Proposal of "Virtual Hollywood Activity" and Verification of its Effectiveness

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Abstract

In corporate management with high uncertainty, management of new value creation and human resource development are important. We propose "Virtual Hollywood activity" (VHA) and evaluate its effectiveness. The purpose of this study is to show that employees voluntarily work on value creation in VHA and grow up themselves. "Virtual Hollywood activity" is a scheme for employees to develop voluntary activities to create value. In this activity, employees who identify a problem propose a solution, gather a group of people who agree with the proposal and develop a voluntary activity to create value. We will evaluate using the results of the All Nippon Airways (ANA) Groups’ over 15 years (2004-2018) and the questionnaire conducted in 2015. We will use the open coding to analyze the comments in the free description section in the questionnaire. In evaluation and analysis, we found there are many employees who voluntarily participate in their own private time and participate frequently. Participants gain contacts with the outside, good colleague, wide field of view, motivation up, sense of accomplishment, self-growth and self-fulfillment. It seems that these were intangible incentives that participants gained through the "Virtual Hollywood activity". We will conclude that the "Virtual Hollywood activity" is effective for participants to voluntarily work on value creation. Finally, this study concludes with future research topics.

Keywords: Virtual Hollywood, New Value Creation, Open Coding.

1. Introduction

In corporate management with high uncertainty [1], employees who consider on their own initiative and take voluntary action to create value are more important than those who steadily carry out work in accordance with instructions from their supervisors. According to previous studies, merely possessing resources does not guarantee the development of competitive advantages or the creation of value [2,3]. To realize value creation, firms must accumulate, combine, and exploit resources [4,5]. In other words, an environment in which employees can consider for themselves and act voluntarily to create value is necessary.

The aim of this study is to propose "Virtual Hollywood activity", which is a scheme for employees to develop voluntary activities to create value. In the "Virtual Hollywood activity", employees who identify a problem propose a solution themselves, gather a group of people who agree with the proposal and develop a voluntary activity to create value, even without evaluations and reward, which are recognized as important incentives for employees in traditional management methods. The reason is that a firm’s resource management process can produce different outcomes for organizations holding similar resources and facing similar environmental contingencies [7]. Therefore, heterogeneity in firm outcomes under similar initial conditions may result from choices made in the structuring, bundling, and leveraging of resources [8]. In other words, employees themselves need to gather supporting employees to discover problems and propose solutions will lead to heterogeneity in firm outcomes.

First author had been involved Virtual Hollywood Office for 9 years as the manager of Virtual Hollywood Activity (VHA) in the All Nippon Airways (ANA) Group. First author had been surveying the results of its activities.

First, we show the outline and characteristics of the VHA. Next, we will analyze the achievements of the All Nippon Airways (ANA) Groups, introducing the scheme over 15 years as an evaluation target. As an evaluation method, we analyze the transition of the number of participants of the VHA, the number of activities, the results of questionnaire that first author conducted in 2015 and propose solutions will lead to heterogeneity in firm outcomes.

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Next, we show the novelty of this study. Sirmon et al. proposed a theoretical framework of the internal resource management of organizations in an attempt to shine some light on the ‘black box’ of how resources are configured to create value [8]. However, this is not a study that focuses on employees voluntarily acting to consider and create value. Ohsaki proposed a dynamic model of the new business proposal system in Japan [9]. However, it is not a study that focuses on the proposer's perspective on
the motivation for the proposing employee to consider on his own and act voluntarily to create value. Therefore, the novelty of this study is to actually confirm the following from the viewpoint of participants. VHA without evaluations and rewards (which is an important incentive for employees in the conventional management method) is a scheme in which participants develop voluntary activities to create value.

The coming sections describe as follows; Previous studies in Section 2, Overview of VHA in Section 3, Analysis method in Section 4, Results of Analysis in Section 5 and Discussion in Section 6, Conclusions (summary and future work) in Section 7.

2. Previous Studies

"Virtual Hollywood activity” (VHA) has been developed in 1999 in Fuji Xerox Co., Ltd.[10]. In Fuji Xerox, the VHA has been operated as an activity during working hours [11]. However, in order to introduce the VHA in the ANA Group, which is composed of a variety of job types with many shift workers from diverse group companies, it was necessary to operate both as an activity outside of working hours and as an activity unrelated to personnel evaluation. It is categorized by two axes; one is during working hours or outside working hours and the other is inside personnel evaluation or outside personnel evaluation. The object of this research is positioned in the lower right quadrant in Figure 1.

Using the classification above, new business proposal systems of many companies that Ohsaki has investigated [9] are classified in the upper left, the main business.

Sirmon et al. stated as follows.: Figure 2 presents the causal flow of the resource management model [8].

We show how VHA correspond to A Dynamic Resource Management Model of Value Creation in Section 3. Ohsaki proposed a dynamic model in which the thoughts of specific individuals spread throughout the organizations by focusing on the interaction of subjectivity and objectivity in the new business proposal system, as in Fig. 3 [9]. Both studies explain the mechanism of the system of creating new value. However, these previous studies do not explain how the “intrinsic motive”[12] has been derived from what sort of incentives arising from the proposers in the activities. In addition, each previous study indicates the activities are proceeded with the personnel evaluations within organizations.

3. Overview of VHA

We show an overview of the “Virtual Hollywood Activity” (VHA), the processes of the activity and the rules that stakeholders should follow.

VHA was introduced to ANA Group in 2004 after modifying it into a suitable scheme, operated both as an activity outside working hours and as an activity unrelated to personnel evaluation. Since then, we have been continuing the VHA for more than 15 years. Nearly 1,700 employees have participated in VHA.

“Virtual Hollywood” is an in-company program that develops cross-organizational team activities and is one of the in-house employee proposal systems. Employees called “directors” who have a theme (thoughts and ideas) with passion to achieve, will propose their themes. Employees called "members" who agree with the theme (thoughts and ideas) come together and participate in the activity by the method called "grab this finger!" in Japan, which is a child’s play calling friends for a participation. They create a "virtual" team, a separate team from officially assigned division in the company. Participants aim to create new value that delivers emotions to their customers and society like "Hollywood" movies by realizing their "Thoughts and Ideas". That’s the reason we call this program a “Virtual Hollywood.”

ANA Group operate “Virtual Hollywood” program on a yearly basis. Participants will conduct examinations and verifications of the proposed theme through team activities (we call “Virtual Hollywood Activity’’). They present the "final proposal", which is the result of team activities, to the officers. As a result of examining and discussing, the officers and the person in charge of the related departments will decide whether or not the final proposal should be implemented. If the final proposal is “accepted”, the theme will be taken over by the actual operational division. There is no promise that the directors or members will be involved in the actual operation stage of that theme.

Figures 1 and 2 are included in the text.
The features of the VHA are the following five points.
(1) Voluntarily participation and setting a theme
(2) The theme is to deliver new value to customers and the society
(3) Team members are consisted from a cross-section
(4) Autonomous activity that is separated from the existing divisions
(5) Not link directly to personnel evaluation so that participants can take on challenges dynamically.

We show the activity process for the fiscal 2018 in Figure 4. The points of the process are as follows.
(1) Themes advance to the stage of activities are selected from those voluntarily applied by employees. *
(2) One of officers who has agreed with the theme will be assigned as an “owner” to watch over activities.
(3) Gather members who agree with the theme to form a team and autonomously carry out activities such as examination, verification, and trials.
(4) A manager appointed by the owner serves as a “mentor” to support the team.
(5) Receiving the “final proposal”, the owner consults with related departments to judge whether or not to implement.

*: Until FY2017, all themes that meet the minimum requirements have advanced to the stage of activities, but in FY2018, we have shifted to severely select themes at “talent-spot” by outside experts.

Also, stakeholders are on the premise to follow the three rules below, in the activities.

"Autonomous activity": The team consults with the owners and related parties, but it is the team that makes decisions on the activities. (Autonomy is "to regulate by yourself")
"Self-responsibility": The team has the authority to decide what to aim for, what schedule to follow, who to consult with, and how to change what the team proposes. For that reason, they take the responsibility.
"Free to withdraw": Not being a regular job, it is not required for the team to achieve a certain mission or follow a deadline.

We explain VHA by applying it to a Dynamic Resource Management Model of Value Creation. As shown in Figure 5, we maintain diverse human resources within the ANA Group. Next, the “director” decides the resources to build the function by the method "grab this finger!" In addition, the team is given the opportunity to try in the market, actually using resources (team “members”). As a result, regarding the proposal of the team, by confirming the value in the market, we confirm whether or not the value has been created. Within the market, we checked the
4. Analysis Method

In order to confirm whether the employees who participated in the VHA are voluntarily working for value creation, we will evaluate using the results of the ANA Group’s VHA over 15 years (2004-2018) and first author created, conducted, and analyzed the questionnaire in 2015. In addition, we will try to derive the incentive that participants themselves can obtain in VHA using free comments in the free description section in the questionnaire.

Based on the changes in the number of employees who participated in VHA per fiscal year and the results of implementing the activity, we can verify that the participants are actively engaged in VHA and that there are participants continuously.

Questionnaire items are:
1) "How was your participation in Virtual Hollywood?"
2) "Would you like to be involved further in Virtual Hollywood?"
3) "Do you think that Virtual Hollywood is necessary for your companies?"

Finally, first author provided a free description section. The reason for setting 3 items for the questionnaire is:
1) to confirm whether or not the participants are satisfied with voluntary VHA.
2) to confirm that the participants wish to be involved continuously in VHA.
3) to confirm whether or not the participants consider that VHA are necessary from a company's perspective.

Next, open coding [14,15] is used to analyze the comments in the free description section in the questionnaire. The open coding procedure is as follows.

Step 1. We collected comments in the free description section and the verbatim recorded data of the interview in regard to "Virtual Hollywood activity" and set the viewpoint for the categorization of Affinity Diagram method (KJ method) [16] used in the next step.

In this study, we set the viewpoint as "what the participants themselves can obtain in the VHA" in order to confirm whether employees who have participated in the VHA, have voluntarily engaged in value creation and have been satisfied with their participation.

Step 2. We have sorted out the comments in the free description section from the viewpoint mentioned above and have categorized the comments whether they are the same or similar, following the Affinity Diagram.

Step 3. We have put titles for each group. We call them the Open coding results in this study.

5. Results of Analysis

Figure 6 shows the number of participants for each fiscal year. We show the changes over the years for the number of the “directors” (proposers) and the number of the “members” (those supporting and working together). In FY2006 and FY2009, activities have been extended to the following fiscal year. In FY2009, proposals were selected from another proposal system. In FY2011, no activity has been implemented. In FY2018, the number of participants has decreased by narrowing down the proposers in the "examination committee".
We conducted the Virtual Hollywood Program 12 times in 15 years, and a total of 1,684 people (189 teams) participated in VHA. Except for FY2009/10 and FY2018, which have unique circumstances, we identify the trend that the number of participants per fiscal year is gradually increasing, from Fig. 6. Therefore, we verified that participants will be gradually increasing.

5.1 The results of implementing VHA

The “Virtual Hollywood Activity” (VHA) is a voluntary and autonomous activity that uses private time of participants, and also permits the freedom to withdraw, however almost all (90% or more) teams have advanced to the final proposal, which is the goal. Table 1 shows the number of activities reported from each team. Actually, we estimated that there are some teams that are active but have not reported (Team T), or some teams have missing some reports, therefore more than 397 team activities are assumed to be conducted.

Table 1 shows the number of activities reported from each team. Actually, we estimated that there are some teams that are active but have not reported (Team T), or some teams have missing some reports, therefore more than 397 team activities are assumed to be conducted. The frequency of activities varies widely depending on the team, but taking the results of FY2015 as an example, 20 teams are active and report to the AVH (ANA Virtual Hollywood) office for meetings, surveys, trials, etc. during the activity period of about 9 months. The total number of team activities is 397 times. The average number of activities per team is 20. Other than these activities, the team members also carry out activities such as studying, investigating, preparing and coordinating activities by themselves, which are not included in the team activity results. Therefore, we verified that many participants join VHA frequently.

5.2 Questionnaire results

In January 2015, first author created a questionnaire using the Google Form and conducted it for all ANA Group employees. More than 2,000 responded, including 274 employees who participated in VHA. The analysis results of the data for 274 people are used in this paper.

Table 2 shows the results of the question, "How was your participation in Virtual Hollywood?”. 89% (244/274) of the employees answered “It was good to participate,” and we identify that many employees who participated in the VHA were satisfied.

Table 3 shows the results of the question, "Do you wish to continue to be involved in Virtual Hollywood?" 28% (76/274 people) “strongly desire to participate” and 22% (61/274 people) “wish to participate,” and a total of 50% of participants are willing to actively participate again. Furthermore, with 48% (132/274) “If you have the opportunity, you can participate”, total 98% of the participants show some willingness to participate.

Table 4 shows the results of asking the participants, "Do you consider Virtual Hollywood is necessary?“ 86% (236/274) of the employees answered "necessary".

Table 5 shows the distribution of the number of participants for each number of participation (the repeat counts for participation in VHA). 22% (60/274 people) participated multiple times. Despite the lack of incentives such as evaluations and rewards, we found that there are many employees who voluntarily participate in their own private time and many of them participated frequently.

Table 6 shows the Viewpoints "what the participants themselves can obtain in the VHA" which are the items initially expected in the design of this mechanism and we are aware of while interacting with many participants.

Table 7 shows the comments in the free description section related to the viewpoints. In addition, we show the analysis results of the relationship between "comments of the participants" and viewpoints as in Table 8. In the section 6. DISCUSSION, we show the analysis of Table 8 and the reason for the relationship of analysis items.

6. Discussion

We confirmed that there are continuously participants who are satisfied with the voluntary efforts in proposal activities for value creation even if there is no evaluation or reward, by analyzing the changes in the number of employees who participated in the VHA, the activity records and the analysis of the questionnaire results.

![Figure 6 Number of participants per fiscal year.](image)

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willing to participate in the repeat. Table 4 shows that also includes activities forgotten to report. From this, it is average number of activities per team is about 20 and it 70 times, which is the largest number of activities. The VHA were satisfied with the participation and were suggested that most of the employees who participated in the working hours. time for the activity from the limited private time outside suggested that the participants work out voluntarily / / Table 6 Viewpoints "what the participants themselves can obtain in the VHA".

| No. | "what the participants themselves can obtain in the VHA" |
|-----|--------------------------------------------------------|
| (1) | A sense of liberty where you can engage in free activities that are not restricted by anything. |
| (2) | Experience in negotiations with many departments within group companies. |
| (3) | Contact with outside companies. |
| (4) | Contact points with executives and employees out of their departments. |
| (5) | Good colleague. |
| (6) | Wide field of view. |
| (7) | Motivation up. |
| (8) | Sense of accomplishment. |
| (9) | Self-growth. |
| (10) | Self-fulfillment. |

From the activity record of 5.1, Team A has been active 70 times, which is the largest number of activities. The average number of activities per team is about 20 and it also includes activities forgotten to report. From this, it is suggested that the participants work out voluntarily / autonomously with considerable frequency, making the time for the activity from the limited private time outside working hours.

The results of the two questionnaires in Tables 2 and 3 suggest that most of the employees who participated in the VHA were satisfied with the participation and were willing to participate in the repeat. Table 4 shows that many of the employees who participated in the VHA consider that they need "Virtual Hollywood" objectively, based on their experience. From Table 5, actually we identify there were frequent participants in 22%.

From the above, we identify the following. Many employees, who participated in the VHA working on proposal activities for value creation voluntarily and enthusiastically even without evaluations and rewards, were satisfied with the participation and felt the need for VHA and continued to be involved. Additionally, the number of participants is actually increasing and there are many frequent participants. Therefore, we considered that these results suggest the effectiveness and sustainability of the VHA.

Next, we will examine why the employees who participated in the VHA voluntarily work on proposal activities for value creation even if they have no evaluation or reward are satisfied with their participation and are willing to be continuously involved. Therefore, we analyzed that these free comments in Table 7 using open coding that sets categories from the viewpoints "What the participants themselves can obtain in the VHA" in Table 6. As a result, we confirm that the participants themselves feel what they have obtained.

(1) A sense of liberty where you can engage in free activities that are not restricted by anything: The comment c) shows that participants feel a result of (1), while guaranteeing voluntary, autonomous and unrestricted free activities. The comment n) shows that participants feel (1), since the participant stated "grateful" for that the company respects activities and allows participants to carry out free activities, even though these activities do not prioritize the direct interests of the company. The comment o) shows that participants feel (1). The reason is that participants can plan projects freely realizing participants’ dreams that cannot be done in the current business. The comment r) shows that participants feel (1). The reason is that the participant plan and design in a freely manner and through the planning it is a free activity for the participant to create new values. This made the participant felt it a “valuable opportunity”. Therefore, it will be possible that the participants in VHA obtain a sense of liberty where they can engage in free activities that are not restricted by anything. However, the limitation of this study is that we cannot explain how much a sense of liberty is.

(2) Experience in negotiations with many departments within group companies: The comment s) shows that participants have (2). The reason is that participants coordinate themselves with many departments within the group. The comment a) shows that participants have (2). The reason is that the participant stated that the experience of connecting with people through the negotiations with many departments in the group companies in the activity will lead to the new experience. Therefore, it will be possible that the participants in VHA have experience in negotiations with many departments within group companies. However, the limitation of this study is that
we cannot explain how much experience in negotiations is.

(3) Contact with outside companies: The comment m) shows that activities include as interaction with other workplaces and companies beyond the corporate organization could be done and then participant satisfies in (3). The comments a) and p) show that participants can obtain opportunities for (3) and execute (3). The comments s) shows having negotiations with outside companies by themselves, participants obtained opportunities for (3). Therefore, it will be possible that the participants in VHA obtain contact with outside companies. However, the limitation of this study is that we cannot explain how much contact with outside companies is.

(4) Contact points with executives and employees out of their departments: The comment e) shows having contacts with executives directly, participants increase (4). The comment f) shows participants increase (4) through interaction. The comment a) shows participants increase (4) through the connections with the people they met in the process. The comments k) shows participants increase (4). The reason is that they contact with the people, especially OBs and OGs who belong to various departments. The comment m) shows that participants get (4) through interaction with other workplaces and companies. The comment s) shows participants increase (4) through negotiations with inside and outside the company. Therefore, it will be possible that the participants in VHA increase contact points with executives and employees out of their departments. However, the limitation of this study is that we cannot explain how much contact points with executives and employees out of their departments are.

(5) Good colleague: The comment d) shows participants get (5). The comments a) and b) show that participants get (5) in the process to support the dreams of others. Therefore, it will be possible that the participants in VHA get good colleagues. However, the limitation of this study is that we cannot explain how much good colleagues are.

(6) Wide field of view: The comments f) and g) show participants understand (6). The reason is that they get to know more people at other workplaces or department and deepening mutual understanding of each other’s work. The comments p) shows participants understand (6) through study, benchmark or cooperation with other company. Therefore, it will be possible that the participants in VHA understand a wide field of view. However, the limitation of this study is that we cannot explain how much a wide field of view is.

| Table 7 Free comments related to the viewpoints "what the participants themselves can obtain in the VHA". |
|---------------------------------------------------------------|
| **Comments** |                                                                                       |
| a) | The experience of AVH where I can experience my efforts and challenges and the connections with the people I met in the process became irreplaceable. And that experience is still being applied to the next experience. |
| b) | I consider AVH is a place where you can fulfill your own wishes and support the dreams of others. |
| c) | It is a valuable opportunity to communicate what you wish to do and I feel it is very meaningful. |
| d) | I got many colleagues in my life and had a great experience. |
| e) | I am very grateful to have the super-busy executives back up. |
| f) | I was able to interact with people in the ANA Group, and I got to know more people at other workplaces or departments. |
| g) | There were various merits, such as deepening mutual understanding of each other's work and the accompanying expansion of the area of my own work. |
| h) | I was able to reach the end of the crank up. I am grateful to everyone at the AVH office. |
| i) | I would like many employees to know this AVH opportunity so that they can grab it instead of waiting for it. |
| j) | I will do my best. |
| k) | Being able to connect with the director and with the OBs and OGs of AVH was valuable experience for my subsequent career. |
| l) | The relationships we have cultivated and the spirit of challenge are still useful in our work. |
| m) | I consider the most appealing thing is that you can engage in activities that include interaction with other workplaces and companies beyond your own corporate organization. |
| n) | We are grateful for the soil within the group where we can participate in social and environmental contribution activities. |
| o) | Not only the people who participate, but also the people watching them can get the power to take on the challenge of having a dream project that cannot be done at work. |
| p) | In doing so, you can study VH Council member companies and benchmark, cooperate with the activity while gaining co-sponsorship. |
| q) | As long as I continue to work within the ANA Group, I would like to participate in these activities and contribute to the good human resource development of the ANA Group in the future. |
| r) | I hope employees continue to have the valuable opportunity of creating new value with their free considering. |
| s) | I consider it's also good to proceed with negotiations both inside and outside the company and lead to realization, rather than just saying it. |
Table 8 Relationship between free comments and the Viewpoints (Show in Table 6).

| Free comments | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) | (10) |
|---------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| a)            | 1   |     |     |     |     |     | 1   |     |     |      |
| b)            |     |     |     |     |     |     |     |     | 1   |      |
| c)            |     | 1   |     |     |     |     |     |     |     |      |
| d)            |     |     |     |     |     |     |     |     | 1   |      |
| e)            |     |     |     | 1   |     |     |     |     |     |      |
| f)            |     |     | 1   |     |     |     |     |     |     |      |
| g)            |     |     |     |     | 1   |     |     |     |     |      |
| h)            |     |     |     |     |     |     |     |     |     | 1    |
| i)            |     |     |     |     |     |     | 1   |     |     |      |
| j)            |     |     |     |     |     |     |     |     |     |      |
| k)            |     |     |     |     |     | 1   |     |     |     |      |
| l)            |     |     |     |     |     |     |     |     |     |      |
| m)            |     |     |     |     |     |     |     | 1   |     |      |
| n)            |     |     |     |     |     |     |     |     |     | 1    |
| o)            |     |     |     |     |     |     |     |     |     |      |
| p)            |     |     |     |     |     |     |     |     |     |      |
| q)            |     |     |     |     |     |     |     |     |     |      |
| r)            |     |     |     |     |     |     |     |     | 1   |      |
| s)            |     |     |     |     |     |     |     |     |     |      |
| Sum           | 4   | 2   | 1   | 1   | 3   | 3   | 3   | 1   | 7   | 2    |

(7) Motivation up: The comment o) shows many people increase the power and (7). The comment j) shows participants increase (7) by the activity. The comment l) shows that participants increase (7) by the spirit of challenge. Therefore, it will be possible that the participants in VHA increase motivation. However, the limitation of this study is that we cannot explain how much motivation up is.

(8) Sense of accomplishment: The comment h) shows the satisfaction and (8) of the participants. Therefore, it will be possible that the participants in VHA obtained a sense of accomplishment. However, the limitation of this study is that we cannot explain how much a sense of accomplishment is.

(9) Self-growth: The comment p) and the comment q) show the participants can study and they understand the activities contribute to good human resource development. Therefore, participants feel (9). The comment a) shows that participants utilized the experience of effort and challenge for the future experience. That shows participants feel (9). The comment d) shows participants feel (9) through a great experience. The comment g) shows (9). The reason is that participants understand deepening mutual understanding and accompanying expansion of the area. The comment k) shows participants feel (9) through valuable experience. The comment l) shows participants feel (9) and it is useful in their work. Therefore, it will be possible that the participants in VHA feel self-growth. However, the limitation of this study is that we cannot explain how much self-growth is.

(10) Self-fulfillment: The comment b) shows that activity read to (10) for participants supported by members. The comment i) shows the activity in VHA is a chance of (10) and participants can grab the chance. Therefore, it will be possible that the participants in VHA accomplish self-fulfillment. However, the limitation of this study is that we cannot explain how much self-fulfillment accomplish.

From the analysis of the comments in the free description section, through spontaneous and autonomous activities, participants in VHA increase contact with the outside and good colleague, leading to wide field of view, motivation up, sense of accomplishment, self-growth, self-fulfillment and so on. It seems that these were intangible incentives that participants gained through their activities.

7. Conclusions

The purpose of this study was to show that the “Virtual Hollywood Activity” is effective for participants to voluntarily work on proposal activity for value creation.

The contributions of this study include:
- It will be possible that the participants in VHA obtain a sense of liberty where they can engage in free activities that are not restricted by anything.
- It will be possible that the participants in VHA have experience in negotiations with many departments within group companies.
- It will be possible that the participants in VHA obtain contact with outside companies.
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- It will be possible that the participants in VHA increase contact points with executives and employees out of their departments.
- It will be possible that the participants in VHA get good colleagues.
- It will be possible that the participants in VHA get good colleagues.
- It will be possible that the participants in VHA increase motivation.
- It will be possible that the participants in VHA obtained a sense of accomplishment.
- It will be possible that the participants in VHA feel self-growth.
- It will be possible that the participants in VHA accomplish self-fulfillment.

The limitations of this study include:
- We cannot explain how much a sense of liberty is.
- We cannot explain how much experience in negotiations is.
- We cannot explain how much contact with outside companies is.
- We cannot explain how much contact points with executives and employees out of their departments are.
- We cannot explain how much good colleagues are.
- We cannot explain how much a wide field of view is.
- We cannot explain how much motivation up is.
- We cannot explain how much a sense of accomplishment is.
- We cannot explain how much self-growth is.
- We cannot explain how much self-fulfillment accomplish.
- We cannot explain how mechanism of VH interact to each Viewpoints.

Future research needs an evaluation as follows:
(1) Is the percentage of employees participating in this activity limited, or is there a possibility that it will continue to increase?
(2) What is the difference between the “director” who proposed the “thoughts and ideas” and the “members” who sympathize with the director? In particular, can employees who participate as members be satisfied with the activities by supporting the director?
(3) Compare with other Activities or Program to create new value.

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