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Description	

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Corporate Effectuation

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Abstract

Introduction:

It is an important research question whether effectuation logic is not only a successful entrepreneurial behaviour pattern but also a factor that increases the corporate value of existing operating companies. In Japanese industry, where the power of large corporations is strong, it is an important question whether the penetration of effectuation logic can promote a revival of the strength of Japanese companies. To explore this possibility, Scale-Out Inc. has been conducting effectuation seminars for large companies in Japan. We would like to share the contents of those seminars with you here. Entrepreneurial education is becoming more prevalent at universities in Japan. However,

programs for large companies, especially in the field of effectuation, are still few and far between. To fill this gap, Scale-Out Inc. offers a variety of effectuation-related programs.

NEC Program and Participant Evaluation

NEC, one of Japan's largest PC manufacturers in the 1980s and 1990s, is now transforming itself into a provider of solutions in the IT, networking, and data fields. The company's recent open innovation strategy is detailed in Schnede et al (2021). On the first day, participants will be asked to identify their aspirations (Aspirations) and the treasures they currently possess (Birds in hands, Means, Who I am, What I have, and Whom I know). Then, the group members (ideally four) will be asked to share their aspirations and treasures with each other, and to think about what new things they can do. On the second day, we will start with a workshop on how we can use the resources of others to realize our own desires in the form of Strategic Alliance, crazy quilt, and Word Cafe. The representatives of each group will go around to other groups to look for resources that other groups have that can contribute to the realization of their own group's desires. In addition, you will be asked to do some Lemonade, Contingencies work. When faced with unforeseen circumstances beyond their control (for example, the Corona disaster), the group will think thoroughly about how to leverage these contingencies and move toward the fulfilment of their desires. In some cases, the group's original aspirations may be completely changed. In designing the program, we considered providing participants with knowledge about effectuation in the early stages of the program, but we were concerned that in this case, participants might end up applying the knowledge they had received in the subsequent work sessions. Therefore, instead of providing knowledge in advance, an

explanation of the concept and the differences from "cause and effect" logic were provided in the final stage of the program, called "effectuation solution. The program was not in the form of lectures to provide knowledge and information on effectuation, but in the form of workshops in which participants worked individually and in groups to take stock of their own tools and ideas, and to brush up their ideas with the involvement of others. The workshop format was designed to allow participants to work individually and in groups to take stock of their own tools, generate ideas, and brush up on ideas while involving others. At the end of each session, participants were given time to present the results of their group work, providing an opportunity for reflection. Then, we conducted participant's survey and the two years' program evaluation results have been accumulated. We are now analysing the results to measure the program effect on the changes in the self-efficacy of participants between pre-program and post program. Preliminary results notice positive changes and try to measure its lasting effects during the two year period window.