Corporation culture in businesses and innovation management

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Abstract

'Change', whether planned or not, is transformation of a system (humans or organisations), progress or environment from a circumstance to another in certain conditions. Change also represents the qualities that organisations and humans have in changing dimensions and is a fundamental characteristic of every human society. Heraclius said 'Nothing is permanent except change'. To change, in a way, is life itself. Social change is a change within the structure of a society. As for organisational change, it expresses all manner of change that can take place within various subsystems and factors of an organisation and the relations between them. 'Innovation', however, is a process of change, but not every change is an innovation. If the change is original and contributes to the efficient and economic implementation of objectives to the system its changes, it can be counted as innovation. While change can be in a positive or negative way, innovation can only be positive.

Keywords: Corporate culture, innovation management, innovation.

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1. Introduction

Some changes and innovations that can be counted positive for a society or a fraction may not be adopted by another or be compatible. Thereby, while identifying the effects of an innovation within the lives of societies, that society's traditions and culture should be taken into consideration. That is to say, a balance must be found between positive traditions & culture and change & innovation. Neither traditions and culture that came into being through the tests of time, acquired throughout generations and holding the society together should be given up for the sake of change and innovation, nor it should be allowed to let this tradition and culture become zealotry and hinder the process of change and innovation.

Concepts that influence the lives of societies such as tradition and culture, change and innovation are applicable to corporates as well. Corporates have traditions and culture too, or at least they should have. Developed countries we try to take as an example in the name of change and innovation while leading the way on this concept influencing their lives, at the same time take pride in the existence of companies, schools, corporations and traditions with hundreds of years of history as well. It is not possible for a process of change and innovation that ignores the traditions and culture to implement the projected objectives or bring peace and success.

As for looking at this subject from a different aspect, the survival of societies and corporations that are close to change and innovation, only trying to progress based on their traditions and culture for a long time, is out of the question. When we look at societies and corporations that were successful and able to advance, we can see that they kept an admirable balance between these two concepts.

2. Part one—Concept of culture in organisatons: corporate culture

The culture concept that was addressed by sciences like anthropology, sociology, social psychology and ethnography before the 1980s, started having a place in the literature of organisation and management since then. The idea of examining organisations from the angle of culture which is a value system shared between individuals is rather a new concept.

At first, corporations were considered a series of mechanic structures in the context of businesses and individuals were seen as part of these structures. In these circumstances, business effectivity was deemed successful according to technical superiority and production quantity. On the other hand, after the emphasis of vital consequences in a business having a humane dimension, comments about conditions of business success shifted in a different field (Sabuncuoglu & Tuz, 1999, p. 27).

First studies about corporate culture can be seen emerging slowly in the 1960s. First research studies made in the USA and England started producing results in the 1960s and researchers published these observations. First of these research studies was the publishing of a study made by a group of researchers led by Harrison Trice in the USA on observations about cultural rituals and ceremonies in employee behaviour. Second is the book written by Barry Turner in England named 'Exploring the Industrial Subculture' focusing on structure and existence of corporate culture (Trice, Belasco & Alutto, 1969, pp. 40–51). Even though the concept of corporate culture started developing slowly with the change and progress in the organisational field by studies made in the 1960s and before, the concept can only be seen gaining importance in management field in the 1980s.

First article about corporate culture was published by Pettigrew in 1979. In this article, Pettigrew mentions culture, which is an anthropological concept and regarding concepts (such as symbols, myths and rituals) can be used in an organisational analysis (Reichers & Schneider, 1990, p. 19). Pettigrew interpreted corporate culture from an administrative angle in a study. Under the leadership of Pettigrew's article, many academic studies were produced about the subject in the early 1980s.

'In Search of Excellence', a book written by Peters-Waterman, and 'Organisation Culture' written by Deal and Kennedy, had a large role on the concept emerging and entering the literature by becoming

widespread. Also, works in the same period such as Ouchi's suggested *Z* Theory and Pascale & Athos's 'Art of Japanese Management' contained studies dealing with corporate culture (Fredrickson, 1990, 169).

The concept of organisation culture which was a subject to research in the USA for the first time while ranking among different concepts like enterprise, organisation, company and corporate culture which became subject to research studies in the field of management science afterwards. In the first studies intended to identify this concept, while laying emphasis on primary elements of organisation culture, the function of cultural values and norms affecting behaviour and effects aimed at facts of the process in influencing behaviour were regarded. When a literature search is made in this field, different expressions of this concept such as organisation, company and corporate culture can be encountered. Virtually, there is no difference between these concepts' meaning. In order to prevent any confusion during the study, this concept will be mentioned as corporate culture.

Studies on the subject of corporate culture in Turkey are rather in the recent past. Most of these studies are limited to research studies made in North America being implemented in Turkey. Boyacıgiller emphasises that the acceptance of hypothesises and evaluations predominantly presented by American researchers and scientists universally is essentially wrong since, in every society, management sciences, methods and research studies are shaped according to their own culture. According to Boyacigiller (2000, pp. 11–13), the important thing is reaching the stage where the separation of hypothesises which can be applied universally and those that are valid in certain cultures is possible. This approach is not only related to corporate culture but also to all management science subjects as well. In Turkey, Sargut, while drawing attention to intercultural differences, made a research about *T* type management and organisation model, Dilber et al. tried identifying characteristics of Turkish organisations and administrators with their research studies. As for Ozen, in a study examining causes of Guru expressions, questioned the accuracy of importing Guru expressions without taking cultural traits into consideration. Therefore, Danisman (2000, pp. 339–349) compared the results of some research studies that were developed in North America and repeated in Turkey.

In our day, corporate culture concept preserves its feature of being a subject that is laid emphasis upon from different angles on both national and global literature. Corporate culture is a concept that does not have a sole definition like culture concept that was urged on previously, but a concept that can be explained from different perspectives. Because of this reason, there are many different definitions depending on different approaches to this subject.

First definition regarding corporate culture was made by Jaques (1952). According to this; 'A factory's culture is based upon traditional thinking and practice methods that are shared by the structure of their clients and all employees and expected of new employees to be learned and shared in order to be accepted for work. In this sense, culture contains many different behaviour styles: production methods, business sense and know-how, attitude towards discipline and punishment, habits in executive attitudes, operation styles, payment methods, importance levels given to various tasks, beliefs regarding democratic life and mutual discussion, practices and taboos which have low conscious level' (Brown, 1998, p. 7; Jaques, 1952).

Deal and Kennedy, whose studies have a large role in the emergence of the concept, handles corporate culture as a norm, value, belief and assumption model adopted by organisation members. Again, pioneers of the concept, Peters and Waterman (1982), describe corporate culture as an entirety of shared values. Likewise, Louis (1980) explained the concept as shared meanings, Barney; as centralised values, Deyer; as assumptions, Davis (1981); as beliefs, Bate; as shared thoughts, values and meanings, Trice and Beyer; as a network of meanings containing values, norms and ideologies (Gordon & Di Tomaso, 1992, pp. 783–786).

As for Edgar Schein, who is considered to be a pioneer of corporate culture concept, identifies corporate culture as; 'corporate culture is a series of basic assumptions founded, discovered or developed by a group while trying to overcome certain problems regarding outer adaptation and

inner integration. These assumptions became useful enough to be accepted as valuable and are taught to newly joined employees to think, perceive and feel in the correct way when encountered the same problems' (Luthans, 1994, p. 562).

While in 1982, Gold described corporate culture as 'being indigenous as an organisation and series of having some unusual qualities others does not have', according to Scholz (1987) corporate culture is 'invisible, fundamental and unofficial will of the organisation that guide individual's behaviours, can be understood without verbalisation, shaped independently from individual's behaviours in an organisation by itself'.

Lorsch (1986), who looked at corporate culture concept from an administrative angle, while referring corporate culture as common beliefs that senior executives in a company have regarding how to manage themselves and other employees and how to lead assignments, suggests that corporate culture has very important effects on senior executives' thought mechanisms and actions even though they do not realise it most of the time. On another remark in the same direction, Denison (1990) states culture is determinant values, beliefs and principles functioning as constituent structures of an organisations administrative system principles and practices and behaviours that make these basic principles valid and strong.

When definitions on the subject of corporate culture are examined, it can be said these have variations ranging from broad to specific and have major similarities with various culture definitions made in anthropology. For example, while Deal and Kennedy (1982) defines corporate culture as 'the way everything in an organisation is done' it resembles culture definition by Ralph Linton which is 'The way of life in a society' (Sisman, 2007, p. 81).

Along with similarities definitions regarding corporate culture share with culture concept that is discussed by anthropology in terms of definition and content variety, there are also some common points:

- Points that different definitions merge can be sorted such as (Berberoglu, 1990, p. 1):
- They are values organisation members share,
- The way of operating and conducting business,
- They differentiate one organisation from another by personalisation,
- A structure that is consisted of dominant and shared values, reflecting symbolic meanings to employees, stories told within organisation, beliefs and slogans,
- Influences organisation success directly,
- Senior executives and leaders have important effects on organisation culture.

Considering common points definitions of corporate culture lay emphasis on, it can be said that the concept attributes 'unique' meanings to organisations, develops within an organisation in time and shared by members in various ways and to understand an organisation, analysing its culture can be considered as the key. Finally, corporate culture can be defined as its identity, its fingerprint that separates one organisation from another.

3. Part two—Innovational corporate culture

3.1. Definition of innovation

The word innovation is derived from 'in' and 'novus', 'in-novatus' word that means renewal, remake and alteration in Latin. According to the Turkish Language Society Dictionary, innovation means... '1. Status of being new or feature of something that is new. 2. Renewal and change of the old, harmful or inadequate with new, useful and adequate. 3. Becoming a new'. Innovation is also defined as development of advanced, more qualified and functional products, production processes, organisations and management practices based upon existing knowledge (TDK, 2014).

According to Oslo Manual published by OECD, 'innovation' is the actualisation of a new or a significantly enhanced product (good or service), process, a new marketing or organisational method on practices within a business, workplace organisation or external relations (Tubitak, 2005, p. 50).

According to Professor Joseph Schumpeter who gives lectures at Harvard University, innovation is defined simply by the founding of a new production function. Innovation involves operations that form new organisations in an industry, such as the invention of a new product, development of a new production method, founding of a new market, creating new resources for raw material procurement or monopoly creation (Schumpeter, 1939, p. 84).

Certo (2000, p. 519) defined innovation as 'usage and improvement of new techniques and methods on working conditions of goods and service production'. According to Jones (2001, p. 404), innovation is defined as the development of new products in both services and industry business, making advances on production and business systems. Drucker (1985) defines innovation as 'Useful information that makes it possible to make various knowledge and skills that employees have to become more productive, as a tool of entrepreneurship'. Innovation is one of the tools of entrepreneurship. Furthermore, innovation is a science that can be improved by learning and practice (Saricay, 2012, p. 17).

3.2. Types of innovation

Reasons like process requirements that come within or outside from business, incompatibilities, unexpected developments, changes in industry or market, demographic changes, changes in perception or new information forces corporations to make innovations (Drucker, 1985, p. 30).

As there are different definitions for innovation concept, there are also different classifications of innovation types. Thusman and Nadler (1986) separate innovation into two basic categories which are product and process innovation. Zaltman (1973) mentions three types of innovation such as programmable innovations, final and auxiliary innovations and radical innovations. Damanpour, in light of studies about innovation, made a triplet classification where there are administrative and technical innovations, radical and slow-paced innovations and product and process innovations. When the literature is examined, the most common classification model can be seen as; product, process, radical and gradual innovations (Saricay, 2012, p. 20).

3.2.1. Product innovation

According to Oslo Manual, 'A product innovation is the introduction of a good or service that is new or significantly improved with respect to its characteristics or intended uses. This includes significant improvements in technical specifications, components and materials, incorporated software, user-friendliness or other functional characteristics' (Tubitak, 2005, p. 52). Product innovation aims to produce new goods and services to find new markets, customers and ensure customer satisfaction in existing markets.

Product innovation is classified in different ways. When the literature is examined, used product innovation types are seen classified as the following (Griffin & Page, 1996, p. 481):

- 'New product for the world: Represents innovation revealed in new markets for the first time. This innovation usually represents a significant invention in the technology field or a new design by handling present technology in a very different way.
- New product for the business: These products are new not for the market but for the business. Enables the business to enter new markets.
- Improvement of present product line: Can be named as new sub-group of the present product line. Business already makes production in present market but challenges itself by making various changes to present product.

- New product obtained by improvement of present products: Addition of new products to the product line in place of present products.
- Relocation of present product: Finding new applications for the present product. This type of innovation is associated with consumer perception and branding rather than technological advances.
- New product obtained by reducing costs of present product: Releasing a new product obtained by reducing the cost of the product without making innovations on the product, to the market. In this way, the company creates a big value potential by reducing production costs'.

Entrance of the rival businesses to the present markets with new products forces other businesses to develop new products. Because of ever-changing conditions, new product development becomes a necessity for businesses. Besides, innovation contributes to businesses in many different ways. New products ensure the business to protect and obtain market share and increase lucrativeness. According to studies, it is proven that market performance and new product development have a strong correlation (Tidd, Bessant & Pavitt, 2005, p. 4).

Ability to make innovations and develop new products determines businesses' competitive power. For companies to have a competitive edge, ability to produce new products has become mandatory. Companies that can create new product and services gain an advantage on price, quality and product competition (Acikdilli, 2007, p. 22).

3.2.2. Process innovation

In the Oslo Manual, process innovation is defined as 'A process innovation is the implementation of a new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and/or software'.

Innovation process represents the new methods used in the production of new, present or improved products that cannot be produced by traditional production facilities. Includes new or significantly improved techniques, technology, equipment and software used to produce or deliver products and services that reduce costs, improve quality and create value for the customer. Process innovation is also considered as implementation of radical approaches like reengineering or putting technological and administrative innovations, procedures to use or improving their utilisation in order to enhance production or presentation of products and services of a business (Gules & Bulbul, 2004, p. 141).

Process innovation provides savings on raw material, time and staff recruitment for the business. Also, since it allows the production of the same product with lower cost, causes businesses to increase their profits, to produce new or significantly enhanced products by improving quality. In addition to this, creates solutions that help the customer access product and services with ease, promptly and efficiently and overcome problems regarding the protection of patents. As a result of all these, it brings the business a significant competitive advantage in the market (Uzkurt, 2008, p. 41).

3.2.3. Radical innovation

The term innovativeness involves a wide field, ranging from minor improvements to significant discoveries that transform the industry. From this point, basic classification of innovativeness is made regarding influence and radicalism of the innovativeness. This kind of innovativeness is called radical and gradual innovativeness (Gules & Bulbul, 2004, p.130).

Radical innovation is the type of innovation that is usually performed by scientists, that has high new information necessity that expresses new for the world and the corporation. These come to light after long studies and high-cost processes. Their most important feature is the high risk of failure since instead of the needs of the market; these are put into practice in accordance with scientific advances. Besides, since radical innovation will create a new market, there are also risks of not possibly being able to make a market analysis, created market being too small to satisfy needs for innovational

investments or not adopting the innovation adequately (Christensen, 1997, p. 276). However, the power to create a new product, industry and market, power to direct corporations' sustainability and economy, generates a big competitive advantage. Radical innovations become the starting point of incremental innovations (Coskunkurt, 2013, p. 45).

3.2.4. Gradual innovation

Gradual innovations are the improvement of products and processes by engineering gradually. Gradual innovations, contrary to radical innovations, make limited changes on present products. Innovations in this category are innovations that ensure business growth and increase competitive advantage. They usually focus on improvement of new processes and helps create maximum possible value with the existing capacity of the business rather than developing new product and services. Gradual innovations are an improvement of present technology in order to improve performance criteria like quality, cost, time and efficiency. New information necessary for gradual innovations is low and it is less risky than radical innovations (Saricay, 2012, p. 31).

3.3. Definition of innovativeness

There are many different studies with different approaches regarding innovativeness. Majority of the researchers emphasised the role of technological innovation while explaining the concept of innovativeness. Weerawardena and O'Cass (2004) defined proactivity as 'Application of ideas that are new to the company to create value either directly for the enterprise or indirectly for the customer, the effect of proactivity or added-value on product, process, business organisation, administration or marketing system is not important' (Ertokatli, 2007, p. 48).

According to Coulter, innovativeness is the process of transforming a creative idea into a product that can be beneficial or sold in the marketplace. Innovativeness is the process of creativeness, change, trial, transformation and presenting fundamental changes (Duran & Saracoglu, 2009, p. 59). Vokola and Rezgui (2000) define innovativeness as 'Ideas, products, process or systems that are perceived as new by individuals, groups, companies, industrial sectors or whole society'. Thus, innovation can emerge in product, process and organisation fields (Cetin, 2009, p. 52).

According to Schermerhorn, innovativeness is 'the process of creation and implementation of new ideas as a part of organisations' work routine' Innovativeness, is the act of transforming new ideas into applicable practice. This practice shows itself in the form of process and product innovation (Aslaner, 2010, p. 52).

Innovativeness concept, aside from meaning development and application of new technologies, is also an intellectual, behavioural, systemic and social process. Innovation also involves mental processes like problem-solving, constructive thinking, inventing and technical discoveries. Innovation emerges in organisations with change and advancement. Innovation is also defined as a new management and organisation, finding new management and techniques in organisation processes, working and implementing information. As a concept, innovativeness express both a process (revision/renewal) and a consequence (innovation). It is the transformation of an idea into a product or service, new or improved teaching or distribution method or a new social service method (Dincer, 1994, pp. 6–7).

3.4. Historical progression of innovativeness concept

Even though the concepts of innovation and innovativeness was used in academic literature in previous periods, especially after the Second World War, studies regarding innovation gained momentum since research and development activities started having more importance. In the present day, innovation has great importance for businesses to stand against increased global competition and ensure their survival (Aslaner, 2010, p. 58).

3.5. Relationship between corporate culture—Innovational corporate culture

According to Ping Ling, corporate culture is adoption, sharing and involving of the beliefs, values, thoughts and emotions of all employees into a mutual perception field. A set of values and philosophy, that is felt by all the employees, which makes the existence of the business meaningful and unite the employees under the same roof (Kapucu, 2012, p. 29).

Corporate culture can be defined as the whole of basic thinking methods, values and norms that influence behaviour and actions of everyone in the business. Personal profiles of entrepreneurs and executives, management style, the way of communication in the organisation, the willingness of entrepreneurs and executives towards the transfer of authority, opportunities available for lower executives to make innovations can be counted among important variables determining corporate culture (Tokmak, 2008, p. 96).

Corporate culture stands just at the heart of innovativeness. Corporate culture influences corporate processes like communication, problem-solving, decision making and behavioural processes like learning and motivation in a business. Factors of corporate culture are strategic vision and mission, customer orientation, the importance of achieving goals, management processes, needs and goals of employees, the relationship between employees and leadership.

3.6. Innovational corporate culture

Ahmed (1998, p. 30) defines innovational corporate culture as 'The whole of activities that create value for consumers and provide positive feedback for the business'. As for Barker, 'A rich mix of specialty and experience will achieve new ideas, processes and products by opening windows of consciousness' (Barker, 2001, p. 72). According to Hurley and Hunt, innovational culture emerges from a collective perspective. Meaning being open to new ideas reflects the appearance of a company's culture (Kapucu, 2012, p. 31).

Successful corporations are the ones that can answer consumers' demands, needs and expectations quickly, introduce new products and services with quick strategies. These corporations show higher levels of innovational performance compared to other corporations. One of the reasons for this is their innovational corporate structure. Innovational corporate culture gains an advantage by responding to changes quickly due to being ready for changes (Jaskyte & Dressler, 2005, p. 8).

In order to create innovational culture, changes must be made in all branches of the corporations from management style to measuring systems. Five strategies used by some successful corporations to create innovational culture are explained like these (Eskiyoruk, 2010, p. 81):

• 'Everyone needs to be made responsible. Because a couple of senior executives cannot possibly plan whole organisations' activities which is why employees need to be given a number of rights, responsibilities and rewards for their own activities.
• Employees must be encouraged and rewarded for making innovation. Companies are quick to tend towards outside, in reality, they have talents within the organisation to perform an action.
• Strict processes must be changed with clear and specific business purposes.
• Personnel must be invited to the competition.
• It is necessary to focus on core powers and external sources. Another way of using innovation for staying quick and competitive is to focus on competitive differentiators'.

In addition, other actions need to be taken in order to create innovational culture are stated below (Eskiyoruk, 2010, p. 83):

- 'Communication channels between branches and all management levels must be opened.
- Individuals with different backgrounds and experiences must be hired and cloning/copying method must be avoided.
- Employees must be encouraged to find new ways while working and authorised in decision making.
- An organisation that involves customers, suppliers, partners and the environment must be created.
- Research activities must be encouraged and free time must be provided to employees for their experiences.
- Employees must be allowed to take calculated risks (risks with low cost) and catch opportunities.
- Processes must be created to evaluate a new idea.
- Creativeness must be separated from operational functions and defined within the organisations.
- Creative group techniques to improve the formation of teams must be used frequently and new ideas must be created'.

Innovational corporations focus on achieving and maintaining lucrative operations while looking out for demands, needs and opportunities of themselves and their clients. These corporations always seek out ways to rediscover themselves and introduce new products and services. Management, instead of acting independent of their employees, join the process of innovation with their employees. In order to create innovations, they listen to their employees and enquire them more frequently. When employees are given more time to think, better ideas can be taken from them. Business must motivate its employees to create new ideas and provide the support they need to use the innovational process and carry out their visions (Eskiyoruk, 2010, p. 82). In light of this information, in order for employees to be more creative and innovational, the following must be present in business (Cavus, 2006, p. 137):

- 'Existence of an environment that supports creational behaviour and company culture,
- Avoiding an autocratic management style,
- Encouraging employees to try or at least accept new ideas,
- Giving employees a task that they believe can improve themselves personally,
- Make employees see the problems they encounter as a chance to improve themselves,
- Creation of a workplace that avoids defensive behaviour,
- Allowing discussion of unusual, contradictive, even seemingly meaningless ideas; drawing a conclusion from these regarding work,
- Encourage individuals to go outside the ordinary to perform an action better,
- Rewarding creative and innovational behaviour,
- Not refusing ideas outside the ordinary directions
- Warding people off the fear of making mistake,
- Informatics shared between people,
- Information collected in real and mechanic memories,
- Competence in activities for fulfilling the needs of an external environment,
- A finance system that has a mild regulation,
- An imbalance of requirements and present opportunities,
- A society that varies in the cultural aspect,
- A good communication'.

3.7. Benefits of innovational corporate culture

According to Mische, proactivity and innovational corporate culture has benefits regarding subjects stated below (Kapucu, 2012, p. 31):

- 'Innovation improves the skills of the employees; give them an emotion that will uniquely excite them, which is being part of something new and creative,
- Innovation gives significant abilities to organisations in the transformation into a high-performance organisation and recreation of the environment,
- Encourages learning and information sharing,
- An innovational corporation gives freedom to employees for the sake of growth, improvement and occupational variety; encourages discovery, learning, self-improvement and experience regarding the strategic change, quickness, cooperation and tolerance against inevitable failure,
- Innovation allows organisations to gain a dynamic structure. Because employees involved in innovational activities and being included in the process earn them dynamism.
- Innovation provides advantages against laziness, stillness and towards escape from static structure since it needs a constant trial of different things'.

In order for businesses to succeed against changing world conditions and global competition, innovation is mandatory. Innovation must be made not only in product and service field but also in work, process and management understanding and market fields too. In order for a business to make innovations, they must be able to direct organisation employees towards innovation, encourage them about innovation and have an innovational organisation culture. In order to have an innovational organisation culture, acceptance of innovations by all employees must be ensured by creating an environment for innovation. For producing necessary ideas for innovation, adoption and implementation of these innovations by company employees, it ensures sustainability of the innovation process (Uzkurt, 2008, p. 136).

Innovational organisations are those that can see changes happening in their inner and outer environments and dependencies beforehand and can be proactive. Against changing environmental conditions, these organisations define their methods and strategies in a way that will create innovation. Innovative organisations take necessary precautions beforehand in order to give complicated responses. These types of organisations have the ability to communicate within organisational units and external organisations and since they have units that include members who had additional education, they can achieve high-level activities and success (Eren, 1982, pp. 86–88).

4. Conclusion

There is no need to rediscover the world in order to create a new model for our country. What needs to be done is, instead of the freak models that has no example in the world and no chance to have success on our country's conditions in addition to destroying existing rooted corporations in the name of innovation and change, creating a new model in the light of systems that adapt models that were successful in the world to our country's conditions. While doing this; instead of opposing change and innovation, we must reach the truth by filtering change and innovation through the conditions of our country, composed corporation cultures and tradition. Practices made blindly in the name of change and innovation will only be an adventure. It should not be forgotten that change is not a change if it doesn't bring a new circumstance. Or if it degrades the present state, then it does not bring innovation. Either way, what is wanted to be done in the name of 'change', either stems from bad intention or misinformation; both will not produce a positive result and society will be the loser. It should not be forgotten that for the corporate cultures, acquired experiences and value judgements that were destroyed by a regulation which would worsen or damage the present system, it will not be possible to rebuild or recreate them.

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