
Preface and Acknowledgement

Successful business models do not last forever. This is common sense, but it is also a fact that a large number of companies find it difficult to extricate themselves from their successful, existing mainstream businesses. Recently, even Intel and Dell have seen a cloud pass over their successful business models.

Similarly, mobile phone businesses have rushed headlong into an era where they can no longer anticipate future profits after migrating to fixed-charge models. The mass production model is no longer widespread, even for digital electrical household appliances. It follows that companies must always be looking for new business models, even while their mainstream businesses are thriving. Forward-looking exploratory activities are a necessary condition for companies that are continually evolving through innovation and change management.

In this book, while suggesting improvements to existing mainstream businesses, I would also like to suggest a new business-creating framework that relates to strategies and organizations. A central theme organization should consider is that of “project-based organizations”? teams of practitioners possessing diverse knowledge. In this book, I consider the dynamics of knowledge creation arising from project networks formed within and outside a company through in-depth case studies from the perspective of strategies, organizations and processes.

I am an experienced project manager and project leader, in the ICT (Information and Communication Technology) field. In this book, I would like to offer readers a new theoretical framework and practical perspective regarding corporate project strategies from the findings of the latest investigations into corporate project activities, many of which I have experienced. As a practitioner and researcher in the field of management

studies, my most important objective in this book is to bridge the theory and practice. My main message is to build project-based organizations within a company, and to do this, it is necessary to form relationships with existing organizations and knowledge networks extending beyond that company. I consider the ideal state of these networks and relationships from the perspective of strategic management.

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