

Contents

| | |
|---|------|
| <i>List of figures and tables</i> | ix |
| <i>List of contributors</i> | xi |
| <i>Series editor's preface</i> | xiii |
| <i>Acknowledgements</i> | xv |
| 1 Japanese business strategies in perspective <i>Takeshi Yuzawa</i> | 1 |
| Part I High-tech and innovative industries | |
| 2 Inter-firm relationships between Toyota and its suppliers, in a historical perspective <i>Kazuo Wada</i> | 25 |
| 3 Innovation by externalization: a new organizational strategy for the high-tech industries – Fuji Denki, Fujitsu and Fanuc <i>Seiichiro Yonekura and Hans-Jürgen Clahsen</i> | 39 |
| 4 Canon: from camera to comprehensive office automation manufacturer <i>Takeshi Yuzawa</i> | 65 |
| 5 Toray Corporation: seeking first-mover advantage <i>Tsuneo Suzuki</i> | 81 |
| Part II Traditional and restructuring industries | |
| 6 Anatomy of a Japanese steel firm: NKK – its strategy and performance against the tide, 1951–1990 <i>Etsuo Abe</i> | 97 |

viii *Contents*

- 7 Competitive advantage in the Japanese shipbuilding industry: the case of IHI 119
Shin Goto
- 8 The growth and limitations of Idemitsu Kosan: gentleman-merchant management 134
Tomoaki Saito
- 9 Post-war growth of agricultural machine production: the case of Kubota Ironworks 150
Toshikatsu Nakajima

Part III Service industry, accounting systems and education

- 10 The industrial organization of Japanese life insurance: historical aspects 167
Takau Yoneyama
- 11 The accounting inheritance of the Tokugawa period 191
Noboru Nisikawa
- 12 The making of Japan's business élites: Tokyo University of Commerce in its historical perspective 202
Tamotsu Nishizawa
- Index* 225

Figures and tables

FIGURES

| | | |
|---------|--|-----|
| 1.1 | The growth rate of GNP | 3 |
| 1.2 | Structural change of economy by employment | 5 |
| 1.3 | Structural change of economy by share of national output by sector | 6 |
| 9.1 | Diffusion rates of agricultural machines, 1949–83 | 152 |
| 9.2 | Annual production of power tillers, 1951–71 | 157 |
| 10.1 | The growth of the life insurance business in Japan, 1913–80 | 169 |
| 10.2(a) | Policies held by Japan's life insurance companies in 1948 | 176 |
| 10.2(b) | Policies held by Japan's life insurance companies in 1958 | 177 |
| 10.2(c) | Policies held by Japan's life insurance companies in 1968 | 178 |
| 10.2(d) | Policies held by Japan's life insurance companies in 1978 | 179 |
| 10.2(e) | Policies held by Japan's life insurance companies in 1988 | 180 |
| 10.3 | Concentrations of Japan's life insurance companies, 1948–88 | 182 |

TABLES

| | | |
|-----|---|---|
| 1.1 | Relative growth of GDP per man-year, 1873–1973 | 3 |
| 1.2 | Relative percentage shares of total world manufacturing output, 1860–1980 | 4 |
| 1.3 | Percentage of world exports of manufactures, 1899–1980 | 4 |

| | | |
|---------|---|-----|
| 1.4 | The changing industrial structure in Japan as shown by the industry distribution of the top fifty companies | 9 |
| 1.5 | Comparisons between the Japanese and US corporate economies | 15 |
| 6.1 | NKK: production, market share and number of employees | 99 |
| 6.2 | Crude steel production by countries | 106 |
| 6.3 | Profitability of NKK | 107 |
| 6.4 | Financial structure of NKK | 108 |
| 6.5 | Dividend and capital structure of NKK | 109 |
| 6.6 | Sales of NKK: percentage share of divisions | 112 |
| 7.1 | Large ships built by IHI, 1961-75 | 125 |
| 7.2 | The 'F' series: descriptions and records of the principal ships built, 1966-84 | 128 |
| 8.1 | Comparison of Idemitsu and Nippon Oil, 1984 | 148 |
| 9.1 | Principal makers of agricultural machines in 1969 | 153 |
| 10.1(a) | Business results of the top three companies in 1989 (¥m.) | 168 |
| 10.1(b) | Business results of the top three companies in 1989 (\$m.) | 168 |
| 10.1(c) | Business results of the top three companies in 1989 (%) | 168 |
| 10.2 | Policies in force of all Japan's life insurance companies, 1948-88 | 175 |
| 10.3 | Concentration of business in Japan, 1948-88 | 181 |
| 10.4 | Numbers of clerks and salespersons, 1960-88 | 183 |