EFFECTS OF DIGITAL TRANSFORMATIONS ON BUSINESSES' PROCESS AND PRODUCT INNOVATIONS

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ABSTRACT

The aim of this study is to examine the effects of digital transformations on the process and product innovations of businesses.With the impact of rapid advances in the field of digital transformation, it has become imperative for businesses to keep pace with developments. Of these transformation processes, digitalization-based transformation activities such as revising the ways of doing business oath designing new product models should be carried out. Of addition to the obligation to comply with the transformation, the main goal should be for managers to combine digitalization with innovation oath creativity and to try to adapt oath implement the technology of the future. rapid adaptation to digital transformation oath the implementation of the transformation are of particular importance in terms of competitive advantage oath the realization of innovations (Sağlam, 2021).

Qualitative deductive method will be followed in the writing of this study on the effects of digital transformations on process oath product innovations of enterprises. Of this context, books, theses, reports oath scientific articles will be utilized as secondary sources in the preparation of the study the results oath recommendations obtained as a result of this study will be presented for the benefit of researchers, businesses, organizations oath all interested parties .

Keywords: Digital Transformation, Process Innovation, Product Process Innovation, Business Performance, Competitive Advantage.

1. INTRODUCTION

Digital transformation shapes and improves business operations in enterprises. Digitalization in and around businesses causes radical changes in business models and business changes at the corporate level. applications again shapes (Gao et al ., 2019). The concept of transformation refers to a fundamental change that affects strategy, structure and power distribution within the organization. Digital transformation is defined as the process of adopting significantly changing technologies to meet the digital expectations of employees, customers and partners. Digital technologies need to create additional value for customers, the business itself and other key stakeholders. Implementing technologies in business processes is only a small part of digitally transforming a business. Companies need to focus on two complementary activities for a successful digital transformation. These are; to reshape customer value propositions and transform their operations by using digital technologies for greater customer interaction and collaboration (Teichert,2019).

Launching a new idea, offering a new service to consumers, creating new distribution methods, offering better quality products to the market and being more sensitive to society's expectations can positively affect the continuity of businesses. In this context, product innovation requires turning a new idea into a different product, service with different methods, and using new technologies in production processes. In this context, businesses are expected to take the participation of their employees, provide the support of experts, create the most optimum production mix and develop competitive products while carrying out innovations (Akgemci and Güleş, 2010).

Digital transformation involves the processes of utilizing digital technologies to create new business models and improve customer experience. Digital transformations include both efficiency-focused process digitalization and digital innovation focused on improving products with digital techniques. Digital transformations are related to the changes that technologies plan to create in the business model of businesses and result in the automation of changing products or processes (Vial,2019). Digital twin applications aim to direct innovations such as cloud, big data, social media, smart solutions and mobile platforms that reshape business models and restructure the way organizations conduct business operations. Businesses that have adopted digital transformation use digital connections, business operations, business processes and have the opportunity to use communication effectively (Nwankpa and Roumani, 2016).

Digital transformation occurs through the convergence of information technology environments and covers the transformation impact of new digital technologies such as analytics, social, cloud technologies, mobile and the Internet of Things. In other words,digital transformation enables the integration of digital technologies and business processes into a digital economy. Digital transformations change the way businesses do business, but also affect the income and economic structures of businesses (Ziyadin et al., 2020).

Digital transformation is reshaping not only businesses, but also sectors and, ultimately, the economy in total. The concept of digital maturity requires focusing on continuous changes. In this context, it reaches the highest level of maturity when it has a strong digital infrastructure and understands how to benefit from this infrastructure for a strategic business advantage (Asiltürk, 2021).

Digital transformations are not developments that cover the current situation of businesses, but are activities that start with the products and processes they plan in the future. The purpose of digital transformations can be listed as creating new products in global markets, reaching new customer markets, and increasing innovation efforts for businesses to sustain their existence. (Dörner and Edelman, 2015).

Digital transformation involves the application of digital technologies such as changing products, basic business transactions, processes, organizational structures and operating processes. The benefits of digital transformation can be cited as increasing efficiency, business performance, productivity, creating value and providing innovations in customer interaction (Matt, Hess and Benlian, 2015; Sağlam, 2019).

Employees who have difficulty adapting to new technological processes may experience concerns such as losing their jobs, not being able to adapt to innovations, decreasing performance, and decreasing wages. These concerns can reduce employees' motivation, reduce work attendance, and sometimes lead to quitting work (Özbozkurt, 2019). Within the scope of digital transformations of businesses; integrate management, production, technical information, service R&D and supply chain processes and make decisions together; It is vital to prepare it in terms of efficiency, multiplicity and competitive advantage (Veile et al ., 2019).

In addition to its many advantages, digital transformations also bring with them many difficulties in terms of implementation, adaptation, financial burden, application to activities, and employee acceptance. This situation causes some problems in adapting to technologies, inefficiency of employees, disruption of production, increase in wastage and finally the occurrence of techno - stress (Shahrabi, Ghiasi and Limooni, 2015).

Process innovation includes improving existing methods, making them better, and developing a new production method or distribution method. In this context, the aim of the improvements is to reduce product delivery costs, increase production quality, produce new products and finally realize process isolation through product innovation (Yılmaz and İncekaş, 2018). Process innovations are targeted innovations in production and distribution processes; Organizational innovation refers to innovative practices in the organizational structure and management functions of the business, and marketing innovation refers to the renewal of processes and transactions related to the marketing of the product (Tüyen, 2020).

Product innovation includes value creation activities by creating new ideas or creating additional financial value by trying different processes with existing experiences (Gür, Ayden and Yücel, 2019). Innovation has a significant impact on gaining advantage in competition between businesses. Product innovation, which is the result of creative thinking ; It is explained in terms of the development and marketing of products that are differentiated, innovated, and planned from scratch. Many developments affect product innovation activities, such as businesses being open to different innovations, introducing new projects to the market, postponing projects when necessary, and allocating budget for new investments. Product innovation ; They are especially applications of processes such as software, materials, technical specifications, design, functional improvements, shape changes, taste change, model change. Thanks to these applications, new values are brought to society, consumers, businesses and the economy for the future. (Ünlü and Atik, 2018).

2. DIGITAL CONVERSION DIMENSIONS

2.1. Increasing Customer Satisfaction

Digital transformation has a significant impact on financial performance and efficiency in the financial sector by reducing costs, increasing revenues and increasing customer satisfaction. Customer loyalty also has a positive impact on the long-term financial performance of businesses, customer satisfaction increases and customer loyalty is ensured. Thanks to digitalization, customer satisfaction increases and businesses can provide better service to their customers. Thanks to digital services, customers can easily make their requests and services are provided faster and without interruption. With digitalization, businesses can create new opportunities, optimize their operational processes, improve customer experience and accelerate decision-making processes. Therefore, it is important for businesses in the financial sector to keep up with digital transformation and increase efficiency and gain competitive advantage by using digital technologies (Altundağ, 2023).

2.2. Increasing Employee Productivity

order to adapt to digital transformations and increase the performance of employees in competitive environments, they need to quickly implement their adaptation to innovations with a proactive strategy. In this context, digital technologies can provide significant advantages for businesses to stand strongly against competition, improve their quality, increase their efficiency and ensure customer satisfaction (Türkel and Yeşilkuş, 2020).

2.3. Increasing Competitiveness

In order to realize the digital transformation, human resources should be used effectively and efficiently, the personnel should be placed in the appropriate units or departments, the right people should be assigned to the right business processes, the most appropriate tasks should be assigned by taking into

account the performance of the employees, the employees should be motivated, a fair management approach can be implemented and permanent A competitive power can be created. With the impact and spread of globalization and adaptation to innovations in the field of information technologies, businesses increase their competitiveness (Calp and Doğan, 2019).

Competition in the markets makes it necessary for businesses to pay more attention to digital developments. In this context, all digital transformations affect the production and service structure of businesses and also cause significant changes in the method of activities among employees. Therefore, when businesses determine their digital transformation strategies; It should take into account budgets, employee capacity, consumer demands, market development trends and competitive conditions in the best way possible (Klein, 2020).

2.4. Increasing Efficiency

Digital transformations require businesses to restructure using new technologies to increase their efficiency and increase their market share. Restructurings increase the business efficiency of businesses, improve business processes, increase the performance of employees, support managers in making the right decisions and increase customer satisfaction. Digital transformations also provide great advantages in providing businesses with a competitive advantage by enabling businesses to monitor technologies more closely, gain the advantages of technologies, provide higher quality services, and reduce errors in products. On the other hand, digital developments increase customer loyalty of businesses, facilitate their adaptation to innovations and provide significant gains in maintaining their presence in the market (Westerman, et al ., 2014).

2.5. Ensuring Continuity

Digital transformation activities in businesses are related to the ability to carry out other activities, they are also very important in ensuring the continuity of other activities of the business in terms of providing the goods and services produced by the business to the customers and generating income. Businesses are constantly changing and developing over time, depending on reasons such as innovations in the digital field and constantly developing technologies in parallel, and the changing demands and expectations of consumers (Erdem, 2020).

3. DIMENSIONS OF INNOVATION

Innovations, launching a new idea, offering a new service to consumers, creating new distribution methods, offering better quality products to the market and being more sensitive to society's expectations can positively affect the continuity of businesses (Göker, 2000).

3.1. Product Innovation

Product innovation refers to the developments and changes made in a product to ensure its ease of use, increase its benefits and improve its quality. In order to meet the ever-changing needs of consumers and to be successful in the global competition in the market, it becomes necessary for businesses to make product innovations. While businesses that can provide innovations, changes, differentiation and developments in their products can achieve superiority in the competition; Businesses that continue their activities with traditional methods are gradually losing their share in the market. In other words, businesses need to continue their innovation activities in order to be successful in the market and increase their productivity. In this context, innovations can be achieved by creating more value for a

country's resources through more optimum production techniques; It makes it possible to create more useful products for businesses and consumers (Elçi, 2007).

Product innovation includes the adjustments to the qualities of existing products and the introduction of new products. In other words, product innovation is the process of introducing a new or significantly improved good or service with existing features according to demands and market expectations (Yılmaz and İncekaş, 2018).

In order for product and business development processes to be successful, they must be supported by an appropriate innovation design and implementation. In other words, it shows that employees and organizations in innovation and product innovation studies must have an organizational culture that supports, encourages and nurtures innovation in order to be successful in the long term. An organization that wants to be successful in the competition in national and international markets must develop new products and businesses that are better quality, cheaper and in a shorter time than its competitors. New product and business development processes must be very effective and efficient, but just because an organization develops new products and businesses does not mean that it will be competitive or achieve its goal. In other words, to be successful, an innovative organization must have an innovative organizational culture. However, the idea that there will be no innovation and product innovation studies in conditions where an innovative culture does not exist is also wrong. However, innovation and product innovation activities can be carried out faster and better with an appropriate culture (Durna, 2002).

Innovation requires a different understanding and culture within the organization. The establishment of this different understanding and culture is possible with employees who are open to development and change and have a broad vision. The ability of businesses to innovate products depends on many variables such as R&D expenses, qualifications of employees, management support, sector in which they operate, management style and communication network. One of the most important of these variables is undoubtedly the organizational culture, which is shared by the employees of the organization, consists of common values and beliefs, reveals common behavioral patterns, and distinguishes the organization from its competitors. All elements of the culture that dominates the organization must be linked to innovation. In order to achieve, maintain and protect competitive advantage through innovation, the organization is expected to have a strategic goal and this goal to be embraced by the top management. Innovation requires choosing differences, being open to change and taking risks. Therefore, the organization must be ready to take risks and see failure as an opportunity to learn and improve, because taking risks is a prerequisite for being successful in the innovation process. However, when doing this, it is of great importance to manage risk and avoid unnecessary risks. Organizational culture should encourage employees to take risks in a controlled manner within the resources of the organization (Yiğit, 2014).

3.2. Process Innovation

Process innovation is all innovative practices that aim to increase efficiency, from stock management to storage, from delivery to supply, from purchasing to fulfilling orders, from new product development to after-sales services (Sakaryalı, 2016). In addition, process innovation is based on significant differentiation in techniques, equipment and software and is the realization of a new production or delivery method or methods for service development (Yetif, 2005) .

It includes all innovative practices that aim to carry out all activities in a company, such as new product development, purchasing, order fulfillment, customer service, delivery, procurement, stock management and warehousing, in new or significantly modified ways and to increase efficiency (Knighton, 2018).

Process innovation takes the form of improving the quality and efficiency of internal and external processes. It can be evaluated in two ways, the first of which is *managerial process innovation*, which is to develop a new form of organization, apply a new management technique or develop a new working method. The second development application is *technological process innovation*, which is the development of a new technology to be used to offer a certain service to its users (De Vries, et al ., 2015).

4. DIGITAL TRANSFORMATIONS, PROCESS AND PRODUCT RELATIONSHIP WITH INNOVATION

Innovation thought supported by digital transformations is to make the business effective through proactive competition such as process and product, to gain superiority, to meet market expectations, to ensure customer satisfaction, to increase competitiveness by producing high goods and services by satisfying its employees (Kalay and Kızıldere, 2015). It has been determined that companies that make product and process innovations also receive more technology research and development support from institutions and organizations. Therefore, cooperation with institutions or organizations plays an important role in the innovation process of businesses. While process innovation enables cooperation to provide input to businesses by reducing production costs, cooperation with customers has an important role for product innovation. Companies that engage in product and process innovation allocate significant budgets for product and service design, market introduction and market entry activities (Tunç- Abubakar, et al ., 2022).

4.1. Effects of Digital Transformations on Process Innovation

In order to ensure organizational innovation in businesses to provide superiority in competition in the market, a management approach based on social development, in which all employees participate in digital transformation processes, must be adopted. Practices such as increasing training activities that will increase the knowledge of employees in their current positions, giving importance to career development, making performance-based remuneration, being open to innovations, basing the organizational climate on good communication, and involving employees in decisions taken according to their areas of expertise increase the success and efficiency of businesses (Şahin, 2023).

Digital transformations, innovation capability, process innovation, innovation success and product innovation It provides significant advantages to businesses in the field. In other words, digital infrastructure innovations are becoming increasingly important to increase the profitability of businesses in today's economy. Investments made based on innovation have effects on the country's welfare level and national income. Innovation is a very important concept not only for companies but also for the country's economy. Among these developments, product and process innovation has become the most important element for company policies. Increasing costs, competition, product development and market penetration reduce profitability due to too many competitors. (Özdemir and Sönmez, 2018).

4.2. Effects of Digital Transformations on Product Innovation

The concepts of digitalization and innovation are most commonly defined in all sectors in recent years as Digital innovation, significant changes in the product, process or cooperation models of businesses,

being perceived as new and their concretization with information technologies. In this case, information technologies, as a driving force, cause radical changes and transformations in products and services in all sectors. It is known that both concepts alone have great effects on the success factors of businesses.

Recently, in parallel with approaches in the industry, digital In terms of innovation, the successes achieved by businesses in using information technologies in all their processes have directed them more towards digital technology-based innovation in their new products and services. With digitalization, products have begun to take on different and complex dimensions. In other words, a digital- based product can have features that can be programmed, sensitive, communication-based, intelligent, monitored and connected with other devices and systems with information technologies integrated into its structure. The impact of digital technology on obtaining and developing new information has also caused the rapid development of information (Karaçuha and Pado, 2018).

With digital technology, radical changes and transformations occur in all processes in the business, and in particular, a wide range of usage opportunities are offered on new perspectives and problem solving methods in the innovation management process. These new perspectives especially cause changes in the innovation process, product and service portfolio and resource environments of businesses. In this context, digital technology is becoming increasingly important for businesses to achieve the goals they set for themselves. In recent years, businesses have started to use digital technology very intensively. Businesses benefit from digital technology in decision processes, production processes, different product designs, providing high quality services and against time and cost risks (Karaçuha and Pado, 2018).

CONCLUSION AND RECOMMENDATIONS

While a comprehensive international study on digital transformation emphasizes the importance that businesses attach to digital transformation, it shows that three-quarters of the businesses examined are on the digital transformation journey and two-thirds of them think that digital transformation is challenging (Oswald, et al ., 2018).

In businesses, the need to systematically evaluate the state of digital transformation and draw an effective roadmap towards the desired future digital maturity state is increasing day by day. While businesses adapt to the digitalization process, which is inevitably becoming an intense part of competition; They need to know which stages they will go through and what path they will follow in undergoing a healthy digital transformation. It can be said that specific models to be developed in the digital transformation process will be guiding companies in improving their current digital transformation levels and increasing their digital maturity (Asiltürk, 2021).

Businesses that want to be successful in global competition must follow technological developments and adapt to the changing times with innovative product and process innovations that will meet customer expectations. Both the new technological information that will be needed during the design process and the new paradigms for effective management of other management processes needed by the business will be important in terms of being used in the processes in the business. In this context, it should not be forgotten that university-industry cooperation, which is an important force in the development of developed countries, is one of the mutual cooperations that has the most effective power in the digital technological development process. The continuous development of digital technologies causes changes in customers' expectations and demands on products. Therefore, product concepts have turned into complex structures that can be tracked, portable, wearable, coded, matched with different systems and controlled by digital systems. Continuous advances in digital innovative product designs provide digital

It revealed that there is a complicated situation in the management of the innovation process (Karaçuha and Pado, 2018). It should not be forgotten that cost and quality values, which are important parameters in competitive success in terms of digitalization and innovation, are important for the continuity of consumers, and digital innovation management should be managed effectively, successfully and with continuous competence.

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