Modularity and Outsourcing
Mari Sako

in The Business of Systems Integration
Published in print: 2005 Published Online: September 2007
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Item type: chapter

This chapter takes the automobile industry as an empirical setting for clarification of the concept of modularity in product architecture. Three arenas of modularity: Modularity in Design, Modularity in Production, and Modularity in Use are discussed as presenting alternative criteria for making boundary choices in complex products. The chapter moves on to understanding strategic drivers for pushing the product architecture towards modularity. It then considers the implications of these different paths for industry dynamics (in particular the power balance between customer and supplier companies) and supply chain management.

TV Drama in China
Ying Zhu, Michael Keane, and Ruoyun Bai (eds)
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This collection of essays brings together the first study of TV drama in China. Examining the production, distribution, and consumption of TV drama, the team of contributors demonstrate why it remains the pre-eminent media form in China. The examples are diverse, highlighting the complexity of producing narrative content in a rapidly changing political and social environment. Genres examined include the revisionist Qing drama, historical and contemporary domestic dramas, anti-corruption dramas, “pink” dramas, Red Classics, stories from the Diaspora, and sitcoms. In addition to genres, the collection explores industry dynamics: how TV dramas are marketed and consumed on DVD, and China's aspirations to export its television drama rights. The book provides an international and cross-cultural perspective with chapters on Taiwanese
TV drama in China, the impact of South Korean drama, and trans-border production between the Mainland and Hong Kong.

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Industry and Market Analysis
Grahame R. Dowling

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This chapter introduces some structural frameworks and market-sensing principles. This knowledge is a crucial element in marketing planning and in defining the terrain on which companies compete — the opportunities and threats in a SWOT analysis. It draws attention to the environment in which organizations operate and compete, analysing it from two complementary perspectives. Part A of the chapter considers industry dynamics, focusing on understanding the nature of competition and cooperation in markets. Using price wars, it illustrates some of the triggers that initiate competition and the dynamics involved. The second part examines market evolution. There are two complementary reasons for examining the broad patterns of change in a market. One is that successful organizations take an outside-inside view of their business. The second reason is that many customer needs emerge from changes in the social environment.