

way to the political "Community" requirements of integration. In Japan, competition philosophy started out on a base of communitarian thinking and has retained that orientation despite foreign (individualistic) competition policy influences.

The evolution of corporate management has also contributed to cross-pollination of business practices among countries. For example, Japanese firms took over the mass production techniques of U.S. manufacturers and added such profitable dimensions as quality, reliability and the provision of different products for different segments of the market. In the 1980s, U.S. industry felt a loss of manufacturing competitiveness and looked at the Japanese practices. Subsequently, U.S. companies discovered their own version of the Japanese art of *keizen*, or continuous quality improvement, "just-in-time" delivery of parts and lean production.³⁸ Even within the EU, cross-border mergers and acquisitions have been instrumental in the cross-pollination of business and management practices.

In section 4, we examine the way in which a "structuralist" competition policy naturally develops in an individualist market. A structural approach to competition policy focusses on breaking up dominant groups and decentralizing power. As it attempts to increase the number of rivals in the market, it is most suited to an individualistic regime.

4. United States of America

When the antitrust movement arose in the U.S., the basic structure of its society was set. Being made up of immigrants from many countries, it was a most heterogeneous market. It was already integrated on two levels.

First, the new experiment in democracy melted away many of the differences between the incoming cultures. The freedom of movement, that immigrants had already experienced in coming to the U.S., was reinforced as people moved further West, opening up new lands and applying their skills to exploit new opportunities.

³⁸The Economist, "A Survey of American Business: Back on Top?", September 16, 1995, pp.5-6.