２Ｄ０４

暗黙知ネットワークとグローバルな価値創造
Tacit Knowledge-based Network & Creation of New Value

桑原　裕
（株）GVIN 代表取締役 CEO
兼　新経営研究会代表世話人
兼　オーストリアマイクロシステムズ上席顧問
Yutaka Kuwahara, Ph.D.
President & CEO, GVIN Ltd &
Board Director, FMT &
Senior Executive Advisor, austriamicrosystems
ykuwa@gvin.jp

Abstract

This paper challenges to describe a novel scheme of acceleration of global innovation, through the unique tacit knowledge-based value chain, at both seeds and needs sides of technology innovation. The author empirically describes how such “tacit knowledge” effectively transfers through “small network” and challenges to categorize the type of such small network, as well as analyzing the transfer processes among these categorized networks. This paper clarifies how the proposed new structure helps technology seeds holders in finding the best partners, as well as technology needs holders – corporate companies – to accelerate the realization of innovation, through tacit knowledge value chain. The author believes that this challenge is truly a frontier effort in global innovation.

Key words

tacit knowledge, small network, human network, open innovation

Necessity of Acceleration of Global Innovation

Global industrial companies are experiencing unprecedented huge global economic recession caused by the sub-prime financial crisis started in the USA in September 2008.

Despite very difficult financial situation, there are still many leading companies that do not decrease R&D investment, and continue to make their effort for innovation, and stockpile technology seeds as asset for the future growth. However, they know that they need more technology seeds for the jump and growth as global companies, because they know that there are so many difficult global issues to be solved. They know that these issues can be solved by the cooperation of global experts, not solely by internal experts. This means they crucially need technology seeds from outside for "open innovation".

There are also many companies that are compelled to squeeze R&D in order to minimize cost and achieve better balance sheet figure, because they desperately need to survive now anyhow. Truly, there is no future if they cannot survive now. However, when they recover from long time depression, they will recognize that they do not have enough internal technology seeds for their future growth. Thus, they crucially need any promising innovation seeds outside and globally.

Today, technological innovation seeds – new knowledge - are more often born at many global arenas, especially are created by global ventures. So, today and more in the future, these high-tech industries crucially need to get the most promising innovation seeds from global ventures, in order to enhance their competitiveness.

In order to achieve successful alliances between global ventures and corporate companies, it is very important and effective to realize direct face-to-face meetings between the top of needs and top of seeds – effective shortcut path between ventures and corporate companies. Thus, some novel scheme, to connect global ventures and global corporate companies is crucially demanded. **(Fig.1).**

Fig. 1 Corporate Companies Need Open Innovation Seeds

GVIN Scheme of Innovative Value Chain

The author started in 2003 a new novel scheme "GVIN = Global Ventures Industries Network" with the objective of providing "Ba" – a Japanese word meaning opportunity or place – of direct interactions between the top persons of both global ventures and global corporate companies, so that new innovation seeds are directly exposed to top management and/or persons in governance of corporate companies.

Direct interactions are achieved primarily by means of "face-to-face meetings" of top persons between two parties, or sometimes forums – presentations by ventures to senior influential people in industries. They are followed by all kinds of business processes leading to strategic alliances. The

emphasis is “face-to-face” meeting between top persons of seeds and needs holders.

Through the experience of actual GVIN operation, the author confirmed the importance of tacit knowledge network as the most important value chain for global innovation. Especially, in the case of GVIN, tacit knowledge network through FMT (Forum Management for Tomorrow, Ins) has important role. Figure 2 shows this.

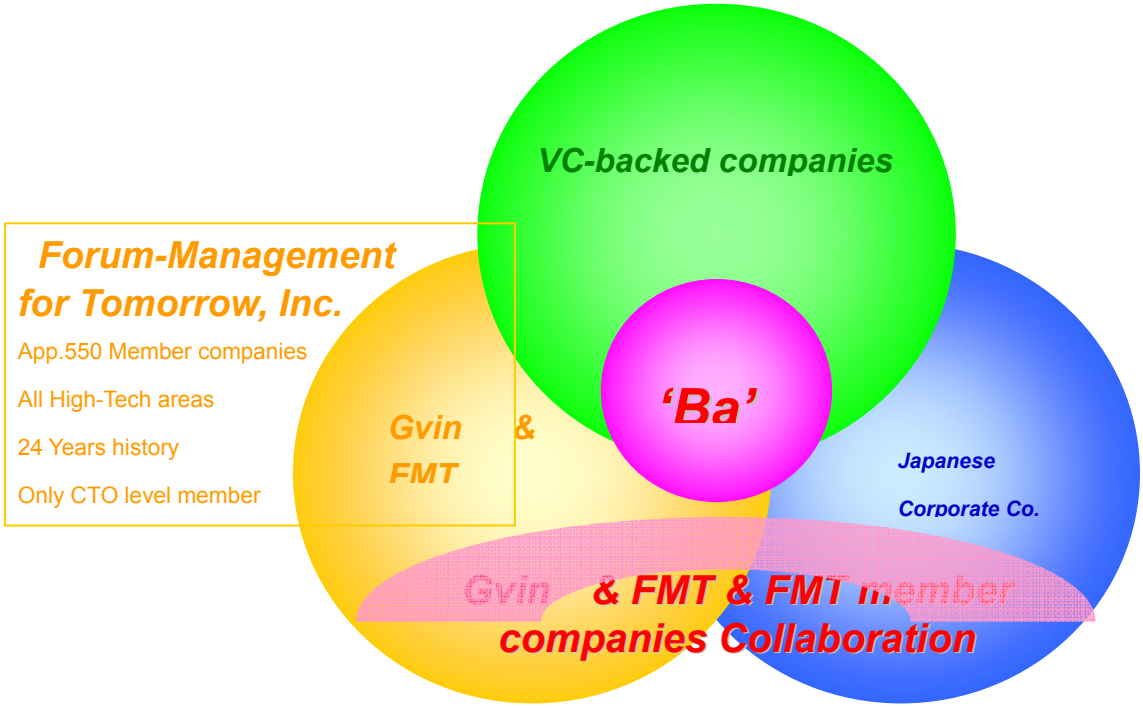

Fig.2 “Ba” at the Center of Knowledge Network

Small Network of “Tacit Knowledge”

In the establishment of tacit knowledge network, the author found out, through his extensive global experience, some essential factors to make the strong tacit network, by establishing solid human relationship - sustaining and long-lasting – regardless of the difference of nationality or culture.

(1) close friendship based on mutual in-depth human-trust

(2) friend of a very close friend

(3) mutual interest and respect, especially in the future perspective

All three of the above can be summarized as “mutual human trust”.

In establishing the GVIN scheme, the human network became the most important and crucial issue, because its business is to find the best Seeds Holders, the best Needs Holders and the best partnership for global innovation. This truly requires enormous comprehensive human network on both global ventures and corporate companies.

Since this extensive global human network contains “mutual human trust”, the network is a sort of the chain of “tacit knowledge”. Except those who belong to GVIN Ltd, there is no written contract, no visible collaborative chart, no documents to share, no common data base with excellent people in the tacit knowledge chain. But, still, people in the tacit knowledge network are extremely valuable and powerful potential partners.

Tacit Knowledge Network Type

Through the actual experience in establishing, expanding and sustaining human networks, the author propose the following tacit knowledge network types.

(1) Type I : Core Network

This is the human network formed with the direct meeting without any indirect introduction or reference, and involves no business relationship.

(2) Type II: Genuine Network

This category of network includes friendship formed not in the business environment, therefore it basically involves no economical or financial interest. The size of this network can expand without any limitation. In many companies, this type of human network strengthens the management, both inside and outside.

(3)Type III: Core Business Network

Included in this type are those friends formed through the work in the same group, departments, projects, or programs. The connection in this category is relatively strong and reliable, because the friendship is formed at the first or early stage of business. The size varies a lot, but cannot expand much. Type IV : Combined Business Network

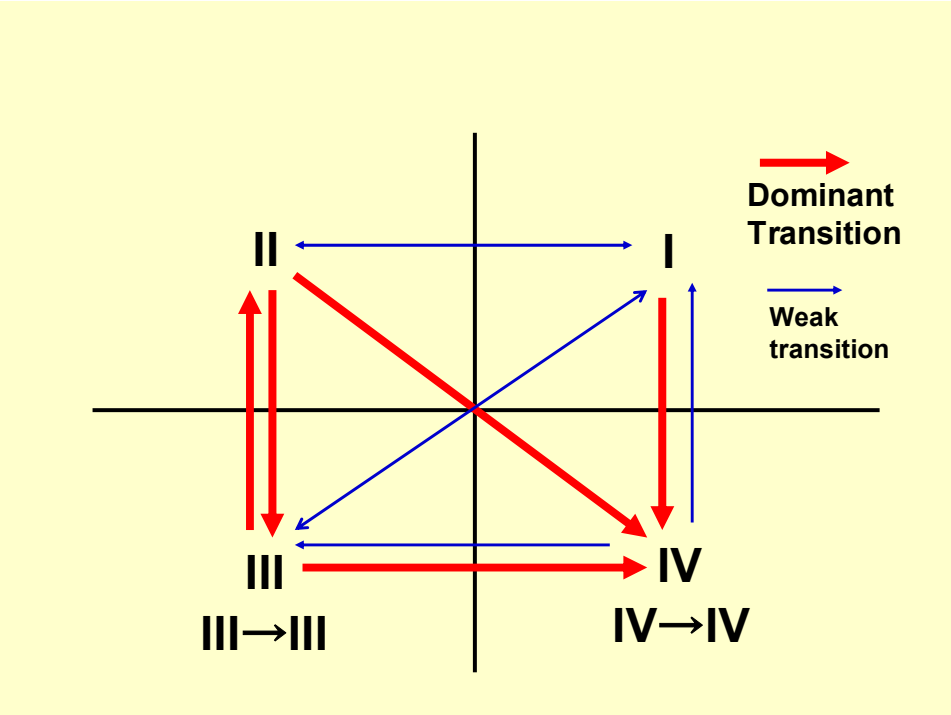

Fig. 3　Transition among 4 Types of Human Network

There are various possible type-to-type transitions among the above four types (Fig. 3). The most basic and probable transitions are I to IV, II to III, II to IV, III to II, and III to IV. It is also possible that III will influence to expand to get more friends. Also, IV will expand by the influence of IV. That is III to III and IV to IV are possible transitions. Also, interactions will happen among all types, but particularly between III and IV. So, all types of network can transit to type IV. In this sense, maintaining the type IV network which can grow without limitation is very important and effective. Thus, the growth model of "small network of tacit knowledge" can be described as the transition of network types.

References

(1) Yutaka Kuwahara, "Role of Governance in the Creation of Knowledge", Knowledge Management Forum, Helsinki, August 2004

(2) Thomas H Davenport, Lawrence Pullsack, "Working Knowledge", Productivity Center、2.00

(3) Yutaka Kuwahara, "21st Century Perspective and MOT", Maruzen, 2009