

Contents

<i>List of figures</i>	<i>vi</i>
<i>List of tables</i>	<i>ix</i>
<i>Preface and acknowledgements</i>	<i>x</i>
1. Knowledge innovation	1
2. Practice-based view of strategic management	24
3. Knowledge innovation through strategic activity cycles	46
4. Dynamic creation of networked strategic communities	68
5. Architectural innovation in cross-functional multi-projects	93
6. Business innovation through joint ventures supported by major businesses	113
7. Customer value creation through knowledge innovation	138
8. Customer value creation through community-based information networks	161
9. The innovative leadership of the community leader	181
10. Managerial implications and conclusion	202
<i>Bibliography</i>	<i>209</i>
<i>Index</i>	<i>234</i>

List of figures

1.1	The value chain revolution in the communications industry	2
1.2	Mobile wallet service from mobile phones	3
1.3	Telematics services	4
1.4	Techforum SC structure	11
1.5	Networked strategic communities – case of NTT DoCoMo	15
1.6	Dynamics of networked SCs at DoCoMo	16
2.1	Strategic activity cycle	38
2.2	Community knowledge creating cycle	42
3.1	Integrated strategic activity cycles	47
3.2	Strategic community creation at NTT	50
3.3	Forms of strategic innovation in large companies	51
3.4	Global market for videoconferencing systems	54
3.5	Integrated strategic activity cycles	55
3.6	Construction and role of Phoenix Customer Service Network	58
3.7	Activities of strategic communities	62
3.8	Resonance process of value in community	64
3.9	Resonance process of creating sense of value in strategic communities	66
4.1	Integrated strategic activity cycles	72
4.2	Formation of strategic communities and networked SCs	72
4.3	Networking strategic communities at the big project	75
4.4	Video-net in Katsurao-mura Village, Fukushima Prefecture	77
4.5	Evaluations of new knowledge creation in the case	80
4.6	Core technologies and contents of SCs and new knowledge creation of networked SCs	82
4.7	Integrative competences through dialectical leadership of community leaders	83
4.8	Community knowledge creating cycle (Katsurao-mura Project)	87
5.1	Video streaming platform for mobile phones	95
5.2	Formation of four strategic communities (Dec 2000 – May 2001): strategic communities as semantic boundaries	97

5.3	Horizontally integrated NSCs (customers, DoCoMo, Fujitsu, NEC): external integration capability of knowledge through integration of pragmatic boundaries (SCs)	97
5.4	Vertically integrated NSCs (DoCoMo): internal integration capability of knowledge through integration of pragmatic boundaries (SCs)	98
5.5	Vertically integrated NSCs (Fujitsu): internal integration capability of knowledge through integration of pragmatic boundaries (SCs)	101
5.6	Integrative competences through internal and external integration capabilities	111
6.1	Trial run of multipoint connection services (April – December 1996)	116
6.2	Composition of NTT Phoenix Network Communication Inc. multipoint connection service	121
6.3	World's largest multipoint connection service	121
6.4	Integrated strategy by strategic community	124
6.5	Phoenix series vitalizes Japanese video terminals market	124
6.6	NTT Phoenix's business strategy	132
6.7	Characteristics of NTT Phoenix's organizational structure	134
6.8	Creation of networked strategic communities between NTT Phoenix and stakeholder companies	136
7.1	Home health care support by new systems	144
7.2	Characteristics of strategic communities and new knowledge creation in these case studies	147
7.3	Process of resonating values with customers in an SC	149
7.4	Composition of the Konetto Plan	154
7.5	Spiral process of new community knowledge creating cycle based on resonance of value in SC – activities of educational project team	156
7.6	Promotion of customer value creation through new knowledge creation within SC – activities of educational project team	157
8.1	A grand design for organization management and the spread of information networking	162
8.2	The community-based information network concept	165
8.3	Positioning of community-based information	167
8.4	Superiority of community nets over groupware and email	168
8.5	The connection between human knowledge and ICT tools	168
8.6	The community net at IBIZA, Inc.	173
8.7	Direct marketing with customers using mobile videophones	175
8.8	IBIZA's networked strategic communities	178
9.1	Foundation for creating SCs and NSCs	184

9.2	Organized creation and innovation of SCs and NSCs	185
9.3	Practical knowledge leadership	189
9.4	Dialectical leadership	191
9.5	Organizational structure to achieve strategy of timing	196
9.6	SCs and NSCs to achieve strategy of space	198

List of tables

1.1	Comparison of organization structures	20
2.1	Perspectives on strategy: practice-based view of strategic management	32
5.1	Evaluations of networked strategic communities	106
6.1	Outline of NTT Phoenix Network Communication Inc.	116