

International Lecture of the Eurasia Foundation, Fall Semester 2022

Series Lectures (2): “Asian Community: The Construction and Transformation of East Asiaology”

Topic: Enterprise Innovation and Sustainable Management

For the 2nd International Lecture of the Eurasia Foundation in the 2022 academic year of the Chinese Culture University, we invited Professor Chen, Chi-ming, President of Aletheia University, to give a lecture entitled “Enterprise Innovation and Sustainable Management.” President Chen’s area of expertise is the innovative model of artificial intelligence neural network, which is one of the most popular researches in the fields of science and technology. President Chen introduced the innovation and sustainable management of enterprises from three perspectives: “innovation psychology, knowledge management, and five major models of innovation. As conclusion, he emphasized that innovation is the key element to sustainable management, with a famous quote from Peter Drucker, known as the god of management, “innovate or die.” President Chen encourages students to enrich new knowledge and improve their abilities at any time in order to become a sustainable manager.

Innovation Psychology

Everyone wants to find a job as soon as possible after graduating from university. Then in college, it is important to connect with enterprises as early as possible. President Chen argues that the connection should be innovation, and innovation is a very important element.

When President Obama was in office, he strongly emphasized innovation. President Chen Shui-bian also proposed the first year of innovation in 2001. China also proposed “Mass Entrepreneurship and Public Innovation” at the Davos Forum in 2014. The world pays attention to the concept of innovation.

Lead entrepreneurship with innovative concepts. Yet innovation is easier said than done. Because innovation is linked to entrepreneurship, the term “maker” appears. The source of a maker starts with an idea and connects all elements of entrepreneurship. Maybe some people think that starting a business is not difficult, as long as joining a franchise is starting a business, so it is very simple. However, the process of starting a business includes capital and talent. Without money and people, nothing can be done. In terms of cultivating talents, the government plans science and technology development policies. Some people say that there is no need to hire college students, but this is actually wrong. For example, one has to find a way to solve problems. When encountering problems, high school students may come up with three solution, and college students may come up with five. These two more may be better and more

efficient. Therefore, education is to train basic competency, which improves our self-cultivation and makes us more capable of solving problems.

Knowledge Management

The acquisition and sharing of knowledge require knowledge management. When it comes to knowledge management, I have to mention Peter Drucker from Austria and Ikujiro Nonaka from Japan.

Peter Drucker proposed the idea of innovation in 1965. It is advocated that knowledge can replace land, labor, capital, machinery and equipment. Though the traditional view argues that “along with land comes about wealth,” but it has changed. For example, Bill Gates, the richest man in the world, gains his fortune from sells software, which means that he becomes the richest man through knowledge and skills. This is a typical example.

Among Peter Drucker’s views of innovation, the most well-known remark is “innovate or die.” This famous saying shows that we need to recharge at any time, improve our abilities, and we can change our abilities at any time. We should frequently face problems, think about methods, and solve problems, so that these experiences becomes our knowledge.

Japanese scholar Ikujiro Nonaka divides knowledge into two types, implicit knowledge (also known as tacit knowledge) and explicit knowledge (also known as expressive knowledge). Ikujiro Nonaka proposes the concept of “The spiral of knowledge” through four different models of knowledge transformation. The four models of knowledge transformation are:

- ① “From implicit to implicit”: To achieve knowledge sharing by exchanging and sharing experience, thereby achieving socialization.
- ② “From implicit to explicit”: To present the tacit knowledge that is difficult to express through metaphors and analogies, which is a process of externalization. That is to share the internalized knowledge with everyone, through sorting it.
- ③ “From explicit to explicit”: Combining newly created knowledge and turn the knowledge into new products, services or management systems. This model focuses on the combination of different knowledge.
- ④ “From explicit to implicit”: It is a process of internalization that most people are familiar with. That is, using language, stories and other methods to make knowledge a part of personal cognition. The best way is to “learn by doing”.

Five modes of innovation

Harvard Business School innovation guru Clayton M. Christensen proposed five DNAs of innovators. Christensen argued innovation needs to have five elements,

namely, ①Associative thinking: To innovate, you need to think crazy, exchange ideas and collide with each other. ②Doubt: To have doubts. To make innovation possible, it is important to keep doubts at any time, discover problems, and deal with problems. ③Observation, ④Socialization: communicate with each other and share experience. ⑤ Experiment.

Finally, President Chen took 3M Enterprise, CpuMate Inc. Co., Ltd., and 85°C Bakery Cafe as examples, to explain the importance of innovation mode and knowledge management.

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