Chinese Manufacturing: Renovation or Rebuilding?

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ABSTRACT

In the past three decades, Chinese economy has been arresting the worldwide attention for its double-digit growth rate. Playing a leading part in general economic development, Chinese manufacturing has been contributing a substantial portion in the total GDP growth. However, a national key project, the Research of China National Manufacturing Strategy, has found in the last several years that Chinese manufacturing has already lost its competitiveness due to the void of cheap labor force (New Labor Law in China), the rising costs of raw materials and energies, and the more rigid requirements for environmental protection. Chinese manufacturing has met its Waterloo and calls for an urgent business transformation if it wants to survive and sustain its development. Based on fundamental research, authors of this paper propose a new business conceptual model, SERVICE-MANUFACTURING, which focuses on the seamless marriage of service and manufacturing and how this new model can be implemented in real business practices.

Keywords: Business Conceptual Model, Business Transformation, Chinese Manufacturing, Rebuilding, Renovation, Service-Manufacturing

INTRODUCTION

Due to the reform and opening-up policy implemented in China since 1979, China’s economy has been developing swiftly with double-digit growth rate for 30 years. Such miraculous rapid development has caught the attention of the whole world. Being the peerless part in the overall economic development in China, Chinese manufacturing has been doing great contribution in the total GDP growth (Sun & Gao, 2004). Business practitioners, as well as academic scholars have sung high praise for Chinese manufacturing. CCN news report has regarded “China as the No. 1 economic superpower of tomorrow.” In the blogs of Harvard professors (www.hbs.edu), there were also splendid remarks singing high praise for the development of Chinese economy but in the meanwhile, those bloggers laid special stress on China’s manufacturing-based solid economic foundation as against the speculation economy in countries like USA, UK and others, which was the root cause for financial crunch initiated in late 2008.

Service-manufacturing is a trendy topic both in research and business practices (Bhagwati, 1984; Bartlett & Ghoshal, 2000; Sun, Zhu, Sun, & He, & Feng, 2008). By the time this concept was proposed in 2006, there were only several items released in the internet, but now more than 1.6 million items relevant to the

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concept of service-manufacturing can be found in popular search engines like www.baidu.com and www.google.com. Authors of this paper have been the key members in the research on Chinese manufacturing strategy, which is a state key project since 2005. Based on preliminary research in the manufacturing factories in the Pearl River Delta area, Yangtze River Delta area and other parts of China, the authors of this paper pointed out that Chinese manufacturing has lost its competitive advantage as against the former years after the reform and opening policy due to the increasing cost in labor force, raw materials and energy, as well as more and more rigid requirement for environmental protection and strengthened summon of sustainable development (Chen, 2007; Cook, Bhamra, & Lemon, 2006; Drucker, 1990, 1998). Still the same authors have expressed their worries and anxieties for Chinese manufacturing. They have advocated that Chinese manufacturing must experience a transformation of current business models (Sun, Zhu, Sun, & He, & Feng, 2008). Service-manufacturing is the way out for Chinese manufacturing to overcome the current development bottlenecks and maintain, as well as sustain its development (Francois, 1990; Fuchs, 1965, 1968; Gebauer, Fleisch, & Friedli, 2004).

2. THE VALUE CREATION SPECTRUM OF VILLAGE PHONE

These smart genies have been manufactured in Pearl River Delta area in south of China. It is a place which works miracles every day. In this tiny place, there are numerous small factories with handful or at most several scores of workers working there. Based on the silicon chips provided by MTK, a Taiwanese factory, these workers just fit up the batteries and monitors and the wonders will come into being. In such a tiny place, there are thousands of small specialized workshops to provide tailor-made designs and any kinds of service parts. As a result, the development of any new products will only need several weeks or even several days at very low production cost. Such low production cost can only be achieved in China but nowhere else in the world because of the clusters of economy formulated mainly through social networks based on Guanxi in China (Gebauer & Wang, 2006; Gronroos, 1999; Hoekman & Primo Braga, 1997; Houghton, Pappas, & Sheehan, 1999) and very specialized partitioning of business processes and industriousness of Chinese people willing to take any bit of profit into account. The value creation logic of pirate phone can be illustrated briefly in Figure 2. Since 2006, such smart mobiles have occupied 1/4 of Chinese mobile market share (Sun, 2009; Wang, 2006; Gu et al., 2006; Gu & Ren, 2006). These genies are not only pervasive in the low end market, but also climbed to high end communications markets due to their smart designs and cheap prices which has already become a big threat to mobile giants—world-famous brands like Nokia, Motorola and Sony-Ericsson.
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