3B.) Corporate Strategies (cont.)

(% of replies)	INDUSTRY				SERVICES
	Total	EC	EFTA	N. Amer.	Total
Production:					
° concentrate final production in specialized plants	50	52	60	46	9
° consolidate component production in Euro-scale plants	25	20	21	31	6
° close some plants	23	22	38	19	3
° build new capacity	28	27	29	27	4
° implement flexible manufacturing techniques in assembly	36	37	33	37	10
Purchasing:					
° rationalize supplier network	51	50	50	53	14
° more sourcing from other EC countries	36	37	31	37	14
° concentrate orders to maximize buying power	42	41	37	44	17
° nurture "single source" suppliers	12	10	6	15	3
° cut in-factory inventory holdings	40	41	38	43	9
Marketing:					
° focus on Euro-market niches	70	67	73	70	72
- pan-European	48	48	40	50	45
- at national level	22	20	27	23	38
° develop pan-European brands	32	28	33	33	23
° growth of own-label products	21	28	21	17	13
° tighter control of marketing/service operations	51	49	56	50	33
Distribution:					
° extend distributor network	33	41	23	28	29
° replace distributors with own sales companies	22	20	33	18	5
° centralize physical distribution	33	22	29	41	10
° use computer networks to track selling patterns	38	31	33	43	25
° reduce inventories in distribution system	43	37	40	49	13
° reduce delivery times / improve responsiveness to customers	64	62	63	67	23
Research and development:					
° increase R&D as percent of sales	39	47	50	30	16
° decentralize R&D	11	11	10	9	10
° develop multinational R&D teams	46	48	52	43	22
° participate in joint R&D projects (EUREKA, etc.)	35	42	42	27	9
° buy-in/license technology	37	43	39	30	14
- from Europe	22	21	29	20	11
- from elsewhere	25	34	22	19	9