Contents

List	t of tables and figures	vi
Ack	nowledgements	vii
1	Introduction	1
2	Fumei as Regional 'Supermarket', Ogawa Family Company, and Religious Group	16
3	Fumei as a Kaisha	31
4	Fumei Comes to Hong Kong	51
5	The Organisational and Spatial Aspects of Fumei Hong Kong	69
6	Organised Dependence: The Organisation of Work and the Systems of Ranking, Compensation and Promotion	89
7	The Institutional Culture I: The Relationships among the Japanese Staff	120
8	The Institutional Culture II: The Relationships between Japanese and Local Staff, and among Local Staff	159
9	Conclusion	194
10	Afterword	201
Glo	Glossary	
No	Notes	
Ref	References	
Index		

List of tables and figures

	-		1	
п	3	h	ı	OC
		1,		_

2.1	Data for selected supermarkets and department stores in Japan	18
2.2	Number of Fumei's overseas stores, 1995	22
2.3	Ten largest shareholders of Fumei Japan, 1990	24
4.1	Number and location of Japanese retail stores in Hong Kong,	
	1997	57
6.1	Ranking system of formal members, 1992	97
6.2	Fumei Hong Kong's ranking system for local staff,	
	1992–1993	102
6.3	Job title and rank of senior local staff of Fumei Hong Kong,	
	1992	103
6.4	Salary scale of local staff of Fumei Hong Kong, 1992-1993	110
6.5	Standard speed of promotion in Fumei Japan	113
7.1	Personal data of the Japanese employees, 1992	123
8.1	Age of the local women staff of the Hunghom store in 1991	176
8.2	Place of birth and living area of the local women workers of	
	the Hunghom store in 1991	177
8.3	Personal profile of the Children's Section, 1991	179
10.1	Chronicle of Fumei Hong Kong's store openings	202
10.2	Chronicle of Jusco and Seiyu store openings in Hong Kong	203
Figur	res	
5.1	Organisation chart of Fumei Department Store (HK) Ltd, 1992	70
5.2	Organisation chart of the Hunghom Store, 1992	72
	Organisation chart of Fumei Hong Kong, 1993	74