



Hitotsubashi University  
Institute of Innovation Research

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# ANNUAL REPORT 2020-2021

# IIR

Hitotsubashi University  
Institute of Innovation Research

# IIR



# ANNUAL REPORT FY2020 – FY2021

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### INDEX

About IIR	i
I. Research Activities	01
1) Innovation Research Forum	02
2) Brown Bag Lunch Seminar	03
3) Conferences	04
II. Researchers	07
1) Full-time Researchers	08
2) International Visiting Researchers	32
III. Education	33
1) Courses Given by the IIR Faculty Members	34
2) Innovation Management and Policy Program	36
IV. Research Results / Publications	41
1) Hitotsubashi Business Review	42
2) Working Papers	50

‘To become a world-class of excellence for research in social processes of innovation’ — The Institute of Innovation Research (IIR) was established at Hitotsubashi University to achieve this aim in April 1997, as the result of the reorganization of the Institute of Business Research, whose main pursuit had been the theoretical and empirical analysis of business, society and management.

It is indispensable for a populous country with poor natural resources like Japan to generate innovation. The importance of innovation has considerably increased since 1990s when growth by catching up with Western competitors was no longer possible. We have, however, insufficient understanding on how innovation is generated, which involves the long and social process for turning technological invention into industrial development.

Innovation is a complex social phenomenon in which economic, political, organizational, historical and legislative factors are correlated with each other. In order to clarify this process, there needed to be places for interdisciplinary, systematic research where people from various fields of social science could work together utilizing the knowledge of natural science. This is how the IIR was established as an interdisciplinary research institute concentrating on the innovation process.

### *Missions*

The first mission of the IIR is to study the innovation generation process systematically and empirically, understanding innovation as something to bring about economic value, and to contribute to the improvement of theoretical and practical knowledge. The role of the IIR also encompasses the clarification of social and economic impacts of innovation.

The second mission is to build a bridge between theory and practice on innovation. Since innovation is “living phenomenon,” one needs to be deeply involved in the front line of practice and understand specific problems happening there. In order to achieve the ultimate objective of facilitating innovation, there should be certain mechanisms for applying theoretical knowledge to the front line of innovation. In this sense, the IIR has to play an important role in linking theory and practice.

The third mission is to be an open research center which serves as a place for knowledge fusions between researchers from different countries. As the importance of innovation is and will be growing in East Asian countries, promoting interactions with researchers from these countries is very important for Japan in contributing to the development of this region. Thus, the IIR’s missions also include the accumulation of qualitative and quantitative information on Japanese innovation.

### *Research Areas*

In order to pursue its mission of studying the innovation process systematically and empirically, the activities of IIR have covered the following areas of research since its establishment.

“Research on Technological Innovation” and “Research on Management Innovation” are the areas in which factors facilitating innovation such as technology, organizations and management methods are being studied. “Research on Entrepreneurs” analyzes the personal characteristics of entrepreneurs as innovation initiators in order to go deep into the realities of innovation. “Research on Social Networks” explores how networks of private firms, universities, individuals, and other entities and parties affect innovation.

“Business History Research” and “Technology History Research” look at the above areas of empirical research from a broader perspective, understand their historical contexts, and trace the development processes of innovation over time. “Research on Institutions for Innovation” focuses on clarifying the influences of accounting and legal and institutional systems (such as those about intellectual property rights) on innovation.

“Research on Knowledge Management” synthesizes and attempts to understand all these empirical areas of research from a broader, theoretical perspective. Finally, “International Comparative Research” involves comparison, demonstration and analysis on an international scale.

We believe that our research at the IIR offers an important opportunity to foster creativity and innovation in Japan in order to bring about transformation and development in business organizations and the economy. We wish to create a world-class, international research institute where people from all over the world can conduct research together.

# I. Research Activities



## 1. Innovation Research Forum — Apr. 2020 ~ Mar. 2022

The following is the list of lectures given as part of the Innovation Research Forum during 2020-2021 academic year:

- |               |   |
|---------------|---|
| Jan. 20, 2021 | Ai Hisano<br>Senior Lecturer, Graduate School of Economics, Kyoto University<br>“Visualizing Taste: How Business Changed the Look of What You Eat”  |
| Sep. 1, 2021  | Avimanyu (Avi) Datta<br>Professor, Strategy and Entrepreneurship and George R & Martha Means Center for Entrepreneurial Studies, Illinois State University<br>“Strategic Renewal of Hollywood Movies by TMT as Agents of Change: The Impact of Change in TMT and Narrative Transformation on Franchise Performance” |



## 2. Brown Bag Lunch Seminar — Apr. 2020 ~ Mar. 2022

The following is the list of lectures given as part of the Brown Bag Lunch Seminar during 2020-2021 academic year:

- Jun. 3, 2020      Takumi Tagashira  
Assistant Professor of Marketing, School of Business Administration, Hitotsubashi University Business School  
“How Does Warehouse Automation Contribute to Multichannel Retailers’ Sales?”
- Sep. 16, 2020    Kentaro Nakajima  
Associate Professor, IIR, Hitotsubashi University  
“The Role of Online Communication on Innovation”
- Jul. 7, 2021      Kristina Kazuhara  
Ph.D. Fellow, Copenhagen Business School / Teaching Associate Professor, University of Copenhagen  
“Metaphorical Translations – A Process Study of a Strategic Initiative at Novo Nordisk in Japan”
- Jul. 21, 2021     Marc Chataigner  
Graduate School of Economics, Kyoto University  
“Speculating Good Companies. A Discourse Analysis of the Role of Peer-to-peer Hospitality Micro-entrepreneurs”

### 3. Conferences — Apr. 2020 ~ Mar. 2022

#### ■ IIR Summer School 2021

Date: August 24 (Tue), 2021

Venue: Zoom Online

Organized by: IIR, Hitotsubashi University

**Session 4:** (Chair: Ivar PADRÓN-HERNÁNDEZ)

13:20-13:50: Geer HE

“Advanced Market Firms’ Turnaround under Emerging Market Ownership: A Conceptual Study and an Illustrative Case”

13:50-14:20: Genjiro KOSAKA

“Does Vertical Keiretsu Effectively Respond to Disasters? Evidence from the Japanese Automobile Industry”

14:20-14:50: Naoto NADAYAMA

“Subsidiary Managers’ Reaction to Headquarters’ Decision Making of Divestment”

**Session 5:** (Chair: Byeongwoo KANG)

**Guest Speaker:**

15:00-16:15: Alex COAD

“Capabilities and Innovation”

**Session 6:** (Chair: Kyle HIGHAM)

16:25-16:55: Takahiro INADA

“Applying Blockchain Technology to Peer-to-Peer Transaction Platforms: A Longitudinal Case Study of a Startup”

16:55-17:25: Ramesh KRISHNAN

“Cybershaming: Institutional Logics and Institutional Outcomes in the Digital Age”

**Closing:**

17:25-17:30: Masaru KARUBE

## ■IIR Summer School 2020

Date: August 25 (Tue) - 26 (Wed), 2020  
Venue: Zoom Online  
Organized by: IIR, Hitotsubashi University

### **Language:**

Session 1: Japanese, Session 2-6: English

### **August 25**

#### **Opening:**

13:30-13:45: Yaichi AOSHIMA

#### **Session 1:** (Chair: Byeongwoo KANG)

13:45-14:25: Mitsuteru MUTSUDA

14:25-15:05: Hirokazu ANAI

#### **Session 2:** (Chair: Tohru YOSHIOKA-KOBAYASHI)

15:15-15:55: Takahiro INADA

“Value Creation Logic of Platform Businesses: A Comparative Case Study of the Founding Process”

15:55-16:35: Eko Heru PRASETYO

“Legitimacy Building in the Informal Sectors: Case of Digital-driven Startups in Indonesia”

#### **Session 3:** (Chair: Ivar PADRÓN-HERNÁNDEZ)

##### **Guest Speaker:**

16:45-17:45: Shigeru ASABA

“Strategy Scholar’s Research on Family Firms”

#### **Closing:**

17:45-17:50: Byeongwoo KANG

## **August 26**

### **Session 4:** (Chair: Kentaro NAKAJIMA)

13:30-14:10: Kyle HIGHAM

“Patent Quality: Systematic Analysis and Measurement”

14:10-14:50: Hideto KOIZUMI

“The Role of Economic Policies to Human-substituting Innovation”

### **Session 5:** (Chair: Atsushi OHYAMA)

15:05-15:45: Wonsub EUM

“Knowledge in Similar Economies: Industrial Relatedness as a Source of Knowledge Specialization”

15:45-16:25: Hideji KOBAYASHI

“Residual Income CAP Model to Measure Competitive Advantage Period and Intangible Asset Value”

### **Session 6:** (Chair: Masaru KARUBE)

16:40-17:20: Ramesh KRISHNAN

“The Effect of Repeat Collaboration and Team Size on Organizational Performance: Examining the Moderating Role of Creative Task through Simulation Approach”

17:20-18:00: Toshiki FUKUMOTO & Chiaki ITO

“Mutual Affection’: Exploring Tactics for Initiating a Recurring Dialogue between Practitioners and Researchers”

### **Closing:**

18:00-18:15: Yaichi AOSHIMA

## II. Researchers

R

Hitotsubashi University  
Institute of Innovation Research

I

# 1. Full-time Researchers

Profiles & List of Research Achievements — FY 2020 ~ FY 2021



**Yaichi Aoshima**

## ■ Education

- 1996 Ph.D. (Management), Sloan School of Management, Massachusetts Institute of Technology
- 1989 M.C. (Business Administration), Hitotsubashi University
- 1987 B.C. (Commerce), Hitotsubashi University

## ■ Professional Positions

- 2018~ Director, Institute of Innovation Research, Hitotsubashi University
- 2012~ Professor, Institute of Innovation Research, Hitotsubashi University
- 1999 Associate Professor, Institute of Innovation Research, Hitotsubashi University
- 1997 Assistant Professor, Institute of Innovation Research, Hitotsubashi University
- 1996 Assistant Professor, Institute of Business Research, Hitotsubashi University

## ■ Research Achievements

### 1. Publications

#### 1.1. Books

(In Japanese)

Aoshima, Yaichi (Supervised by Kiyonori Sakakibara), *Introduction to Management Theories*, Tokyo: Toyo Keizai, March 2022, 360 pages

Aoshima, Yaichi, ed., *Ways to Write a High-quality Research Paper: Various Perspectives from Established Scholars*, Tokyo: Hakuto-Shobo Publishing Company, March 2021, 172 pages

#### 1.2. Translation

Cusumano, Michael A., Annabelle Gawer and David B. Yoffie (Supervised translation by Yaichi Aoshima), *The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power* (Japanese Edition), Tokyo: Yuhikaku, December 2020, 359 pages

(Cusumano, Michael A., Annabelle Gawer and David B. Yoffie, *The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power*, New York: Harper Business, May 2019, 320 pages)

#### 1.3. Articles and Chapters in Books

(In Japanese)

Fujiwara, Masatoshi and Yaichi Aoshima, “Japanese Entrepreneurs: The First Phase Report from “Entrepreneurs Who Change the World,” *Hitotsubashi Business Review*, Vol. 69, No. 3, December 2021, pp. 8-25

Itabashi, Yohei, Misa Kitagawa, Keiho Sasamori, Toshiki Shiga and Yaichi Aoshima, “Business Case / SUPER HOTEL,” *Hitotsubashi Business Review*, Vol. 69, No. 3, December 2021, pp. 148-163

- Okamoto, Tomohisa and Yaichi Aoshima, "Strategic Use of Corporate Venture Capital: Analyses on Major CVCs in Japan, US, and Europe," *Hitotsubashi Business Review*, Vol. 69, No. 3, December 2021, pp. 88-103
- Nobeoka, Kentaro and Yaichi Aoshima, "Business Case / Kirin Brewery Company: Tap Marché: A Craft Beer Platform," *Hitotsubashi Business Review*, Vol. 69, No. 2, September 2021, pp. 142-159
- Koizumi, Hideto, Makoto Kadowaki, Yuki Teramoto, Yasushi Hara, Yaichi Aoshima and Manabu Eto, "A Dangerous Catecholamines?: Competitive Grant Reliance and Department-level Academic Research Productivity," *Hitotsubashi Business Review*, Vol. 69, No. 2, September 2021, pp. 76-91
- Aoshima, Yaichi, "Four Aspects of High-quality Research Papers and Choices of Researchers," in Aoshima, Yaichi, ed., *Ways to Write a High-quality Research Paper: Various Perspectives from Established Scholars*, Tokyo: Hakuto-Shobo Publishing Company, March 2021, pp. 146-157
- Mutsuda, Mitsuteru and Yaichi Aoshima, "Business Case / Kuraray: An Innovation Process for the Japan Original Engineering Plastic 'Genestar'," *Hitotsubashi Business Review*, Vol. 68, No. 3, December 2020, pp. 134-147
- Aoshima, Yaichi, Hiroki Ichinose and Hideaki Taura, "New Business Creation by Combining Resources of the Established Firms with Startup Activities," *Hitotsubashi Business Review*, Vol. 68, No. 1, June 2020, pp. 14-31
- Aoshima, Yaichi and Ryusuke Murakami, "Asahi Kasei Corporate Venture Capital: New Business Creation through Venture Investment," *Hitotsubashi Business Review*, Vol. 68, No. 1, June 2020, pp. 64-80

#### 1.4. Others

- Aoshima, Yaichi, "Japanese Companies of Post-Covid 19 (1): Combine Management Resources beyond Organizational Boundaries," *Keizai Kyōshitsu, Nihon Keizai Shimbun*, Morning Edition, July 21, 2021, p. 26
- Aoshima, Yaichi, "Prescriptions for Promoting Japanese Innovation: Combination between Excess Resources of Large Established Firms and Entrepreneurship of Start-up (A Memorial Paper for the 60th Mainichi Shimbunsha Economist Award)," *Weekly Mainichi Economist*, Aug. 11&18 Issue, August 2020, pp. 42-43

## 2. Awards

Emerald Literati Awards for Excellence 2020

(Award Winners: Yong-Ki Min, Sang-Gun Lee and Yaichi Aoshima, Article Title: "A Comparative Study on Industrial Spillover Effects among Korea, China, the USA, Germany and Japan," Organization: Emerald Publishing, December 2020)

The 35th Japan Society for Research Policy and Innovation Management Award  
(Award Winners: Matsushima, Kazunari, Yaichi Aoshima and Naoki Takada, Article  
Title: “Influences by Involvement of Supported and Supporting Organizations on  
Publicly Supported Private-sector R&D Projects,” Organization: The Japan Society  
for Research Policy and Innovation Management, October 2020)





## Manabu Eto

### ■ Education

- 2008 Ph.D. (Engineering), Tohoku University
- 1985 M.E. (Engineering Science), Osaka University
- 1983 B.E. (Engineering Science), Osaka University

### ■ Professional Positions

- 2016~ Professor, Institute of Innovation Research, Hitotsubashi University
- 2013 Adjunct Professor, Institute of Innovation Research, Hitotsubashi University
- 2011 Director General, JETRO Geneva (~July 2013)
- 2008 Professor, Institute of Innovation Research, Hitotsubashi University (~March 2011)
- 2006~ Consulting Fellow, Research Institute of Economy, Trade and Industry (RIETI)
- 2006 Director, Conformity Assessment Division, Industry Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry (METI) (~2008)
- 2004 National Institute of Advanced Industrial Science and Technology (~2005)
- 2000 Delegation of Japan to the OECD (~2004)
- 1995 Assistant Professor, University of Tsukuba (~1997)
- 1994 Visiting Scholar, University of New Mexico (~1995)
- 1989 Science and Technology Agency (~1990)
- 1985 Ministry of International Trade and Industry (MITI)

### ■ Research Achievements

#### 1. Publications

##### 1.1. Book

(In Japanese)

Eto, Manabu, *Lodestar of Standardization*, Tokyo: Nikkei Business Publications, July 2021, 448 pages

##### 1.2. Articles and Chapters in Books

(In Japanese)

Koizumi, Hideto, Makoto Kadowaki, Yuki Teramoto, Yasushi Hara, Yaichi Aoshima and Manabu Eto, “A Dangerous Catecholamines?: Competitive Grant Reliance and Department-level Academic Research Productivity,” *Hitotsubashi Business Review*, Vol. 69, No. 2, September 2021, pp. 76-91

Eto, Manabu and Yuichi Washida, “International Standardization from JAPAN (10),” *Hitotsubashi Business Review*, Vol. 68, No. 1, June 2020, pp. 118-125

### 1.3. Others

(In Japanese)

Eto, Manabu, “Key Issues for International Standardization Strategy (2): Japan Should Learn from Europe and Work with Europe,” *Keizai Kyōshitsu, Nihon Keizai Shimbun*, Morning Edition, March 11, 2022, p. 30

Eto, Manabu, “Creates Value by ‘Measurement’,” *Measuring Instruments* (Hakaru), Japan Measuring Instruments Federation, No. 145, March 2022, pp. 2-3

Eto, Manabu, “Three Weapons to Fight with Quality for Japanese Companies: Create Value by Quality with Standardization,” *ISOS*, System Kikaku Sha, No. 292, February 2022, pp. 6-11

Eto, Manabu, “Strategic Standardization in a New Era,” *Houritsu No Hiroba*, Gyosei Corporation, Vol. 73, No. 12, December 2020, pp. 44-50



## Tagui Ichikawa

### ■ Education

- 2013 Dr. of Policy Studies (Science and Technology Policy), National Graduate Institute of Policy Studies
- 1997 M.S. (Technology and Policy), Massachusetts Institute of Technology
- 1990 M.A. (General Systems Studies), University of Tokyo
- 1988 B.A. (Natural & Artificial Systems), University of Tokyo

### ■ Professional Positions

- 2020~ Professor, Institute of Innovation Research, Hitotsubashi University
- 2019~ Director General, AIST Tokyo Waterfront, AIST
- 2018~ Deputy Director General for Artificial Intelligence, AIST
- 2017 Deputy Director, AI Research Center, National Institute of Advanced Industrial Science & Technology (AIST) (~2020)
- 2013 Counselor, National Strategy Office of ICT, Cabinet Secretariat (~2017)
- 2011 Professor, Nagaoka University of Technology (~2013)
- 2010 Director, AIST Office, METI (~2011)
- 2007 Director, IT Research Department, JETRO New York Center (Representative, IPA New York) (~2010)
- 2006 Director, RPS Office, Agency of Natural Resources and Energy, METI (~2007)
- 2004 Director, Planning Division, New Energy and Industrial Technology Development Organization (NEDO) (~2006)
- 2001 Deputy Director, Industrial Technology Policy Division, METI (~2004)
- 1990 Ministry of International Trade and Industry (MITI)

### ■ Research Achievements

#### 1. Publications

##### 1.1. Articles and Chapters in Books

(In Japanese)

Ichikawa, Tagui, “Carbon Neutrality as an Industrial Revolution,” *Hitotsubashi Business Review*, Vol. 70, No. 1, June 2022, pp. 8-23

Ichikawa, Tagui, “Ethical Risks of Intelligent Dialogue Systems from View of European Trends on AI,” *Transactions of the Japanese Society for Artificial Intelligence* (Jinko Chino Gakkai Ronbunshi), Vol. 37, No. 3, May 2022  
[https://www.jstage.jst.go.jp/article/tjsai/37/3/37\\_37-3\\_IDS-A/\\_article/-char/ja/](https://www.jstage.jst.go.jp/article/tjsai/37/3/37_37-3_IDS-A/_article/-char/ja/)

Ichikawa, Tagui, “Digital Innovation of Governments for Productivity Growth,” *Hitotsubashi Business Review*, Vol. 68, No. 4, April 2021, pp. 38-50

##### 1.2. Others

(In Japanese)

Ichikawa, Tagui, “Essences of DX Are Human Resources and Data Sharing: Better Transformation of Society through Nurturing and Sharing Digital Skills,” *InfoCom*, InfoCom Research, Inc., Vol. 40, September 2021, pp. 3-6

Ichikawa, Tagui, “Basics of Digital Transformation (DX) (1) - (6),” *Tech Note*, IPROS, April 7-July 2, 2021  
<https://www.ipros.jp/technote/basic-digital-transformation/>

Ichikawa, Tagui, “‘Digitalization of Japan’ Depends on Utilization of ‘Digital Human Resources’,” *Liberal Time*, December 2020 Issue, pp. 22-23

## 2. Unpublished Work

### 2.1. Working Papers

(In Japanese)

Ichikawa, Tagui, “Analysis of Sustainability Management on Climate Change by Industry,” IIR Working Paper WP#22-03, May 2022

Ichikawa, Tagui, “Examining Sustainability Management and its Structure: Role of Innovation and Future of Stakeholder Capitalism,” IIR Working Paper WP#22-02, May 2022

Ichikawa, Tagui, “Feasibility of Innovation toward Realization of Carbon-Neutrality: Direction of Green Innovation Policy based on the History and Structure of Energy System Transformation,” IIR Working Paper WP#21-04, November 2021

Ichikawa, Tagui, “Impact of Different Social Norm on AI Regulation and Innovation: Regional Difference of Ethical Risks of Intelligent Dialogue Systems from View of European Trends on AI,” IIR Working Paper WP#21-03, September 2021

Ichikawa, Tagui, “Innovation Theory on Digital Transformation (DX),” IIR Working Paper WP#21-02, February 2021

Ichikawa, Tagui, “Analyzing Japan’s Digital Innovation: Structural Issues of Japan’s Enterprises and Governments from View of Comparative Institutional Analysis of Digital Innovation Systems,” IIR Working Paper WP#20-16, December 2020

Ichikawa, Tagui, “Structuring AI Principles for the Future of AI Governance: Co-evolution of Innovation and Institutions in Digital and AI Technologies,” IIR Working Paper WP#20-15, October 2020

Ichikawa, Tagui, “Why Is the Digitization of Japanese Administrative Procedures Behind?: A Discussion from International Comparative Organizational Study,” IIR Working Paper WP#20-14, August 2020

## 3. Conference Papers, Presentations

(In Japanese)

Ichikawa, Tagui, “Directions of DX in Research at the National Laboratories,” 36th Annual Meeting of the Japan Society for Research Policy and Innovation Management, October 30, 2021, online



## Byeongwoo Kang

### ■ Education

- 2014 Ph.D. (Technology Management), Graduate School of Engineering, The University of Tokyo
- 2008 M.S., Graduate School of Engineering, Tohoku University
- 2006 B.S., School of Engineering, Tohoku University

### ■ Professional Positions

- 2019~ Associate Professor, Institute of Innovation Research, Hitotsubashi University
- 2016 Assistant Professor, Institute of Innovation Research, Hitotsubashi University
- 2014 Researcher, Institute of Developing Economies (IDE-JETRO) (~2016)
- 2008 Researcher, LG Electronics (~2011)

### ■ Research Achievements

#### 1. Publications

##### 1.1. Articles and Chapters in Books

Kang, Byeongwoo, “Innovation Processes in Public Research Institutes: AIST, Fraunhofer and ITRI Case Studies,” *Science, Technology and Society*, Vol. 26, No. 3, November 2021, pp. 433-458, refereed

Matsumoto, Kuniko, Sotaro Shibayama, Byeongwoo Kang and Masatsura Igami, “Introducing a Novelty Indicator for Scientific Research: Validating the Knowledge-based Combinatorial Approach,” *Scientometrics*, Vol. 126, No. 8, August 2021, pp. 6891-6915, refereed

Kang, Byeongwoo, “Impact of Academic Patenting on Scientific Publication Quality at the Project Level,” *Asian Journal of Technology Innovation*, Vol. 29, No. 2, August 2021, pp. 258-282, refereed

Kang, Byeongwoo and Kaoru Nabeshima, “National Origin Diversity and Innovation Performance: The Case of Japan,” *Scientometrics*, Vol. 126, No. 6, June 2021, pp. 5333-5351, refereed

Kang, Byeongwoo, “How the COVID-19 Pandemic Is Reshaping the Education Service,” in Lee, Jungwoo and Spring H. Han eds., *The Future of Service Post-COVID-19 Pandemic, Volume 1: Rapid Adoption of Digital Service Technology*, Singapore: Springer, February 2021, pp. 15-36, refereed

(In Japanese)

Kang, Byeongwoo, “Digital Transformation in the Education System,” *Hitotsubashi Business Review*, Vol. 68, No. 2, October 2020, pp. 80-93

## **2. Unpublished Work**

### **2.1. Working Papers**

Kang, Byeongwoo and Kazuyuki Motohashi, “Local Industry Influence on Commercialization of University Research by University Startups,” RIETI Discussion Paper Series 20-E-086, November 2020

Matsumoto, Kuniko, Sotaro Shibayama, Byeongwoo Kang, and Masatsura Igami, “A Validation Study of Knowledge Combinatorial Novelty,” NISTEP Discussion Paper No. 190, November 2020

Kang, Byeongwoo and Kaoru Nabeshima, “National Origin Diversity and Innovation Performance,” WIAPS Discussion Paper Series 2020-E-2, September 2020

Tomuira, Eiichi, Banri Ito and Byeongwoo Kang, “Characteristics of Firms Transmitting Data Across Borders: Evidence from Japanese Firm-level Data,” RIETI Discussion Paper Series 20-E-048, May 2020

### **3. Conference Papers, Presentations**

Kang, Byeongwoo, “Huawei in 5G Standard Essential Patents,” IPCIT Project Workshop, hosted by Zhejiang University, March 11, 2021, online, invited

Kang, Byeongwoo, “Regional Industry and Academic Startup,” Workshop on Empirical Economics, hosted by Nihon University, January 15, 2021, online, invited

Kang, Byeongwoo, “Patent Data Analysis & SEP Issues,” Korea-ASEAN Collaboration Seminar, hosted by Yonsei University, December 28, 2020, online, invited

Kang, Byeongwoo, “Huawei in 5G - ASEAN’s Choice?,” Korea-ASEAN Collaboration Seminar, hosted by Yonsei University, December 14, 2020, online, invited

Kang, Byeongwoo, “5G Standard Essential Patents: Huawei’s Case,” IPCIT Project Workshop, hosted by the University of Tokyo, September 11, 2020, online, invited



## Masaru Karube

### ■ Education

- 1998 Doctor of Commerce, Hitotsubashi University
- 1995 Master of Commerce, Hitotsubashi University
- 1993 B.A. (Commerce), Hitotsubashi University

### ■ Professional Positions

- 2017~ Professor, Institute of Innovation Research, Hitotsubashi University
- 2006 Fulbright Visiting Scholar, Bryn Mawr College / The Wharton School of the University of Pennsylvania (~2007)
- 2002 Associate Professor, Institute of Innovation Research, Hitotsubashi University
- 1998 Lecturer, Faculty of Business Administration, Tokyo Keizai University

### ■ Research Achievements

#### 1. Publications

##### 1.1. Book

(In Japanese)

Karube, Masaru, Kimihiro Furuse, Daisuke Uchida, Shigeru Iwasaki, Masahiro Ishikawa and Takahiro Inoue, *Commerce 706: Business Management*, Tokyo: Jikkyo Shuppan, January 2022, 182 pages

##### 1.2. Articles and Chapters in Books

Nakano, Tsutomu, Masaru Karube, Yoshimichi Sato and Naoki Wakabayashi, “Economic Sociology in Japan,” *economic sociology. perspectives and conversations*, Vol. 23, No. 1, November 2021, pp. 11-18

(In Japanese)

Uchida, Daisuke, Michiko Ashizawa and Masaru Karube, “Startup Acceleration: An Empirical Analysis of Accelerator Programs in Japan,” *Journal of Business Management*, Vol. 50, forthcoming, pp. 58-71, refereed

Tachibana Tatsuki, Daisuke Uchida and Masaru Karube, “Business Case / JEPLAN: Creating a Sustainable Ecosystem with Innovative Chemical Recycling Technology,” *Hitotsubashi Business Review*, Vol. 70, No. 1, June 2022, pp. 126-138

Karube, Masaru, Tatsuki Tachibana and Seiichiro Yonekura, “How Do Foreign Entrepreneurs Perceive Japan as the Business Environment for Starting New Business?,” *Hitotsubashi Business Review*, Vol. 69, No. 4, March 2022, pp. 32-47

Karube, Masaru, “A New Form of Business That Bridges Companies and Society (4): How to Transform Social Issues into Market Issues,” *Hitotsubashi Business Review*, Vol. 69, No. 2, September 2021, pp. 100-109

Karube, Masaru, "A New Form of Business That Bridges Companies and Society (3): Exploring the Possibility of Inclusive Society from Economic Perspectives," *Hitotsubashi Business Review*, Vol. 68, No. 4, April 2021, pp. 142-151

Karube, Masaru, "A New Form of Business That Bridges Companies and Society (2): What is Corporate Social Responsibility?" *Hitotsubashi Business Review*, Vol. 68, No. 3, December 2020, pp. 98-107

Karube, Masaru and Masako Egawa, "Rethinking How to Collaborate with Others," *Hitotsubashi Business Review*, Vol. 68, No. 3, December 2020, pp. 66-81

Karube, Masaru, "A New Form of Business That Bridges Companies and Society (1): How Should Business Organizations Address Social Issues?," *Hitotsubashi Business Review*, Vol. 68, No. 2, September 2020, pp. 108-115

Karube, Masaru, "Business Case / Nakamura Brace: Turning Unvoiced Needs into Reality," *Hitotsubashi Business Review*, Vol. 68, No. 1, June 2020, pp. 144-158

## 2. Conference Papers, Presentations

Karube, Masaru, "Resource Allocation and Post-IPO R&D Activities: The Case of ChiNext Market," Business Administration Workshop, hosted by National School of Development at Peking University, December 17, 2021, online, invited

Yu, Lei, Masaru Karube and Daisuke Uchida, "Do IPO Firms Keep Their Promises? Intended Use of Proceeds, Post-IPO Innovation Activity, and the Moderating Effect of Government Subsidies," 18th Conference of the International Joseph A. Schumpeter Society, July 8, 2021, online, refereed

Karube, Masaru, "Unequal Organizational Reactions to Errors by Individual Professionals: How Audit Firms Assign Their Clients to Accountants Involved in Financial Restatements," Society for the Advancement of Socio-Economics (SASE) 2020 Annual Conference, July 20, 2020, online, refereed





## Hideto Koizumi

### ■ Education

- 2020 PhD in Applied Economics at the Wharton School of the University of Pennsylvania
- 2012 MA in International and Development Economics at Yale University
- 2011 BA in Liberal Arts at Soka University of America

### ■ Professional Positions

- 2020~ Adjunct Assistant Professor, Institute of Innovation Research, Hitotsubashi University
- 2020 Post-doctoral Fellow, Institute of Innovation Research, Hitotsubashi University
- 2013 World Bank, STC (~2014)
- 2012 Research Associate at Innovation for Poverty Action (~2013)

### ■ Research Achievements

#### 1. Publications

##### 1.1. Articles and Chapters in Books

(In Japanese)

Koizumi, Hideto, Makoto Kadowaki, Yuki Teramoto, Yasushi Hara, Yaichi Aoshima and Manabu Eto, “A Dangerous Catecholamines?: Competitive Grant Reliance and Department-level Academic Research Productivity,” *Hitotsubashi Business Review*, Vol. 69, No. 2, September 2021, pp. 76-91

#### 2. Conference Papers, Presentations

(In Japanese)

Koizumi, Hideto, “Cascades of Tax Policy through Production Networks: Evidence from Japan,” TDB CAREE (TDB Center for Advanced Empirical Research on Enterprise and Economy) 2021 Online Symposium “The Frontier of Empirical Research on the Economy and Firms Using Firm Micro-level Data,” March 7, 2022, online, invited



## Kentaro Nakajima

### ■ Education

- 2008 Ph.D. (Economics), Graduate School of Economics, the University of Tokyo
- 2003 B.A. (Economics), Department of Economics, the University of Tokyo

### ■ Professional Positions

- 2017~ Associate Professor, Institute of Innovation Research, Hitotsubashi University
- 2011 Associate Professor, Graduate School of Economics and Management, Tohoku University
- 2010 Associate Professor, Center for Economic Institutions, Institute of Economic Research, Hitotsubashi University
- 2008 Associate Professor, Endowed Chair in Regional Economy and Banking (The 77 Bank), Graduate School of Economics and Management, Tohoku University

### ■ Research Achievements

#### 1. Publications

##### 1.1. Articles and Chapters in Books

Itoh, Ryo and Kentaro Nakajima, “Do Sourcing Networks Make Firms Global? Microlevel Evidence from Firm-to-firm Transaction Networks,” *The Japanese Economic Review*, Vol. 72, Issue 1, January 2021, pp. 65-96, refereed

(In Japanese)

Nakajima, Kentaro, “Sorting and Interregional Wage Inequality,” *The Quarterly Journal of Housing and Land Economics* (Jyūtaku Tochi Keizai), Housing Research & Advancement Foundation of Japan, No. 123, January 2022, pp. 18-26

##### 1.2. Others

(In Japanese)

Nakajima, Kentaro, “Revealing Innovation in Prewar Japan by Historical Patent Data,” *Keizai Seminar*, Nippon Hyoron Sha, No. 724, February 2022, pp. 46-50

Nakajima, Kentaro, “Urban Density as the Source of Creativity,” *Mezzanine*, TWO VIRGINS, Volume 5, October 27, 2021, pp. 26-29

Miyauchi, Yuhei and Kentaro Nakajima, “Economist’s Perspective on Present Society (No. 133): Cities in the Post-COVID19 Era: Attractiveness of the City under Work-from-home,” *Weekly Toyo Keizai*, October 2, 2021 Issue, pp. 96-97

#### 2. Unpublished Work

##### 2.1. Working Papers

Miyauchi, Yuhei, Kentaro Nakajima and Stephen J. Redding, “The Economics of Spatial Mobility: Theory and Evidence Using Smartphone Data,” NBER Working Paper, No. 28497, Revised in April 2022

Inoue, Hiroyasu, Kentaro Nakajima, Tetsuji Okazaki and Yukiko Umeno Saito, “The Role of Face-to-face Contact in Innovation: The Evidence from the Spanish Flu Pandemic in Japan,” RIETI Discussion Paper Series, 22-E-026, March 2022

Go, Eugenia, Kentaro Nakajima, Yasuyuki Sawada and Kiyoshi Taniguchi, “On the Use of Satellite-Based Vehicle Flows Data to Assess Local Economic Activity: The Case of Philippine Cities,” ADB Economics Working Paper Series, No. 652, March 2022

Kiyota, Kozo, Kentaro Nakajima and Miho Takizawa, “Local Labor Market Effects of Chinese Imports and Offshoring: Evidence from Matched-Foreign Affiliate-Domestic Parent-Domestic Plant Data in Japan,” RIETI Discussion Paper Series, 22-E-13, March 2022

Nakajima, Kentaro and Keisuke Takano, “Estimating the Impact of Land Use Regulation on Land Price: At the Kink Point of Building Height Limits in Fukuoka,” RIETI Discussion Paper Series, 21-E-88, October 2021

Junichi Yamasaki, Kentaro Nakajima, and Kensuke Teshima, “From Samurai to Skyscrapers: How Historical Lot Fragmentation Shapes Tokyo,” TDB-CAREE Discussion Paper Series E-2020-02, March 2021

Miyauchi, Yuhei, Kentaro Nakajima, and Stephen Redding, “Consumption Access and Agglomeration: Evidence from Smartphone Data,” NBER Working Paper No. 28497, February 2021

(In Japanese)

Inoue, Hiroyasu, Tetsuji Okazaki, Yukiko Saito and Kentaro Nakajima, “Innovations in Prewar Japan: Digitizing Historical Patent Data,” RIETI Discussion Paper Series, 20-P-012, April 2020

### 3. Conference Papers, Presentations

Nakajima, Kentaro, “On the Use of Satellite-Based Vehicle Flows Data to Assess Local Economic Activity: The Case of Philippine Cities,” 2021 Asia Impact Evaluation Conference, December 10, 2021, online, refereed

Nakajima, Kentaro, “On the Use of Satellite-Based Vehicle Flows Data to Assess Local Economic Activity: The Case of Philippine Cities,” 35th Annual Meeting of the Applied Regional Science Conference, November 20-21, 2021, online, refereed

Nakajima, Kentaro and Keisuke Takano, “Estimating the Impact of Land Use Regulation on Land Price: At the Kink Point of Building Height Limits in Fukuoka,” 15th North American Meeting of the Urban Economics Association, October 14, 2021, online, refereed

Nakajima, Kentaro and Keisuke Takano, “Estimating the Impact of Land Use Regulation on Land Price: At the Kink Point of Building Height Limits in Fukuoka,” 10th European Meeting of the Urban Economics Association, April 29, 2021, online

Nakajima, Kentaro, “The Role of Online Communication on Innovation,” The Second Workshop on “Adjustment to Globalization,” 2021, January 29, 2021, Keio University

Nakajima, Kentaro, “Estimating the Impact of Building Height Restrictions on Land Price: At the Kink Point of Building Height Limits in Fukuoka,” Annual Meeting of the Applied Regional Science Conference, November 28, 2020, online

Nakajima, Kentaro, “The Role of Online Communication on Innovation,” IIR Brown Bag Lunch Seminar, September 16, 2020, IIR

#### **4. Awards**

##### **AREUEA National Conference Best Paper Award**

(Award Winners: Miyauchi, Yuhei, Kentaro Nakajima and Stephen J. Redding, Article Title: “Consumption Access and the Spatial Concentration of Economic Activity: Evidence from Smartphone Data”, Organization: The American Real Estate and Urban Economics Association (AREUEA), June 2021)

##### **Homer Hoyt Institute Best Paper Award**

(Award Winners: Yamasaki, Junichi, Kentaro Nakajima and Kensuke Teshima, Article Title: “From Samurai to Skyscrapers: How Historical Lot Fragmentation Shapes Tokyo,” (TDB-CAREE Discussion Paper Series, No. E-2020-02, March 2021), Organization: The Asian Real Estate Society (AsRES), the Global Chinese Real Estate Congress (GCREC) and the American Real Estate and Urban Economics Association (AREUEA), July 2021)



## Atsushi Ohyama

### ■ Education

- 2008 Ph.D. (Economics), State University of New York at Buffalo
- 2002 M.A. (Economics), University of Chicago
- 1999 M.A. (Economics), Graduate School of Economics, Keio University
- 1997 B.A., Department of Commerce, Yokohama City University

### ■ Professional Positions

- 2022~ Professor, Institute of Innovation Research, Hitotsubashi University
- 2017 Visiting Fellow, Robert H. Smith School of Business, University of Maryland (~March 2018)
- 2015 Associate Professor, Institute of Innovation Research, Hitotsubashi University
- 2010 Associate Professor, Graduate School of Economics and Business Administration, Hokkaido University
- 2009 Lecturer, School of Management, University of Illinois at Urbana-Champaign
- 2008 Post-doctorate Researcher, IGB, University of Illinois at Urbana-Champaign

### ■ Research Achievements

#### 1. Publications

##### 1.1. Articles and Chapters in Books

Braguinsky, Serguey, Atsushi Ohyama, Tetsuji Okazaki and Chad Syverson, “Product Innovation, Product Diversification and Firm Growth: Evidence from Japan’s Early Industrialization,” *American Economic Review*, Vol. 111, No. 12, December 2021, pp. 3795-3826, refereed

Kambayashi, Ryo, Atsushi Ohyama and Nobuko Hori, “Management Practices and Productivity in Japan: Evidence from Six Industries in JP MOPS,” *Journal of the Japanese and International Economies*, Vol. 61, September 2021, Article 101152, refereed

Ding, Waverly W., Atsushi Ohyama and Rajshree Agarwal, “Trends in Gender Pay Gaps of Scientists and Engineers in Academia and Industry,” *Nature Biotechnology*, Vol. 39, August 2021, pp. 1019-1024, refereed

(In Japanese)

Ohyama, Atsushi, Ryo Kitagawa and Nobuko Hori, “Does the Use of Data and AI Improve the Level of Productivity and Stimulate Innovation Activities?,” *Hitotsubashi Business Review*, Vol. 68, No. 4, April 2021, pp. 24-37

## 2. Unpublished Work

### 2.1. Working Paper

Imani, Yusuke and Atsushi Ohyama, “The Roles of Structured Management in the Formation of Transactional Relationships,” TDB-CAREE Discussion Paper Series, No. E-2021-07, TDB-CAREE (TDB Center for Advanced Empirical Research on Enterprise and Economy), February 2022

Kambayashi, Ryo, Atsushi Ohyama and Nobuko Hori, “Management Practices in Japan: Survey Evidence from Six Industries in JP MOPS,” New ESRI Working Paper, No. 57, Economic and Social Research Institute, Cabinet Office, April 2021

Braguinsky, Serguey, Atsushi Ohyama, Tetsuji Okazaki and Chad Syverson, “Product Innovation, Product Diversification, and Firm Growth: Evidence from Japan’s Early Industrialization,” ISER Discussion Paper No. 1091, The Institute of Social and Economic Research, Osaka University, June 2020

(In Japanese)

Imani, Yusuke, Atsushi Ohyama, Takuya Hiraiwa and Yoshiki Hiramane, “Economic Shocks from COVID19 pandemic: Analysis of Business Transaction Network Data,” TDB-CAREE Discussion Paper Series No. J-2020-05, September 2020

## 3. Conference Papers, Presentations

(In Japanese)

Atsushi Ohyama, “A Role of Management Practices as Productivity Enhancement Device,” Research Seminar at the Center for Regional Economic and Business Networks at Hokkaido University, February 15, 2021, online

Atsushi Ohyama, “A Role of Management Practices as Productivity Enhancement Device,” RIETI Research Seminar, December 23, 2020, online

Atsushi Ohyama, “Management Practices and Productivity,” Research Seminar at METI, June 10, 2020, online



## Ivar Padrón-Hernández

### ■ Education

- 2019 Ph.D. Business Administration, Department of Marketing and Strategy, Stockholm School of Economics
- 2012 M.Sc. International Business and Trade, Gothenburg University
- 2010 B.Sc. International Business, Gothenburg University

### ■ Professional Positions

- 2020~ Assistant Professor, Institute of Innovation Research, Hitotsubashi University
- 2018 JSPS Postdoctoral Fellow, Keio University (~2019)
- 2017 Affiliated Researcher, European Institute of Japanese Studies, Stockholm School of Economics (~2022)

### ■ Research Achievements

#### 1. Publications

##### 1.1. Articles and Chapters in Books

Delios, A., Clemente, E., Wu, T., Tan, H., Wang, Y., Gordon, M., Viganola, D., Chen, Z., Dreber, A., Johannesson, M., Pfeiffer, T., Generalizability Tests Forecasting Collaboration, and Uhlmann, E.L., “Examining the Generalizability of Research Findings from Archival Data,” *Proceedings of the National Academy of Sciences*, Vol. 119, No. 30, e212037711, (Member of Generalizability Tests Forecasting Collaboration), July 2022, refereed

##### 2. Conference Papers, Presentations

Padrón-Hernández, Ivar and Tine Walravens, “The EU-Japan Economic Partnership Agreement in Japanese Print Media: A ‘Cars-for-Cheese-Deal’ or ‘the Black Ships of European Cheese’?,” Annual Meeting of the Society for the Advancement of Socio-Economics (SASE), July 11, 2022, the University of Amsterdam, Amsterdam, the Netherlands, refereed

Padrón-Hernández, Ivar, “When Murder King Sells Vegan Burgers: Institutional Maintenance and Change in Fast Food,” Annual Meeting of the Society for the Advancement of Socio-Economics (SASE), July 11, 2022, the University of Amsterdam, Amsterdam, the Netherlands, refereed

Walravens, Tine and Ivar Padrón-Hernández, “The EU-Japan Economic Partnership Agreement in Japanese Print Media: A ‘Cars-for-Cheese-Deal’ or ‘the Black Ships of European Cheese’?,” Conference of the Nordic Association for the Study of Contemporary Japanese Society (NAJS), May 12, 2022, University of Oslo, Oslo, Norway, refereed

Padrón-Hernández, Ivar, “Disaster Reactions of Self-initiated and Organizational Expatriates,” 2nd International Conference on Self-Initiated Expatriation, hosted by Global Mobility of Employees (GLOMO), April 12, 2022, online, refereed

Walravens, Tine and Ivar Padrón-Hernández, “The EU-Japan Economic Partnership Agreement in Japanese Print Media: A ‘Cars-for-Cheese-Deal’ or ‘the Black Ships of European Cheese’?,” Scandinavia-Japan Sasakawa Foundation Conference (SJSF), Copenhagen Business School, Copenhagen, Denmark, March 24, 2022, refereed

Padrón-Hernández, Ivar and Masahiro Kotosaka, “Robust Disruptors and Incumbent Capabilities in the Japanese Taxi Industry,” Annual Meeting of the Society for the Advancement of Socio-Economics (SASE), July 3, 2021, online, refereed

Padrón-Hernández, Ivar, “Japanese Business School Rankings: Rivalry or a Case of Apples and Oranges?,” The 7th Annual Conference on Global Higher Education, hosted by Lakeland University Japan, June 5, 2021, online, refereed

Padrón-Hernández, Ivar, “Institutionally Derived Strategic Influence of MNC Subsidiaries,” Annual Meeting of the Academy of Management (AOM), August 7, 2020, online, refereed

Padrón-Hernández, Ivar, “Institutionally Derived Strategic Influence of MNC Subsidiaries,” Annual Meeting of the Society for the Advancement of Socio-Economics (SASE), July 18, 2020, online, refereed

Padrón-Hernández, Ivar, “Institutionally Derived Strategic Influence of MNC Subsidiaries,” Annual Meeting of the Academy of International Business (AIB), July 1, 2020, online, refereed

### **3. Award**

The Grigor McClelland Doctoral Dissertation Award 2020

(Award Winner: Ivar Padrón-Hernández, Article Title: “When International Strategy Meets Local Institutions: Subsidiary Influence in the Context of Headquarter Initiatives”, Organization: Society for the Advancement of Management Studies (SAMS), August 2020)





## Tohru Yoshioka-Kobayashi

### ■ Education

- 2015 Doctor of Engineering, Department of Technology Management for Innovation, Graduate School of Engineering, the University of Tokyo
- 2007 LL.M, Graduate School of Law, Osaka University
- 2005 B.A., School of Law, Osaka University

### ■ Professional Positions

- 2019~ Assistant Professor, Institute of Innovation Research, Hitotsubashi University
- 2017 Adjunct Assistant Professor, Institute of Innovation Research, Hitotsubashi University (~2019)
- 2016 Project Research Associate, Department of Technology Management for Innovation, Graduate School of Engineering, the University of Tokyo (~2019)
- 2015 Project Assistant Professor, Graduate School of Public Policy, the University of Tokyo (~2016)
- 2015 Adjunct Assistant Professor, Institute of Innovation Research, Hitotsubashi University (~2016)
- 2014 Research Fellowship for Young Scientists (DC2), Japan Society for the Promotion of Science (~2015)
- 2013 Project Research Assistant, Policy Alternative Research Institute, the University of Tokyo (~2014)
- 2009 Project Researcher, Policy Alternative Research Institute, the University of Tokyo (~2012)
- 2007 Policy Analyst, Mitsubishi Research Institute, Inc. (~2012)

### ■ Research Achievements

#### 1. Publications

##### 1.1. Book

(In Japanese)

Kumazawa, Mineo, Fuki Ueno, Minao Kukita, Kazuki Ide, Ayaka Watanabe, Yuko Murakami, Yuta Ando, Tohru Yoshioka-Kobayashi, Kazuya Sugitani, Hidenori Nakamura, Hidenori Suzuki, Hiromichi Higashihara and Naoki Miyano, eds., *Scholarly Ways: A Self-Examination of Academic Society, Performance Evaluation System, and the Pursuit of the Scientific Truth*, Kyoto: union.a, March 2021, 147 pages

##### 1.2. Articles and Chapters in Books

Yoshioka-Kobayashi, Tohru and Makiko Takahashi, “Determinants of Contract Renewals in University–Industry Contract Research: Going My Way, or Good Sam?,” in Azagra-Caro, Joaquín M., Pablo D’Este and David Barberá-Tomás, eds., *University-Industry Knowledge Interactions (International Studies in Entrepreneurship Volume 52)*, Cham, Switzerland: Springer, March 2022, Chap. 6, pp. 89-110, refereed

Yoshioka-Kobayashi, Tohru and Sotaro Shibayama, "Early Career Training and Development of Academic Independence: A Case of Life Sciences in Japan," *Studies in Higher Education*, <https://www.tandfonline.com/doi/full/10.1080/03075079.2020.1817889>, September 2020, refereed

Miyanoshita, Tomofumi, Tohru Yoshioka-Kobayashi and Daisuke Kanama, "Profiting from (Not Too Many) Package Designs: Evidence from a Firm Level Design Registration Analysis in the Food Manufacturing Industry," *British Food Journal*, Vol. 122, No. 7, April 2020, pp. 2233-2251, refereed

Yoshioka-Kobayashi, Tohru, Tomofumi Miyanoshita and Daisuke Kanama, "Revisiting Incremental Product Innovations in the Food Manufacturing Industry: An Empirical Study on the Effect of Intellectual Property Rights," *Journal of Economic Structures*, <https://journalofeconomicstructures.springeropen.com/articles/10.1186/s40008-020-00213-5>, April 2020, refereed

(In Japanese)

Yoshioka-Kobayashi, Tohru, "Managerial Insights from Innovation Management Studies (6): Diffusion of Innovation," *Hitotsubashi Business Review*, Vol. 70, No. 1, June 2022, pp. 96-103

Yoshioka-Kobayashi, Tohru, "Managerial Insights from Innovation Management Studies (5): Resource Allocation Decisions for Innovations," *Hitotsubashi Business Review*, Vol. 69, No. 4, March 2022, pp. 90-95

Yoshioka-Kobayashi, Tohru, "Managerial Insights from Innovation Management Studies (4): Mergers and Acquisitions for Technology Absorption," *Hitotsubashi Business Review*, Vol. 69, No. 3, December 2021, pp. 122-128

Watanabe, Toshiya, Tohru Yoshioka-Kobayashi, Yuri Hirai and Wei Hu, "How Firms Use Intellectual Property Right System: Insights from Empirical Analyses," in Tamura, Yoshiyuki and Takakuni Yamane, eds., *Frontiers of Intellectual Property*, Vol. 2, Tokyo: Keiso Shobo, October 2021, Chap. 18, pp. 123-144

Yoshioka-Kobayashi, Tohru, "Managerial Insights from Innovation Management Studies (3): Realization of Innovation and the Social Network," *Hitotsubashi Business Review*, Vol. 69, No. 2, September 2021, pp. 110-116

Yoshioka-Kobayashi, Tohru, "Trends in Alternative Data Source for Quantitative Innovation Research," *Organizational Science (Soshiki Kagaku)*, Vol. 55, No. 1, September 2021, pp. 31-40

Yoshioka-Kobayashi, Tohru, "Managerial Insights from Innovation Management Studies (2): Ideation and the Social Network," *Hitotsubashi Business Review*, Vol. 69, No. 1, June 2021, pp. 108-113

Yoshioka-Kobayashi, Tohru, "Essence of Failure of the Japanese Academic Society: Why Some Societies Have Been Poorly Running?," in Kumazawa, Mineo, Fuki Ueno, Minao Kukita, Kazuki Ide, Ayaka Watanabe, Yuko Murakami, Yuta Ando, Tohru Yoshioka-Kobayashi, Kazuya Sugitani, Hidenori Nakamura, Hidenori Suzuki, Hiromichi Higashihara and Naoki Miyano, eds., *Scholarly Ways: A Self-Examination of Academic Society, Performance Evaluation System, and the Pursuit of the Scientific Truth*, Kyoto: union.a, March 2021, 147 pages

Yoshioka-Kobayashi, Tohru, “Managerial Insights from Innovation Management Studies (1): Impact and Limitations of ‘Design Thinking’,” *Hitotsubashi Business Review*, Vol. 68, No. 4, March 2021, pp. 152-159

Akiike, Atsushi and Tohru Yoshioka-Kobayashi, “Regions and Design Development Activities in the Automobile Industry: Implications for Tohoku Region,” in Orihashi, Shinya, ed., *Regions and Paradigm Shift in the Automobile Industry*, Tokyo: Soseisha, January 2021, Chap. 3, pp. 102-125

Yoshioka-Kobayashi, Tohru and Binshi Yuan, “Innovation Management for Surviving the Recession: A Literature Review,” *Hitotsubashi Business Review*, Vol. 68, No. 2, September 2020, pp. 96-107

Aminaka, Hirokazu and Tohru Yoshioka-Kobayashi, “Determinants of Donations to a Scientific Research: An Experimental Study of Motivations for Crowdfunding in Japan,” *The Journal of Science Policy and Research Management*, Vol. 35, No. 1, May 2020, pp. 77-95, refereed

Yoshioka-Kobayashi, Tohru, Yuuki Maruyama, Yuri Hirai and Toshiya Watanabe, “Why ‘Hongo Valley’ Attracts High-tech Academic Spin-offs?: Determinants of an Academic Spin-off Cluster,” *Hitotsubashi Business Review*, Vol. 67, No. 4, April 2020, pp. 46-60

### 1.3. Others

(In Japanese)

Yoshioka-Kobayashi, Tohru, “The U.S.-China Technology Decoupling and its Influence on International Academic Collaboration,” SSU-Essay No. 4, Safety and Security Research Unit, Institute for Future Initiatives, The University of Tokyo, February 2021, [https://ifi.u-tokyo.ac.jp/wp/wp-content/uploads/2021/02/ssuessay4\\_Yoshioka\\_210202.pdf](https://ifi.u-tokyo.ac.jp/wp/wp-content/uploads/2021/02/ssuessay4_Yoshioka_210202.pdf)

Yoshioka-Kobayashi, Tohru, Hiroya Aoki, Atsushi Akiike and Morinaga Yasufumi, “Evaluation of the Revision of the Design Act: From the Perspectives of Legal and Management Studies,” *IP Journal*, Foundation for Intellectual Property, Vol. 13, June 2020, pp. 19-27

## 2. Unpublished Work

### 2.1. Working Papers

Higham, Kyle, and Tohru Yoshioka-Kobayashi, “Patent Citation Generation at the Triadic Offices: Mechanisms and Implications for Analysis,” SSRN, No. 4022851, Feb 2022

Aminaka, Hirokazu and Tohru Yoshioka-Kobayashi, “Determinants of Donations to a Scientific Research: An Experimental Study of Motivations for Crowdfunding in Japan,” IIR Working Paper WP#20-09, April 2020

(In Japanese)

Yoshioka-Kobayashi, Tohru, Sotaro Shibayama and Mari Kawamura, “Outcomes of PhD Students with Full-time Working Experience: Heterogeneity in Career Choice and Knowledge Creation,” NISTEP DISCUSSION PAPER, No. 207, March 2022

Yoshioka-Kobayashi, Tohru, “Scientific Knowledge Production and International Collaboration in U.S., China, and Japan: International Co-authored Publication Trends in Emerging Technologies,” SSU-Working Paper, FY 2021, No. 7, Security and Safety Research Unit, Institute for Future Initiatives, The University of Tokyo, March 2022

Watanabe, Toshiya and Tohru Yoshioka-Kobayashi, “Patent Registration Deferral System and Compensation in the Context of Security: The Issue of the ‘Secret Patent System’,” SSU-Working Paper, FY 2021, No. 5, Security and Safety Research Unit, Institute for Future Initiatives, The University of Tokyo, July 2021

Yoshioka-Kobayashi, Tohru and Sotaro Shibayama, “Determinants of the Decision to Enroll in Ph.D. Program in Life Science and Information Science: Why Japan Has Exceptionally Decreased Young Ph.D. Students?,” IFI Working Paper, No. 21-4, Institute for Future Initiatives, The University of Tokyo, March 2021

Watanabe, Toshiya, Yuri Hirai, Tohru Yoshioka-Kobayashi, Daisuke Kanama, Hirofumi Tatsumoto, Maho Furuya and Manaka Naganuma, “Questionnaire Survey on Data Utilization in Japanese Companies: Focusing on the Differences Between Listed and Unlisted Companies,” RIETI Discussion Paper Series, 21-J-017, March 2021

Yoshioka-Kobayashi, Tohru, “Visualization of International Science and Technology Knowledge Flow in Emerging Technologies: A Technical Note for a Debate on China-U.S. Technological Decoupling,” Research Notes of National Economic Security Study Group, No. 4, Nakasone Peace Institute, November 2020

## 2.2. Research Report

Yasumoto, Masanori, *System Development and Service Expansion of Autonomous Driving for Strategic Innovation Program (SIP) Phase 2: Study on Intellectual Property Strategy*, Yokohama National University, 2021 (Jointly Contributed to Chapter 2 and 3)

## 3. Conference Papers, Presentations

Kanetaka, Maki, Koichi Sumikura, Tohru Yoshioka-Kobayashi, “Star Scientists and University-based Ecosystem,” The Australia-Japan Forum on the Innovation-hub Ecosystem, November 30, 2021, online, invited

Sumikura, Koichi, Masatsura Igami, Makiko Takahashi, Tohru Yoshioka-Kobayashi, Kazuma Edamura and Keisuke Isogai, “Quantitative Analysis on Research Administration and University-Industry Cooperation,” The 2021 Meeting of the International Network of Research Management Societies, May 25-27, 2021, online, invited

(In Japanese)

Yoshioka-Kobayashi, Tohru, “Competitor Analysis using Design Right Data,” the 9th Seminar on Intellectual Property as Marketing Tool, Japan Marketing Academy, March 19, 2022, online, invited

Yoshioka-Kobayashi, Tohru, “Inter/Intra-Organizational Relationship in R&D: Methodological Contribution of Patent Data and Its Limitations,” 2022 Annual Conference of the Japanese Academic Association for Organizational Science, October 31, 2021, online, invited

Yoshioka-Kobayashi, Tohru and Keisuke Fukui, “Differences of Business Opportunity Recognition between Organization and Individuals,” 2021 Annual Conference of the Japanese Academic Association for Organizational Science, June 6, 2021, online

#### **4. Award**

The 2nd Award of The Yoshida Hideo Research Grant Award, Yoshida Hideo Memorial Foundation, June 2021

(Award Winners: Inoue, Yuriko, Michitaka Sasaki, Mami Gosho and Tohru Yoshioka-Kobayashi, Article Title: “Study on Consumer Survey Design Methods for Trademark Disputes: An Interdisciplinary Approach Between Marketing and Legal Studies.”)

## 2. International Visiting Researchers — Apr. 2020~ Mar. 2022

### LEE, Heejin

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Professor, Graduate School of International Studies, Yonsei University

December 1, 2020 - March 31, 2021

Research Theme: (1) China's Rise in International Standardization / (2) The Geopolitics of Standards Wars

### LEHDONVIRTA, Vili

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Associate Professor, University of Oxford

April 1, 2020 - September 30, 2020

Research Theme: Platform economy

### III. Education



## 1. Courses Given by the IIR Faculty Members — Apr. 2020 ~ Mar. 2022

	Fiscal Year	
	2020	2021
<b>School of Business Administration</b>		
Master's and Doctoral Program		
[Courses provided by the Innovation kozas]		
Advanced Innovation Management / Advanced Innovation Management (Ph. D)	Karube	Karube
Advanced Innovation Economics / Advanced Innovation Economics (Ph. D)	Nakajima	Nakajima
Advanced Intellectual Property / Advanced Intellectual Property (Ph.D)	Eto / Izumi	Eto / Ichikawa
Advanced Entrepreneurship / Advanced Entrepreneurship (Ph. D)	Kang	
Advanced Science Technology and Innovation / Advanced Science Technology and Innovation (Ph. D)	Aoshima / Nakajima	Aoshima / Ohyama
Innovation, Policy and Institution / Innovation, Policy and Institution (Ph. D)	Eto / Ichikawa	Eto / Ichikawa
Innovation, Management, Economics and Policy / Innovation, Management, Economics and Policy (Ph. D)	Aoshima / Eto / Nakajima	Aoshima / Eto
Innovation Research Methods / Innovation Research Methods (Ph. D)	Aoshima / Eto / Ohyama / Nakajima	Aoshima / Eto / Ohyama
Special Lecture (International Comparison of Innovation A)		Padrón
Special Lecture (International Comparison of Innovation B: Asia and Innovation) / Special Lecture (International Comparison of Innovation B: Asia and Innovation) (Ph.D)	Padrón	
Advanced Technology Strategy / Advanced Technology Strategy (Ph.D)	Aoshima / Yoshioka-Ko- bayashi	Aoshima / Yoshioka-Ko- bayashi
Innovation Research Seminar I / Innovation Research Seminar I (Ph. D)	Aoshima / Eto	Aoshima / Eto
Innovation Research Seminar II / Innovation Research Seminar II (Ph. D)	Aoshima / Eto	Aoshima / Eto
Doctoral Workshop		Nakajima
Seminar / Seminar (Ph.D)	Aoshima / Eto / Ohyama / Karube / Kang / Nakajima / Yoshioka-Ko- bayashi	Aoshima / Ichikawa / Eto / Ohyama / Karube / Kang / Nakajima
Secondary Seminar / Secondary Seminar (Ph. D)	Aoshima / Izumi / Eto / Ohyama / Karube / Kang / Nakajima / Padrón / Yoshioka- Kobayashi	Aoshima / Ichikawa / Eto / Ohyama / Karube / Kang / Nakajima / Padrón / Yoshioka- Kobayashi

Note: \*indicates a joint lecture with other faculty member(s) than those in the IIR.



MBA Program		
[Management Analysis Program (MBA)]		
Corporate Organization	Aoshima	Aoshima
Business Economics	Ohyama	Ohyama
Workshop	Karube	
Workshop: Management A		Karube
[Business Administration Program (Hospitality)(MBA)]		
Corporate Organization	Aoshima	Aoshima
Introductory Workshop	Karube	
Basic Workshop	Karube	
Workshop A		Karube
Management Leadership Development Program (EPSON)		
	Aoshima	Aoshima
Hitotsubashi Financial Leadership Program (HFLP)		
	Aoshima	Aoshima
Hitotsubashi Senior Executive Program (HSEP)		
		Aoshima
Undergraduate Program in the Faculty of Commerce and Management		
Innovation Management	Yoshioka-Kobayashi	Yoshioka-Kobayashi
Advanced Economics of Innovation	Nakajima	Nakajima
Advanced Management of Innovation	Karube	Karube
Basic Business Economics 1	Ohyama	Ohyama
Basic Business Economics 2	Nakajima	Nakajima
Introduction to Economic and Business Indexes	Ohyama*	Ohyama*
Design Thinking and Management by Design		Yoshioka-Kobayashi*
Special Lecture (International Comparison in Innovation A)		Padrón
Special Lecture (International Comparison in Innovation B)	Padrón	
Interactive Course on Business Basics (Management)	Padrón	Padrón
Advanced Course in Management	Padrón	Padrón
Seminar (Intensive Reading) I	Ohyama / Kang / Yoshioka-Kobayashi	Ohyama / Yoshioka-Kobayashi
Seminar (Intensive Reading) II	Kang / Yoshioka-Kobayashi	Yoshioka-Kobayashi
Undergraduate Introductory Seminar 1	Kang / Yoshioka-Kobayashi	Eto / Ohyama
Seminar	Aoshima / Ohyama / Karube / Kang / Nakajima	Aoshima / Ohyama / Karube / Nakajima

## 2. Innovation Management and Policy Program

— Apr. 2020 ~ Mar. 2022

### 1. Overview

The Innovation Management and Policy Program (IMPP) is a doctorate-level certificate program training researchers to work in the management of innovation at private organizations or in the design of science and technology policy within public institutions. Students will study management and economic theories while developing skills for applying social science research methods. Based on this learning they will develop original academic research papers on topics related to innovation management or policy. By integrating education and research, the program aims to develop professionals capable of strengthening systems and knowledge supporting innovation in Japan and around the world.

This program is supported by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) “Science for RE-designing Science, Technology and Innovation Policy” Human Resource Development program (Cultivating Academic field hubs).

### 2. Students

IMPP students consist of doctoral students at Hitotsubashi University, doctoral students at other universities, and students holding a Master’s degree (or equivalent) currently working in private industry or the public sector. Classes are held primarily on Wednesday evenings and Saturdays. To complete the program students must take Innovation Research Seminar I & II, three mandatory courses and two elective courses. In addition, two academic papers must be submitted.

### 3. Results

Academic Year 2021: 31 Students enrolled (as of March, 2022)

	AY 2019	AY 2020	AY 2021
Entrants	9 (1)	10 (4)	9 (4)
Graduates	5 (2)	8 (1)	7 (5)

\* numbers in parentheses indicate doctoral students of Hitotsubashi University

### 4. Main Events of Academic Year 2021

June 5th – June 6th	<p>【2 students presented at the conference】</p> <p>Annual Academic Conference 2021 by the Academic Association for Organizational Science</p> <p>Venue: Online (Zoom)</p>
July 29th – August 4th	<p>【1 student presented at the conference】</p> <p>The AOM 2021 Conference</p> <p>Venue: Online (Zoom)</p>
August 23rd – August 24th	<p>IIR Summer School 2021</p> <p>Venue: Online (Zoom)</p>

September 3rd – September 5th	SciREX Summer Camp 2021 Venue: Online (Zoom)
September 18th – September 21th	【1 student presented at the conference】 Virtual Toronto SMS 41st Annual Conference Venue: Online (Zoom)
October 30th – October 31st	【4 students presented at the conference】 36th Annual Academic Conference by Japan Society for Research Policy and Innovation Management Venue: Online (Zoom)
October 30th – October 31st	【2 students presented at the conference】 2022 Annual Conference by The Academic Association for Organizational Science Venue: Online (Zoom)

## 5. Main Events of Academic Year 2020

June 6th – June 7th	【4 students presented at the conference】 Annual Academic Conference 2020 by the Academic Association for Organizational Science Venue: Online (Zoom)
August 25th – August 26th	IIR Summer School 2020 Venue: Online (Zoom)
September 19th	SciREX Online One-day Summer School 2020 Venue: Online (Zoom)
September 20th	IMPP Summer Camp Venue: Online (Zoom)
October 31st – November 1st	【11 students presented at the conference】 35th Annual Academic Conference by Japan Society for Research Policy and Innovation Management Venue: Online (Zoom)

## 6. Courses

### Required Courses:

1. Innovation Research Methods; Spring-Summer Semester, 2 credits

(AY2021) Yaichi Aoshima, Manabu Eto, Atsushi Ohyama

(AY2020) Yaichi Aoshima, Manabu Eto, Atsushi Ohyama, Kentaro Nakajima

This course provides students with instruction in applying a range of methods relevant to conducting research in the field of innovation studies.

2. Innovation, Management, Economics and Policy; Spring-Summer Semester, 2 credits

(AY2021) Yaichi Aoshima, Manabu Eto

(AY2020) Yaichi Aoshima, Manabu Eto, Kentaro Nakajima

This course provides a comprehensive approach to understanding dimensions of social science underlying science, technology and innovation system, with particular focus on mechanisms supporting science, technology and innovation processes and their effectiveness.

3. Advanced Science Technology and Innovation; Autumn-Winter Semester, 2 credits

(AY2021) Yaichi Aoshima, Atsushi Ohyama

(AY2020) Yaichi Aoshima, Kentaro Nakajima

This course is an omnibus class based on interactions among leading engineers, scientists, and social science researchers.

4. Innovation Research Seminar I; Spring-Summer Semester, 2 credits

Yaichi Aoshima, Manabu Eto

The aim of this course is to promote the development of skills for writing journal papers, making academic presentation and improving the overall quality of student research.

5. Innovation Research Seminar II; Autumn-Winter Semester, 2 credits

Yaichi Aoshima, Manabu Eto

The aim of this course is to promote the development of skills for writing journal papers, making academic presentation and improving the overall quality of student research.

**Elective Courses:**

Electives are offered jointly with the Graduate School of Business Administration:

1. Advanced Innovation Economic; Spring-Summer Semester, 2 credits  
Kentaro Nakajima
2. Advanced Management of Innovation; Autumn-Winter Semester, 2 credits  
Masaru Karube
3. Innovation, Policy and Institution; Autumn-Winter Semester, 2 credits  
Manabu Eto, Tagui Ichikawa
4. Advanced Intellectual Property: Spring-Summer Semester, 2 credits  
(AY2021) Manabu Eto, Tagui Ichikawa  
(AY2020) Manabu Eto, Akira Izumi



## IV. Research Results / Publications



## 1. Hitotsubashi Business Review — Apr. 2020 ~ Mar. 2022

To publish the findings of its research activities, the IIR issues a quarterly journal, called the *Hitotsubashi Business Review* (in Japanese). The rationale in editing the journal is to promote the theoretical and empirical study of innovation in a social and economic context. The editorial board comprises professors from several universities and company advisors, as well as IIR professors.

### ■ Contents

#### Title of Special Issues

Vol. 69 No. 4	“Business Creation for and by Minorities”
Vol. 69 No. 3	“Startups That Change the Future”
Vol. 69 No. 2	“Rejuvenation of Science and Technology Research in Japan”
Vol. 69 No. 1	“Rebuilding International Business: How to Further Connect Japanese Economy and the World Economy”
Vol. 68 No. 4	“In Search of Fundamental Changes in Japanese Working Style”
Vol. 68 No. 3	“The New Form of Corporations and Their Governance”
Vol. 68 No. 2	“Digital Transformation and the Fate of the Japanese Companies: What Made DX So Slow and So Unessential?”
Vol. 68 No. 1	“Corporate Venturing: Re-connecting Established Firms with Start-up Activities”

#### Featured Papers

Issue	Vol. / No.	Title	Author(s)
Mar. 2022	Vol. 69 No. 4	“Lightning Invisible Women Entrepreneurs: Pop up from Minority and Business Creation”	Tomoyo Kazumi (Professor, School of Commerce, Senshu University)
		“Sexual Minority in Japan: Reality and Future”	Fumino Sugiyama (Co-representative of Tokyo Rainbow Pride)
		“How Do Foreign Entrepreneurs Perceive Japan as the Business Environment for Starting New Business?”	Masaru Karube / Tatsuki Tachibana / Seiichiro Yonekura (Professor, IIR / Master’s Program, Graduate School of Busi- ness Administration, Hitotsubashi University / Professor, Hosei Business School of Innovation Management, Hosei University)
		“Shifting the Special Product for Persons with Special Needs into the Accessible Design Product for Everyone”	Yasuyuki Hoshikawa (Executive Director, the Accessible Design Foundation of Japan)
		“Educating Unique People and Creating New Businesses”	Kenryu Nakamura (Professor, Research Center for Advanced Sci- ence and Technology, the University of Tokyo)
		“Minority Can Be Majority: Our Intuition, Sense of Incongruity, Action Will Change Organiza- tions”	Yuka Shimada (General Manager of Human Resources and General Affairs Division, Unilever Japan Hold- ings)



Featured Papers (continued)

Issue	Vol. / No.	Title	Author(s)
Dec. 2021	Vol. 69 No. 3	“Japanese Entrepreneurs: The First Phase Report from ‘Entrepreneurs Who Change the World’”	Masatoshi Fujiwara / Yaichi Aoshima (Professor, Graduate School of Business Administration, Hitotsubashi University / Professor, IIR)
		“A Historical Understanding of Why Governance Has Been a Core Value for the Development of VC and PE Funds”	Naoko Hatakeyama / Yoichiro Kurosawa (Senior Corporate Advisor, New Horizon Capital Co., Ltd. / Managing Director, New Horizon Capital Co., Ltd.)
		“Regional Distribution and Performance of IPO Companies: Finance Issues for Regional Revitalization”	Kenji Kutsuna (Professor, Graduate School of Business Administration, Kobe University)
		“University Start-ups: 20 Years of Progress and Future Challenges”	Shigeo Kagami (Professor, Graduate School of Engineering, the University of Tokyo)
		“Emerging Startup Policy in Japan”	Yoshiaki Ishii (Director, Startup and New Business Promotion Office, Economic and Industrial Policy Bureau, METI)
		“Strategic Use of Corporate Venture Capital: Analyses on Major CVCs in Japan, US, and Europe”	Tomohisa Okamoto / Yaichi Aoshima (Mitsubishi Heavy Industries, Ltd. / Professor, IIR)
		“CVC 4.0 Accelerates Diversity and Speed: Open the Way to the Future by VC as a Service”	Seiichiro Yonekura / Anis Uzzaman (Professor, Hosei Business School of Innovation Management, Hosei University / Emeritus Professor, Hitotsubashi University / General Partner & CEO at Pegasus Tech Ventures)
Sep. 2021	Vol. 69 No. 2	“The Endless Overcontrol and Overadaptation: Consequences of National University Reform in Japan”	Shinichi Kobayashi / Eriko Fukumoto (Professor (Special Appointment), Graduate School of Humanities and Social Sciences, Hiroshima University / Assistant Professor (Special Appointment), Graduate School of Humanities and Social Sciences, Hiroshima University)
		“Academia and Society: Closing the Gap”	Hiroshi Maruyama (PFN Fellow, Preferred Networks, Inc.)
		“Challenges in Japanese Research Universities and Initiatives to Strengthen Research Capability”	Keita Nakazawa (Planning Officer, Special Education Division, Higher Education Bureau, MEXT)
		“Beyond Resource Dependence: Frontline Researchers at Research-Intensive Universities”	Takahiro Endo (Associate Professor, Graduate School of Business Administration, Hitotsubashi University)
		“Research Management and Administration: A Profession?”	Simon Kerridge (Director of Research Policy & Support, University of Kent)
		“A Dangerous Catecholamines?: Competitive Grant Reliance and Department-level Academic Research Productivity”	Hideto Koizumi / Makoto Kadowaki / Yuki Teramoto / Yasushi Hara / Yaichi Aoshima / Manabu Eto (Assistant Professor (Specially Appointed), IIR / Senior Lecturer, Graduate School of Economics, Kyoto University / Ph.D. Candidate, Hitotsubashi University Business School / Adjunct Associate Professor, Faculty of Economics, Hitotsubashi University / Professor, IIR / Professor, IIR)

Featured Papers (continued)

Issue	Vol. / No.	Title	Author(s)
Jul. 2021	Vol. 69 No. 1	“Strategic Transformation to Global Open R&D: The Case of Takeda”	Kazuhiro Asakawa / Harry Korine (Professor, Graduate School of Business Administration, Keio University / Lecturer, London Business School)
		“Evolution on the Global Product Development Strategy: DAIKIN’s Growth Trajectory”	Tomoatsu Shibata (Professor, Faculty of International Social Sciences, Gakushuin University)
		“Language Choice of Japanese MNCs’ Foreign Subsidiaries”	Kim Heejin / Hiroshi Itagaki / Tomoki Sekiguchi (Associate Professor, Graduate School of Economics and Management, Tohoku University / Emeritus Professor, Musashi University & Emeritus Professor, Saitama University / Professor, Graduate School of Management, Kyoto University)
		“Managing Human Capital with Global Mindset: Insights from International Human Resource Management Studies”	Sachiko Yamao (Associate Professor, Graduate School of Business Administration, Keio University)
		“Globalization of Production System: From the Perspective of Physical Space and Digital Space”	Osamu Ishida (Professor, Graduate School of Economics, Kyushu University)
		“Is Your Company’s Service Sector Ready for the Third-order Effects?”	Han H. Spring (Associate Professor, Graduate School of Management, Kyoto University)
		“US-China Disputes and the Geopolitics of Technical Standards: From the Perspective of Techno-nationalism”	Lee Heejin (Professor, Graduate School of International Studies, Yonsei University)
Apr. 2021	Vol. 68 No. 4	“The Diffusion and the Effects of Work Style Reforms on Productivity”	Kentaro Arita / Naomi Kodama / Saisuke Sakai / Kohei Takahashi (Senior Economist, Economic Research Department, Mizuho Research Institute / Professor, College of Economics, Nihon University / Senior Economist, Economic Research Department, Mizuho Research Institute / Ph.D Program, Graduate School of Economics, Waseda University)
		“Does the Use of Data and AI Improve the Level of Productivity and Stimulate Innovation Activities?”	Atsushi Ohyama / Ryo Kitagawa / Nobuko Hori (Associate Professor, IIR / Researcher, Economic and Social Research Institute, Cabinet Office / Researcher, Economic and Social Research Institute, Cabinet Office)
		“Digital Innovation of Governments for Productivity Growth”	Taguj Ichikawa (Professor, IIR)
		“Are We Pretender of Digitalization?: Towards a New Management Using Telework and Digital Transformation”	Yasushi Hara / Hiroyuki Nakazono / Tomomi Imagawa (Adjunct Associate Professor, Graduate School of Economics, Hitotsubashi University / Associate Professor, The Faculty of Commercial Sciences, Hiroshima Shudo University / Assistant Professor, Graduate School of the Business Breakthrough University)
		“Why Have Japanese Employees Accepted Low Wages?: Decline and Resurgence of the Voice Mechanism”	Akie Nakamura (Chief Researcher, Recruit Works Institute)
		“Career Strategy for Meaningful Work throughout Your Life”	Fumio Sato (President, Sato Jinzai Search Co., Ltd.)

Featured Papers (continued)

Issue	Vol. / No.	Title	Author(s)
Apr. 2021	Vol. 68 No. 4	“In Search of Star Employees in Japanese Companies”	Yasuhiro Hattori (Associate Professor, Graduate School of Business Administration, Kobe University)
		“The Essence of Dynamic Management: Synthesizing Business Management and Phenomenology for a Humanizing Strategy”	Ikujiro Nonaka / Yumiko Kawada / Kosuke Ogaki (Emeritus Professor, Hitotsubashi University / Researcher, Hitotsubashi University Business School / Researcher, Ritsumeikan Inamori Philosophy Research Center)
Dec. 2020	Vol. 68 No. 3	“Towards New Forms of Business Corporations: Why Was Milton Friedman All Wrong about Business Corporations?”	Katsuhito Iwai (Distinguished Professor, International Christian University)
		“Prosperity, Finance and Ownership”	Colin Mayer (Professor, Saïd Business School, University of Oxford)
		“What Is a Good Company at the Age of SDGs/ ESG Investing?”	Miyuki Zeniya (Fellow, Head of Sustainable Finance Investment Planning Dept., The Dai-ichi Life Insurance Co., Ltd.)
		“The Development of Corporate Governance in the Changing Economy and Social Structure: Harmonization of Value Creation and Sustainability”	Ryoko Ueda (Associate Professor, SBI Graduate School)
		“Rethinking How to Collaborate with Others”	Masaru Karube / Masako Egawa (Professor, IIR / Specially Appointed Professor, Graduate School of Business Administration, Hitotsubashi University)
		“The Rise of Stakeholder Capitalism and Its Implications for Japanese Companies: Strategic Execution of Creating Shared Value (CSV) Governance”	Charles D. Lake II (Chairman and Representative, Aflac Life Insurance Japan Ltd.)
Oct. 2020	Vol. 68 No. 2	“DX: Past, Present and Future”	Hirofumi Tatsumoto / Fumihiko Ikuine (Professor, Graduate School of Business Sciences, University of Tsukuba / Professor, Chuo Graduate School of Strategic Management, Chuo University)
		“Run Electrons, Not Employees. Electrons Never Tired”	Soichiro Murata (Director, IoT/IR4, SAP Japan)
		“Three Strategic Questions on Digital Transformation That One Must Ask”	Youngjin Yoo (Professor, Weatherhead School of Management, Case Western Reserve University)
		“Providing New UX Is the Purpose of DX: DX by Servicer-Merge-Maker Model with a Case of Ping An Group”	Yasufumi Fujii (Sales Director of East Asia Division, beBit, Inc.)
		“Digital Transformation of Labour Markets: The Rise of Remote, Flexible, Contact-based Online Work”	Vili Lehdonvirta (Associate Professor, the Oxford Internet Institute, University of Oxford)
		“Digital Transformation in the Education System”	Byeongwoo Kang (Associate Professor, IIR)
		“Innovation Management for Surviving the Recession: A Literature Review”	Tohru Yoshioka-Kobayashi / Binshi Yuan (Assistant Professor, IIR / Ph.D Program, Graduate School of Business Administration, Hitotsubashi University)

### Featured Papers (continued)

Issue	Vol. / No.	Title	Author(s)
Jun. 2020	Vol. 68 No. 1	“Japan’s Ongoing Challenges in Innovation and Entrepreneurship”	Michael A. Cusumano (Professor, Sloan School of Management, Massachusetts Institute of Technology)
		“New Business Creation by Combining Resources of the Established Firms with Startup Activities”	Yaichi Aoshima / Hiroki Ichinose / Hideaki Taura (Professor, IIR / Director, EY Transaction Advisory Services Co. Ltd. / Senior Consultant, EY Transaction Advisory Services Co. Ltd.)
		“Corporate Venturing and Post-Maturity: Life Cycle and Profitability of Japanese and American Firms”	Mikiharu Noma (Professor, Graduate School of Business Administration, Hitotsubashi University)
		“Is the Impact of Corporate Venture Capital Meaningful for Venture Outcomes?”	Jeffrey Behrens / Christopher L. Tucci (CEO, Co-founder, LabShares Newton, LLC / Professor, Imperial College Business School)
		“Asahi Kasei Corporate Venture Capital: New Business Creation through Venture Investment”	Yaichi Aoshima / Ryusuke Murakami (Professor, IIR / Innovation Management and Policy Program (IMPP), Hitotsubashi University)
		“Innovation by Mathematics: Model-driven Innovation and Implications for the Future of Japanese Corporations”	Takako Fujiwara-Greve / Hitoshi Mitsuhashi (Professor, Faculty of Economics, Keio University / Professor, School of Commerce, Waseda University)

### Business Cases

Issue	Vol./No.	Title	Author(s)
Mar. 2022	Vol. 69 No. 4	IRIS OHYAMA	Tomoatsu Shibata / Masahiko Fujimoto (Professor, Faculty of International Social Sciences, Gakushuin University / Professor, Graduate School of Economics and Management, Tohoku University)
		KAIHARA: From B2B to B2C through Makuake project	Satoko Suzuki (Associate Professor, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University)
		Souq Company: Revitalizing Department Store Business by Creating “Marketplace”	Takeshi Matsui (Professor, Graduate School of Business Administration, Hitotsubashi University)
Dec. 2021	Vol. 69 No. 3	SUPER HOTEL	Yohei Itabashi/ Misa Kitagawa / Keiho Sasamori / Toshiki Shiga / Yaichi Aoshima (Management Analysis Program, Graduate School of Business Administration, Hitotsubashi University/ Management Analysis Program, Graduate School of Business Administration, Hitotsubashi University / Management Analysis Program, Graduate School of Business Administration, Hitotsubashi University / Management Analysis Program, Graduate School of Business Administration, Hitotsubashi University / Professor, IIR)

**Business Cases** (continued)

Issue	Vol. / No.	Title	Author(s)
Dec. 2021	Vol. 69 No. 3	NEC: The Challenge of Corporate Reform through New Business Development	Masato Sasaki / Motokazu Udagawa / Masashi Kurosawa (Associate Professor, Graduate School of Business Administration, Hitotsubashi University / Associate Professor, Graduate School of Humanities and Social Sciences, Saitama University / Associate Professor, College of Commerce, Nihon University)
Sep. 2021	Vol. 69 No. 2	Daimaru Matsuzakaya Department Stores: Integration of HRM Systems and the Roles of HR managers in M&A process	Yurie Miura / Tomoyuki Shimanuki (Ph.D Program, Graduate School of Business Administration, Hitotsubashi University / Professor, Graduate School of Business Administration, Hitotsubashi University)
		Kirin Brewery Company: Tap Marché: A Craft Beer Platform	Kentaro Nobeoka / Yaichi Aoshima (Professor, Graduate School of Economics, Osaka University / Professor, IIR)
		JCOM	Tomonori Inukai / Tomoaki Nishimura / Masahide Terahata / Nobuyuki Kamikojo (Professor, Chuo Graduate School of Strategic Management, Chuo University / Associate Professor, School of Management and Information Sciences, Tama University / Associate Professor, Faculty of Business Administration, Toyo University / Associate Professor, Faculty of Business Administration, Kindai University)
Jul. 2021	Vol. 69 No. 1	Spiber: Changing the World with Structural Protein Materials	Yaichi Aoshima / Masatoshi Fujiwara (Professor, IIR / Professor, Graduate School of Business Administration, Hitotsubashi University)
		Axelspace: The Challenge of Building a Data Platform Business	Takeo Sugawara / Emi Osono (Director, Startup Incubation and Entrepreneurship Education, The University of Tokyo / Professor, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University)
Apr. 2021	Vol. 68 No. 4	Megane Super	Yutaka Inagaki / Kanae Fujii / Kantaro Shimma / Kentaro Furuhashi / Yosuke Hatori (Alumnus, Master's Program, Graduate School of Business Administration, Hitotsubashi University)
		Kimura Foundry: Business Succession and Revision of Corporate Philosophy	Masatoshi Fujiwara (Associate Professor, Graduate School of Business Administration, Hitotsubashi University)
Dec. 2020	Vol. 68 No.3	KDDI: Renewing the Brand Image of “au” through Better-designed Mobile Phones	Atsushi Tsumita / Tatsuya Kubota / Tomonori Yazaki / Kentaro Oki (Associate Professor, Faculty of Business Administration, Musashino University / Associate Professor, Faculty of Social Innovation, Seijo University / KDDI Research, Inc. / KDDI Research, Inc.)
		Kuraray: An Innovation Process for the Japan Original Engineering Plastic “Genestar™”	Mitsuteru Mutsuda / Yaichi Aoshima (Alumnus, Innovation Management and Policy Program (IMPP), Hitotsubashi University / Professor, IIR)

### Business Cases (continued)

Issue	Vol./No.	Title	Author(s)
Oct. 2020	Vol. 68 No. 2	CyberAgent: Balancing Competition and Cooperation through Corporate Culture	Takahiro Endo / Genjiro Kosaka (Associate Professor, Graduate School of Business Administration, Hitotsubashi University / Associate Professor, Faculty of Economics, Sophia University)
		Atrae: The Role of Internal Branding in the Hierarchy Management	Satoko Suzuki (Associate Professor, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University)
Jun. 2020	Vol. 68 No. 1	Eiwa System Management: Agile Software Development and Software Developer Communities	Yuki Tsuboyama / Masatoshi Fujiwara / Joji Wakairo / Takahiro Endo (Associate Professor, Graduate School of Business Administration, Hitotsubashi University / Associate Professor, Graduate School of Business Administration, Hitotsubashi University / ADTEX Inc. / Associate Professor, Graduate School of Business Administration, Hitotsubashi University)
		Nakamura Brace: Turning Unvoiced Needs into Reality	Masaru Karube (Professor, IIR)

### Serials

Issue	Vol./No.	Title	Author(s)
Mar. 2022 Mar. 2021	Vol. 69 No. 4 Vol. 68 No. 4	Porter Prize 2021 Porter Prize 2020	Emi Osono (Professor, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University)
Jun. 2020	Vol. 68 No. 1	International Standardization from JAPAN (10)	Manabu Eto / Yuichi Washida (Professor, IIR / Professor, Graduate School of Business Administration, Hitotsubashi University)
Jun. 2020	Vol. 68 No. 1	Brand Management by All Stakeholders (6)	Satoko Suzuki (Associate Professor, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University)
Mar. 2022 Dec. 2021 Sep. 2021 Jul. 2021 Mar. 2021 Dec. 2020 Sep. 2020 Jun. 2020	Vol. 69 No. 4 Vol. 69 No. 3 Vol. 69 No. 2 Vol. 69 No. 1 Vol. 68 No. 4 Vol. 68 No. 3 Vol. 68 No. 2 Vol. 68 No. 1	Entrepreneurs Who Change the World (3)-(10)	Yaichi Aoshima / Masatoshi Fujiwara (Professor, IIR / Professor, Graduate School of Business Administration, Hitotsubashi University)
Sep. 2021 Mar. 2021 Dec. 2020 Sep. 2020	Vol. 69 No. 2 Vol. 68 No. 4 Vol. 68 No. 3 Vol. 68 No. 2	A New Form of Business That Bridges Companies and Society (1)-(4)	Masaru Karube (Professor, IIR)

### Serials (continued)

Issue	Vol./No.	Title	Author(s)
Mar. 2022 Dec. 2021 Sep. 2021 Jul. 2021 Apr. 2021	Vol. 69 No. 4 Vol. 69 No. 3 Vol. 69 No. 2 Vol. 69 No. 1 Vol. 68 No. 4	Managerial Insights from Innovation Management Studies (1)-(5)	Tohru Yoshioka-Kobayashi (Assistant Professor, IIR)
Dec. 2021 Sep. 2021 Jul. 2021	Vol. 69 No. 3 Vol. 69 No. 2 Vol. 69 No. 1	Occupying a Particular Place in the Mind of the Customer for Your Product (1)-(3)	Sho Yuki (Associate Professor, Graduate School of Business Administration, Kobe University)

### Management Forum

Issue	Vol./No.	Interviewee	Interviewer(s)
Mar. 2022	Vol. 69 No. 4	Toshiya Kakiuchi (President and CEO, Mirairo Inc.)	Seiichiro Yonekura Masaru Karube
Dec. 2021	Vol. 69 No. 3	Taizo Son (Serial Entrepreneur, Venture Capitalist)	Seiichiro Yonekura Yaichi Aoshima
Sep. 2021	Vol. 69 No. 2	Hiroshi Amano (Director, Center for Integrated Research of Future Electronics (CIRFE), Institute of Materials and Systems for Sustainability (IMaSS), Nagoya University)	Manabu Eto Tohru Yoshioka-Kobayashi
Jul. 2021	Vol. 69 No. 1	Charles Zhang (President & CEO, Baidu Japan Inc.)	Seiichiro Yonekura Byeongwoo Kang
Apr. 2021	Vol. 68 No. 4	Masatoshi Kumagai (Founder, Chairman and CEO of GMO Internet Group)	Seiichiro Yonekura
Dec. 2020	Vol. 68 No. 3	Kenichiro Yoshida (Director, Chairman, President and CEO, Representative Corporate Executive Officer, Sony Corporation)	Masako Egawa Masaru Karube
Oct. 2020	Vol. 68 No. 2	Makoto Kouyama (CEO, Alibaba.com Japan Co., Ltd.)	Seiichiro Yonekura
Jun. 2020	Vol. 68 No. 1	Gen Tsuchikawa (Chief Investment Manager, Sony Innovation Fund / CEO and Chief Investment Officer, Innovation Growth Ventures)	Seiichiro Yonekura Mikiharu Noma

### Reviewed Articles

Issue	Vol./No.	Title	Author(s)
Dec. 2020	Vol. 68 No. 3	“Career Trajectories to Technology Management Leaders”	Hideo Kudo / Kentaro Nobeoka (Professor, Department of Commerce, Seinan Gakuin University / Professor, Graduate School of Economics, Osaka University)

## 2. Working Papers — Apr. 2020 ~ Mar. 2022

		Title	Author(s)
WP#20-09	Apr. 2020	“Determinants of Donations to Scientific Research: An Experimental Study of Motivations for Crowdfunding in Japan”	Hirokazu Aminaka / Tohru Yoshioka- Kobayashi
WP#20-10	May 2020	“An Urgent Survey of Japanese Companies’ Organizational Responses to COVID-19: A First Report” (in Japanese)	Yasushi Hara / Tomomi Imagawa / Hidemi Otsuka / Yuko Okajima / Naoto Kanki / Hideo Kudo / Youngjae Koh / Masato Sasaki / Go Shionoya / Rika Takebe / Masahide Terahata / Hiroyuki Nakazono / Yasuhiro Hattori / Masayo Fujimoto / Hideo Misaki / Manabu Miyao / Takashi Yatagai / Koichi Nakagawa / HR Research Institute
WP#20-11	May 2020	“An Urgent Survey of Japanese Companies’ Organizational Responses to COVID-19: A Second Report” (in Japanese)	Yasuhiro Hattori / Yuko Okajima / Naoto Kanki / Masayo Fujimoto / Tomomi Imagawa / Hidemi Otsuka / Hideo Kudo / Youngjae Koh / Masato Sasaki / Go Shionoya / Rika Takebe / Masahide Terahata / Koichi Nakagawa / Hiroyuki Nakazono / Manabu Miyao / Hideo Misaki / Takashi Yatagai / Yasushi Hara / HR Research Institute
WP#20-12	May 2020	“An Urgent Survey of Japanese Companies’ Organizational Responses to COVID-19: A Third Report” (in Japanese)	Masato Sasaki / Tomomi Imagawa / Go Shionoya / Yasushi Hara / Yuko Okajima / Hidemi Otsuka / Naoto Kanki / Hideo Kudo / Youngjae Koh / Rika Takebe / Masahide Terahata / Hiroyuki Nakazono / Koichi Nakagawa / Yasuhiro Hattori / Masayo Fujimoto / Manabu Miyao / Hideo Misaki / Takashi Yatagai / HR Research Institute



		Title	Author(s)
WP#20-13	Jul. 2020	“The Screening Function of International Search Authorities under the Patent Cooperation Treaty: Evidence from the Japanese Government’s Policy Change in 1999”	Yoshimi Okada
WP#20-14	Aug. 2020	“Why is the Digitization of Japanese Administrative Procedures behind?: A Discussion from International Comparative Organizational Study” (in Japanese)	Tagui Ichikawa
WP#20-15	Oct. 2020	“Structuring AI Principles for the Future of AI Governance: Co-evolution of Innovation and Institutions in Digital and AI Technologies.” (in Japanese)	Tagui Ichikawa
WP#20-16	Dec. 2020	“Analyzing Japan’s Digital Innovation: Structural Issues of Japan’s Enterprises and Governments from View of Comparative Institutional Analysis of Digital Innovation Systems” (in Japanese)	Tagui Ichikawa
WP#20-17	Dec. 2020	“Creative Turn: Streaming Innovation”	Megumi Kimura
WP#20-18	Dec. 2020	“Giants and Angels: Innovation on the Lines”	Megumi Kimura
WP#20-19	Dec. 2020	“Life of Designs: The Perfection of Co-Adaptation”	Megumi Kimura
WP#21-01	Jan. 2021	“On the Economy of Machine and Intelligence: Differences and Analytics of Innovation”	Megumi Kimura
WP#21-02	Feb. 2021	“Innovation Theory on Digital Transformation (DX)” (in Japanese)	Tagui Ichikawa
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WP#21-04	Nov. 2021	“Feasibility of Innovation toward Realization of Carbon-Neutrality: Direction of Green Innovation Policy based on the History and Structure of Energy System Transformation” (in Japanese)	Tagui Ichikawa
WP#22-01	Jan. 2022	“The Top Management Research Revisited: Interaction and Dynamism” (in Japanese)	Yuki Teramoto



‘The new combinations appear discontinuously, then the phenomenon characterising development emerges.’

Joseph A. Schumpeter  
*The Theory of Economic Development*

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