

How to Transform Crises into Opportunities for Businesses: An Innovative Application During the Pandemic

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Abstract

In today's business world where competition is at the forefront, it is necessary to keep up with the rapid changes and developments. Businesses strive to do so through product innovation, sometimes their processes and sometimes making a dramatic change to their whole operating model. In this way, they have the opportunity to improve themselves and address their customers more effectively. Innovation management studies are significant for the sustainability of businesses and can be carried out at any stage of the business cycle. The coronavirus (covid-19) pandemic plagued all over the world in 2020 negatively affected the activities of many businesses. Despite the crisis, some businesses have demonstrated successful practices in various fields. In this context, the study aims to reveal how crises can be turned into opportunities within the framework of the gains of innovation management for businesses. Within the scope of innovation management, Abdi İbrahim Pharmaceuticals' practices regarding the Use of Most Innovative Human Resources (HR) Technology in Pandemic Period in 2020 were included in the study. In this study, one of the qualitative research methods, case analysis method was used. The data were analyzed using the content analysis method. In the light of the findings, it has been discovered that the innovative methods put forth by the company for its employees have received positive feedback and that they were effective in motivating them. The company has won the Golden Stevie Award in 2020 with these applications. The Stevie Awards are one of the world's leading business awards. In the study, the ways and methods employed by the company in this success will be examined.

Keywords: Innovation, Innovation Management, Organization, Crisis, Pandemic Period

İşletmeler İçin Krizler Fırsata Nasıl Dönüştürülür: Pandemi Döneminde Yenilikçi Bir Uygulama

Öz

Rekabetin ön planda olduğu günümüz iş dünyasında hızla yaşanan değişim ve gelişmelere ayak uydurmak gerekmektedir. İşletmelerin değişim ve gelişmelere ayak uydurma çabaları bazen ürün yeniliğinde, bazen süreçlerinde bazen de işletmenin tümünde yenilik yapmaları ile kendini göstermektedir. Bu sayede işletmeler kendilerini geliştirme imkanına sahip olmakta, müşterilerine daha etkin bir şekilde hitap edebilmektedirler. Yenilik yönetimi çalışmaları işletmelerin sürdürülebilirliği açısından önemlidir ve işletmenin içinde bulunduğu her dönemde gerçekleştirilebilir. 2020 yılında tüm dünyada görülen koronavirüs (covid-19) pandemisi bir çok işletmenin faaliyetlerini olumsuz etkilemiştir. Krize rağmen bazı işletmeler çeşitli konularda başarılı uygulamalar sergilemişlerdir. Bu kapsamda çalışmanın amacı, yenilik yönetiminin işletmeler açısından kazanımlarını çerçevesinde krizlerin nasıl fırsata nasıl dönüştürülebileceğinin ortaya konmasıdır. Araştırmada yenilik yönetimi kapsamında Abdi İbrahim İlaç Firmasının 2020 yılında Pandemi Döneminde En Yenilikçi İnsan Kaynakları (İK) Teknolojisi Kullanımı konusundaki uygulamalarına yer verilmiştir. Nitel araştırma yöntemlerinden durum/vaka araştırma deseni kullanılarak hazırlanan çalışmada, veriler içerik analizi yöntemi kullanılarak çözümlenmiştir. Elde edilen bulgular sonucunda işletmenin pandemi döneminde çalışanlarına yönelik olarak oluşturduğu yenilikçi yöntemlerin onların motivasyonunda etkili olduğu ve olumlu

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geribildirimler alındığı tespit edilmiştir. Ayrıca işletme bu uygulamaları ile 2020 Stevie ödüllerinden Altın Stevie ödülünü kazanmıştır. Stevie Ödülleri, dünyanın önde gelen iş ödüllerindedir. Araştırmada işletmenin bu başarısında izlediği yol ve yöntemler incelenecektir.

Anahtar Kelimeler: Yenilik, YenilikYönetimi, Organizasyon, Kriz, Pandemi Dönemi

Introduction

In the 21st century when change is inevitable, many developments have been taking place in the political, economic, social, and technological fields in the world. These developments affect organizations and force them to differentiate. Organizations must improve themselves to be able to survive and thrive in a constantly changing and evolving environment.

Innovation in organizations is a concept related to the mission, vision, culture, and strategy of the organization. Therefore, it requires a broad perspective. The power of organizations to use their existing capabilities is effective in innovation management. However, it is obvious that organizations that grow and develop rapidly in today's conditions attach importance to research and development activities, which makes the innovation activities of organizations step up. The common aspect of organizations that attach importance to innovation studies is that they focus not only on internal environmental factors but also follow the changes and developments in the external environment. Innovation studies carried out in order to respond to changing, developing, and increasing demands and needs in organizations gain importance in terms of their sustainability. If the innovation studies carried out in organizations are employed effectively in times of crisis, they will alleviate the consequences of crisis. Innovation management can be applied in organizations as an efficient strategic response to a crisis. In fact, innovation management offers some organizations the opportunity to turn the current crisis into an opportunity. For this reason, both private and public sector gain competitive power thanks to innovation management.

1. The Concept and Types of Innovation for Business

1.1. The Concept of Innovation

The concept of innovation is derived from the Latin word "innovatus". Considering its derivation, it means "the introduction of new methods in the social, cultural, and administrative environment" (Elçi, 2012: 14). To put it simply, innovation involves the use

of new ideas. Innovation is often confused with the invention. There is a difference between innovation and invention. Innovation is not the same as invention; an invention may not necessarily lead to innovation (Neely and Hii, 1998: 8). For organizations, innovation is ‘the transformation of new ideas into economics’. Within this framework, innovation is the management of thought development, production of new product development, or production method or equipment, and marketing activities (Savaşçı, 2004:517).

The concept of innovation was first defined as "the driving force of development" by Joseph Schumpeter, an economist, and political scientist. Schumpeter defined “innovation” as follows (1934): The introduction of a new product or a new feature of an existing product to the market, which is not yet known to customers, putting the new production method into practice. Besides, the opening of a new market, the finding of a new source for the supply of raw materials or semi-finished products is innovation. Schumpeter emphasizes that entrepreneurs disrupt the balance in the market and create continuous dynamism in the economy thanks to their innovative role (Schumpeter, 1934: 4). According to Schumpeter, in order for creative destruction to occur in the current economic order, a new technology, product, market, production process or organizational structure should be an alternative to existing products and organizational practices in the market (Döm, 2006: 5). Kanter (1983) defines innovation as a method that contributes to problem-solving in organizations. Practices such as reorganization in organizations, reducing costs, improving communication, bringing product teams together are all innovations (Kanter, 1983: 201). According to Porter (1990), innovation is an important factor for businesses to achieve competitive advantage. Innovation in business requires having market knowledge and promoting technological innovation in its infrastructure and processes. Besides, businesses can accelerate the pace of innovation by placing their headquarters and other key operations where there are concentrations of buyers, important suppliers, or specialized factor-creating mechanisms, such as universities or laboratories. It is better for businesses to develop the existing materials instead of outsourcing and relying on foreigners to overcome disadvantages, which means innovation for them (Porter, 1990: 20). Innovation is a coping strategy that has a sustainable effect and can make the company stronger for the future (Wenzel and et al., 2020: 12).

1.2. Types of Innovation

Most modern definitions of innovation, seen as an outcome of a process, are based upon two determinant attributes. The first of these is the degree of innovation of a change.

The other is the degree of usefulness or success of that innovation. The concept of 'innovation' makes the same sense to the world, nations, organizations (Granstrand and Holgersson, 2020: 2). Types of innovation are classified in many different ways. The factors affecting the classification in terms of organizations can be listed as the frequency and degree of innovation, its effect on the business value, and customer benefit. The most common classification is product and process innovations and radical and incremental innovations (Santos-Vijande and Alvarez-Gonzalez, 2007: 516).

1.2.1. Product and Process Innovation

Product is anything that is put on the market for consumption, use, acquisition, or consideration to meet a desire and need, including products, physical objects, services, spaces, organizations, and ideas. In short, the product is the value offered to the customer. In this sense, product innovations are offered to customers to fulfill their needs (Tek, 1991: 239, Bülbül, 2003: 80). For this reason, it is necessary to know the customer needs and to follow the changes in their needs closely. Product innovation aims to produce new goods or new services. Thus, organizations constantly make internal and external environmental analyzes and form their strategies. To introduce new products, marketing and sales, finance, production, and R&D departments, which are particularly engaged in innovation in organizations, do not only benefit from the continual knowledge clusters within the business. Besides, it devises new products and new service designs with the effects of the external environment. In creating a new product, it is important to respond to internal and external factors in time as well as correctly perceiving and evaluating them (Trott, 2002: 218). The process is the totality of activities that provide an output that creates value for customers from one or more kinds of inputs and enables it to reach customers (Hammer and Champy, 1994: 32). In this sense, process innovation covers production, distribution, and delivery stages. Thanks to the developing and changing technologies in the 21st century, the product production systems and methods of organizations have also been changing. Organizations have to reflect new production techniques to their processes. The purpose of process innovation is not only to increase efficiency in the use of energy, raw materials, materials, and labor. Process innovation can be applied in all areas that will benefit the business. For example, it is also a process innovation to use new methods to minimize business accidents that degrade the business (Özgün, 2009:155). Thanks to process innovation, businesses will have the opportunity to develop new products, bring dynamism

to new markets and increase their initiatives. Besides, considering the gains obtained through process innovation, it is observed that enterprises reach higher levels of productivity, lower costs, and increased profit and employment capacities (Şengün, 2009:66).

Product and process innovations are interrelated concepts. For example, process innovation can lead to product innovation. Similarly, product innovation can lead to process innovation (Neely and Hii, 1998: 8). Today's competitive environment encourages organizations to take on product and process innovations. The outcome of product innovation is a new product to be launched. The profit level to be obtained as an outcome of this new product is a factor that promotes product innovation. The main outcome of process innovation is a reduction in the cost level of a company. The steeper the slope of the profit function of a company to its cost level, the greater its innovation incentive (Boone, 2000: 552).

1.2.2. Crisis Era and Radical Innovations

Innovation in organizations occurs with the creation of new methods and techniques or the adaptation of existing methods to organizational conditions. Organizational innovation is the application of a new organizational method in the business practices and procedures of the company. For example, a change in business practices, a change in the organization of the workplace, or a change in its external relations can be given. Besides, the use of a new internal communication system (intranet) or the application of a new costing system can be cited as examples of organizational innovation (Bay and et al., 2018: 396). In organizations, innovation has a triple dimension including knowledge, know-how, and organizational coordination (Coriat, 2001:5). When the organization grows to a certain extent, innovation becomes a must. Trying to preserve the traditional structure of the organization results in low productivity and slow response speed. Such changes in the structure will have a positive effect on the innovative performance and competitiveness of the company. Innovative businesses need a flatter and more focus on network structure. The structure of an organization must be ready to meet the innovation need in the nick of time (Xu and et al., 2007:19). Incremental innovation in organizations is accomplished by adding some improvements to an existing product and removing some features from it. Radical innovation is the transformation of completely different products, processes, and methods, designed to replace existing ones, into social and economic benefits. Incremental innovations appear as improvements, changes, or additions to radical innovations. Incremental innovations cause radical innovations to develop and mature more

over time, allowing them to be transformed into more added value. In this sense, incremental innovations can be considered as the continuation and complement of radical innovations. For example, the mobile phone was considered as a radical innovation in the years when it was launched. Later, such features as the radio, camera, the internet, etc. have been added over time, which are called incremental innovations (Demirci and et al., 2012: 19). Businesses that intend to introduce radical innovations must have entrepreneurial characteristics. These features summarize such behaviors as (Gibb, 2000: 24):

- Ability to search for opportunities and understand them,
- Taking the initiative,
- Solving problems creatively,
- Having an autonomous administration,
- Taking on the responsibility of the product and all transactions,
- Knowing the details of products and processes,
- Having effective communication,
- Bringing things together creatively,
- Having good judgment to calculate risks.

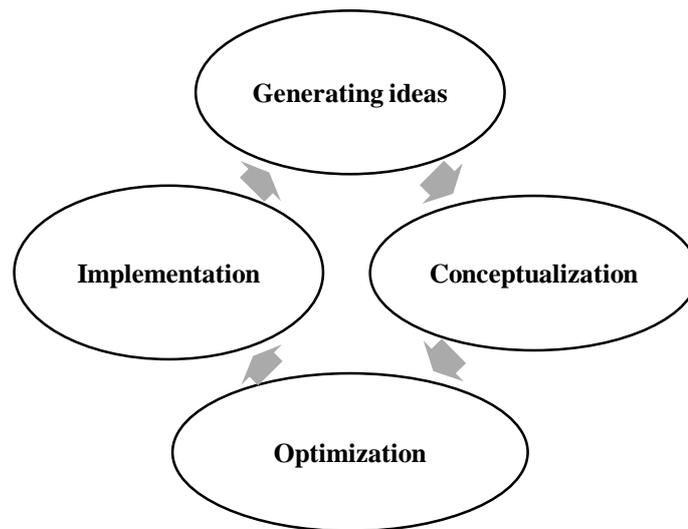
Incremental product innovation refers to small changes, which help to improve its performance, reduce its costs and increase its desirability. Since it does not require high investments, that frequently implemented innovation form is not as exciting as the radical one, but it is just as important. Radical innovations are more difficult and costly to create. However, radical innovations are necessary to keep pace with development. Radical innovations bring new domains and new paradigms and create a potential for major changes. As a result, they both bring innovation (Norman and Verganti, 2013: 84). However, in times of crisis, radical innovations can be life-saving. Unexpected situations in businesses can bring about radical changes. Also, customer demands, needs, and expectations may differ during the crisis period (Barnes and et al., 2020: 130). Businesses that turn this situation into an opportunity will be successful by making a difference compared to others. New services, system solutions, organizational and institutional changes in the organization emerge especially through changing organizational structures, rules, and attitudes (Paech, 2007: 128). Innovation will have a positive effect if it is designed, in the nick of time, to respond to the current situation in organizations.

2. Innovation Management Process in Times of Crisis

Innovation management and value accretion process are not based on the efforts of a single entrepreneur or business, and thus stakeholders can be an important source of innovation for businesses. Research engaging on innovation today focuses on how companies can benefit from this innovation source (Leliveld and Knorringa, 2018:13). Innovation management requires vision and strategy. Also, there is a need for organizational conditions and culture that facilitate the emergence and implementation of ideas, and appropriate processes to apply innovation (Bel, 2010: 47). In the past, innovation was considered only as of the focus of large companies; however, today there is a growing body of research that any business can be innovative regardless of its size or sector (S.Sultan and W.I. Sultan, 2020: 1070). The important thing is that businesses have the power and ability to innovate at any stage of the business cycle. Times of crisis are the most difficult times for businesses, which require a critical response to sudden and unforeseen disruptions. Innovation work is driven through customized services to meet the demands of customers. However, innovations introduced in times of crisis may require the transformation of the available resources within the restrictions (Heinonen and Strandvik, 2020: 103). According to Mitroff and Alpaslan (2003), crises in businesses can be divided into two categories. The first is economic problems such as changes in the demands of customers, a rapid increase in costs, and natural accidents such as fires or earthquakes. Companies often know how to prepare for these crises. They can defend themselves against them by using downsizing strategies and risk management techniques such as security planning and insurance. The second category includes deliberate evil actions such as bombing, kidnapping, and cyber-attacks, and unexpected abnormal phenomena such as pandemics and drought that can affect the whole world. Companies, especially those operating in developing countries, are always at risk (Mitroff and Alpaslan, 2003: 6). Companies must always be proactive to deal with these risks. While reactive strategies can have a positive effect on reducing the costs of a company, a combination of proactive and reactive strategies will be effective in times of crisis (Alonso-Almeida and et al., 2015: 1656). Companies should determine their strengths and weaknesses against possible crises. Besides, the effects of the crisis will be rapidly lessened by putting new ideas into practice in a conscious organization on innovation management. However, companies need to develop more creative solutions and innovations with fewer resources in times of crisis. Therefore, a business must know the innovation management process very well.

Considering literature, although there are different innovation process steps, the innovation process in organizations is generally a process that starts with ideas, continues with their maturation, and ends with their implementation. At the end of the process, feedback is evaluated and the success of innovation practices is assessed. According to the innovation model developed by Basadur, the innovation management process consists of four consecutive stages;

Figure 1. Innovation Management Process



Source: (Basadur, 2003:8)

Regardless of whether goods or services are produced in the organization, the success of the planned innovation is achieved through solid steps. Its feasibility must be evaluated before an innovation is put into practice. Therefore, innovation management consists of consecutive stages and these are innovation processes introduced in organizations have many purposes, as follows (Kuczmarski and et al, 2000: 141);

- Identifying ideas that can lead to innovation,
- Establishing systematic structural attitudes for innovations in an organization,
- Defining a legal framework with the internal and external opportunities of an organization,
- Defining the financial and strategic goals in order to improve the innovation efficiency of an organization.

2.1. Generating Ideas

The innovation process is a process that starts with the generation of ideas and ends with the implementation of these ideas. Thus, the idea generation stage is an indispensable part of the innovation process. Initially, the type of idea put forward is not important; it could be a new market, a new technology, or a new product idea. An idea that turns into a successful new product or finds a new way to solve a problem may not be understood in the first place (Buijs, 2007: 2015). Good ideas are the raw material of innovation. The idea put forward requires a different approach to solve a problem or make the most of any opportunity. At this stage, insights are suggested and preliminary projects are drawn. In brainstorming sessions, one of the most common practices for generating ideas, individuals from a wide variety of fields interact by offering solutions for a specific problem or opportunity (Nagano and et al., 2014: 67). The transformation of an idea into a product, process, or service is carried out with a wide range of knowledge. Consequently, there is a need for interaction between different actors and different disciplines. In this way, people pursue new ideas with their insights, worries, and desires, and shape the decisions to be made in the process of transforming these ideas into value. Innovation as a process begins by getting ideas from employees and then evaluating them to determine which ones have the greatest potential to add value to the organization. This first part of the innovation process called the "idea management process", is based on the creation of new concepts that are compatible with an organization's purpose, vision, strategy, goals, and needs (Bassati and Ajhoun, 2013: 551). While creating these new concepts, the external environment should also be evaluated, opportunities and threats should be taken into account. According to Drucker (1985: 35), there are seven sources in the formation of new ideas in organizations. The first four sources are internal, as follows:

- Unexpected occurrences: unexpected success or failure
- Incongruity: the differences between the actual state and the existing state
- Process need
- Industry and market structure change

Besides, the sources that include changes outside the business or industry are as follows:

- Demographics
- Changes in the perception, attitudes, and mood of individuals
- Scientific or non-scientific new knowledge

They are a source of inspiration for generating new ideas. In this way, an innovation opportunity emerges in organizations, and a map of ideas is created.

2.2. Conceptualization

At this stage, ideas are presented concretely by putting them into action and implementing them. This stage is the stage where job descriptions and requirements related to ideas are identified and thus being analyzed. At the conceptualization stage, which is the stage at which ideas are defined, ideas are illustrated through such techniques as pictures, writing, drawing, etc. so that they can be easily understood by everyone. Conceptualization is seeing the big picture clearly. At this stage, the convenience that ideas provide and difficulties that may be encountered come out, and thus opportunities and problems are accurately and creatively defined (Basadur, 2003: 9).

2.3. Optimization

At this stage, the potential benefits and risks of the innovation are examined. At this stage, all units, as well as the Research and Development (R&D) department in the organization, take an active role and perform the tasks assigned to them effectively (Aygen, 2006: 54). In this way, it is decided whether the innovation can be implemented in the organization or not. Benefit-cost analyzes are made with optimization studies, and the benefits of innovation to the organization are evaluated. The gains of the organization are not only evaluated physically or financially but also moral gains such as reputation and respect. The optimization stage is the stage at which all kinds of measurements, reviews, and evaluations are made, and it is decided whether innovation will be implemented in the organization or not.

2.4. Implementation

At this stage, the innovation created is put into practice, produced, or implemented. In this way, innovation is tested in terms of performance, quality, consumer expectations as well as congruence with internal and external environmental conditions. Thus, the gains of innovation in terms of profit, benefits, and social benefits are provided. The feedback obtained is evaluated. Success and positive results achieved through innovation increase the motivation of the organization. This motivation drives the organization to different innovation work. Therefore, the innovation process continues successively.

3. An Innovative Implementation Research in Times of Crisis

3.1. Purpose of the study

This study examines an innovation implementation developed during the coronavirus (covid-19) epidemic that affected the whole world in 2020. It has been tried to explain that businesses can make innovations within the framework of needs in every period. In the study, innovation management, process, and gains are cited with an example of a company. In the study, the internal communication project of the Abdi İbrahim Pharmaceutical Factory ‘‘Health for your Home’’ (Evine Sağlık) was shown as an example of innovation management practice. Abdi İbrahim Pharmaceutical Factory won the Golden Stevie Award from the 2020 Stevie Awards in the category of 'The Most Innovative HR Technology Use in the Period of Pandemic' with its internal communication project 'Health for Your Home'. The study examines the ways and methods followed by the company in this success story. In this way, it is shown that innovation work can last despite obstacles. The study aims to be useful to scientists as well as being an example for other sectors and organizations that conduct innovation work.

3.2. Scope of the study

Within the scope of the study, innovation management and process in organizations were examined, Turkish Pharmaceutical International Company Abdi İbrahim which achieved success as a result of its innovation implementation was cited. Abdi İbrahim pharmaceutical company has been providing services in the pharmaceutical industry since 1912. The company has won awards for its many successful applications. One of them is the Golden Stevie Award. In the study, the innovative applications of the company during the pandemic period were examined. The findings obtained were evaluated and analyzed. Innovation management is an ongoing process. In the process of the 2020 coronavirus (COVID-19) pandemic, the success of an award-winning business was analyzed and it was intended to support the work of businesses on innovation management.

3.3. Study Method

As the method of the study, one of the qualitative research methods, the case research design was used. Qualitative data provide depth and details through direct quotes, and careful description of situations, events, interactions, and observed behavior (Labuschagne, 2003: 100). In the study, Abdi İbrahim Pharmaceutical Company's "Health for Your Home" internal communication project was examined within the scope of innovation management

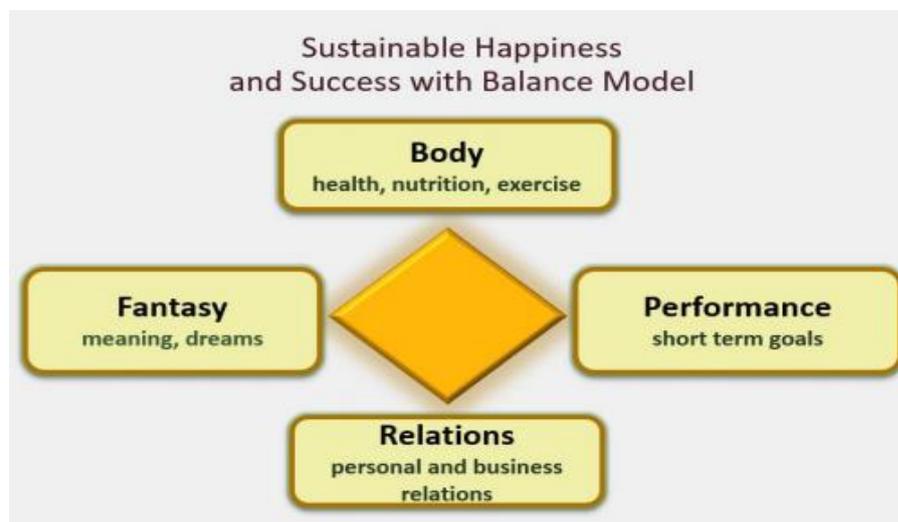
during the pandemic period. With this project, the company was awarded the Golden Stevie Award in the category of “The Most Innovative HR Technology Usage during Pandemic Period”. The data in the study consist of information and documents provided by interviewing the human resources department of Abdi İbrahim pharmaceutical company. The obtained data were analyzed using the content analysis method. The qualitative content analysis examines data that are the product of data collection techniques for details and depth rather than measurement (Forman and Damschroder, 2008: 41). The data collected within the scope of the study were analyzed and reported in detail.

3.4. Study Findings

Within the scope of the measures taken against the coronavirus (COVID-19) pandemic, which has become a major problem in the world and our country, the vast majority of employees worked from home for about 3 months or went to the office in turn. Abdi İbrahim Pharmaceutical Company's Human Resources department established 3 Committees to help employees spend their time at home efficiently, keep their motivation high, and ensure their health and safety, through the "Those Who Make Life Better" work. Two of these committees were responsible for making decisions regarding employees' health and safety. The other was responsible for the engagement and motivation of employees, referred to as "Generation Y". This committee is a volunteer-based committee that consists of Generation Y and aims to increase the happiness and loyalty of the employees at Abdi İbrahim. This Committee, in collaboration with the Human Resources and Corporate Communications teams, launched the "Health for Your Home" internal communication project on March 30, 2020, through the Microsoft Teams digital communication platform. While designing the concept of health for your home, it was inspired by the commonly used expression “Eline Sağlık” (God bless your hands) in Turkish. The phrase “Eline Sağlık” means “wish health and well-being to the person who does something beautiful by hand”. The company has used this expression by changing it to health in your home in this period when our spirit, physical health, and relationships are threatened and similar concerns are shared and aimed to bring health to the homes of its employees. During the COVID-19 process, Abdi İbrahim Pharmaceutical Factory continued production on-site, while the central office employees were working from home. With the "health for your home" internal communication project, the aim is to maintain spiritual integrity and personal development while balancing the psychology of the employees to adapt to the "new

norm". Thus, based on the balance model focusing on mental and physical health, the "health for your home" project was launched. The balance model is a method used to realize the present moment, reduce stress in life, and manage emotional, cognitive, and behavioral processes that can be destructive. According to this model, what we eat and drink, our physical movements, emotions, and thoughts significantly affect every aspect of our lives. The balance model focuses on body, fantasy, relationships, and performance. The unity and vitality of the mind, soul, and body are essential in the model. The model is shown in Figure 2 below.

Figure 2. Sustainable Happiness and Success with Balance Model



Source: (Abdi İbrahim Company Human Resources Unit, 2020)

In this project, Microsoft Teams was used as an important tool to reach employees and their families. With this communication channel, the internal experts and special guest speakers from many different disciplines participated every week. Live broadcasts are constantly updated in light of the feedback obtained through employee feedback surveys. Employees attended live broadcasts with their questions and comments. In this context, 108 live broadcasts were made; 44 of them were the sub-concept of health for your mind, 37 were the sub-concept of health for your body, 19 were the sub-concept of health for your soul and 8 were the sub-concept of health for your hand. The total number of users participating in live broadcasts exceeded 20 thousand and the total number of interactions exceeded 80 thousand.

In order to increase the participation of employees in the "Health for your home" project and to get their opinions, 3 surveys (pre, during, and post) and 1 focus group study

were conducted within the scope of the process. At the beginning of the COVID-19 process, when the project was launched, it was initially intended to learn the specialties of the employees through a survey. In this way, their participation in the live broadcast was encouraged. In the survey study conducted in the first month of the project, suggestions about the frequency, time, and content of live broadcasts were welcomed. It was requested to evaluate the training sessions conducted and to offer suggestions. At the end of the project, in line with the reduction of the epidemic during the COVID-19 pandemic, the employees were asked to express their opinions about the "Health for your home" project before new changes in our working life. In this sense, the following questions were asked and answered. (172 employees participated in the survey).

a) How would you rate our content so far? (1 to 5, 1: lowest, 5: highest) The health content of the home project was voted by 95% of employees and was rated 3 or more. The average score is 3.67.

b) Would you like "Health for your home" broadcasts to continue? 72% of the employees who participated in the survey wanted the "Health for your home" project to continue.

c) What topics and contents should be included in live broadcasts? 52% of the employees participating in the survey stated that they would like to see the career development content, and 15% stated that they would like to see the social content.

Besides, the employees were asked to make their suggestions, requests, and complaints, and positive feedback were obtained.

4. Conclusion and Recommendations

Today, organizations that adapt to changing and developing environmental conditions are seen to be successful. The innovations made in production, marketing, and technical work by these organizations are noticeable. The variability in customers' preferences and expectations accelerates innovation work in organizations. Studies on innovation in organizations should be carried out in a planned manner. In this sense, the concept of innovation management gains importance in organizations.

In this study, the "Health for Your Home" internal communication project implemented by Abdi İbrahim Pharmaceutical Company during the coronavirus (COVID-19) pandemic within the framework of innovation management was examined. With this

project, it is aimed to maintain the spiritual integrity and personal development of the employees while keeping their psychology in balance to adapt to the "new norm". Therefore, based on the balance model that focuses on mental and physical health, the "Health for your home" project was launched. In the balance model, the unity and vitality of the mind, soul, and body are essential. In this context, 108 live broadcasts were made. 44 of them were the sub-concept of health for your mind, 37 were the sub-concept of health for your body, 19 were the sub-concept of health for your soul, and 8 were the sub-concept of health for your hand. The total number of participants in live broadcasts exceeded 20 thousand and the total number of interactions reached 80 thousand. Also, 3 surveys (pre, during, and post) and 1 focus group study were conducted within the scope of the process. The feedback obtained from the surveys shaped the project and also proved the success of the project. With this project, the company was awarded the Golden Stevie Award in the category of "The Most Innovative HR Technology Usage during Pandemic Period". Stevie Awards are one of the most prestigious awards in America, given to successful projects around the world every year since 2002.

Change is a must for success in organizations. Innovation is an important part of change and it should be permanent. In organizations, innovation management and internal and external environment are carefully monitored, and innovation work is carried out and adopted in a planned manner. In this sense, Abdi İbrahim Pharmaceutical Company's internal communication project "Health for Your Home" in 2020 is very important. With this project, the company aimed to maintain the spiritual integrity and personal development of its employees while balancing their psychology in order to adapt to the "new norm" during the pandemic. They carried out the project using information and communication technology and achieved success. The company acted effectively in crisis management by introducing new applications for its employees in the coronavirus (COVID-19) pandemic crisis. The company turned the crisis into an opportunity thanks to its human resources project. The project received an award in the category of "The Most Innovative Use of HR Technology during Pandemic Period". With this award, the company demonstrated that innovation management practices can be applied under all conditions and success can be achieved. The support provided by the managers and all units of the company is important in innovation management practices. Although the evaluation of innovation work during the pandemic period with a single company creates a limited perspective in our study, it is hoped that the

study will give an idea to many businesses and scientists who carry out research on innovation management.

Funding Statement: “This research received no specific grant from any funding agency in the public, commercial or not-for-profit sectors.”

Ethical approval: “All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.”

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