



Title	Ownership transition, knowledge transfer and internationalization in the Chinese apparel industry, 1980-2020
Author(s)	張, 巨璇
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## Abstract of Thesis

Name	( Zhang Juxuan )
Title	Ownership transition, knowledge transfer and internationalization in the Chinese apparel industry, 1980-2020 (中国アパレル産業における所有権移行、知識移転、国際化 1980年～2020年)
<p><b>Abstract of Thesis</b></p> <p>This dissertation focuses on the evolution and transformation of the Chinese apparel industry from 1980 to 2020. It adopts the method of classical business history proposed by Chandler (1990), complemented by a global and comparative perspective. This research hence concentrates on the largest Chinese apparel companies since the 1980s to illustrate the dynamics of their strategic transformation under the context of institutional transition. Three dimensions were chosen as research topics to demonstrate these companies' emergence, transformation, and acquisition of competitiveness both domestically and globally: ownership transition from state-owned enterprises to private enterprises, international knowledge transfer, and internationalization. Therefore, the dissertation is divided into three independent chapters.</p> <p>The first chapter explores the ownership transition of the Chinese apparel industry from 1980 to 2020. It provides an example of the state-driven development of apparel industry in China. The largest ten companies in each decade since the 1980s were chosen for data collection. The research addresses the question of how the structural transformation of the apparel industry occurred after the reform in 1978. It identified four types of dominant companies that emerged in relation to institutional change. Furthermore, unlike most extant research, this study goes beyond a narrative focused on institutional change and discusses the evolution of entrepreneurship.</p> <p>The second chapter focuses on knowledge transfer in the industry from 1980 to 2020. The research indicates that the development of the Chinese apparel industry can be divided in two distinct phases: an export-oriented period (1980s-mid-2000s) and a domestic-oriented period (since 2005). Although Chinese economists have focused on the conditions of industrial upgrading of Chinese apparel firms after 2000, two issues remain unclear: 1) How were they able to build competitive advantages on domestic markets after 2005?, and 2) What are the relationships between the apparel companies that dominate the domestic market after 2005 and the export-oriented manufacturers that dominated world exports in the 1980s and 1990s? The model of global value chains (GVC) is used to focus on the ten largest apparel companies over a period of four decades. The nature of knowledge needed during the two periods was however different: production technology was the core knowledge during the first period, while design, branding and other soft knowledge became dominant during the second period. The research contributes to demonstrating the way Chinese firms were able to acquire the knowledge necessary to improve their position in the GVC.</p> <p>The third chapter is themed on the dynamics of internationalization of leading Chinese apparel companies since the early 1990s. The largest 25 apparel companies by sales in 2019 were chosen for case studies. Based on the general models of internationalization observed from the global apparel firms, I built my own model to divide the internationalization process into 1) the direct expansion of own competitive advantages and 2) the acquisition of foreign knowledge through licences and M&amp;A. This work demonstrates that the quest for cheap labor was not the only reason to expand overseas. Like the shift of knowledge acquisition in this industry, upgrading in the GVC through the acquisition of soft knowledge became a new objective of internationalization after 2005. This was largely realized through mergers and acquisitions, as was the case for high-tech companies as well (Liu &amp; Buck, 2009; Deng, 2009). The Chinese experience highlights the role of accumulated knowledge in OEM manufacturing to develop fashion brands and the importance of neighboring emerging countries to nurture them, together with a more traditional mode of expansion based on M&amp;As.</p>	

## 論文審査の結果の要旨及び担当者

氏名 ( Juxuan Zhang )		
	(職)	氏名
論文審査担当者	主査 教授	Pierre-Yves Donzé
	副査 教授	鷲澤 歩
	副査 教授	山本 千映

## 論文審査の結果の要旨

## 〔論文内容の要旨〕

This dissertation focuses on the evolution and transformation of the Chinese apparel industry from 1980 to 2020. It adopts the method of classical business history proposed by Chandler (1990), complemented by a global and comparative perspective. This research hence concentrates on the largest Chinese apparel companies since the 1980s to illustrate the dynamics of their strategic transformation under the context of institutional transition.

The first chapter explores the ownership transition of the Chinese apparel industry from 1980 to 2020. It provides an example of the state-driven development of apparel industry in China. The largest ten companies in each decade since the 1980s were chosen for data collection. The research addresses the question of how the structural transformation of the apparel industry occurred after the reform in 1978. It identified four types of dominant companies that emerged in relation to institutional change.

The second chapter focuses on knowledge transfer in the industry from 1980 to 2020. The research indicates that the development of the Chinese apparel industry can be divided in two distinct phases: an export-oriented period (1980s-mid-2000s) and a domestic-oriented period (since 2005). The model of global value chains (GVC) is used to focus on the ten largest apparel companies over a period of four decades. The nature of knowledge needed during the two periods was however different: production technology was the core knowledge during the first period, while soft knowledge became dominant during the second period.

The third chapter is themed on the dynamics of internationalization of leading Chinese apparel companies since the early 1990s. The largest 25 apparel companies by sales in 2019 were chosen for case studies. Based on the general models of internationalization observed from the global apparel firms, I built my own model to divide the internationalization process into 1) the direct expansion of own competitive advantages and 2) the acquisition of foreign knowledge through licences and M&A. This work demonstrates that the quest for cheap labor was not the only reason to expand overseas. Like the shift of knowledge acquisition in this industry, upgrading in the GVC through the acquisition of soft knowledge became a new objective of internationalization after 2005.

## 〔審査結果の要旨〕

This thesis is an important contribution to the business history of the Chinese apparel industry. Chapter 2, which uses literature in knowledge transfer and a model of global value chains theory to analyze the process of knowledge upgrade in this industry, was published in one the world's best journals in business history. Hence the dissertation submitted for this degree was judged to be worthy of a doctorate in economics.