



Title	Transformation of traditional industries in Japan, 1970-2020: A comparative business history of the green tea and the sake industries
Author(s)	Xia, Qing
Citation	大阪大学, 2022, 博士論文
Version Type	
URL	https://hdl.handle.net/11094/89527
rights	
Note	やむを得ない事由があると学位審査研究科が承認したため、全文に代えてその内容の要約を公開しています。全文のご利用をご希望の場合は、大阪大学の博士論文についてをご参照ください。

The University of Osaka Institutional Knowledge Archive : OUKA

<https://ir.library.osaka-u.ac.jp/>

The University of Osaka

Abstract of Thesis

Name (夏 青)

Title

Transformation of traditional industries in Japan, 1970-2020: A comparative business history of the green tea and the sake industries (日本における伝統産業の変容, 1970-2020年: 緑茶産業と清酒産業の比較経営史)

Abstract of Thesis

This dissertation examines the transformation of traditional industries in Japan since the 1970s by analyzing its green tea and sake industries. Traditional industries provide unique cultural merchandise, contributing to cultural diversity and intangible spiritual heritage in modern society. Moreover, they provide job opportunities as well as define and represent the identities of the people who take pride in the traditions and cultures passed down by their ancestors. However, prior studies have not thoroughly explored the survivability of companies in traditional sectors.

Therefore, this dissertation compares the business history of a revitalized traditional industry to a declined traditional industry, unlike previous research on traditional industries that mainly focused on single firms. It highlights the industrial specifications to understand the competitiveness and loss of competitiveness of industries and especially the key role of big firms in revitalizing traditional industries. To discuss the dynamic changes of these industries as well as their firms, it follows a two-fold conceptual framework inspired by classical business history and industry studies. The data used in this research were obtained from the publications of the Tea Industry Association; National Tax Agency; Ministry of Agriculture, Forestry and Fisheries; and Nikkei group, the largest business news media in Japan since 1975 (<https://t21.nikkei.co.jp>) as well as the official registration of the patent and trademark applications available on J-platpat (<https://www.j-platpat.inpit.go.jp>); company market shares published by Nikkan Keizai Tsushin (1974–2019); corporate history; and interviews conducted with the managers of companies.

Specifically, it comprises five chapters. Chapter one presents the introduction and methodology of the study. Chapter two, “Innovation in the Japanese tea industry, 1970–2020,” examines the major innovators and innovations that revitalize the Japanese green tea industry. Chapter three, “Making Japanese tea a big business: The transformation of ITO EN since the 1960s,” focuses on the disruptive innovation —that changed the true nature of tea from a commodity (tea leaves) to a branded good (bottled tea) and enabled a small tea wholesaler to grow into a big beverage firm. Chapter four, “Surviving in a declining industry: a new entrepreneurial history of Nihonsakari since the 1970s,” explores the survival of small businesses in traditional sectors and analyzed the strategy of small firms to stay small and relevant in a disrupting environment. Chapter five provides the concluding remarks of the study.

論文審査の結果の要旨及び担当者

氏 名 (夏 青)			
	(職)	氏 名	
論文審査担当者	主 査	教授	Pierre-Yves Donzé
	副 査	教授	ばんざわ 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 examines the transformation of traditional industries in Japan since the 1970s by analyzing its green tea and sake industries. Traditional industries provide unique cultural merchandise, contributing to cultural diversity and intangible spiritual heritage in modern society. Moreover, they provide job opportunities as well as define and represent the identities of the people who take pride in the traditions and cultures passed down by their ancestors. However, prior studies have not thoroughly explored the survivability of companies in traditional sectors.

Therefore, this dissertation compares the business history of a revitalized traditional industry to a declined traditional industry, unlike previous research on traditional industries that mainly focused on single firms. It highlights the industrial specifications to understand the competitiveness and loss of competitiveness of industries and especially the key role of big firms in revitalizing traditional industries. To discuss the dynamic changes of these industries as well as their firms, it follows a two-fold conceptual framework inspired by classical business history and industry studies. The data used in this research were obtained from the publications of the Tea Industry Association; National Tax Agency; Ministry of Agriculture, Forestry and Fisheries; and Nikkei group, the largest business news media in Japan since 1975 (<https://t21.nikkei.co.jp>) as well as the official registration of the patent and trademark applications available on J-platpat (<https://www.j-platpat.inpit.go.jp>); company market shares published by Nikkan Keizai Tsushin (1974–2019); corporate history; and interviews conducted with the managers of companies.

Specifically, it comprises five chapters. Chapter one presents the introduction and methodology of the study. Chapter two, “Innovation in the Japanese tea industry, 1970–2020,” examines the major innovators and innovations that revitalize the Japanese green tea industry. Chapter three, “Making Japanese tea a big business: The transformation of ITO EN since the 1960s,” focuses on the disruptive innovation —that changed the true nature of tea from a commodity (tea leaves) to a branded good (bottled tea) and enabled a small tea wholesaler to grow into a big beverage firm. Chapter four, “Surviving in a declining industry: a new entrepreneurial history of Nihonsakari since the 1970s,” explores the survival of small businesses in traditional sectors and analyzed the strategy of small firms to stay small and relevant in a disrupting environment. Chapter five provides the concluding remarks of the study.

[審査結果の要旨]

This thesis is an important contribution to the business history of traditional industries in Japan. Chapter 4, which uses a model from management studies to analyze the diversification process of Nihonsakari, was published in the world’s best journal in business history. Hence the dissertation submitted for this degree was judged to be worthy of a doctorate in economics.