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博士論文

「根回し」によるイノベーション促進モデルの構築  
——日本企業A社における事例研究——

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## Abstract

The modern era is also called the VUCA<sup>1</sup> era, which is difficult to predict, and management is increasingly risk-averse (excessive planning, analysis, and compliance with laws and regulations) and economically rational. As a result, it can be said that more and more managers are reluctant to make long-term investments in irrational, illogical, and risky innovations (Japan Productivity Center 2019).

Innovation is not realized simply by pursuing objective economic rationality, but, as Takeishi et al. (2012) point out, by “legitimizing resource mobilization,” in which certain proponents and supporters understand and approve of the inherent reasons (the proponents’ irrational thinking) that make continuous resource mobilization possible. In Japanese companies, *Nemawashi* is frequently used in the management decision-making process in the innovation process and is an important means to facilitate decision-making.

In this study, the relationship between *Nemawashi* and the resource mobilization process by legitimizing resource mobilization and the knowledge creation process was clarified through a questionnaire survey and an interview survey of persons involved in new business development at a large Japanese manufacturing company, A, and an innovation promotion model using *Nemawashi* was proposed. The model for promoting innovation using *Nemawashi* was proposed.

Specifically, while *Nemawashi* directly contributes to each of the three ways to achieve legitimizing resource mobilization, it also induces traps associated with the process of legitimizing resource mobilization and can be a factor that inhibits legitimizing resource mobilization. In addition to the direct contribution of *Nemawashi* to “legitimizing resource mobilization”, the study also revealed the learning effects of *Nemawashi*, which improves the capabilities of individuals and organizations through the human networks formed, accumulated, maintained, and updated in the process of *Nemawashi*, as well as the learning effects of *Nemawashi* through the communication that takes place in the process of *Nemawashi*. The secondary effects of *Nemawashi* are the creation of knowledge by creating opportunities for new combinations of knowledge through the communication that takes place in the *Nemawashi* process. This is a new finding and theoretical contribution of this study.

In addition, we conducted a questionnaire survey of employees at various Japanese companies and found that the skills gained through organizational learning at *Nemawashi* can be classified into three categories: “ability to use human networks,” “ability to carry out knowledge creation,” and “ability to gain empathy and trust.” In addition, it was found that the factors that cause *Nemawashi* to fail can be classified into 16 items, and the reasons for avoiding *Nemawashi* can be classified into 8 items.

The abilities classified into three categories can accelerate the speed of the spiral in the SECI spiral model proposed by Nonaka and Takeuchi (2020), and can promote the expansion of the community of knowledge creation and practice through human networks and knowledge creation. Furthermore, the study suggests that creativity can be fostered in existing transactive memory systems by increasing opportunities to build new human networks with empathy and trust.

Based on the above, we suggest that incorporating *Nemawashi* into the innovation process can increase both the amount of resource mobilization and knowledge creation necessary to promote innovation, and clarify the model and mechanism of the innovation process through *Nemawashi*. This led us to propose a circular process of organizational learning and a model of innovation promotion using *Nemawashi* in the innovation process. This emphasizes the importance of *Nemawashi* and its effective use.

In addition, the paper also clarified that applying “nudge” (a device to promote behavioral change) to *Nemawashi* mitigates the disadvantages of *Nemawashi* such as loss of diversity.

The practical contribution of this study is that applying the results of this study to *Nemawashi*, which is practiced in many Japanese companies, can improve the feasibility of innovation in the innovation process.

**Keywords:** Legitimizing resource mobilization, Innovation, Knowledge, *Nemawashi*, Nudge, SECI Model, Transactive Memory System

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<sup>1</sup> Volatility, Uncertainty, Complexity, Ambiguity