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The Knowledge-Creating Company

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Summary

[TL;DR](#) [Key highlights](#) [Top keywords](#)

The research challenges the notion that Japanese companies are merely skilled imitators, arguing instead that their success stems from their ability to innovate and create new knowledge. Through case studies of firms like Honda and Canon, the authors demonstrate how these companies effectively translate tacit knowledge into explicit forms to develop new products and technologies.

Abstract

Abstract How has Japan become a major economic power, a world leader in the automotive and electronics industries? What is the secret of their success? The consensus has been that, though the Japanese are not particularly innovative, they are exceptionally skilful at imitation, at improving products that already exist. But now two leading Japanese business experts, Ikujiro Nonaka and Hiro Takeuchi, turn this conventional wisdom on its head: Japanese firms are successful, they contend, precisely because they are innovative, because they create new knowledge and use it to produce successful products and technologies. Examining case studies drawn from such firms as Honda, Canon, Matsushita, NEC, 3M, GE, and the U.S. Marines.

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