

Contents

<i>List of boxes</i>	vii
<i>List of figures and tables</i>	ix
<i>Preface</i>	xi
<i>List of abbreviations</i>	xiv
1 Introduction	1
<i>Networks at the micro level</i>	4
<i>Networks at the macro level</i>	20
<i>Purpose and scope of the book</i>	23
<i>Outline of the book</i>	29
2 Analysing networks	31
<i>Networks – from the bottom up</i>	32
<i>Networks – from the top down</i>	42
<i>Networks – intermediate perspectives</i>	48
<i>Conclusion</i>	54
3 Family business in ethnic and social networks	55
<i>Ethnic enterprise</i>	56
<i>Overseas Chinese networks</i>	60
<i>Ethnic business in a hostile environment</i>	75
<i>Family business</i>	77
<i>Conclusion</i>	80
4 Community-based networks	81
<i>Industrial district theory</i>	82
<i>The Italian case</i>	89
<i>Industrial districts in Japan</i>	100
<i>Baden-Württemberg</i>	105
<i>Silicon Valley</i>	110
<i>Conclusion</i>	113

5 Organisational networks	115
<i>Business groups</i>	116
<i>Business groups in Asia</i>	120
<i>Industry associations</i>	128
<i>Strategic alliances</i>	136
<i>Franchising</i>	139
<i>Conclusion</i>	141
6 Subcontracting and supplier networks	142
<i>Issues in subcontracting</i>	143
<i>Subcontracting in Japan</i>	147
<i>Changing buyer–supplier relations in Western manufacturing</i>	154
<i>Subcontracting for multinationals</i>	157
<i>Conclusion</i>	172
7 Promoting networks in New Zealand	174
<i>The network environment</i>	175
<i>Networking for export growth</i>	181
<i>Network associations</i>	193
<i>Lessons from New Zealand</i>	194
<i>Conclusion</i>	198
8 Conclusion	201
<i>Policy for networks</i>	204
<i>References</i>	207
<i>Index</i>	226

Boxes

1.1	Transaction cost versus embeddedness perspectives on networks	7
1.2	What is in a transaction?	9
1.3	Testing for embeddedness through interlocking directorates	11
1.4	Functional equivalents for trust and Japanese work methods	13
2.1	Social networks and small-business managers in the UK	34
2.2	Motives for hub and spoke networks	40
2.3	The Japanese business system	44
2.4	Australia and Finland: contrasting small industrial economies	47
2.5	Explaining participation in small-business networks in Christchurch, New Zealand	52
3.1	<i>Guanxi</i> and overseas Chinese business	61
3.2	Subcontracting and personal ties in the Pearl River Delta	67
3.3	Ethnic business experiences in Australia	69
3.4	Succession issues in a family business	72
3.5	Singapore and the limits of <i>guanxi</i>	73
4.1	Proximity and networking	84
4.2	Counting industrial districts	92
4.3	Shoe making in Emilia-Romagna	93
4.4	Adjustment in the Prato woollen district	96
4.5	Reproducing industrial districts – learning from interfirm linkages in three localities	98
4.6	The Seto ceramics district and lean production	101
4.7	Networking in Neckar-Alb, Baden-Württemberg: the case of mechanical engineering	107
5.1	Family business and group formation in Taiwan	125
5.2	The Tainanbang <i>guanxiqiye</i>	126
5.3	Industry associations in New Zealand	129
5.4	Small-business cooperatives in Japan	131
5.5	Influences on industry cooperation for rationalisation	133
5.6	Collective action by the Japan Spinners Association 1950–90	134
6.1	Definitions	143
6.2	Arm's length and obligational contracting styles	148
6.3	Supplier independence in Japan: the case of the semiconductor manufacturing equipment industry	152
6.4	Vendor rating programmes	155
6.5	Global commodity chains	158
6.6	The Local Industry Upgrading Programme (LIUP)	165

6.7	Bicycles in Taiwan	166
6.8	Acer's ODL strategy and implications for subcontractors	169
7.1	Network relations of members of the Canterbury Business Advisory Foundation	178
7.2	Industry structures and JAGs	185
7.3	The Danish Technology Institute's network programme	188
7.4	Network broker effectiveness	191
7.5	Learning from existing cooperation	196

Figures and tables

Figures

4.1	Industrial districts in the Third Italy (1995)	90
4.2	Community-based industries in Japan (1974)	104
7.1	Map of New Zealand	180

Tables

1.1	Network, market and hierarchy relations compared	5
1.2	Small-firm networks	25
2.1	Measuring demand and supply networks	35
2.2	Business system origins and key components	43
3.1	Typical characteristics of Chinese family business	63
3.2	Investment from ethnic Chinese states to selected Asian countries 1986–90	66
B4.1	Profile of two Emilia-Romgna shoe-making districts (1992)	94
6.1	Summary of MNC subcontracting strategies	161
7.1	Summary of JAG operating practice	183