

Instilling the Power of Innovation in Organizations

Practical research that brings new creativity and growth potential to firms through a fusion of entrepreneurship education and organizational development (OD)

A major challenge faced by Japan is a lack of innovation by existing firms, even though they may have superior technology and talent. Fostering a culture of entrepreneurship at organizations is imperative in order to overcome these challenges. Practice-oriented research can help achieve this goal by fusing entrepreneurship education with methods and concepts drawn from organizational development. Using an interaction-driven approach focused on experiential activities, the goal is to tap into the power of creativity and dialogue to explore and exploit a firm's growth potential through hands-on workshops.



Principal Investigator

MAKINO Emi

Associate Professor, College of International Management
Ritsumeikan Asia Pacific University

“My aspiration is to contribute to the sustainable development of organizations and society by helping to create forums for interaction and creation at firms.”

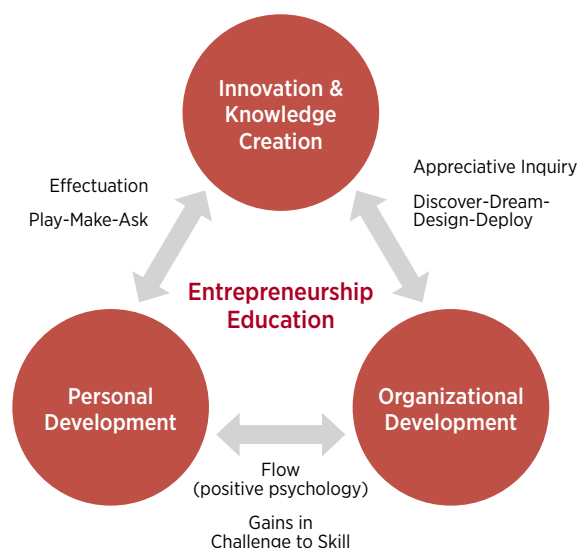
Unconventional hands-on activities that foster entrepreneurship through “interaction” and “experience”

Fostering entrepreneurship in organizations requires more than just knowledge transfer. This is why this line of research emphasizes interactions through practice and dialogue. This approach is manifested through experiential workshops that incorporate cooking and producing novelty goods for example, which stimulate dialogue and interaction between participants. One particularly effective and popular program uses SHARP’s “Hot Cook” automatic cooker to link theory to and from practice.

Both theory and practice are necessary to generate new knowledge. This research approach is grounded in dialogic organizational development in conjunction with effectuation theory from entrepreneurship, both of which are oriented towards practice and pragmatism. This has led to published research based on case studies from The University of Tokyo Hongo Tech Garage and an Italian family business founded by academics.

Moreover, the multicultural environment of APU is leveraged in endeavors to create innovation through collaborations between students with differing cultural backgrounds. These practical methods differ from conventional management education that is centered on classroom learning.

Conceptual diagram of entrepreneurship education and its relationship to the principal investigator’s practical research



Enhancing the innovation capability of organizations through the provision of practical programs

The practical approaches of this research are intended to enhance the innovation capability of organizations by developing “intrapreneurs” at existing firms. OD methods like appreciative inquiry enable employees and other stakeholders with diverse backgrounds to effectively work together while leveraging their individual strengths. Possible collaborative efforts with firms include corporate entrepreneurship training programs, organizational transformation programs for managers and executives, collaborations between students and firms that take advantage of APU’s international environment, and innovation support through monozukuri (the art of manufacturing) using digital fabrication equipment.

Academic Societies of Affiliation

USASBE Academy of Management (AOM)
ECSB The Japan Academic Society for Ventures and Entrepreneurs (JASVE)

Academic Posts

Researcher, Wakayama University Center for Tourism Research
Fellow, Japan Effectuation Association
Expert Committee Member, Educational Impact Working Group,
National Initiative for Enhancing Entrepreneurship Programs,
Ministry of Education, Culture, Sports, Science and Technology
Committee Member, Sub-committee for Accelerating the New SBIR Program System
Acceleration Project Sub-Committee, SBIR, Cabinet Office

Private Sector Posts

Outside Director, Monozukuri Ventures (a Kyoto-based venture capital)
Director, Arc & Beyond (a not-for-profit association established by the Sony Group)
Advisor, Japan Mother’s Entrepreneur College
Advisor, IRODORI Inc.

The principal investigator widely engages in diverse activities on and off campus and fuses together research, practice, and education.

