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論文の内容の要旨

After the so-called “Lost Two Decades” and the Great East Japan Earthquake, reconstructing the Japanese economy is urgent. Revival of large Japanese companies is important for that goal. Moreover, to create new industries through start-up venture companies is important as well to revitalize the diminishing Japanese economy due to the low-birth rate and graying population. Yet, the rate of new start-up ventures and their survival rate are low in Japan. Therefore, policies to stimulate entrepreneurship and to help start-up companies grow into fully-grown organizations are most strongly required. To that end, better understanding of the entrepreneurial process is needed.

The purposes of this case study are: (1) to build a theoretical model of the entrepreneurial process by analyzing how Albirex Niigata Football Club, a professional soccer team in the top level of J League, has evolved from a network of individuals into a fully-grown organization and (2) to draw practical implications to help solve practical problems in the entrepreneurial process from the case analysis. To guide the research process and draw theoretical implications, we set the Major Research Question (MRQ): How has a network of individuals evolved into an organization?

Our literature review on entrepreneurship, organization theory, leadership, and knowledge management showed that there exist a lot of literature on the entrepreneurial process from such organizational viewpoints as network analysis, entrepreneurial team, and organizational growth. On the other hand, however, research on the entrepreneurial process from the knowledge perspectives is still rare and remains on the level of just proposing concepts. To fully understand and explain the entrepreneurial process, we need both empirical and theoretical studies as well as studies from both organizational and knowledge perspectives. As such, this study has high novelty and originality.

Our case analysis revealed that in the beginning phase of the entrepreneurial process, there was an informal network of individuals who have different experiential knowledge in their different occupational

fields. As an idea of creating a professional football club in Niigata to bring World Cup games there became clearer and shared by those individuals, gatherings of an informal nameless group were frequently held to discuss the idea. Then, the “Preparation Office for the Setting-Up of a Professional Football Club” was officially formed as an entrepreneurial team by main members of the informal group. Finally, the team evolved into an organization by incorporating the Albirex Niigata Football Club, which grew further into an multinational organization as it set up its satellite teams in Singapore, Barcelona, and Phnom Penh. In the evolutionary process from a network to a group, from a group to a team, and from a team to an organization, various kinds of knowledge were created, shared and utilized. First, there was a know-who network of individuals who had knowledge relevant to a vision of setting up a new professional football club, thereby bringing World Cup games to Niigata. The visionary knowledge was shared by individuals who spontaneously formed a group to discuss how to make the vision a reality. Then, the group became a team to officially set up the football club. The team created various kinds of knowledge such as articles of the newly incorporated Albirex Niigata Football Club and a concept of “full capacity strategy” and its tactics by utilizing team members’ experiential knowledge accumulated throughout their careers.

As for theoretical implications, we proposed a theoretical model entitled “Co-evolution of Knowledge and Organization in the Entrepreneurial Process.” This model explains the entrepreneurial process by looking at its two dimensions: i.e., knowledge and organization. In the knowledge dimension, knowledge evolves from “dispersed knowledge,” to “collected knowledge,” to “a small body of integrated knowledge,” and to “a large body of integrated knowledge.” In the organizational dimension, a start-up venture company evolves from a “network” of individuals, to a “group” of selected individuals, to a “team” of the selected individuals, and finally to a fully-grown “organization” of top-management and functional teams. These two sets of four phases are juxtaposed in parallel and interacts with each other: i.e., dispersed knowledge vs a network of individuals, collected knowledge vs a group of selected individuals, a small body of integrated knowledge vs a team of selected individuals, and a large body of integrated knowledge vs a fully-grown organization.

As for practical implications, to increase the number of start-up new venture companies and their survival rate in the first five years and to help them grow into organizations listed on the stock market, the following actions are needed. First, networking individuals relevant to any new business ideas through databases on professionals and experts, who have rich knowledge in many fields and could help each other. Second, opening real and/or virtual meeting and discussion places or *ba* to attract individuals who are interested in particular new business ideas, thereby creating groups to discuss those ideas. Such groups could emerge by setting up regular gathering events into which many individuals participate from different industries.

Finally, suggestions for future research are as follows. First, the proposed theoretical model should be tested by other cases, particularly cases in other businesses to refine or modify it. Second, this case can

and should be examined from the viewpoints of social business and social innovation because Albirex Niigata started as a means for regional development and has grown into a regional sports club that also includes such sports as football, basketball, baseball, skiing & snowboarding, track & field athletics, and cheerleading.

論文審査の結果の要旨

本論文は、地方で成功した数少ないプロフェッショナル・サッカーチームであるアルビレックス新潟を起業の成功事例として取り上げ、その知識創造と組織創造を分析して、起業プロセスにおける知識と組織の共進化モデルを提示した実証的・理論的な事例研究である。

いわゆる「失われた 20 年」と東日本大震災を経た日本は、人口が減少し始めた少子高齢社会を支える経済の活性化が極めて重大な課題である。そのためには、凋落した大企業の復活も必要だが、新しい産業を起業によって興すことが必要である。しかし、日本ではベンチャー企業の開業率が低く、起業した後の支援も十分とは言えない。後者は、ベンチャー企業が必要な職能を整えた組織になるまでの起業プロセスの初期段階についてよくわかっていないことが一因である。本論文は、その研究の空隙を埋めるものであり、具体的に地域の専門家データベースや SNS というバーチャルな場の活用、異業種交流会や起業家交流会などのリアルな場の設定、起業家チームへの各種専門家の参画を促進する仕組みの構築などの実務的提言も行っている。したがって、本論文は学術的にも実務的にも大きな意義を持っている。

本論文が提案する起業プロセスにおける知識と組織の共進化の理論的モデルは、知識論的次元と存在論的次元それぞれの 4 つのフェイズから構成されている。最初に、経験的な専門知を持つ個人のゆるやかなネットワークがあり、彼らの知がまだ有機的につながっていない「分散知」と「個人のネットワーク」というフェイズである。次に、起業に向かって必要な知を持つ人たちが何度も会合し、起業によって達成したい目的などを共有するが、まだ役割分担がはっきりしていない「集合知」と「グループ」のフェイズ。さらに、役割分担が明確になり、知が有機的につながっている「小さな統合知」と「チーム」のフェイズ。最後に、会計や人事などの専門職能を持つチームが有機的につながっている「大きな統合知」と「組織」のフェイズである。フェイズが進むにつれて、二つの次元の間の相互作用は強くなっていく。特に、知識はチームや組織を創造し、逆にチームや組織が知識を創造するという共進化が起こるのである。

これまでも起業プロセスにおける知識の研究はあったが、それらは起業家の持つ知識の分類などのコンセプト提示のレベルに留まっており、また起業プロセスにおける組織の研究、特に起業家チームの研究などもあったが、起業プロセスを知識と組織の両側面から説明する本論文の理論的モデルは独創的である。

以上、本論文は事例研究によって起業プロセスにおける知識と組織の共進化を実証的・理論的に研究したもので、学術的に貢献するところが大きい。よって、博士（知識科学）の学位論文として十分価値のあるものと認めた。