

Selected Abstracts from International Business History Journals

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Hartmut Berghoff and Andreas Fahrmeir, “Unternehmer und Migration: Einleitung” [Entrepreneurs and Immigration: Introduction]. This introductory essay sketches the emerging field of research on entrepreneurial migration. It summarizes the main findings and shortcomings of the research conducted so far and draws attention to points of connection between research on entrepreneurial migration and other scholarly fields, including not only migration history and business history but also the social and cultural history of the middle classes (*Bürgertumsforschung*), the history of technology, and the history of everyday life.

Alexander Ebner, “Transnationales Unternehmertum: Wirtschaftssoziologische und institutionenökonomische Perspektiven” [Transnational Entrepreneurship: Perspectives of Economic Sociology and Institutional Economics]. The phenomenon of transnational entrepreneurship refers to the transnational operations of migrant entrepreneurs. It may be viewed as a complement to the networking dynamics of large transnational companies, thus resembling a kind of “globalization from below” (see Alejandro Portes’s book of the same name). The perspective of economic sociology provides rich insights on the matter of embeddedness. Institutional economics complements these insights.

Jorun Poettering, “Portugiesische Juden und Hamburger: Zwei Ausprägungen migrantischen Unternehmertums in der Frühen Neuzeit” [Portuguese Jews and People from Hamburg: Two Manifestations of Migrant Entrepreneurship in Early Modern Europe]. Since Hermann Kellenbenz’s seminal work *Sephardim an der unteren Elbe* (1958), it is widely known that a group of Portuguese Jews fleeing from the Inquisition settled in Hamburg in the seventeenth century and played an important role in the town’s business life. The merchants from Hamburg who went to Portugal around the same time have attracted far less attention, although their number and their economic success at least equaled those of their Portuguese counterparts. While the merchants from

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Portugal in Hamburg were discriminated against considerably, the merchants from Hamburg in Portugal profited from a privileged position and high social prestige.

Stefan Manz, "Frontline Agents of Globalisation: The German Merchant Community in Glasgow, 1840s to 1914." During the second half of the nineteenth century, a German business community of about one hundred merchants and commercial clerks settled in Glasgow. Their trade networks extended not only to Germany but also to other countries. Some of the article's conclusions include that migrants benefited from their specific human capital (training, languages, intercultural competence) to fill a skills-gap in Britain and that there were close ties not only at the intraethnic level, but also with the local business elite.

Martin Lutz, "Carl von Siemens: Vom 'Prussky Ingener' zum transnationalen Unternehmer?" [Carl von Siemens: From "Prussky Ingener" to Transnational Entrepreneur?]. This article focuses on Carl von Siemens, the driving force behind the internationalization of Siemens & Halske. In 1852, he founded the Berlin-based firm's first foreign subsidiary in Paris. In the following decades, Carl von Siemens established St. Petersburg as the firm's "financial home." In the 1870s, he turned the company's subsidiary Siemens Brothers in London into a global player in submarine telegraphy. As an immigrant entrepreneur in Russia and England, Carl von Siemens was able to mobilize economic, social, and cultural capital that were crucial to the firm's rapid growth.

René Leicht and Lena Werner, "Migrantenunternehmer in Deutschland am Anfang des 21. Jahrhunderts: Marktstrategien im Kontext ethnischer und individueller Ressourcen" [Immigrant Entrepreneurs in Germany at the Beginning of the Twenty-First Century: Market Strategies in the Context of Ethnic and Individual Resources]. The article analyzes the relevance and the interplay of both ethnic and individual resources and the resulting strategies of immigrant entrepreneurs in various markets in Germany. Only a minority of immigrant entrepreneurs exclusively rely on ethnic resources or on ethnic markets. Overall, the combination of ethnic and human capital turns out to be a promising market strategy.

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Ralf Banken and Ray Stokes, "Pipelinenetze als Unternehmensstrategie: Die Entstehung des Sauerstoffleistungsnetzes im Ruhrgebiet 1956 bis 1975" [Pipeline Networks as Business Strategy: The Origins of the

Oxygen Pipeline in the Ruhr District, 1956–1975]. Although pipelines form a vital part of the transport and distribution infrastructure for a variety of industries, analyses concentrate on oil and gas pipelines, and often on geopolitical dimensions. In contrast, the interests of the firms involved in building and operating them, the interplay between suppliers and customers, and the economic logic of pipeline construction are seldom addressed in any detail. This article explores these issues using the case of the construction of an oxygen pipeline network in the Ruhr district between 1956 and 1975.

Pierre-Yves Donzé, “Canon Catching Up with Germany: The Mass Production of ‘Japanese Leica’ Cameras (1933 until 1970).” This article aims at contributing to a better understanding of the root causes for the competitiveness of the Japanese camera industry on the world market before the electronics revolution. It focuses on the company Canon, one of the main camera manufacturers in Japan and demonstrates that Canon was able to establish itself as a competitive firm on the world market thanks to a particular production system, which incorporated the design of high-quality 35 mm cameras and mass production methods. The technological facilities developed during World War II for manufacturing armaments played a key role in the development of Canon after 1945.

Sebastian Teupe, “Kontrolldenken” [Vertical Price Maintenance, Producer-Retailer Relations, and the Transformation of Competition on the Television Market between the 1950s and the 1980s]. The article challenges the notion of a watershed in Germany separating an old cartelized from a modern competitive economy based on the corporate acceptance of free competition. Instead, an idea of control over the uncertainty of markets persisted that can be analyzed from the perspective of new economic sociology. Corporate strategies of control were transformed, however, as a result of structural and institutional changes. This is exemplified by the strategies of producers of television sets between the 1950s and the 1980s.

Daniel C. Schmid, “‘Quo Vadis, Homo Harzburgensis?’” [The Rise and Fall of the Harzburg Model]. The article examines the different development lines of the German leadership approach called the “Harzburg Model,” which dominated the 1960s. The prevailing German special path consisted in a combination of in-house education and off-the-job training instead of establishing business schools as in the U.S. The 1956 founding of the Akademie für Führungskräfte der Wirtschaft e.V. under the direction of former Nazi state lawyer Reinhard Hoehn

stands at the beginning of an exponential growth of German training providers, whereas the German market was significantly ruled by the Harzburg Academy until the early 1970s.

Entreprises et histoire [Companies and History]
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Robin Pearson, “Les fusions et la concentration du secteur de l’assurance au Royaume-Uni” [Mergers and Concentration in the Insurance Industry in the U.K.]. The British insurance industry was a precocious exponent of mergers and acquisitions. Some of the first corporate mergers in history took place in British fire insurance during the late eighteenth century, and the corporate merger or takeover has remained a recurring feature in British insurance ever since. This article aims to provide an overview of merger and acquisition activity in British insurance and to examine the changing causes and effects of this activity in the insurance sector.

Peter Borscheid, “La concentration dans les assurances en Allemagne [Market Concentration in the German Insurance Industry]. Two large waves of concentration have dominated the development of the German insurance industry. One occurred during the period of hyperinflation from 1919 to 1923 and the second during the period of intense globalization of the 1990s. While the first wave of concentration was a result of the insolvency of many insurance companies, the second was due to the liberalization of the European single market and globalization and was thus dominated by the global players. The second wave of mergers was cross border and made possible by the stock market boom of the 1990s.

Jeronia Pons Pons, “Le marché de l’assurance en Espagne: De la fragmentation á la concentration (1880–2010)” [The Insurance Market in Spain: From Fragmentation to Concentration (1880–2010)]. The modernization of the Spanish insurance market began around 1870, during the first period of globalization, when the first French, British, American, and German multinationals established themselves in the country. Along with these, some indigenous companies emerged from the mergers of firms seeking to compete in a slow-growth market. Thus were created the two Spanish insurance companies that led the sector until 1980, La Unión y El Fénix Español and El Banco Vitalicio de España. When

Spain joined the EEC in 1986, coinciding with the second wave of globalization and the increasing interest of international groups in the Spanish market, a wave of mergers, acquisitions, and liquidations occurred that led to significant market concentration.

André Straus, “La concentration des entreprises d’assurances en France depuis la seconde guerre mondiale: Réalités et limites [The Concentration of French Insurance Firms since World War II: Realities and Limits]. Three factors explain the level of concentration of French insurance firms during the period immediately following the Second World War. The first is the rigid separation of the national and private companies. The second is linked to the absence of a financial market for many decades that prevented significant capital investments. The first takeover in the sector did not happen until 1969 and was considered to represent an “Americanization” of French corporate governance. The third factor is the importance of mutual insurance firms. Within the context of increasing economic unification across Europe, each of these factors was challenged and the situation subsequently evolved.

Leonardo Caruana de las Cagigas, “Le Financement des Compagnies d’assurances dans les trois dernières décennies” [The Financing of Insurance Companies in the Last Three Decades]. This article is about the financial activity of global insurance companies over the past thirty years. The growth and extension of the financial market has made the sector more important, diverse, and complex, thus introducing greater levels of risk. New products such as derivatives and securitization have driven the significant growth of the sector over a long time period and they are one of the major causes of the financial crisis of 2008. The performance of insurance changed in 2005, as there were a significant number of big natural disasters, including hurricane Katrina. As a result, investments in derivatives and securitization grew.

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Colette Depeyre, “Boeing Boeing: La dualité civil-militaire source d’un rebond stratégique dans l’ère post guerre froide” [“Boeing Boeing”: The Civil-Military Balance, Source of a Strategic Bounce in the Post-Cold War Era]. With the end of the Cold War, U.S. defense systems integrators have refocused on the core of their business. Boeing has been the only integrator that has maintained a dual civil-military business and that has managed to build on this duality. After examining civil and military activities before the 1990s, the article studies the strategic decisions

that have since punctuated the history of the firm. Boeing has benefited both from the lack of synchronicity of the two business cycles and from the similarity of the technologies and large systems integration used in each.

Med Kechidi and Damien Talbot, “Les Mutations de l’industrie aeronautique civile française: Concentration, externalisation et firme-pivot” [The Transformation of the French Civil Aeronautics Industry: Concentration, Externalization, and Pivotal Firms]. In half a century, the French civil aviation industry has experienced profound changes. Under government leadership, aircraft manufacturers have gradually merged to form a global group, EADS-Airbus, which leads a worldwide and innovative value chain. While this evolution has been marked by technical and organizational innovation trajectories, modularization, outsourcing, and the emergence of pivotal firms also play key roles.

Claude Carlier, “Dassault Aviation: De la renaissance à une diversification cohérente” [Dassault Aviation: From Rebirth to Coherent Diversification]. Since the 1950s, Dassault has symbolized French success in fighter planes and business aircraft. Despite its relative small size in a global market, the firm has taken on and often beaten competition from American and Soviet giants and its success has both fascinated and worried the powerful U.S. industry. Under the leadership of Marcel Dassault, the firm has diversified by creating new businesses with complementary activities, such as equipment manufacturing, electronics, and software.

Frédéric Arnoux and Sophie Hooge, “Naissance et bouleversements d’un modèle de conception dominant: 70 ans d’histoire de conception de la turbine à gaz à Turbomeca [Origins and Adaptations of a Dominant Model of Design: Seventy Years of History of the Conception of the Gas Turbine at Turbomeca]. This article aims to understand current changes and associated innovation challenges faced by Turbomeca, the French manufacturer of gas turbines, which is world leader in its sector. The company has developed an appreciation of the dual nature of the challenges of innovative design.

Philip Scranton, “Gerer Le Developpement des Moteurs à Réaction en Amérique et en France: Histoires et ethnographies historiques de pratiques techniques [Histories and Historical Ethnographies of Technical Practice: Managing Jet Propulsion in the U.S. and France]. In recent years, some historians and sociologists have noted the plausibility of adapting ethnographic approaches to human behavior and artifacts in studying complex, technologically based organizations and processes,

such as in aeronautic and aerospace research and development. This article undertakes to explore such possibilities through examining the ways in which French and U.S. jet engine development was documented and managed through forms that organized information for tracking maintenance and assisting decision making during the early decades of Cold War military innovation.

Xavier Deroy, “La Trajectoire atypique d’un équipementier majeur de l’aéronautique: Zodiac [The Atypical Trajectory of a Major Aeronautic Equipment Manufacturer: Zodiac]. This article describes the history of Zodiac, a French aircraft equipment manufacturer, and shows the four periods which characterize its evolution over one century. We contend that deterministic theoretical and discursive rationalizations are unsatisfactory practices to explain such an historical trajectory. Underlining the recursivity of managerial decisions and actions, this paper contributes to a more balanced understanding of organizational histories by also considering the ever uncertain outputs of politics in strategic interactions between actors.

Jean-Marc Olivier, “Latecoere, de la gloire à la survie: Un fabricant d’hydravions devenu sous-traitant de premier rang [Latécoère, From Glory to Survival: From Seaplane Manufacturer to Subcontractor]. The period from 1917 to 1939 was the heyday of the Latécoère company. After 1944, however, its problems multiplied and the uncertain context of nationalization, the absence of the company’s founder, and the failure of large seaplanes appeared to be insurmountable obstacles. Yet the company did not disappear. Instead, it continued to explore different techniques and business processes, relying on the expertise of its employees, who for the most part remained faithful to the company’s early pioneering spirit. As a result, Latécoère has become one of Airbus and Boeing’s major subcontractors.

Marc-Daniel Seiffert, “Transferts technologiques et performances: L’industrie des hélicoptères [Technology Transfers and Performance: The Helicopter Industry]. This article focuses on the helicopter industry over the period 1945–2012. American companies in the early 1980s criticized their own policy of selling licenses to European companies, as transfers have enabled these European firms to catch up and exceed the U.S. companies. Then the very different trajectories of four major European helicopter manufacturers are analyzed. Two firms, Augusta and especially Westland, engaged in production under licenses. The other two, Aerospace and MBB, primarily developed new models independently. The more European firms benefited from technology transfer, the less successful they were overall and vice versa.