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A Study of Network Changes Among of Knowledge Creation and Organization -Organization Change and Co-inventor Network Dynamics-

Satomi Takagi

School of Knowledge Science,
Japan Advanced Institute of Science and Technology

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Based on the patent data analysis and interviews, this paper investigates to clarify changes in the roles of central persons in the network, generation of weak ties, how the networks among organizational members at Mayekawa Mfg. Co., Ltd. have been formed and changed over time, and how such networks influenced the innovative capability of Mayekawa.

The results showed that the central persons in the divisional network are also at the centre of a network connecting them outside their division, suggesting that they are generating and/or maintaining weak ties. Small world networks have been formed at Mayekawa through several steps of organizational change, and personnel exchanges due to such organizational change contributed to decrease the re-wiring cost to form necessary networks within the organization.

This paper argues that to increase a firm's innovative capability, it is important to see not only its organizational structure at one point in time, but the process in which how it changed its structure over time.