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Strategic Knowledge Creation and the Mechanism of Diversity

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<Abstract>

Companies are required more than ever to leverage diverse R&D staff members to develop products adapted for a diverse overseas marketplace as they internationalize their business activities. This also leads to the diversification of R&D areas, and to an increased number of R&D staff members taking part in the project.

The paper attempts to verify the above-mentioned trend by analyzing published Japanese patent data of Kao, P&G, and Unilever, which belong to a culture-specific industry. Based on the results, the general trend mentioned above has been confirmed to be valid, although it differs somewhat between the three companies

<Keywords>

Knowledge Creation, International R&D, Globalization of Business Activities, Diversification, R&D Project Members.