

1980

which as a whole are now producing at lower costs than their Japanese rivals and are fast closing the quality gap. Customers notice the difference. "It's nothing about oil economies," says a top purchaser of sheet steel at Campbell Soup. [Notes added.] 7

Another analyst made similar observations:

While almost no one was looking, a near miracle occurred. Big Steel is making a quiet comeback. Gary Works (Pitt Steel) is back in the black ... pouring out a glowing river of molten steel at the rate of 3 million tons per year—a North American record. Union-management problem-solving teams are everywhere. Instead of making steel in all shapes and sizes, Gary has focused almost entirely on higher-value flat-rolled steel. [Notes added.] 8

Almost all of us would agree that these remarkable recoveries were the fruits of good management. But where did good management in this genre find these flows?

REINROLL THIN-SLAB CASTING FOR SHEET STEEL

While integrated steel makers were busy engineering their recoveries, more disruptive clouds began gathering on the horizon. In 1987, a German supplier of equipment for the steel industry, Vötschmann (Göppingen, Wt), announced that it

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