

Contents

<i>List of Figures</i>	x
<i>List of Tables</i>	xi
<i>Abbreviations</i>	xii
<i>Introduction</i>	1
1. History and the Logic of Interdependence	16
2. The Institutional Environment	57
3. Inventing the Enterprise System	89
4. Defining the Enterprise System	126
5. Advancing the Enterprise System	163
6. Focal Factories	210
7. Interfirm Networks	256
8. Dynamic and Structured Interdependence	301
<i>Appendix</i> The 200 Largest Industrial Firms in Japan: 1918, 1930, 1954, 1973, and 1987	329
<i>Bibliography</i>	366
<i>Index</i>	387

List of Figures

1.1	Dynamics of the Japanese Enterprise System	11
1.1	The Industrial Institutions of Modern Japan: A Two-Dimensional View	17
1.2	Number of Product Lines by Level of Measurement: 200 Largest Industrial Firms in Japan, 1918–1987	23
1.3	Diversification Strategies in Japan	24
1.4	Stages of Functional Integration in the Japanese Enterprise System Value Chain	32
1.5	Varieties of Organizational Learning	43
3.1	Evolution of the Structure of the Mitsubishi <i>Zaibatsu</i>	100
3.2	Minimum Efficient Scale, Unit Cost, and International Competition	123
4.1	Nissan Industries in the 1930s: Evolving Product-Centered Group	152
5.1	SIC Graphical Distribution of the Largest 200 Japanese Industrial Firms (ranked by assets)	165
5.2	Trends in Intragroup Relations: Stockholding and Bank Borrowing	191
6.1	Major Mergers and Devolutions: The Toshiba Corporation	221
6.2	Technical Support and Organizational Structure: The Yanagicho Works in 1945, 1955, and 1971	230
6.3	Product Lineage at the Yanagicho Works: Labor-Saving Products	243
6.4	The Toshiba Corporation and the Yanagicho Works: Functional Interdependence	250
7.1	Toyota Motor Supplier Network: Inter-Level Decentralization of Transactions	271
7.2	Toyota Motor Supplier Network: Cross-Level Functional Groups	286
8.1	Organizational and Functional Interdependencies in the Japanese Enterprise System: Two Three-Dimensional Views	316

List of Tables

1.1	Number of Product Lines: 200 Largest Industrial Firms in Japan, 1918–1987	21
1.2	Turnover among 200 Largest Industrial Firms in Japan, 1918–1987	29
1.3	Why Micro-Organizational Alternatives in Japanese Industrial History	48
1.4	Largest Five Firms in Selected Industries Comparison: America and Japan, 1987	51
1.5	Sensitivity Test for SIC Distribution, 200 Largest Japanese Industrial Firms, 1987	53
2.1	A Chronology of Evolving Hierarchy: Factory, Firm, and Interfirm Network	63
2.2	Per Capita Income at the Start of Modern Economic Development (1965 dollars)	65
3.1	Shibaura Engineering's Product Line, 1900	95
3.2	Structure and Strategy of <i>Zaibatsu</i> Enterprises before World War One	102
3.3	Structure and Strategy of Independent, Urban Enterprises before World War One	106
3.4	Structure and Strategy of Independent, Rural Enterprises before World War One	110
4.1	Matsushita Electric Industrial Sales by Product Line, 1935	150
4.2	Three Types of Modern Industrial Enterprise, 1918 to 1954	157
5.1	SIC Numerical Distribution of the Largest 200 Japanese Industrial Firms (ranked by assets)	164
5.2	Washing Machines, Televisions, and Refrigerators in the Total Production of Electrical Goods (in %)	180
5.3	A Comparison of Managerial Hierarchies in 1984	186
5.4	<i>Kigyō Shudan</i> Intergroup Shareholding, 1961–1977 (percentages, odd years only)	190
6.1	Basic Technologies Incorporated in Labor-Saving Equipment	244
7.1	Time Periods Used in Delivery Schedules for Parts and Components Supplied to Toyota Motor, 1979 and 1982 (in %)	269
7.2	Division of Labor in the Automobile Industry: Toyota Motor Suppliers by Level	271
7.3	Numbers of Suppliers Appended to Major Firms in the Toyota Group, 1982	286
7.4	Toyota Motor Intragroup Shareholding, 1982	290
8.1	Three Pathways to Modern Industrial Organization	303
8.2	Towards the Japanese Enterprise System: A Progressive and Hierarchical Model	315