Contents

List of Tables and Figures

Summary

I  Focus of the Study and Methodological Approach 1

II  SMEs in Korean Manufacturing - Current Status and the Challenges Ahead 8

1  Pattern of SME Development Over Time 8

2  Policy Environment for SMEs in the 1980s and Future Policy Direction 11

3  Evolution of SME R&D Capabilities During the 1980s 14

4  The Role of SMEs in Footwear, Machine Tool and Personal Computer Production 19

5  Conclusions 29


1  Technological and Competitive Position of the Companies Surveyed on the National and International Market 31

2  Sources of Competitive Pressure and Main Competitors 35

3  Critical Factors for Future Growth - A Sectorwise Assessment of the "Sandwich Situation" 37

4  Conclusions 40
IV  Shaping Competitive Advantages - Strategies of the Companies Surveyed

1  Competitive Advantages in an Era of Flexible Specialization - Main Components and Organizing Principles

2  Emergence of a New Approach to Business Management

3  Key Elements of Marketing Strategy and Future Market Orientation

4  Overall Commitment to R&D and Manpower Development

5  Management of Product and Process Innovation

6  Advancement of Factory and Office Automation

7  Combining Internal and External Resources - The Role of Inter-Firm Cooperation and of Private and Public Support Structures

8  Overall Assessment

V  Potential and Limitations of International Enterprise Cooperation - Views of the Companies Surveyed

1  Comparing Large and Medium-Sized Foreign Companies as Sources of Technology

2  Perceived Effectiveness of Different Technology Transfer Channels

3  Public Measures for Promoting International Enterprise Cooperation

4  Conclusions

Notes
List of Tables and Figures

Tables

1 - Survey Design  
2 - Key Indicators of Korean Manufacturing Industries by Company Size, 1963 - 1990  
3 - Indicators of R&D Activity in Korean Manufacturing Industries by Company Size, 1988  
4 - Technology Transfer from Abroad (cases) by Size of Business, 1962 - 1989  
5 - The Korean Footwear, Machine Tool and PC Industry, Selected Indicators, 1988 - 1990  
6 - Enterprise Structure in Footwear, Machine Tool (MT) and PC Manufacturing  
7 - Competitive Position of the Companies Surveyed on the Domestic and International Market, 1991  
8 - Technological Backwardness (Years) of the Korean Footwear, Machine Tool and PC Industry - Views of the Companies Surveyed  
9 - Sources of Competitive Pressure for the Companies Surveyed, 1991 - 1993  
10 - Main Competitors of the Companies Surveyed, 1991  
12 - Changes in Organization and Management Style in the Companies Surveyed  
13 - Key Features of the Marketing Strategy of the Companies Surveyed, 1991 - 1993  
15 - R&D Expenditure of the Companies Surveyed, 1989 - 1993  
16 - Manpower Development in the Companies Surveyed, 1991 - 1993  
17 - Sources of Product and Process Technology in the Companies Surveyed, 1991
18 - International Enterprise Corporation of the Companies Surveyed

19 - Surveyed Companies' Plans for R&D Cooperation with Foreign Companies, 1991 - 1993


21 - Main Difficulties in Improving Process Technology and Office Automation in the Companies Surveyed, 1991 - 1993

22 - Factory and Office Automation in the Companies Surveyed, 1990 - 1993

23 - Importance of Private and Public Support Structures (Machine Tool Manufacturing)

24 - Main Features of the Technological Modernization Strategies of the Companies Surveyed

25 - Technological Cooperation with Foreign Companies - General Assessments of the Companies Surveyed

26 - Technological Cooperation with Foreign SMEs and LEs - Views of the Companies Surveyed

27 - Behaviour of Foreign SMEs as Exporters of Technology - Views of the Companies Surveyed

28 - Perceived Effectiveness of Different Technology Transfer Channels

29 - Most Urgent Government Action for Promoting Cooperation between Korean SMEs and Foreign Companies - Views of the Companies Surveyed

Figures

1 - Major Organizations for SME Support

2 - Competitive Pressures in Korean Footwear, Machine Tool and PC Manufacturing

3 - Main Characteristics of the Old and Emerging Techno-Economic Paradigma (Fordism/Taylorism versus Flexible Production)