

Title	産学官共創を導く「場」のデザインと実践～イノベーション創出に向けた組織外の場とURAの役割～
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Citation	
Issue Date	2019-09
Type	Thesis or Dissertation
Text version	ETD
URL	http://hdl.handle.net/10119/16177
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Design and practice of “Ba” leading to the co-creation by industry • university • government
—Roles of URA and “Ba” formed in the outside of organization for innovation creation—

For us living in the modern "knowledge society", the creation of new knowledge that brings social innovation is required for the sustainable development and change of society represented by SDGs. It is important for the purpose to promote collaboration between industry, university and government in each region, and it is effective to match and combine the seeds of regional universities, the needs and seeds of industry, and the seeds of support agencies such as local governments. This is an initiative leading to open innovation, but Japanese companies are weak for combination or complexity of "knowledge" of different fields as pointed out by Isogai (2000). It is necessary to overcome the weakness to create the innovation. In this research, we will develop the theory of “Ba” being widely researched, and newly design the “Ba” in the outside of the existing organizations such as companies and universities in order to co-create the innovation by matching needs and seeds possessed by industry, university and government. The role and function of URA will be clarified to obtain the aspects leading to its cultivation.

First, we designed “Matching HUB” as a “Ba” leading to industry-university-government collaborations, and held it in Kanazawa, Kumamoto, Otaru and Sapporo, forming “seeds” of many new products and businesses leading to innovation. We showed that “Open innovation” can be explained by the theory of “Strength of weak ties” and examined "Matching HUB" as a "Ba" to practice the theory using methods such as KH Coder and QCA. It was clear that the effort to look for a matching partner is open innovation itself. These results show that "Matching HUB" is a good approach that can overcome the weakness in Japanese companies pointed out by Isogai noted above and lead to the creation of innovation.

Next, the role and function of URA in "Matching HUB" was clarified by the Transactive Memory System (TMS), and a new concept named "Knowledge Reactor" was derived. Using this concept, we were able to obtain useful knowledge by applying the theory of chemical reaction to the factors for enhancing the effectiveness of "Matching HUB" as a "Ba" formed in the outside of the existing organization. It is clear that URA has a function to generate many “species” by promoting proper matching of needs and seeds leading to innovation. The function looks like a catalyst that generates new substances by the reaction of different molecules in a chemical reaction. These aspects gave the useful guidance on the cultivation and development of URA in the future.

Key Words: Ba, URA, innovation, needs & seeds, knowledge, co-creation