

Contents

Part I Defining the Problem

| | | |
|----------|--|----|
| 1 | Introduction: From Enterprise to Entrepreneur | 3 |
| | Who on Earth is Xinmao? | 3 |
| | Xinmao Supported the Chinese Government? | 6 |
| 2 | Entrepreneurship | 11 |
| | Defining Entrepreneurship | 11 |
| | Schools of Thought on Entrepreneurship | 12 |
| | Economic Approach | 12 |
| | Critique on Economic Approach | 13 |
| | Traits Approach | 13 |
| | Critique on the Traits Approach | 14 |
| | Side Step: Mr. Du Kerong | 17 |
| | Social Identity Approach | 18 |
| | Discovery of Opportunities | 20 |
| | Securing Resources | 20 |
| | Obtaining Legitimacy | 20 |
| | Social Integration Theory | 21 |
| | Social Integration and Networks | 26 |
| | Life Story Analysis: A Historic Approach | 29 |
| | Narrative Analysis | 31 |
| | Naturalistic Inquiry | 33 |
| 3 | Chinese Entrepreneurs in Society | 37 |
| | The Enterprise in Premodern and Modern China | 37 |
| | Fuel: Coal | 38 |
| | Institutional Environment | 38 |
| | Living Standards | 38 |
| | Legal Environment: Property Rights | 38 |

| | |
|---|----|
| The Enterprise in the PRC | 40 |
| <i>Danwei</i> the Basic ‘Unit’ of Socialist Society | 40 |
| Enterprises: The Early Typology | 41 |
| Contexts of the Early Industrial Units | 43 |
| The Post-reform Situation | 46 |
| State Owned Enterprises | 46 |
| Collective Enterprises | 47 |
| Private Enterprises | 48 |
| Groups/Conglomerates | 49 |
| Limited Companies | 51 |
| Foreign Invested Enterprises | 52 |
| Growing Influence in Society | 53 |

Part II Case Histories

| | |
|---|----|
| 4 Real Estate Entrepreneur Wang | 61 |
| Introduction | 61 |
| The Social Construction of Yihai Education | 63 |
| Wang’s Entrepreneurship | 66 |
| Education as Core Business | 67 |
| 5 Textile Spin-Off Niu | 71 |
| Introduction | 71 |
| Life Chapter 1: Employee | 71 |
| Chapter 2: On His Own Feet | 72 |
| Chapter 3: From Trader to Producer | 73 |
| Chapter 4: Decline | 74 |
| Chapter 5: Hanging on | 75 |
| 6 LangLib: An Online English Study Community | 77 |
| Introduction | 77 |
| Life Chapters Du | 78 |
| Chapter 1: Childhood | 78 |
| Chapter 2: Beijing Institute of Technology (BIT) | 79 |
| Chapter 3: Tsinghua University | 79 |
| Life Story of Jin Jing | 80 |
| Chapter 1: Beijing Jiaotong University (BJTU) | 80 |
| Chapter 2: Beijing Join-Cheer Software Co., Ltd. (JC) | 80 |
| Chapter 3: LangLib | 82 |
| 7 Home Renovator Cheng | 83 |
| Introduction | 83 |
| Life Chapters | 83 |
| Chapter 1: Starting from an Apprenticeship | 83 |
| Chapter 2: A “Free” Agent, a Genuine Guerrilla Worker in the Renovation Market | 85 |

| | |
|--|------------|
| Chapter 3: Small Company Owner | 86 |
| Chapter 4: Higher-Grade Construction Company Owner | 87 |
| Conclusions | 89 |
| 8 Migrant Tailor Yuan | 91 |
| Introduction | 91 |
| Life Story | 91 |
| Chapter 1: (Before 1984): Days in His Hometown | 91 |
| Chapter 2: (1984–2000): Early Development in Beijing | 92 |
| Chapter 3: (After 2000): The Consolidation and Further Development in Beijing | 93 |
| Theoretical Analysis | 93 |
| Before the Year of 1985 | 94 |
| 1985–1995 | 94 |
| 1996–2011 | 95 |
| Summary and Reflection | 95 |
| 9 Restaurant Entrepreneur Mr. B | 97 |
| Introduction | 97 |
| Life Chapters | 98 |
| Chapter 1: In the Village | 98 |
| Chapter 2: An Outstanding Apprentice and Employee | 98 |
| Chapter 3: Debut on the Business World | 99 |
| Chapter 4: More on His Own | 100 |
| Conclusions | 101 |
| 10 Less Successful Entrepreneur Meng | 103 |
| Introduction | 103 |
| Life Chapters | 103 |
| Chapter 1: 1983–2001 | 103 |
| Chapter 2: 2001–2003 | 104 |
| Chapter 3: 2003–2005 | 104 |
| Chapter 4: 2005–2006 | 105 |
| Chapter 5: 2007–2010 | 105 |
| Chapter 6: 2011–Now | 105 |
| Conclusion | 106 |

Part III Elements of Entrepreneurial Identity

| | |
|--|------------|
| 11 Family | 111 |
| Core of Society | 111 |
| Family as Basic Unit of the Economy | 112 |
| Family = Region | 113 |
| Family Ties as Social Relations | 113 |
| Family as Incentive for Entrepreneurship | 114 |
| Family as Stepping Stone | 115 |

| | |
|---|------------|
| Family as Burden | 115 |
| Family as Impediment | 116 |
| Family as Narrative | 117 |
| 12 Home Region | 125 |
| Hearing the Neighbor's Dog | 125 |
| Regional Embassies | 126 |
| From Rural to Subaltern | 128 |
| Zhejiang Village . . . in Beijing | 130 |
| Virtual Villages | 131 |
| Home Region as Inspiration | 132 |
| Home Town Influences | 133 |
| 13 Friends | 137 |
| Chinese Friendship | 139 |
| Friends of the Case Entrepreneurs | 141 |
| An Army of Friends: Back Again to Mr. Du Kerong | 141 |
| Entrepreneur Without Friends (?) | 142 |
| 14 Government | 145 |
| Multiple Economies | 145 |
| Province | 146 |
| Municipality | 148 |
| Municipal District | 149 |
| Neighborhood | 149 |
| Community: The Youngest Child | 150 |
| Matrix Between Administrative Levels and Industries | 150 |
| Chinese Enterprises and Government Agencies | 151 |
| Law Enforcement: Seeking Peaceful Coexistence | 152 |
| Changing Policies: Going Along or Against | 153 |
| Conclusions and Beyond | 155 |
| Author Biographies | 161 |
| References | 163 |
| Index | 169 |