

Summary Conclusions and Recommendations

While there are a number of recommendations provided in the individual analysis for a specific company, one general observation was made from this study. All companies are searching for the best mix of people, products and administrative/manufacturing locations.

The changes occurring, or caused by the actions of companies in the commercial electronics industry over the last five years are greater than any similar period of time since a commercial electronics industry existed. While the 1970's and 1980's were a period of unparalleled growth and new business introduction, the 1990's have been and will continue to be the period of unparalleled readjustment and reshuffling. Unlike any other industry that is experiencing or has encountered radical change, companies involved are with few exceptions healthy and prospering. Changes have occurred generally based on a slow down in business, reduction in profits, or increased competition. As mentioned previously in other sections of this study, a large number of commercial electronics companies have an appreciable aerospace/defence business, and the changes affecting these companies is more pronounced and with a more urgent need.

Thirty five companies reviewed in this study have a different parent than they did at the end of 1989. Over forty companies (or divisions) have consolidated their operations with other units/divisions or have been sold to another company. There are also twenty five companies that closed or ceased business at locations where they found operations unprofitable or excessively costly. The fate of most of these facilities is subject to potential sale or startup at a future date.

The major choices for company moves have been to the southeastern states of South Carolina, North Carolina and Georgia. There also have been a number of relocations to Kansas, Ohio and other midwest states. Few of the companies reviewed for this study have left New England for a foreign location. Those with foreign locations (either a parent or subsidiary) have in a few cases closed those facilities, but in most cases increased activity carried on at those facilities. Few companies surveyed in this study have opened any foreign manufacturing or other sales office, etc. during the 1990's.

There also were (surprisingly) only a handful of foreign acquisitions of U.S. companies or divisions during the last few years.