

Contents

1	Introduction	1
	References	6
2	The Motorcycle Industry: The Global Context and the Vietnamese Case	9
	2.1 The Global Context	10
	2.2 The Vietnamese Motorcycle Industry	12
	2.3 Conclusion	17
	References	17
3	Literature Review	21
	3.1 Evolution of Supplier Learning Trajectories	21
	3.2 Sources of Supplier Learning	23
	3.3 Local Suppliers' Capability Building in the Vietnamese Motorcycle Industry	25
	3.4 Reiterating Research Questions	26
	References	27
4	Conceptual Framework	31
	4.1 Classification of Capability	31
	4.2 Capability Building Trajectories and Learning Events	34
	4.3 Sources of Supplier Learning	36
	4.4 Conclusion	39
	References	39
5	Methodology	43
	5.1 Research Design: Retrospective Case Study	43
	5.2 Selection of Cases	44
	5.3 Data Sources and Methods of Analysis	47
	References	50

6 Local Suppliers' Capability Building: Attainment and Trajectory	53
6.1 Starting Point: Emergence and Initial Experiences.	53
6.2 Attainment: Functions and Levels of Capability Acquired	55
6.3 Learning Trajectories: Identifying Discontinuity	62
6.3.1 Suppliers Initiating Motorcycle Component Production in Japanese Value Chains (Group A).	65
6.3.2 Suppliers Initiating Motorcycle Component Production in Vietnamese–Chinese Value Chains (Groups B and C)	67
6.4 Conclusion	70
Reference	70
7 Learning Models in Japanese and Vietnamese–Chinese Chains up to the Early 2000s: An Aggregated Analysis of Learning Events	71
7.1 Contrasting Actor Constellations in Japanese and Vietnamese–Chinese Chains	71
7.2 Lead Firm-Driven Learning Model in Japanese Chains	74
7.2.1 The Lead Firm	74
7.2.2 The Supplier.	78
7.2.3 External Actors Other than the Lead Firm	79
7.3 Suppliers' Independent Learning in Vietnamese–Chinese Chain.	79
7.3.1 The Lead Firm	80
7.3.2 The Supplier.	81
7.3.3 External Actors Other than the Lead Firm	81
7.4 Discussion	82
References	84
8 Evolution of the Two Learning Models (2005–2008): In-Depth Analysis of Selected Suppliers	87
8.1 Lead Firm-Driven Adjustments to the Japanese Model.	88
8.1.1 Drivers for Change: Adjustments in Lead Firm Sourcing Practices.	88
8.1.2 Emergent Model 1: Learning Driven by Supplier Initiative.	92
8.1.3 Emergent Model 2: Learning Assisted by Extensive Lead Firm Intervention	96
8.2 Supplier-Initiated Transformation of the Vietnamese–Chinese Model	99
8.3 Discussion	102
References	105

9 Conclusion	107
9.1 Empirical Findings of the Book.	108
9.2 Implications for Research on Capability Building among Developing Country Suppliers.	110
9.3 Development after 2009 and Its Implications	113
9.4 Limitations of the Research and Issues for Future Research	114
References	115
Appendix: List of Firms, Interviews, and Surveys	117
About the Author	121
Index	123

Exploiting Linkages for Building Technological
Capabilities

Vietnam's Motorcycle Component Suppliers under
Japanese and Chinese Influence

Fujita, M.

2013, XI, 127 p. 8 illus. in color., Softcover

ISBN: 978-4-431-54769-3