed by means of sequential processes realized step by step. These changes and improvements require creating a value in order to be innovation as different from invention.

The organizational structure and processes have great importance for developing the innovative aspects of enterprises. The enterprises are required to perform some arrangements at some structures and processes for the purpose of making itself more innovative. The factors created by internal and external environment should be taken into consideration while doing this. The organizational structures used by successful innovative enterprises are against complexity, bureaucracy, similarity and stability. The innovative enterprises intend to simplify their organizational systems and bureaucracy. So, while these enterprises are decreasing the volume of their hierarchical structures, they also simplify the organizational communication and procedures. By this means, the role of middle management is reshaped.

Innovation forms the basic source for many enterprises and communities regarding issues, such as economic growth and increasing social welfare. The developed countries in our world have always got benefit from technological innovation and they still do it. And innovation brings competition power and advantages regarding enterprises.

Management of innovation is a process requiring for effort and care. Because of this reason the opportunities and threats should be assessed very well and an efficient innovation strategy should be determined. Much more important than this is, creating an appropriate innovation culture in the organization, which is tolerant, can take risk, award the successes, customer oriented, and open to learning and within continuous communication and information flow is required. Especially, information flow and cooperation provides opportunity for feedbacks among the actors in innovation system and much more development of innovation activities, which is more important.

### References

- Ada, Nesrin (2007), “Örgütsel İletişim ve Yeni bilgi Teknolojileri, Örgütsel İletişim Ağları” Ege Akademik Bakış Dergisi  
 Aktan, Coşkun Can ve TUTAR, Hasan (2007), “ Bir Sosyal Sermaye Olarak Kültür”, Pazarlama ve İletişim Kültürü Dergisi  
 Akyos, Müfit; DURGUT, Metin ve GÖKER, Aykut (2003), “Ulusal İnovasyon Sistemi: Kavramsal”.  
 Altan, Rıfat (2007), “Türkiye ve AB Bölgesel Kalkınma Politikaları”.  
 Aygören, H. ; Şenyürek, Ş. ,Erçil A. ve Karaata S. (2009), “İnovasyon Yönetimi”, İstanbul Sanayi Odası, İstanbul.  
 Aygen, Selin (2006), “İşletmelerde Yenilik Yönetimi Sürecinde Örgüt Yapılarında ve Hizmet Tasarımlarında Yaşanan Dönüşümler: Antalya İli Beş Yıldızlı Konaklama İşletmelerinde Ampirik Bir Araştırma ve Hizmet Tasarımı Önerisi”, Doktora Tezi, Selçuk Üniversitesi, Konya.

- Ayhan, Ahmet (2002), “Dünden Bugüne Türkiye’de Bilim ve Teknoloji ve Geleceğin Teknolojileri”, Beta Yayınevi, İstanbul
- Barker, Alan (2002), “Yenilikçiliğin Sımyası”, MESS Yayınları, İstanbul.
- Carson, Jay and Steller, Mitchell (2002), “Maritime Product Development Process: An Approach From Other Industries
- Campbell, Andrew, Luchs, Kathleen S. , Çev. : SUNGUR (2002), Ezgi, “Temel Yetenek Tabanlı Strateji”, Epsilon Yayınevi, İstanbul.
- Cannarella, C. , Piccioni, V. (2003), “Innovation Transfer and Rural SMEs”, Journal of Central European Agriculture (online).
- Demirci, Emrah (2007), “Stratejik Giriřimciliğin Firma Yenilikçiliğine Etkisi”, Yüksek Lisans Tezi, Gebze İleri Teknoloji Enstitüsü, Gebze.
- Duran, Cengiz (2009), “Yeniliğin Yaratıcılıkla Olan İliřkisi ve Yeniliği Geliřtirme Süreci”, Yönetim ve Ekonomi Dergisi, Celal Bayar Üniversitesi, Manisa.
- Durgut Metin ve Akyos Müfit (2001), “Bölgesel İnovasyon Sistemleri ve Teknoloji Öngörüsü”
- Durna, Ufuk (2002), “Yenilik Yönetimi”, Nobel Yayınevi, Ankara.
- Eren, Erol (1982), “İřletmelerde Yenilik Politikası: Kuram ve Uygulamada Yenilik”, İstanbul Üniversitesi Yayını, İstanbul.
- Eren, Erol (2001), “Örgütsel Davranıř ve Yönetim Psikolojisi”, Beta Yayınları, İstanbul
- Elçi, řirin (2007), “İnovasyon Kalkınmanın ve Rekabetin Anahtarları”, Technopolis Group, Ankara
- Freeman, C(1982) The Economics of Innovation Second Edition, Cambridge, MA, MIT Press.
- Güleř, Hasan Kürřat ve Bülbül, Hasan (2004), “Yenilikçilik”, Nobel Yayınları, Ankara.
- Güleř, H.K. ve Bülbül, H.(2004), “Yenilikçilik, İřletmelerin Stratejik Rekabet Aracı”, Nobel Yayın, Ankara.
- Gökçek, Onur (2007), “Yenilik Yönetimi Süreci ve Yenilik Stratejileri: Otomotiv Sektöründe Bir Alan Çalıřması”, Yüksek Lisans Tezi, İstanbul Üniversitesi, İstanbul
- Gökçe, Güravřar, Sinem (2010), “İnovasyon Kavramı ve İnovasyonun Önemi”, Fırat Kalkınma Ajansı, Malatya.
- Gürgen, Haluk (1997), “Örgütlerde İletifim Kalitesi”, Der Yayınları, İstanbul.
- Harrison, T. M. and Stephen, T. D. (1996), Computer Networking and Scholarship in the 21st Century University, SUNY Press.
- Herzog, Phillip (2008), “Open and Closed Innovation; Different Cultures for Different Strategies”, Gabler Verlag,, 1st Edition , Germany.
- OECD-Eurostat, Oslo Klavuzu (2005), “Yenilik Verilerinin Toplanması ve Yorumlanması için İlkeler”, 3. Baskı, TÜBİTAK
- Özçelik, E. ve Taymaz, E. (2002), “Does Innovativeness Matter for International Competitiveness in Developing Countries?, The Case of Turkish Manufacturing Industries”, Working Papers in Economics, Economic Research Center, Middle East Technical University.
- Riederer, John P. ; Baier, Melanie and Graefe, Gernot (2005), “Innovation Management: An Overview And Some Best Practices”.
- Rogers, Everett M. (1995), “Diffusion of Innovation”, Fourth Edition, The Free Press, New York, USA
- Polat, Mustafa; ÖNER, M.Atilla (2000), “Firmalarda Yenilik Yönetimi Teknikleri”, Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.
- Polattař, Oğuz (2009), “Şirketlerde İnovasyon Sisteminin Geliřimi”, Mesleki Yeterlik Tezi, T.C. Maliye Bakanlığı Strateji Geliřtirme Başkanlığı.
- Sauer, Paul L and O’donnell, Joseph B. (2007), “A Diffusion of Innovation Model of New Services: A Study of Student Adoption of New College Majors”, Canisius College Richard J. Wehle School of Business Working Papers.
- Su, Kemal Tahir, (2003), “Rekabet Hukukunda Teřebbüslerin Hakim Durumunun Belirlenmesinde Pazar Gücünün Ölçülmesi” Rekabet Kurumu Uzmanlık Tezi.
- Taymaz, Erol (2003), “Teknolojik Yenilik ve Ekonomik Performans”.
- Tekin, Mahmut; GÜLEŞ, Hasan K.; ÖĞÜT, Adem (2006), “Değişim Çağında Teknoloji Yönetimi”, Nobel Yayın Dağıtım, Ankara
- TÜSİAD (2003), “Ulusal İnovasyon Sistemi”, İstanbul.
- TÜSİAD (2009), “2010 Yılına Girerken Türkiye Ekonomisi”, İstanbul.
- Uzkurt, C. (2008), “Yenilik Yönetimi ve Yenilikçi Örgüt Kültürü”, Beta Basım Yayın, İstanbul.
- Uzkurt, Cevahir (2010) , “İnovasyon Yönetimi: İnovasyon Nedir, Nasıl Yapılır ve Nasıl Pazarlanır?”, Eskişehir Osmangazi Üniversitesi, İİBF, İřletme Bölümü, Ankara