



Hitotsubashi University  
Institute of Innovation Research

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Institute of Innovation Research



# ANNUAL REPORT 2022 - 2023





# ANNUAL REPORT

## FY2022 – FY2023

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‘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.

“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

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## 1. Innovation Research Forum — Apr. 2022 ~ Mar. 2024

The following is the list of lectures given as part of the Innovation Research Forum during 2022-2023 academic year:

Jul. 15, 2022	Alex Preda Professor of Professions, Markets and Technology, King's College London "Bonding Expertise: The Trading Zones of Software Development in FinTech Collaborations"
Jul. 20, 2022	LEE Sang-Gun Professor, Sogang University Business School "The Future of Digital Asset Exchange" (in Japanese)
Oct. 26, 2022	Alberto Galasso Professor, University of Toronto "Licensing Life-Saving Drugs for Developing Countries: Evidence from the Medicines Patent Pool"
Oct. 31, 2022	Keito Mineo Program-Specific Researcher, Institute for Chemical Research, Kyoto University "An Analysis on Forestry in Japan from the Innovation System View" (in Japanese)
Dec. 14, 2022	Martin Hemmert Professor, Korea University Business School "A Conservation of Resources Perspective on Analyzing Founders' Emotional Support: Performance Implications for East Asian New Ventures"
Apr. 12, 2023	Nadine Scholz Ph.D. Student in Corporate Entrepreneurship & Innovation, King's College London "Looking for Allies: How Individuals Organize Collaboration for Experimentation Outside Routine Work in Corporate Firms"
Jun. 7, 2023	Anoop Madhok Professor, York University "Corporate-Startup Partnering: Exploring Attention Dynamics in Asymmetric Settings"
Jul. 4, 2023	Yoichi Matsumoto Associate Professor, Faculty of Business and Commerce, Keio University "Internal Redeployment versus External Recruitment of Inventors"
Oct. 25, 2023	Thomas Åstebro Professor, HEC Paris and KU Leuven "Death and Turmoil in R&D Teams"
Nov. 15, 2023	Israr Qureshi Professor, The Research School of Management, Australian National University "Digitally Enabled Social Intermediation: A Research Framework"
Dec. 14, 2023	Ramya K Murthy Assistant Professor, Indian Institute of Management Bangalore "Digital Platform Ecosystem Design: A Configurational Approach to Understanding Heterogeneity in Platform Meta-Organizations"



## 2. Brown Bag Lunch Seminar — Apr. 2022 ~ Mar. 2024

The following is the list of lectures given as part of the Brown Bag Lunch Seminar during 2022-2023 academic year:

Apr. 6, 2022	Byeongwoo Kang Associate Professor, IIR, Hitotsubashi University “Same Knowledge Input and Same Knowledge Output: A Mechanism of Similar Knowledge Creation”
Aug. 31, 2022	Tohru Yoshioka-Kobayashi Assistant Professor, IIR, Hitotsubashi University “Industry Experience and Post-doctoral Academic Performance”
Mar. 22, 2023	Rudi Bekkers Professor, Eindhoven University of Technology “From Open Warfare to Strawman’s Anonymity: Motives and Strategies behind Patent Opposition at EPO”
Apr. 28, 2023	Benjamin Büttner Doctoral Candidate, Eindhoven University of Technology “Demystifying Knowledge Diffusion: Exploring the Effects of Technological Advancements on Knowledge Flows and the Real-Life Implications”
May 10, 2023	Cristian Dezso Associate Professor, University of Maryland “Are There Gender Differences in Ambition? Some Experimental Evidence”
May 24, 2023	Meindert Flikkema Professor, Vrije Universiteit (VU) Amsterdam “Innovators’ Propensity to Apply for Trademarks”
May 31, 2023	Navruz Khotamov Assistant Professor (Specially Appointed), Hitotsubashi University, Institute of Innovation Research “Exports and FDI under Uncertainty: Multinational Exposure and Innovation”
Jul. 12, 2023	Kristina Kazuhara Associate Professor, Copenhagen University / Ph.D. Fellow, Copenhagen Business School “Metaphorical Translation: A Case Study of Strategic Change at Novo Nordisk in Japan”
Sep. 13, 2023	Iilir Haxhi Associate Professor of Strategy & International Business, Amsterdam Business School, University of Amsterdam “Conflicts between Firms and Communities: A Configurational”
Sep. 20, 2023	Savu Rovanto Assistant Professor, Hitotsubashi Institute for Advanced Study “Sustaining Circular Economy Entrepreneurship at Small Businesses in China, Japan and Finland”
Oct. 4, 2023	Emre Yildiz Associate Professor, Mälardalen University, Sweden “Reconsidering Distance in International Business Research”
Nov. 15, 2023	Kidong Lee Professor, Incheon National University / Visiting Professor, Institute of Innovation Research, Hitotsubashi University “Transformation of the Automobile Industries on Societal Impacts -Inroads of Self-Driving Machines”

### 3. Conferences — Apr. 2022 ~ Mar. 2024

#### ■ IIR Innovation Research Workshop 2023

Date: August 28-29, 2023

Venue: Sano-shoin Hall of Hitotsubashi University and Zoom Online

Organized by: IIR, Hitotsubashi University

**August 28**

**Language: English**

**Welcoming Message:**

13:00-13:10: Yaichi AOSHIMA

**Session: Corporate Innovation** (Chair: Masaru KARUBE)

13:10-13:50: Yusaku TAKEDA

“Innovation as Catalyst for Greater Diversity: A Mixed-Methods Study of E-Commerce Adoption in US Retail”

13:50-14:30: Na ZOU

“Non-Scientists Matter for Sciences: Business Scholars on Board and Innovation”

**Session: AI/Digitalization** (Chair: Atsushi OHYAMA)

14:40-15:20: Ohchan KWON

“AI as general purpose technology, open source tools, and diversity of innovation”

15:20-16:00: Taewon KANG

“Digitalization and Firm Performance: Case of Smart Manufacturing in Korean Firms”

16:00-16:40: Chen ZHU

“The Fundraising of AI Startups: Evidence from Web Data”

**Session: Invited Session** (Chair: Yaichi AOSHIMA)

Guest Speaker

16:50-17:50: Seiichiro YONEKURA

“Do We Really Need Innovation?”

**Closing:**

17:50-18:00

**August 29**

**Language: English**

**Session: Bibliometrics** (Chair: Tohru YOSHIOKA-KOBAYASHI)

9:00-9:40: Atsushi TSUMITA

“Does Innovation Require Serendipity?: An Exploratory Textual Analysis of Business Cases”

9:40-10:20: Rene CARRAZ

“An Exploratory Study on Academic Patent-paper Pair Matching: Insights from Japan’s National Research Universities and Laboratories”

10:20-11:00: Santiago RUIZ-NAVAS

“Following the hints of industrial convergence: A semantic analysis of BBC, NHK and Netflix’s scientific papers”

**Session: Chinese Firms** (Chair: Ivar PADRÓN-HERNÁNDEZ)

11:10-11:50: Jaeyun HO

“Contributing, Coordinating and Chairing: The Catch-up of Chinese Firms in a Standard Developing Organization”

11:50-12:30: Jianwei DANG

“Steering for a New Continent? Chinese Innovators’ Global Patent Portfolio Rebalancing”

**Session: Late-Comers** (Chair: Byeongwoo KANG)

13:20-14:00: Chia-Ling (Eunice) LIU

“International Ambidexterity, Networks and Global New Product Development: Do Latecomers Really Catch up?”

14:00-14:40: Chan-Yuan WONG

“A Search Dilemma for New Roles and Market Niches: The Cases of Samsung, Korea and TSMC, Taiwan in a Time of US-China High-Tech Decoupling”

**Closing Message:**

14:50-15:00: Kentaro NAKAJIMA

## ■IIR Summer School 2022

Date: August 22-23, 2022

Venue: Hitotsubashi University Josuikai Centennial Hall and Zoom Online

Organized by: IIR, Hitotsubashi University

### August 22

#### Language: Japanese (Session 1/2/3)

##### Session 1: (Chair: Hideto KOIZUMI)

14:10-14:40: Chong YU

14:40-15:10: Hidemi ARAI

##### Session 2: (Chair: Ivar PADRÓN-HERNÁNDEZ)

15:20-15:50: Tomonari KOMIYAMA

15:50-16:20: Tatsuya KUBOTA

##### Session 3: (Chair: Manabu ETO)

16:30-17:30: Yuko HARAYAMA

17:30-17:45: Q & A

##### Closing:

17:45-17:50

### August 23

#### Language: English

##### Session 4: (Chair: Byeongwoo KANG)

14:30-15:00: Shotaro YAMAGUCHI

“Science and Engineering Education and Invention in Japan’s Industrialization”

15:00-15:30: Yurong CHEN

“Collective Expectations and Platform Ecosystem Creation”

##### Session 5: (Chair: Kentaro NAKAJIMA)

15:45-16:15: Takahiro INADA

“When and How Incumbent Firms Should (or not) Invest in New Technologies? Formal Model Analysis”

16:15-16:45: Cornelia STORZ

“Academic Scientists and Firm Innovation”

##### Closing:

16:45-17:00: Masaru KARUBE



## II. Researchers

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# 1. Full-time Researchers

Profiles & List of Research Achievements — FY 2022 ~ FY 2023



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 (~March 2024)
- 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

Fujiwara, Masatoshi and Yaichi Aoshima, *Mechanisms for Long-Term Innovation: Technology and Business Development of Reverse Osmosis Membranes*, Springer Nature Singapore, December 2022, 372 pages

#### 1.2. Articles and Chapters in Books

(In Japanese)

Fujiwara, Masatoshi and Yaichi Aoshima, “Business Case / FLOSFIA: Innovation of  $\alpha$ -gallium Oxide Semiconductor,” *Hitotsubashi Business Review*, Vol. 71, No. 3, December 2023, pp. 112-132

Li, Shuxuan and Yaichi Aoshima, “The Impact of External Sourcing of R&D Resources on R&D Worker Mobility,” *Organizational Science*, Vol. 57, No. 2, December 2023, pp. 113-129, refereed

Aoshima, Yaichi and Byeongsik Kim, “The Impact of Excess Resources on Innovative Activities,” *Organizational Science*, Vol. 56, No. 4, June 2023, pp. 4-19

Yoshida, Seitaka and Yaichi Aoshima, “Business Case / Akatsuki Ventures: Mission Driven CVC Investment,” *Hitotsubashi Business Review*, Vol. 71, No. 1, June 2023, pp. 130-142

Minami, Atsushi, Eriko Kijima, Shotaro Uchida, Eiji Sato, Shintaro Sawamura, Kazuaki Mori and Yaichi Aoshima, “Business Case / Asahi Shuzo,” *Hitotsubashi Business Review*, Vol. 70, No. 3, October 2022, pp. 114-127

### 1.3. Others

(In Japanese)

Asaba, Shigeru and Yaichi Aoshima, “A Failure of Japan in the Heisei Era: Causes and Lessons (1) Risk Averse Management that Hinders the Growth,” *Keizai Kyōshitsu, Nihon Keizai Shimbun*, Morning Edition, December 4, 2023, p. 16

### 2. Conference Papers, Presentations

Aoshima, Yaichi and Tatsuya Kubota, “The Role of Cognitive Frames that Impede and Drive the Technological Evolution,” *Proceedings of PICMET ‘22 Conference*, August 2022, refereed



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

- 2024~ Specially Appointed Professor, Institute of Innovation Research, Hitotsubashi University
- 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. Articles and Chapters in Books

(In Japanese)

Eto, Manabu, “Utilizing Rule-making in Business with Standardization: Standards Enforcement Grows,” *Hitotsubashi Business Review*, Vol. 71, No. 3, December 2023, pp. 62-74

Eto, Manabu, “Flexible Standardization in the New Era,” *Intellectual Property Management*, Vol. 72, No. 12, December 2022, pp. 1437-1447

#### 1.2. Others

(In Japanese)

Eto, Manabu, “Breaking Down the Barriers to Expanding Standardization Education at Universities,” *Standardization and Quality Control*, Vol. 74, December 2023, pp. 74-78

Eto, Manabu, “Reconsidering ‘Standardization’ with Japanese Standardization History,” *Standardization and Quality Control*, Vol. 74, June 2023, pp. 8-11



Eto, Manabu, “Business Changes, Standards Change (1)-(6),” *ISOS*, System Kikaku Sha, Vol. 27, No. 10-12, Vol. 28, No. 1-3, October 2022 – March 2023

## 2. Conference Papers, Presentations

Iritani, Miyako, Manabu Eto, Tagui Ichikawa and Kazuhiko Misawa, “Study on Suitable Management Organizations to Promote Usage of Measurement Instruments Produced by University Research,” PICMET 2023, July 23-27, 2023, Monterrey, Mexico, refereed

(In Japanese)

Iritani, Miyako, Tagui Ichikawa and Manabu Eto, “Study on Suitable Management Organizations to Promote Usage of Measurement Instruments Produced by University Research,” 37th Annual Meeting of the Japan Society for Research Policy and Innovation Management, October 29, 2022, online



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

- 2023~ Fellow, Center for Research and Development Strategy, Japan Science and Technology Agency
- 2023~ Specially Appointed Professor, Center of Data Science and AI, Tokyo Institute of Technology
- 2023~ Specially Appointed Professor, Institute of Innovation Research, Hitotsubashi University
- 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, “Ethical Risks of Intelligent Dialogue Systems from View of European Trends on AI,” *Transactions of the Japanese Society for Artificial Intelligence*, Vol. 37, No. 3, pp. 1-9

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

## 1.2. Others

(In Japanese)

Ichikawa, Tagui, “Social Risks of Generative AI and Trends of AI Regulation and Governance in the World,” *Technology and Economy*, Japan Techno-Economics Society, No. 688, May 2024  
<https://www.jates.or.jp/tecnicaleconomydigital/2024/dp2405.html>

Ichikawa, Tagui, “Thinking about AI Governance (1)-(10),” Yasashii Keizaigaku, *Nihon Keizai Shimbun*, Morning Edition, February 2-16, 2024

Ichikawa, Tagui, “Perspective of Local Government Administration: Artificial Intelligence and the Abilities Required for Future Civil Servants,” *Information from Local Autonomy College*, Local Autonomy College, Vol. 32, September 2023  
[https://www.soumu.go.jp/main\\_content/000904349.pdf](https://www.soumu.go.jp/main_content/000904349.pdf)

Ichikawa, Tagui, Toshiya Jitsuzumi, Hiroki Habuka, Yuko Harayama and Arisa Ema, “How To Put AI Principles into Practice?: The Role and Potential of GPAI,” *MIT Technology Review*, May 10, 2023  
(The same article is also published in “AI White Paper 2023”).

Ichikawa, Tagui, “Understanding the Rise of Web3 from the Hype Cycle (Part 1),” *Web3 Business*, February 24, 2023

Ichikawa, Tagui, “How to Identify Excessive Expectations for Web3 and Succeed (Part 2),” *Web3 Business*, February 24, 2023

## 2. Unpublished Work

### 2.1. Working Papers

(In Japanese)

Ichikawa, Tagui, “Evolution of World’s AI Governance Systems Driven by the Fourth AI Boom (ChatGPT) - Social Risks of ChatGPT-type AI Systems and Trend of AI Regulation and Governance Policies in the World -,” IIR Working Paper WP#23-02, May 2023

Ichikawa, Tagui, “Evolutionary Mechanism of AI Governance in the World - Institutional Innovation Caused by Regional Diversity as a Part of Co-evolution of Technology and Institution -,” IIR Working Paper WP#23-01, March 2023

Ichikawa, Tagui, “Hype of Web3: Its Mechanism of Generation and Future Direction for Modification - New Theory of Hype Process based on Innovation Theory,” IIR Working Paper WP#22-05, October 2022

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

### 3. Conference Papers, Presentations

(In Japanese)

Ichikawa, Tagui, “Social Mechanisms of Hype and Innovation in Web3,” the 37th Annual Meeting of the Japan Society for Research Policy and Innovation Management, October 30, 2022, online

Iritani, Miyako, Tagui Ichikawa and Manabu Eto, “Study on Suitable Management Organizations to Promote Usage of Measurement Instruments Produced by University Research,” the 37th Annual Meeting of the Japan Society for Research Policy and Innovation Management, October 29, 2022, online

Ichikawa, Tagui, “Commercialization Strategy and its Expanding Possibilities Shown by the OPERA Project Lead by Tokyo University of Agriculture and Technology,” the 2nd Symposium of “Life-Saving Technology Consortium”, Tokyo University of Agriculture and Technology, September 30, 2022, Koganei Campus of Tokyo University of Agriculture and Technology

Ichikawa, Tagui, “Overview and Current Status of GPAI,” AI and Law Society, April 27, 2022, 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. Book

(In Korean)

Kang Byeongwoo, *On Japanese Universities*, Pakyoungsa, 2022, 140 pages

#### 1.2. Articles and Chapters in Books

Kim, Byeongsik and Byeongwoo Kang, “K-pop’s Internationalization in the Product Adaptation and the Upstream Music Supply Chain in Korea, China, Japan, and the West,” *Asia Pacific Business Review*, Vol. 29, No. 5, June 2023, pp. 1369-1393, refereed

### 2. Unpublished Work

#### 2.1. Working Papers

Kang, Byeongwoo and Rudi Bekkers, “The Determinants of Parallel Invention: Measuring the Role of Information Sharing and Personal Interaction between Inventors,” IIR Working Paper, WP#22-06, November 2022

### 3. Conference Papers, Presentations

Kang, Byeongwoo, “Formation of a Startup Ecosystem by a Local Government: The Case of Fukuoka City, Japan,” Workshop: Entrepreneurial Ecosystems: Theory, Evidence and Practice, March 6-7, 2024, Indiana University Europe Gateway, Berlin, Germany

Kang, Byeongwoo, “The Determinants of Parallel Invention: Measuring the Role of Information Sharing and Personal Interaction between Inventors,” TFSC Conference 2023, October 28-30, 2023, National Tsinghua University, Hsinchu, Taiwan

Kang, Byeongwoo, “The Determinants of Parallel Invention: Measuring the Role of Information Sharing and Personal Interaction between Inventors,” DRUID Conference 2023, June 10-12, 2023, NOVA School of Business and Economics, Lisbon, Portugal

Kim, Byeongsik and Byeongwoo Kang, “K-pop’s Product Adaptation for International Success: Theoretical Perspectives,” Asia Pacific Business Review Special Issue Workshop, January 17, 2023, Seoul, Korea

Kang, Byeongwoo and Rudi Bekkers, “The Determinants of Parallel Invention: Measuring the Role of Information Sharing and Personal Interaction between Inventors,” 9th ZEW/MACCI Conference on the Economics of Innovation and Patenting, November 3-4, 2022, Mannheim, Germany

Kang, Byeongwoo and Rudi Bekkers, “The Determinants of Parallel Invention: Measuring the Role of Information Sharing and Personal Interaction between Inventors,” Asia Pacific Innovation Conference 2022, October 28-29, 2022, Incheon, Korea

Kang, Byeongwoo, “Local Industry Influence on Commercialization of University Research by University Startups,” Corporate and Innovation Workshop (Korea), October 25, 2022, Seoul, Korea

(In Japanese)

Kang Byeongwoo, “Issues on Standard Essential Patents,” Intellectual Property Association of Japan, the 20th Annual Conference, November 5, 2022, online.



Masaru Karube

## ■ Education

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

## ■ Professional Positions

- 2024~ Director, Institute of Innovation Research, Hitotsubashi University
- 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 International Visiting

## ■ Research Achievements

### 1. Publications

#### 1.1. Articles and Chapters in Books

(In Japanese)

Karube, Masaru, Yuki Miyazawa and Jin-ichiro Yamada, “Business Case / Renova : Realizing a Sustainable Society in Shape,” *Hitotsubashi Business Review*, Vol. 72, No. 1, June 2024, pp. 172-188

Karube, Masaru, Yuki Miyazawa, Tatsuki Tachibana, Yasushi Hara and Yuka Kudo-Hara, “Literature Survey: Innovation Process as a Category Formation Process,” *Hitotsubashi Review of Commerce and Management*, Vol. 18, No. 1, May 2023, pp. 41-54

Karube, Masaru, Tatsuki Tachibana, Yuki Miyazawa and Avimanyu Datta, “Business Case / Seiko Epson: How the Revolutionary Wristwatch ‘Spring Drive’ was Developed and Commercialized,” *Hitotsubashi Business Review*, Vol. 70, No. 4, March 2023, pp. 114-131

Tachibana, Tatsuki, Masaru Karube and Daisuke Uchida, “Involvement and Role of Non-founders in IPO Firms: An Empirical Survey on Non-founders based on Executive Biography Data,” *Venture Review*, Vol. 41, March 2023, pp. 89-94, refereed

Tachibana, Tatsuki, Masaru Karube and Daisuke Uchida, “Where Do Founders Come from?: An Empirical Survey on Founders of Japanese IPO firms Between 1999 and 2019,” *Venture Review*, Vol. 40, October 2022, pp. 113-118, refereed

Uchida, Daisuke, Michiko Ashizawa and Masaru Karube, “Startup Acceleration: An Empirical Analysis of Accelerator Programs in Japan,” *Journal of Business Management*, Vol. 50, July 2022, pp. 59-72, 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

## 1.2. Others

(In Japanese)

Karube, Masaru, “Sources of Innovation (1): Leading the Way in Solving Social Problems,” Keizai Kyōshitsu, *Nihon Keizai Shimbun*, Morning Edition, October 31, 2023, p. 30

## 2. Unpublished Work

### 2.1. Working Papers

(In Japanese)

Kudo-Hara, Yuka, Yuki Miyazawa, Yasushi Hara, Tatsuki Tachibana and Masaru Karube, “How a New Market Category Emerges: A History of the Formation of the Low-Carbohydrate Market,” IIR Working Paper WP#23-03, June 2023

## 3. Conference Papers, Presentations

Jikuya, Yasutaka, Tatsuki Tachibana, Jin-ichiro Yamada and Masaru Karube, “Entrepreneurial Responses to Climate Change: Bridging Innovation and Activism in Sustainable Entrepreneurship,” Society for the Advancement of Socio-Economics (SASE) 2024 Conference, June 28, 2024, University of Limerick, Limerick, Ireland

Karube, Masaru, Avimanyu Datta, Yuki Miyazawa and Gentaro Fujita, “Authenticity Reconfiguration: Forging Cultural Rituals and Modern Trends,” International Workshop on Craft and Emerging Forms of Organizing, April 13, 2024, SMBC Hall, Kyoto University, invited

Karube, Masaru, Avimanyu Datta, Tatsuki Tachibana and Yuki Miyazawa, “Connecting Dots between Generations: How the Revolutionary Wristwatch ‘Spring Drive’ Was Developed and Commercialized,” 2023 Strategic Management Society Annual Meeting, September 30-October 3, 2023, Sheraton Centre, Toronto, Canada

Karube, Masaru, Avimanyu Datta and Tatsuki Tachibana, “Connecting Dots between Generations: How the Revolutionary Wristwatch ‘Spring Drive’ Was Developed and Commercialized,” the 39th EGOS Colloquium 2023, July 6-8, 2023, University Cagliari, Cagliari, Italy

Karube, Masaru, Avimanyu Datta, Tatsuki Tachibana and Yuki Miyazawa, “Grand Seiko’s ‘Spring Drive’: A Blend of Tradition and Modernity,” International Workshop on Craft and New Forms of Organizing, hosted by Kyoto University, April 21, 2023, invited

Karube, Masaru, Ryuji Nitta, Tatsuki Tachibana and Avimanyu Datta, “How Does Civic Engagement Create a New Market for People with Disabilities?: A Case of Accessible Design Products and Services in Japan,” the 38th Euro-Asia Management Studies Association (EAMSA) Annual Conference, hosted by Keio University, Faculty of Business and Commerce, October 29, 2022

Yu, Lei, Masaru Karube and Daisuke Uchida, “Opening the Black Box of the Strategy-to-



Execution Gap: How Do TMT Characteristics and Government Involvement Matter?,”  
Society for the Advancement of Socio-Economics (SASE) 34th Annual Meeting,  
hosted by University of Amsterdam, July 11, 2022, Amsterdam, the Netherlands

(In Japanese)

Ohta, Kyohsuke, Masaru Karube and Daisuke Uchida, “Decoupled Behaviors Toward  
Gender Norms: An Empirical Analysis of Female Directors and Female Managers in  
Japanese Firms,” the Annual Meeting of the Academic Association of Organizational  
Science 2024, June 23, 2024, Surugadai Campus of Meiji University

Tachibana, Tatsuki, Masaru Karube and Daisuke Uchida, “Strategic Planning and Corporate  
Growth: An Empirical Analysis of the Use of Market Proceeds Raised by Newly Listed  
Companies,” the Autumn Meeting of the Business Model Association 2022, December  
4, 2022, Waseda University

#### 4. Award

The Japan Academy of Business Administration Award (Best Paper)

(Award Winners: Uchida, Daisuke, Michiko Ashizawa and Masaru Karube, Article  
Title: “Startup Acceleration: An Empirical Analysis of Accelerator Programs in Japan,”  
(Journal of Business Management, Vol. 50, July 2022, pp.59-72), Organization: The  
Japan Academy of Business Administration, September 5, 2023  
[https://www.jstage.jst.go.jp/article/keieijournal/50/0/50\\_59/\\_article/-char/ja](https://www.jstage.jst.go.jp/article/keieijournal/50/0/50_59/_article/-char/ja)



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

- 2023~ Fellow (Policy Economist), Research Institute of Economy, Trade and Industry
- 2021 Adjunct Assistant Professor, Institute of Innovation Research, Hitotsubashi University (~2024)
- 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. Unpublished Work

#### 1.1. Working Papers

Koizumi, Hideto, “Minimum Wage Redistribution Revisited,” with Kent Smetters, 2022

Koizumi, Hideto, “Risk Attitudes of Politicians: Evidence from Political Scandals in Japan,” with Jun Goto, 2022

Koizumi, Hideto, “Spring Forward and Fall Back in Health: Effects of Daylight Savings Time on Myocardial Infarction,” with Shinsuke Tanaka, July 2022

Koizumi, Hideto, “Cascades of Tax Policy through Production Networks: Evidence from Japan,” 2022

### 2. Conference Papers, Presentations

Koizumi, Hideto, “Cascades of Tax Policy through Production Networks: Evidence from Japan,” International Economic Development Program Seminar hosted by Hiroshima University, July 12, 2022



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

- 2023~ Professor, Institute of Innovation Research, Hitotsubashi University  
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 77Bank), Graduate School of Economics and Management, Tohoku University

## ■ Research Achievements

### 1. Publications

#### 1.1. Books

(In Japanese)

Nakajima, Kentaro, *Empirics of Spatial Economics: Quantitative Spatial Economics and New Data*, Tokyo: Mitsubishi Economic Research Institute, January 2024, 51 pages

#### 1.2. Articles and Chapters in Books

Nakajima, Kentaro, Tsuyoshi Tsuru and Katsuhito Uehara, “The Impact of Brokerage in a Communication Network on Productivity: Evidence from Sensor Data,” *Connections*, forthcoming, refereed

Nakajima, Kentaro and Keisuke Takano, “Estimating the Effect of Land Use Regulation on Land Price: At the Kink Point of Building Height Limits in Fukuoka,” *Regional Science and Urban Economics*, Vol. 103, Article 103963, October 2023, refereed

(In Japanese)

Nakajima, Kentaro, “Perspectives on the Osaka Economy through Spatial Economics,” *Transportation and Economy*, Institute of Transportation Economics, Vol. 83, No. 8, August 2023, pp. 56-60

Nakajima, Kentaro, “Postwar Economic Growth and Railroads in Japan,” *Transportation and Economy*, Institute of Transportation Economics, Vol. 82, No. 10, October 2022, pp. 44-48

Nakajima, Kentaro, “Infrastructure and Innovation,” *Regional Development*, Japan Center for Area Development Research, Vol. 643, October 2022, pp. 20-23

### 1.3. Others

(In Japanese)

Nakajima, Kentaro, “Identifying Neighborhood Effects among Firms,” *Japan Finance Corporation Monthly Research Report*, Vol. 181, October 2023, pp. 36-41

Nakajima, Kentaro, “Considering the Urban Landscape in the Post-COVID Era, Urban Design,” *Urban Design Center*, No. 41, February 2023, pp. 2-4

Nakajima, Kentaro, Kensuke Teshima and Junichi Yamasaki, “Learning Urban Economics by Walking (1)-(12),” *web Nihon Hyoron*,” Nippon Hyoron Sha Co., Ltd., October 2022-September 2023,  
<https://www.web-nippon.jp/33180>

Nakajima, Kentaro, “The Linear Chuo Shinkansen and the Chubu Regional Economy,” *Chubu Regional Economy*, Chubu Region Institute for Social and Economic Research, No. 219, June 2022, pp. 66-73

## 2. Unpublished Work

### 2.1. Working Papers

Yamasaki, Junichi, Kentaro Nakajima and Kensuke Teshima, “From Samurai to Skyscrapers: How Transaction Costs Shape Tokyo,” TDB-CAREE Discussion Paper Series, No. E-2020-02, Revised in February 2023

Go, Eugenia, Kentaro Nakajima, Yasuyuki Sawada and Kiyoshi Taniguchi, “Satellite-Based Vehicle Flow Data to Assess Local Economic Activities,” CIRJE Discussion Paper Series, CIRJE-F-1209, January 2023

Yamaguchi, Shotaro, Hiroyasu Inoue, Kentaro Nakajima, Tetsuji Okazaki, Yukiko Umeno Saito and Serguey Braguinsky, “Invention by College Graduates in Science and Engineering during Japan’s Industrialization,” RIETI Discussion Paper Series, 22-E-104, November 2022

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

## 3. Conference Papers, Presentations

Nakajima, Kentaro, “The Role of Human Interaction on Innovation: Evidence from the Spanish Flu Pandemic in Japan,” Urban Economics Association European Meeting, June 7, 2024, Aalborg University, Denmark

Nakajima, Kentaro, “Urban Land Use Policy and Agglomeration Economies,” CREI International Event: Innovation Districts and Real Estate Economy in the World, March 29, 2024, the University of Tokyo, invited

Nakajima, Kentaro, “Satellite-Based Vehicle Flow Data to Assess Local Economic Activities,” 5th Meeting on Transport Economics and Infrastructure, organized by Institut d’Economia de Barcelona (IEB) and Grup de Recerca en Govern i Mercats (GiM, UB), January 26, 2024, University of Barcelona, Barcelona, Spain

Nakajima, Kentaro, “Satellite-Based Vehicle Flow Data to Assess Local Economic Activities,” Research Workshop: Monitoring Sustainable Development in the Era of AI, December 14, 2023, Nagoya University, invited

Nakajima, Kentaro, “Satellite-Based Vehicle Flow Data to Assess Local Economic Activities,” ADB Conference, Infrastructure and Urban Development in the Development World, August 23, 2023, the University of Tokyo

Nakajima, Kentaro, “Geography of Business Interactions: Evidence from Business Card Exchange Data,” the Urban Economics Workshop, hosted by the University of Tokyo, June 23, 2023, invited

Nakajima, Kentaro, “The Role of Face-to-face Contact in Innovation: The Evidence from the Spanish Flu Pandemic in Japan,” Kansai Labor Seminar, Asia Pacific Institute of Research, May 26, 2023, invited

Go, Eugenia, Kentaro Nakajima, Yasuyuki Sawada and Kiyoshi Taniguchi, “Satellite-Based Vehicle Flow Data to Assess Local Economic Activities,” the 12th European Meeting of the Urban Economics Association, hosted by Bocconi University, Milan, Italy, May 6, 2023

Nakajima, Kentaro, “The Role of Face-to-face Contact in Innovation: The Evidence from the Spanish Flu Pandemic in Japan,” the Annual Meeting of Applied Regional Science Conference, hosted by University of Yamanashi, December 17-18, 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,” the 16th North American Meeting of the Urban Economics Association, hosted by World Bank, Washington D.C., U.S., September 30, 2022

(In Japanese)

Nakajima, Kentaro, “Recent Topics of Spatial Economics: Quantitative Spatial Economics and New Data,” Japan Association for Evolutionary Economics, 2023 Annual Meeting, March 16, 2024, Fukui Prefectural University, invited



## 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

(In Japanese)

Ohyama, Atsushi, “The Impacts of Management and Organization on the Use of Digital Technology,” in Economic and Social Research Institute, Cabinet Office, ed., *Economic Analysis*, March 2024, pp. 115-131

Ohyama, Atsushi, “Roles of Structured Management: Productivity, Transaction Network, Telework,” in Abe, Naohito, Hideo Owan, Ryuichi Tanaka and Hisashi Tanizaki, eds., *Current Trends in Economics 2023*, Tokyo: Toyo Keizai, August 2023, pp. 195-220

#### 2. Unpublished Work

##### 2.1. Working Paper

Ohyama, Atsushi and Ryo Kambayashi, “Telework, Management, and Technology,” ESRI Discussion Paper Series, No. 375, Economic and Social Research Institute, Cabinet Office, April 2023

#### 3. Conference Papers, Presentations

Ohyama, Atsushi, “Business Expectation, Forecast Errors, and Dynamics of Transaction Relationships,” CDSS Seminar, February 8, 2024, University of Maryland, USA

Ohyama, Atsushi, “Management Practices and Transactional Relationships,” Empirical Management Conference, December 15, 2022, Washington D.C., USA, refereed

(In Japanese)

Ohyama, Atsushi, “Business Expectation, Forecast Errors, and Dynamics of Transaction Relationships,” Industry and Labor Economics Workshop, January 30, 2024, Hitotsubashi University

Ohyama, Atsushi, “Roles of Structured Management: Productivity, Transaction Network, Telework,” the Autumn Meeting of the Japanese Economic Association 2022, October 15, 2022, Keio University, invited



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 (~2023)

## ■ Research Achievements

### 1. Publications

#### 1.1. Articles and Chapters in Books

- Padrón-Hernández, I., “Attachment and Adjustment in Expatriate Reactions to the 2011 Tohoku Disasters,” *Journal of Asia Business Studies*, forthcoming, refereed
- He, G. and Padrón-Hernández, I., “Home Country Influence in Cross-border Mergers and Acquisitions by Emerging Market Firms: A Systematic Review,” *Multinational Business Review*, forthcoming, refereed
- Padrón-Hernández, I. and Regnér, P., “Tomra’s Institutional Challenges,” in R. Whittington, D. Angwin, P. Regnér, G. Johnson and K. Scholes, eds., *Exploring Strategy: Text & Cases*, London: Pearson, May 2023, pp. 324-327
- Delios, A., Clemente, E., Wu, T., Tan, H., Wang, Y., Gordon, M., Viganola, D., Chen, Z., Dreber, A., Johannesson, M. and 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*, 119 (30): e212037711. (Member of Generalizability Tests Forecasting Collaboration), July 2022, refereed

### 2. Conference Papers, Presentations

- He, G. and Padrón-Hernández, I., “Home Country Influence in Cross-border Mergers and Acquisitions by Emerging Market Firms: A Systematic Review,” Vietnam-Japan International Business Conference, March 27–28, 2024, Tokyo, Japan, refereed
- Chow, D., Calvard, T. and Padrón-Hernández, I., “Stigma & Sustainability: The Case of Insects as Food,” Academy of Management (AOM) Organization and Management Theory Division Paper Development Workshop on “Doing Organizational Research around the World,” December 8, 2023, Singapore, refereed



- Padrón-Hernández, I. and Lee, J., “Subnational Trade Dependence and Media Sentiment on Bilateral Trade Agreements: Findings from Prefecture-level Japanese Reactions to the EU-Japan Economic Partnership Agreement,” Annual Conference of the Euro-Asia Management Studies Association (EAMSA), November 22–25, 2023, Stockholm, Sweden, refereed
- Padrón-Hernández, I., “Reactions of Self-initiated and Organizational Expatriates to Sudden and Prolonged External Threat,” Asia Pacific Journal of Management Paper Development Workshop, Asia Academy of Management (AAOM), February 28, 2023, Tokyo, Japan
- He, G. and Padrón-Hernández, I., “Home Country Influence in Cross-border M&As: A Systematic Review Focusing on Emerging Market Acquirers,” the 48th European International Business Academy (EIBA) Annual Conference 2022, December 10, 2022, BI Norwegian Business School, Campus Oslo, Oslo, Norway
- Padrón-Hernández, I., “Reactions of Self-initiated and Organizational Expatriates to Sudden and Prolonged External Threat,” the 48th European International Business Academy (EIBA) Annual Conference 2022, December 9, 2022, BI Norwegian Business School, Campus Oslo, Oslo, Norway
- He, G. and Padrón-Hernández, I., “Home Country Influence in Cross-border M&As: A Systematic Review Focusing on Emerging Market Acquirers,” the 38th Euro-Asia Management Studies Association (EAMSA) Annual Conference, October 29, 2022, Keio University Faculty of Business and Commerce, Mita Campus, Tokyo
- Padrón-Hernández, I., “Reactions of Self-initiated and Organizational Expatriates to Sudden and Prolonged External Threat,” the 38th Euro-Asia Management Studies Association (EAMSA) Annual Conference, October 29, 2022, Keio University Faculty of Business and Commerce, Mita Campus, Tokyo
- Padrón-Hernández, I. and Walravens, T., “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
- Padrón-Hernández, I., “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
- Walravens, T. and Padrón-Hernández, I., “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
- Padrón-Hernández, I., “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



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

- 2024~ Associate Professor, Institute of Innovation Research, Hitotsubashi University
- 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. Articles and Chapters in Books

Yoshioka-Kobayashi, Tohru and Sotaro Shibayama, “Determinants of Ph.D. Progression: Student’s Abilities and Lab Local Environment,” *Higher Education*, Vol. 86, Issue 3, September 2023, pp. 693-718

(In Japanese)

Kyo, Shunsuke and Tohru Yoshioka-Kobayashi, “How Do Legislative Processes of Intellectual Property Laws for Enacting Harsher Punishments Proceed?,” *Chukyo Law Review*, Vol. 58, Issue 3-4, March 2024, pp. 215-268

Yoshioka-Kobayashi, Tohru, “Managerial Insights from Innovation Management Studies (10),” *Hitotsubashi Business Review*, Vol. 71, No. 1, June 2023, pp. 100-107

Inoue, Yuriko, Michitaka Sasaki and Tohru Yoshioka-Kobayashi, “Measurements of a Likelihood of Confusion in the Context of Japanese Unfair Competition Prevention Act,” in the Japanese Association of Sociology of Law, ed., *Frontiers in Sociology of Law*, Tokyo: Yuhikaku, May 2023, pp. 299-317

- Yoshioka-Kobayashi, Tohru, “Managerial Insights from Innovation Management Studies (9),” *Hitotsubashi Business Review*, Vol. 70, No. 4, March 2023, pp. 142-150
- Akiike, Atsushi, Tohru Yoshioka-Kobayashi and Takatoshi Murayama, “Business Case / Log-house Series “BESS” (RC Core, Co., Ltd.): A House Makes You Original,” *Hitotsubashi Business Review*, Vol. 70, No. 3, December 2022, pp. 128-140
- Yoshioka-Kobayashi, Tohru, “Managerial Insights from Innovation Management Studies (8),” *Hitotsubashi Business Review*, Vol. 70, No. 3, December 2022, pp. 96-104
- Yoshioka-Kobayashi, Tohru, “Insights from Empirical Studies on Patent Secrecy,” *CISTEC journal*, Center for Information on Security Trade Control, No. 202, November 2022, pp. 300-310
- Yoshioka-Kobayashi, Tohru, “Inter/intra-organizational Relationship in R&D: Contributions and Limitations of Patent Data,” in the Academic Association for Organizational Science, ed., *The Review of Organizational Theory IV*, Tokyo: Hakuto-Shobo Publishing Company, September 2022, pp. 207-231, refereed
- Yoshioka-Kobayashi, Tohru, “Managerial Insights from Innovation Management Studies (7),” *Hitotsubashi Business Review*, Vol. 70, No. 2, September 2022, pp. 104-111
- Yoshioka-Kobayashi, Tohru, “Managerial Insights from Innovation Management Studies (6),” *Hitotsubashi Business Review*, Vol. 70, No. 1, June 2022, pp. 96-103

## 1.2. Others

(In Japanese)

- Yoshioka-Kobayashi, Tohru, “Perspectives for the Chemistry: The Chemical Industry Can Be a Rising Star for Doctoral Graduates,” *Chemistry*, Vol. 79, February Issue, 2024

## 2. Unpublished Work

(In Japanese)

- Edamura, Kazuma, Yoko Furusawa, Tohru Yoshioka-Kobayashi, Makiko Takahashi, Makiko Watanabe and Koichi Sumikura, “How Do URAs Affect the Acquisition of External Research Funds, Industry-university Collaboration, and Research Productivity? An Empirical Analysis Using Original Data Covering Japanese Universities,” SciREX Working Paper, SciREX-WP-2024-#01, April 2024

## 3. Conference Papers, Presentations

- Yoshioka-Kobayashi, Tohru, “Measuring Product Design Innovations by Design Patents: A Study of the Correspondence between Design Patents and Design Award-winning Products,” International Academic Exchange Seminar between Graduate School of Technology Management at Hanyang University and Institute of Innovation Research at Hitotsubashi University, May 8, 2024, Hanyang University, Seoul, Korea, invited

Yoshioka-Kobayashi, Tohru, C. Takayama and K. M. Maki, “Designers Unnamed: Author Accreditation and Product Design Innovation,” NTU-NUS-Hitotsubashi Joint Workshop, hosted by Nanyang Technological University, National University of Singapore and IIR, March 3, 2024, National University of Singapore, Singapore, invited

Akiike, Atsushi, Sotaro Katsumata and Tohru Yoshioka-Kobayashi, “Bothersome Moderating Effects of Product Knowledge and Design Acumen between Product Appearance and Consumer Purchase Intention,” JPIM Research Forum 2023, hosted by PDMA (Product Development & Management Association), Hilton New Orleans Riverside Hotel, New Orleans, U.S.A., September 17, 2023, refereed

Yoshioka-Kobayashi, Tohru, Sotaro Shibayama and Mari Kawamura, “Industry Experience and Postdoctoral Academic Performance,” Asia Pacific Innovation Conference 2022, October 29, 2022, Inha University, Incheon, Korea

(In Japanese)

Yoshioka-Kobayashi, Tohru, Junya Kataoka, Kazuki Yokota, Sotaro Shibayama and Mari Kawamura, “Job Satisfaction of PhD Graduates: An Impact of Early Degree Completion and Academic Paper Publication during PhD Course,” 38th Annual Meeting of the Japan Society for Research Policy and Innovation Management, October 29, 2023, online

Yoshioka-Kobayashi, Tohru, Sotaro Shibayama and Mari Kawamura, “What Drives Patent Productivity? An Empirical Study of PhD Graduates’ Patentings,” the 20th Academic Conference of the Intellectual Property Association of Japan 2022, November 6, 2022, online

Yoshioka-Kobayashi, Tohru, “Insights from Empirical Studies on Patent Secrecy,” the 34th Research Conference of Japan Association of International Security and Trade, September 11, 2022, online, invited

Yoshioka-Kobayashi, Tohru, “Insights from Empirical Studies on Patent Secrecy,” the Spring Symposium of the Intellectual Property Association of Japan 2022, July 4, 2022, online, invited

#### 4. Award

Japan Society for Research Policy and Innovation Management Best Paper Award

Award Winners: Yoshioka-Kobayashi, Tohru, Junya Kataoka, Kazuki Yokota, Sotaro Shibayama and Mari Kawamura, Article Title: “What Increases Job Satisfaction of Doctoral Graduates? An Empirical Study of Effects of Publication Productivity and the Timing of the Acquisition of the Doctoral Degree,” the 38th Annual Conference of Japan Society for Research Policy and Innovation Management, October 29, 2023

## 2. Postdoctoral Fellows

### Profiles & List of Research Achievements — FY 2023



Geer He

#### ■ Education

- 2023 Ph.D. (Commerce and Management), Graduate School of Business Administration, Hitotsubashi University
- 2020 M.A. (Commerce and Management), Graduate School of Business Administration, Hitotsubashi University
- 2017 B.A. School of Economics and Trade, Finance, South China University of Technology

#### ■ Professional Positions

- 2024~ Associate Professor, College of Business Administration, Ritsumeikan University
- 2023 Specially Appointed Assistant Professor, Institute of Innovation Research, Hitotsubashi University

#### ■ Research Achievements

##### 1. Publications

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

- He, Geer and Ivar Padrón-Hernández, “Home Country Influence in Cross-border Mergers and Acquisitions by Emerging Market Firms: A Systematic Review,” *Multinational Business Review*, forthcoming, refereed
- He, Geer, “Enhancement of Advanced Market Firms’ Entrepreneurial Orientation under Emerging Market Ownership,” *Academy of Management Proceedings*, Vol. 1, July 2023, refereed
- He, Geer and Hiroyuki Fukuchi, “Inheriting the DNA of Emergingness: Strategies of Advanced Market Firms under Emerging Market Ownership,” *Thunderbird International Business Review*, Vol. 65, No. 3, April 2023, pp. 325-340, refereed

##### 2. Conference Papers, Presentations

- He, Geer and Ivar Padrón-Hernández, “Home Country Influence in Cross-border Mergers and Acquisitions by Emerging Market Firms: A Systematic Review,” Vietnam-Japan International Business Conference, March 27–28, 2024, Tokyo, Japan, refereed
- He, Geer, “Enhancing Entrepreneurial Orientation through Inter-Organizational Matching: Insights from Advanced Market Firms under Emerging Market Ownership,” Annual Meeting of the Academy of International Business (AIB), July 2023, Warsaw, Poland, refereed
- He, Geer, “Words Matter: Discursive Legitimation of Emerging Market Firms’ Mergers and Acquisitions in Advanced Markets,” Annual Meeting of the Academy of International Business (AIB), July 2023, Warsaw, Poland, refereed

### 3. Award

Alan M. Rugman Young Scholar Award 2023

(Award Winner: He, Geer, Achievements: Enhancing Entrepreneurial Orientation through Inter-organizational Matching: Insights from Advanced Market Firms under Emerging Market Ownership, Organization: Academy of International Business (AIB), July 2023)



Navruz Khotamov

## ■ Education

- 2023 Ph.D. (Economics), Kyoto University
- 2015 M.A. (Economics), Osaka University
- 2011 Diploma in Chemical Engineering, Tajik Technical University, School of Engineering

## ■ Professional Positions

- 2023~ Specially Appointed Assistant Professor, Institute of Innovation Research, Hitotsubashi University

## ■ Research Achievements

### 1. Unpublished Work

#### 1.1. Working Papers

Khotamov, Navruz, “Exports and FDI in the Presence of Downside Risk”. Revise and Resubmit at The World Economy journal, May 2024

Khotamov, Navruz, “Multivariate Shocks and FDI: Industry-level Evidence,” March 2024

Khotamov, Navruz and Naoto Jinji, “Internationalization, Diversification, and Risk Exposure,” December 2023

Khotamov, Navruz and Naoto Jinji, “Correlation Aversion in Multinationals: Evidence from Japanese MNEs,” August 2023

### 2. Conference Papers, Presentations

Khotamov, Navruz, “Correlation of Shocks and Multinational Activity,” IEFS Japan Fumio Dei Online Meeting 2023, hosted by Research Institute for Economics and Business Administration, March 30, 2024, Kobe University

Khotamov, Navruz and Naoto Jinji, “Correlation of Shocks and Multinational Activity,” International Economics Workshop, March 13-14, 2024, Miyazaki Municipal University

Khotamov, Navruz and Naoto Jinji, “Internationalization, Diversification, and Risk Exposure,” International Economics Seminar, November 2, 2023, Kyoto University

Khotamov, Navruz, “Exports and FDI under Uncertainty: Multinational Exposure and Innovation,” IIR Brown Bag Lunch Seminar, May 31, 2023, IIR

### 3. International Visiting Researchers — Apr. 2022~ Mar. 2024

TOIVONEN, Tuukka

Associate Professor (Honorary), University College London

April 1, 2022 – May 31, 2022

Research Theme: Hybrid Creativity and Innovation at the Intersection of the Arts, Science, Nature and Business

DATTA, Avimanyu

Professor, Illinois State University

May 1, 2022 – July 31, 2022

Research Themes: (1) Roles of Narrative Transformation for Innovation / (2) Corporate Entrepreneurship in Japan

DEZSÖ, Cristian Laszlo

Associate Professor, University of Maryland

January 10, 2023 – May 22, 2023

Research Themes: (1) Gender Differences in Ambition / (2) Gender and Authenticity

LEE, Kidong

Professor, Incheon National University

October 1, 2023 – February 15, 2024

Research Themes: (1) Development of Digital Technologies, Impact on Personal Life, Social, and Business Infrastructure / (2) Organizational Support, Job Satisfaction, Retaining Digital Talent





### III. Education

R

Hitotsubashi University  
Institute of Innovation Research

I

## 1. Courses Given by the IIR Faculty Members — Apr. 2022 ~ Mar. 2024

	Fiscal Year	
	2022	2023
School of Business Administration		
Master's and Doctoral Program		
<i>[Courses provided by the Innovation kozas]</i>		
Advanced Innovation Management	Karube	Karube
Advanced Innovation Economics	Nakajima	Nakajima
Advanced Intellectual Property	Eto / Ichikawa	Eto
Advanced Science Technology and Innovation	Aoshima / Ohyama / Yoshioka-Kobayashi	Aoshima
Innovation Policy and Institution	Eto / Ichikawa	Eto
Innovation, Management, Economics and Policy	Aoshima / Eto / Nakajima / Ohyama	Aoshima / Eto / Nakajima
Innovation Research Methods	Aoshima / Eto / Yoshioka-Kobayashi	Aoshima / Eto / Nakajima
Special Lecture (International Comparison of Innovation A)	Padrón-Hernández	Padrón-Hernández
Special Lecture (International Comparison of Innovation B)	Koizumi	Koizumi
Advanced Technology Strategy	Aoshima / Yoshioka-Kobayashi	Aoshima / Yoshioka-Kobayashi
Advanced Entrepreneurship	Kang	Kang
Innovation Research Seminar I	Aoshima / Eto	Aoshima / Eto
Innovation Research Seminar II	Aoshima / Eto	Aoshima / Eto
Doctoral Workshop	Nakajima	Nakajima / Ohyama
Doctoral Secondary Workshop	Nakajima	Nakajima
Seminar / Seminar (Ph.D)	Aoshima / Ichikawa / Eto / Ohyama / Karube / Kang / Nakajima / Padrón-Hernández / Yoshioka-Kobayashi	Aoshima / Eto / Ohyama / Karube / Kang / Nakajima / Padrón-Hernández / Yoshioka-Kobayashi
Secondary Seminar / Secondary Seminar (Ph.D)	Aoshima / Ichikawa / Eto / Ohyama / Karube / Kang / Nakajima / Padrón-Hernández / Yoshioka-Kobayashi	Aoshima / Eto / Ohyama / Karube / Kang / Nakajima / Padrón-Hernández / Yoshioka-Kobayashi

MBA Program		
[Management Analysis Program (MBA)]		
Corporate Organization	Aoshima	Aoshima
Business Economics	Ohyama	Ohyama
Advanced Course in Management (MBA)	Padrón-Hernández	Padrón-Hernández
Workshop: Management A	Karube	Karube
[Business Administration Program (Hospitality)(MBA)]		
Corporate Organization	Aoshima	Aoshima
Introductory Workshop	Karube	
Basic Workshop	Karube	
Workshop A		Karube
Management Leadership Development Program (EPSON)		
	Eto / Aoshima	Kang / Aoshima
Hitotsubashi Financial Leadership Program (HFLP)		
	Aoshima	Aoshima
Hitotsubashi Senior Executive Program (HSEP)		
	Aoshima	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*	
Design Thinking and Management by Design	Yoshioka-Kobayashi*	Yoshioka-Kobayashi*
Special Lecture (International Comparison in Innovation A)	Padrón-Hernández	Padrón-Hernández
Special Lecture (International Comparison in Innovation B)	Koizumi	Koizumi
Interactive Course on Business Basics (Management)	Padrón-Hernández	Padrón-Hernández
Advanced Course in Management	Padrón-Hernández	Padrón-Hernández
Applied Microeconomics Analysis		Ohyama
Seminar (Intensive Reading)I	Ohyama / Yoshioka-Kobayashi / Kang	Aoshima / Ohyama / Yoshioka-Kobayashi / Kang
Seminar (Intensive Reading)II	Aoshima / Yoshioka-Kobayashi / Kang	Aoshima / Yoshioka-Kobayashi / Kang
Undergraduate Introductory Seminar I	Ohyama	Ohyama
Undergraduate Introductory Seminar II	Ohyama	Ohyama
Seminar (3-year)	Karube / Kang / Nakajima	Karube / Kang / Nakajima
Seminar (4-year)	Aoshima / Karube / Kang / Nakajima	Aoshima / Karube / Kang / Nakajima
Workshop I (3-year)	Yoshioka-Kobayashi*	
Workshop II (3-year)	Yoshioka-Kobayashi*	Yoshioka-Kobayashi*
Academic Business Research A		Nakajima*
Academic Business Research B		Nakajima*

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

## 2. Innovation Management and Policy Program

— Apr. 2022 ~ Mar. 2024

### 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

Student Enrollment: 24 students in 2022 / 23 students in 2023

	AY2021	AY2022	AY2023
Entrants	9 (4)	6 (2)	7 (3)
Graduates	7 (5)	5 (2)	4 (2)

※ numbers in parentheses indicate doctoral students of Hitotsubashi University

### 4. Main Events of Academic Year 2022

June 4th - June 5th	Annual Academic Conference 2022 by the Academic Association for Organizational Science (Online) 3 students presented at the conference
August 22nd - August 23rd	IIR Summer School 2022 (Institute of Innovation Research)
September 2nd - September 4th	SciREX Summer Camp 2022 (National Graduate Institute for Policy Studies (GRIPS))
October 28th - October 29th	Asia Pacific Innovation Conference 2022 (Inha University, Korea) 1 student presented at the conference

October 29th - October 30th	37th Annual Academic Conference by Japan Society for Research Policy and Innovation Management (Online) 1 student presented at the conference
December 4th	Annual Academic Conference 2022 by Business Model Association (Online) 3 students presented at the conference

## 5. Main Events of Academic Year 2023

May 1st - May 4th	32nd IAMOT Conference 2023 (Porto Alegre, Brazil) 1 student presented at the conference
June 12th - June 16th	EURAM 2023 Annual Conference (Online) 1 student presented at the conference
July 6th - July 8th	39th EGOS Colloquium (Cagliari, Italy) 1 student presented at the conference
July 20th - July 23rd	2023 Global Marketing Conference (Seoul, Republic of Korea) 1 student presented at the conference
August 28th - August 29th	IIR Innovation Research Workshop 2023 (Sano-shoin Hall of Hitotsubashi University)
September 8th - September 10th	SciREX Summer Camp 2023 (National Graduate Institute for Policy Studies (GRIPS))
September 30th - October 3rd	SMS 43rd Annual Conference (Toronto, Canada) 1 student presented at the conference
October 28th - October 29th	38th Annual Conference by Japan Society for Research Policy and Innovation Management (Online) 1 student presented at the conference
December 2nd - December 3rd	71st Annual Conference by the Japanese Association for Rural Studies (Yasugi, Shimane) 1 student presented at the conference
March 13th	NTU Entrepreneurship Academy – NUS ISEM - Hitotsubashi Workshop (National University of Singapore)

## 6. Courses

### Required Courses:

1. Innovation Research Methods; Spring-Summer Semester, 2 credits  
(AY2022) Yaichi Aoshima, Manabu Eto, Tohru Yoshioka-Kobayashi  
(AY2023) Yaichi Aoshima, Manabu Eto, 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

(AY2022) Yaichi Aoshima, Manabu Eto, Kentaro Nakajima, Atsushi Ohyama

(AY2023) 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

(AY2022) Yaichi Aoshima, Atsushi Ohyama, Tohru Yoshioka-Kobayashi

(AY2023) Yaichi Aoshima

This course provides omnibus lecture series by leading engineers, scientists, and social science researchers. It is composed of 4 or 5 modules (area of technologies).

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

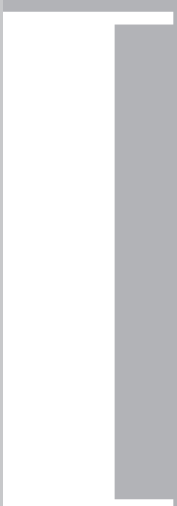
The aim of this course is to promote the development of skills for writing journal papers, making academic presentation and improving the overall quality of student research.



## IV. Research Results / Publications

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Hitotsubashi University  
Institute of Innovation Research

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## 1. Hitotsubashi Business Review — Apr. 2022 ~ Mar. 2024

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.

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#### Title of Special Issues

Vol. 71 No. 4	“Marketing beyond Online-offline Integration”
Vol. 71 No. 3	“Business Transformation by Rule-making”
Vol. 71 No. 2	“Challenge against ‘Status Quo’: Crazy Innovators in the Japan’s Primary Industry”
Vol. 71 No. 1	“Human Capital Management of Japanese Companies: Towards to Sustainable Corporate Value Creation”
Vol. 70 No. 4	“Understanding Korea’s Industry: From Steel and Automobile to Game and K-POP”
Vol. 70 No. 3	“Revisiting ‘Design’ as an Essential Concept of Business Management”
Vol. 70 No. 2	“Resilience of the Tourism Industry”
Vol. 70 No. 1	“Carbon Neutrality Revolution: Toward Japanese Type of Carbon Net-zero Energy Systems”

#### Featured Papers

Issue	Vol. / No.	Title	Author(s)
Mar. 2024	Vol. 71 No. 4	“The Impact of Emerging New Technologies on Online Channel and Omni-channel Strategies”	Chieko Minami (Professor, Graduate School of Business Administration, Kobe University)
		“Managing Retail Marketing Strategy in an Omnichannel Environment”	Takumi Tagashira (Associate Professor, Graduate School of Business Administration, Hitotsubashi University)
		“The Quest for Authentic Shopping Experience in the Era of Unified Commerce”	Takashi Okutani (Head of Marketing Innovation, Kokyaku-jikan Inc.)
		“Marketing Strategy for Online Platform: Learning from Big Data Analysis on YouTube”	Tetsuya Aoki (Specially Appointed Assistant Professor, Hitotsubashi Institute for Advanced Study, Hitotsubashi University)
		“Augmented Reality in Online Shopping: Applications and Effects”	Kyosuke Kusaka (Assistant Professor, Faculty of Economics and Management, Hokuriku University)
		“Expanding Relationships in Marketing: From a Digital Transformation Perspective”	Norio Imai (Lecturer, Faculty of Management, Hannan University)
Dec. 2023	Vol. 71 No. 3	“Earning Models of the Rule-making Support Services: A Way of Strengthening Fundamentals of Rule-making Capabilities”	Keisuke Hanyuda (Managing Director & CEO, OWLS Consulting Group)
		“Public Affairs for Rule-making: A Case Study of E-scooter’s Rule-making”	Yuzuru Tachi (Executive Officer & Head, Makaira Public Affairs)



Featured Papers (continued)

Issue	Vol. / No.	Title	Author(s)
Dec. 2023	Vol. 71 No. 3	“The Role of Industrial Ecosystems in Rule-making and Regulatory Reform”	Shun Sakurai (Founder & General Partner, Digital Base Capital Inc.)
		“Changes in the Way the Private Sector Is Involved in Rule Formation: Prospects for the Policy Research Institute”	Takafumi Ochiai / Makoto Koizumi / Yosuke Miyata (Senior Partner, Atsumi & Sakai / Digital Literacy Council / CEO, K.K. Poliflect)
		“Utilizing Rule-making in Business with Standardization: Standards Enforcement Grows”	Manabu Eto (Professor, IIR)
Oct. 2023	Vol. 71 No. 2	“New Agricultural Revolution: Automated Systems for Urban Farming”	Shinjiro Yamada (Chairman, PLANTX Corp.)
		“For Sustainable Fishing Industry: A Challenge of Kita-sanriku Sea Urching Farming”	Yukinori Shitautsubo / Mikiko Makka (President & CEO, Kita-sanriku Factory Co. / President & COO, Kita-sanriku Factory Co.)
		“Will Smart Agriculture Save Japanese Agriculture?”	Tsuyoshi Yoshida (Executive Officer & Smart Infrastructure Business Div., TOPCON Corp.)
		“SocialTech for Agricultural and Societal Issues”	Junichi Saito (Representative Director & CEO, Agrist Inc.)
		“Paradigm Change for Japanese Agribusiness: From a Perspective of Social Welfare and Agri-farming Alliance”	Satoshi Nabe (Chairman, Alon Alon Npo.)
		“What Business Models Do Investors Value?”	Tatsuhiko Inoue / Masahiro Kondo (Professor, Faculty of Commerce, School of Commerce, Waseda University / Doctoral Program, Graduate School of Commerce, Waseda University)
Jun. 2023	Vol. 71 No. 1	“The Paradigm Change of Human Capital Management”	Kunio Ito (Director, CFO Education and Research Center, Hitotsubashi University & Emeritus Professor, Graduate School of Business Administration, Hitotsubashi University)
		“Why We Need Investments in Human Capital”	Hiroshi Ono (Professor, Graduate School of Business Administration, Hitotsubashi University)
		“The Challenges of Human Resource Management in Japanese Firms: Implications of ‘ITO Review for Human Capital Management’”	Tomoyuki Shimanuki (Professor, Graduate School of Strategic Management, Chuo University)
		“Gender Gaps and Management Practices in the Workplace”	Naomi Kodama (Professor, Faculty of Economics, Meiji Gakuin University)
		“Hiring Activities of U.S. Companies and Its Implications for Japanese Companies”	Yasuhiro Hattori (Professor, Graduate School of Business Administration, Kobe University)
Mar. 2023	Vol. 70 No. 4	“Industrial Development and the Role of Industrial Policy: The Case of the Korean Semiconductor Industry”	Hidemi Yoshioka (Professor, Faculty of Law, Kumamoto University)

Featured Papers (continued)

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Mar. 2023	Vol. 70 No. 4	“The Catching-up and Competition with Japan in the Korean Steel Industry”	Makoto Abe (Chief Senior Researcher, Inter-disciplinary Studies Center, Institute of Developing Economies Japan External Trade Organization (JETRO))
		“Building Process of Business System of Hyundai Automobile Group”	Seunghwan Ku (Professor, Faculty of Business Administration, Department of Business Administration, Kyoto Sangyo University)
		“Strategic Transformation of Energy Industry in South Korea: From ‘Traditional Energy’ to ‘New and Renewable Energy’”	Masaaki Toma (Seoul Deputy Director General, Institute of Developing Economies Japan External Trade Organization (JETRO) & Minister’s Secretariat, Ministry of Economy, Trade and Industry)
		“Born as an Innovator: Korea Game Industry Shocks the World”	Jonghyun Wi (President & Professor, Faculty of Business Administration, Da Vinci Software Education Institute, Chung-Ang University)
		“The Success Factors of K-POP: Glocal Strategies for Postcolonial Firm”	Ingyu Oh (Professor, College of Global Engagement, Kansai Gaidai University)
Dec. 2022	Vol. 70 No. 3	“Fundamentals of Design: A Linkage between the Stone Age and the Age of Design-driven Management”	Kazufumi Nagai (President, HAKUHODO DESIGN Inc. & Professor, Faculty of Art and Design, Department of Integrated Design, Tama Art University)
		“A Transition of Boundaries of Design”	Shunji Yamanaka (Design Engineer & Professor, Graduate School of Interdisciplinary Information Studies & Institute of Industrial Science, the University of Tokyo)
		“Perceived by Retina or Grasped by Brain?: How to Understand ‘Management by Design’”	Yasufumi Morinaga (Professor, Faculty of Business Administration Department of Business Administration, Kyoto Sangyo University)
		“What the Term ‘Design’ Means? From the Perspective of a Product Designer”	Fumie Shibata (Representative, Design Studio S / Professor, Tama Art University)
		“Design Thinking in the Public Sector: Insights from Design-driven Management Project in Japan Patent Office”	Masatoki Toyama (Design Driven Management Project, Japan Patent Office)
		“Service Design and Management in Manufacturing Companies”	Koji Kimita (Project Lecturer, Graduate School of Engineering, The University of Tokyo)
		“The Popularization of Industrial Design and the Evolving Marketing”	Nanami Furue (Assistant Professor, School of Management, Tokyo University of Science)

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Sep. 2022	Vol. 70 No. 2	“Tourism Industry Renaissance: Transcending Traditional Targets, Scope, and Status”	Hirota Yamauchi / Toshiya Miyazaki (Emeritus Professor, Hitotsubashi University / Senior Researcher, Mitsubishi Research Institute, Inc.)
		“Creative Solutions for Hotel Businesses After COVID-19”	Ryuji Sawada (Partner, PwC Consulting LLC)
		“Crisis Management of Hotel Operators in Japan”	Wataru Uehara / Hiromi Kamata / Hiroyuki Fukuchi (Associate Professor, Graduate School of Business Administration, Department of Business, Hitotsubashi University) / Associate Professor, Graduate School of Business Administration, Department of Business, Hitotsubashi University / Associate Professor, Graduate School of Business Administration, Department of Business, Hitotsubashi University)
		“A Cross-cultural Analysis of Risk Perceptions, Attitudes, and Intentions towards Traveling during Corona-crisis: Japan and Italy”	Fumiko Kano Glückstad (Associate Professor, Copenhagen Business School)
		“Residents’ Attitude towards Tourism during the COVID-19 Pandemic”	Hiromi Kamata / Wataru Uehara (Associate Professor, Graduate School of Business Administration, Department of Business, Hitotsubashi University / Associate Professor, Graduate School of Business Administration, Department of Business, Hitotsubashi University)
		“Creating Demand for Tourist Destinations Essential for the Revival and Future Growth of the Tourism Industry”	Tomohiro Muraki / Akiko Mitsui (President, Intheory, Inc / Assistant General Manager, Guangzhou Office, Japan National Tourism Organization)
Jun. 2022	Vol. 70 No. 1	“Carbon Neutrality as an Industrial Revolution”	Tagui Ichikawa (Professor, IIR)
		“The Road to Carbon Neutrality: Roles of Businesses and Central / Local Governments”	Takeo Kikkawa (Vice President and Graduate School of International Management Professor, International University of Japan)
		“Why Achieving Carbon Neutrality Is ‘Ambitious’: Rethinking the S + 3E (Safety, Economic Efficiency, Energy Security, and Environment)”	Kenji Asano (Senior Research Scientist, Central Research Institute of Electric Power Industry (CRIEPI))
		“Automotive Technologies and Associated Policies for Carbon Neutrality”	Yasuhiro Daisyo (Professor Emeritus, Waseda University)
		“The Way to Carbon Neutral Society and Key CO2-related Technologies”	Kei Kawahara (Director, Energy and Environmental Innovation Strategy Office, METI)

## Business Cases

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		Miyashita Sake Brewery	Ken Ohkura / Keisuke Hori (Associate Professor, Faculty of Business Administration, Shujitsu University / Associate Professor, Faculty of Business Administration, Shujitsu University)
		Kao Corporation	Ayano Nishihara Hirose / Reo Naganawa (Associate Professor, the College of Business, Rikkyo University / Undergraduate, the College of Business, Rikkyo University)
Dec. 2023	Vol. 71 No. 3	JAL	Yasuhiko Hattori / Etsuko Taniguchi / Fumihiro Kanai (Professor, Graduate School of Business Administration, Kobe University / Visiting Associate Professor, Ritsumeikan Inamori Philosophy Research Center / Visiting Associate Professor, Ritsumeikan Inamori Philosophy Research Center)
		FLOSFIA: Innovation of $\alpha$ -gallium Oxide Semiconducto	Masatoshi Fujiwara / Yaichi Aoshima (Professor, Graduate School of Business Administration, Department of Business Administration, Hitotsubashi University / Director & Professor, IIR)
		Jienie Lab: Standardization of Indirect Material Purchasing Transactions	Mai Uno (Specially Appointed Assistant Professor (Junior Fellow), Graduate School of Business Administration, Department of Business Administration, Hitotsubashi University)
Oct. 2023	Vol. 71 No. 2	SONY	Yutaka Yamauchi / Hiroki Tetsukawa / Teruo Hirayama (Professor, Graduate School of Management, Kyoto University / General Manager, Advanced Research Laboratory, R&D Center, Sony Group Co. / Executive Alumnus, Sony Group Corporation)
		Makuake: Building a New Business Model beyond Crowdfunding	Genjiro Kosaka / Takahiro Endo / Yuki Tsuboyama (Professor, Faculty of Economics, Sophia University / Associate Professor, Peter B. Gustavson School of Business, University of Victoria / Associate Professor, Graduate School of Business Administration, Hitotsubashi University)
		Panasonic Holdings: China Operations as a Center of Excellence	Satoko Suzuki / Kuojian Wong / Chen Sha (Professor, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University / Master's Program, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University / Master's Program, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University)

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Jun. 2023	Vol. 71 No. 1	Recruit	Kazuhiro Takahashi / Tomonori Inukai / Tomoyuki Chiba / Kimiko Tanaka / Fumihiko Ikuine (Ph.D Program, Graduate School of Business Administration, Hitotsubashi University / Professor, Graduate School of Strategic Management, Chuo University / Director, HOT PEPPER Beauty Academy, Recruit Co., Ltd. / Researcher, HOT PEPPER Beauty Academy, Recruit Co., Ltd. / Professor, Graduate School of Strategic Management, Chuo University)
		Akatsuki Ventures: Mission Driven CVC Investment	Seitaka Yoshida / Yaichi Aoshima (Ph.D Program, Graduate School of Business Administration, Hitotsubashi University / Director & Professor, IIR)
Mar. 2023	Vol. 70 No. 4	Seiko Epson: How the Revolutionary Wrist-watch “Spring Drive” Was Developed and Commercialized	Masaru Karube / Tatsuki Tachibana / Yuki Miyazawa / Datta Avimanyu (Professor, IIR / Ph.D Program, Graduate School of Business Administration, Hitotsubashi University / Undergraduate Program, Faculty of Commerce and Management, Hitotsubashi University / Professor, Strategic Management and Entrepreneurship, College of Business, Illinois State University & Visiting Professor, IIR)
		Ajinomoto Foundation: Improving Child Nutrition through Social Business	Daisuke Uchida / Kangyong Sun / Takashi Uesugi / Yusuke Takahashi (Associate Professor, Faculty of Economics, Kyushu University / Associate Professor, Graduate School of Business Administration, Hitotsubashi University / Director-General, The Ajinomoto Foundation / Stationed in Ghana, KOKO Plus Foundation Country Director)
Dec. 2022	Vol. 70 No. 3	Asahi Shuzo	Atsushi Minami / Eriko Kijima / Shotaro Uchida / Eiji Sato / Shintaro Sawamura / Kazuaki Mori / Yaichi Aoshima (Master’s Program, Graduate School of Business Administration, Hitotsubashi University / Master’s Program, Graduate School of Business Administration, Hitotsubashi University / Master’s Program, Graduate School of Business Administration, Hitotsubashi University / Master’s Program, Graduate School of Business Administration, Hitotsubashi University / Master’s Program, Graduate School of Business Administration, Hitotsubashi University / Master’s Program, Graduate School of Business Administration, Hitotsubashi University / Director & Professor, IIR)
		Log-house Series “BESS” (RC Core, Co., Ltd.): A House Makes You Original	Atsushi Akiike / Tohru Yoshioka-Kobayashi / Takatoshi Murayama (Associate Professor, Faculty of Life Design, Department of Management and Communication, Tohoku Institute of Technology / Assistant Professor, IIR / Professor, Faculty of Business Administration, Tohoku Institute of Technology)

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		Tokio Marine & Nichido Systems: Human Resource Management Approaches to Retain Employees with Disabilities	Takashi Maruyama / Tomoyuki Shimanuki (Lecturer, Faculty of Economic Sciences, Niigata University / Professor, Graduate School of Business Administration, Hitotsubashi University)
Jun. 2022	Vol. 70 No. 1	JEPLAN: Creating a Sustainable Ecosystem with Innovative Chemical Recycling Technology	Tatsuki Tachibana / Daisuke Uchida / Masaru Karube (Ph.D Program, Graduate School of Business Administration, Hitotsubashi University / Associate Professor, Department of Industrial and Business System, Kyushu University / Professor, IIR)
		Yamato Group: The Challenge of Logistics Reform through Standardization and Openness	Satoko Suzuki / Ueki Imaoka (Associate Professor, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University / Ph. D Program, Graduate School of Business Administration, Department of International Corporate Strategy, Hitotsubashi University)

# Serials

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Jun. 2023 Mar. 2023 Dec. 2022 Sep. 2022 Jun. 2022	Vol. 71 No. 1 Vol. 70 No. 4 Vol. 70 No. 3 Vol. 70 No. 2 Vol. 70 No. 1	Managerial Insights from Innovation Management Studies (6)-(10)	Tohru Yoshioka-Kobayashi (Assistant Professor, IIR)

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Mar. 2024 Dec. 2023 Oct. 2023	Vol.71 No. 4 Vol.71 No. 3 Vol.71 No. 2	Introduction to Strategic Human Resource Management (1)-(3)	Tomoyuki Shimanuki (Professor, Business School, Chuo Graduate School of Strategic Management)
Mar. 2024	Vol.71 No. 4	Management with Comprehending (1)	Daisuke Satoh (Professor, Faculty of Business Administration, Hokkai-Gakun University)

# Management Forum

Issue	Vol./No.	Interviewee	Interviewer(s)
Mar. 2024	Vol. 71 No. 4	Hiroshi Mikitani (Representative Director, Chairman, President and CEO, Rakuten Group, Inc.)	Seiichiro Yonekura
Dec. 2023	Vol. 71 No. 3	Masanori Togawa (President and CEO Daikin Industries, Ltd.)	Seiichiro Yonekura Manabu Eto
Oct. 2023	Vol. 71 No. 2	Akira Ichikawa (Chairman of the Board and Representative Director, Sumitomo Forestry Co., Ltd.)	Seiichiro Yonekura
Jun. 2023	Vol. 71 No. 1	Hiroshi Aoi (President / CEO, Marui Group Co., Ltd.)	Kunio Ito (Director, CFO Education and Research Center, Hitotsubashi University / Emeritus Professor, Graduate School of Business Administration, Hitotsubashi University)
Mar. 2023	Vol. 70 No. 4	Genichi Tamatsuka (President, Lotte Holdings Co., Ltd.)	Seiichiro Yonekura Byeongwoo Kang
Dec. 2022	Vol. 70 No. 3	Kazuo Tanaka (President, CEO of GK Design Group Inc.)	Seiichiro Yonekura Tohru Yoshioka-Kobayashi
Sep. 2022	Vol. 70 No. 2	Yoshiharu Hoshino (President, Hoshino Resort Co., Ltd.)	Seiichiro Yonekura Masatoshi Fujiwara
Jun. 2022	Vol. 70 No. 1	Hisahide Okuda (Director and Corporate Vice President Managing Executive Officer, JERA Co., Inc.)	Seiichiro Yonekura Tagui Ichikawa



## 2. Working Papers — Apr. 2022 ~ Mar. 2024

		Title	Author(s)
WP#22-02	May 2022	“Examining Sustainability Management and its Structure: Role of Innovation and Future of Stakeholder Capitalism”	Tagui Ichikawa
WP#22-03	May 2022	“Analysis of Sustainability Management on Climate Change by Industry”	Tagui Ichikawa
WP#22-04	May 2022	“The Evolution from Sales-Driven Organization to Strategic Sales Organization Based on Market Sensing Capabilities: A Case Analysis of IT Service Companies”	Mai Uno / Yuko Yamashita
WP#22-05	Oct. 2022	“Hype of Web3: Its Mechanism of Generation and Future Direction for Modification - New Theory of Hype Process based on Innovation Theory”	Tagui Ichikawa
WP#22-06	Nov. 2022	“The Determinants of Parallel Invention: Measuring the Role of Information Sharing and Personal Interaction between Inventors”	Byeongwoo Kang / Rudi Bekkers
WP#23-01	Mar. 2023	“Evolutionary Mechanism of AI Governance in the World: Institutional Innovation Caused by Regional Diversity as a Part of Co-evolution of Technology and Institution”	Tagui Ichikawa
WP#23-02	May 2023	“Evolution of World’s AI Governance Systems Driven by the Fourth AI Boom (ChatGPT): Social Risks of ChatGPT-type AI Systems and Trend of AI Regulation and Governance Policies in the World”	Tagui Ichikawa
WP#23-03	May 2020	“How a New Market Category Emerges: A History of the Formation of the Low- Carbohydrate Market”	Yuka Kudo-Hara / Yuki Miyazawa / Yasushi Hara / Tatsuki Tachibana / Masaru Karube



### 3. Case Studies — Apr. 2022 ~ Mar. 2024

		Title	Author(s)
CASE#22-01	Jun. 2022	“Kagome Co., Ltd.: Organizational Transformation and Expanding Consumer Communication Channels”	Hajime Oda



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

Joseph A. Schumpeter  
*The Theory of Economic Development*

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