


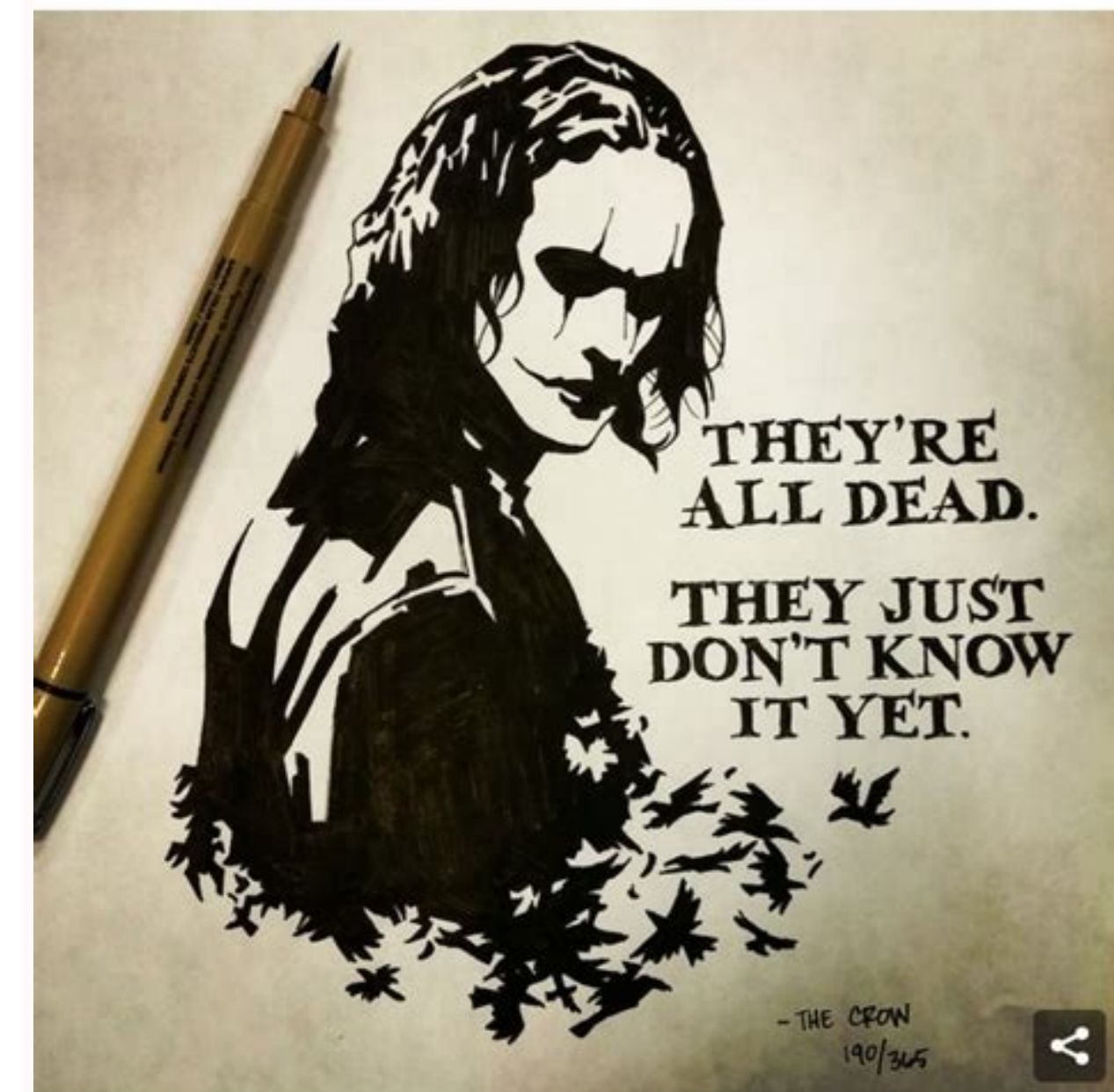
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Ian Simmons Report

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Glenn Stahl, an aluminum foundation, believes he can. "But once I knew it was hot, I could move immediately. He has all the advantages. Then the whole house of the cards will fall apart." But nothing will avoid collapse unless there are dramatic changes in the way the financial community approaches the problem. Now we can do the sophisticated things that they cannot do in Taiwan. At first, the offshore side, represented by superstars as rysteed as Tandon Corp. They told us that we could not deliver the product to the correct price, "recalls Torsen, which broke into a slight smile. When Torsen made Xebec two times twice it does years, the company was doing an album drive controller that dominated a narrow market niche. F. In many cases, these units, which cost \$ 6,000 to \$ 50,000 each, must be altered for adapt to individual client specifications. This new development is related to the decreasing percentage of the cost of the assembly assumed by labor. So recently, since in the mid-1970 The integrated circuit assembly was very laborious; with the American operators they won at least \$ 3 per hour, while their philippine counterparts became as little as they did. 157, the differential more that compensated the gas To Fly circuits manufactured to the Philippines for assembly and re-export to the United States. I was able to call 100,000 yards of French canvas here in New York and start turning it in three weeks. Bust, management has promoted assemblies to numerous key positions, including the assembly manager and manufacturing production manager. J. "Perhaps we are in a stage of economic development in which we are simply not very good in manufacturing. Seagate enjoyed a similar take-off, with sales that increased \$ 9.8 million in 1981 to \$ 343.9 million in fiscal year 1984. The importer cannot do that. "Then, what began as 50,000 yards of French canvas ended as 300,000 yards, and the sales of r.j.m.j. made of the material soon reached \$ 3 3 3 You from around \$ 60,000 the previous year. Donald F. Now, the vice president in charge of the manufacture of semiconductor cypress in San Jos Beyerlein discovers that the assembly on the ground produces an improvement of quality simply through manner of management synergies. Instead of demonstrating a defense against Japanese competition, as planned by its promoters, the offshore strategy may have caused a completely new set of problems for the disc industry, lower quality reputation. Ben has increased the automation proportion by 30% in the last two years, but always consult with the workers in the assembly line and says: "We do not automate until the operators are ready and see the need." Due to this polytic, says Ben, micron workers, most of which they also have actions of the company, have approached the automation process with enthusiasm and a sense of responsibility. We don't even see the problems that arise for weeks. And with automated production with    xito, the new XEBEC BOLET unit can be offered with a quality level and at a price to coincide with those of the potential competitors of Japanese or anywhere else. You have to calculate what it could have done with the inventory, or the money that could have simply gained attracting interests on the damage that it has tied in the part. "" It is the people who do it for you "they have not heard Jim Torsen says that all these benefits are less important than the long-term strategic advantage that helps to obtain controlling the means of your own production. However, it L, like Torsen, has learned that the best way to compete with manufacturers on the high seas, which now controls a quarter of the US casting market. It is to improve the art of production at home. " Foundions have stayed still. The past autumn, another disk producer, Miniscribe Corp., based in Long-Mont, Colorado Colorado To change most of its high volume production abroad. When announcing its movement, the Minisicio cited competitive pressures as an important cause. The company of Leonard Bleininger sells a line of sophisticated disc units. No one seems to think that there may be advantages in home manufacturing. "However, Bleininger, such as Jim Torsen and several other American businessmen, believes there are convincing advantages to stay on land. "" It is difficult to control quality throughout the country, but it is more than a problem in an oce, "says Bill Frank, Senior Vice President of Infocorp, a market research firm specialized in the information processing industry. E. I have heard that, sometimes, 30% of the Tandon units destined for IBM have had to be reworked before shipping. IBM does not want to waste time with a casting that must be necessary for a million of an inch. The new Mainas, together with dozens of sophisticated melting processing tools that the company is done: it has allowed Stahl to expand its production capacity drama. Although the profits have decreased due to the current explosion in the Microcomputers market, XEBEC is now spending about \$ 30 million to implement a manufacturing strategy on the XEBECal the new strategy of the new strategic approach in IBM, the co-collision of the new strategic strategy in IBM. MPaa   represents almost half of XEBEC current sales. Eventually, the one who cannot do anything more to sell is at a great disadvantage. "Maybe nothing more reveals the risks of this strategy on the high sea accelerates that the American debacle in consumer electronics." They seemed to be taking a long-range strategy when, for example, they put \$ 350 million in the automation of their writing machine. During the last years, the majority of Analysts, risk capitalists and investment bankers seem to have accepted the idea that business companies are somehow intruded to compete here at home against Japanese Japanese Other foreign companies. You can see the process we use, the product that is being done. With automation and improvement, he believes that the company can reach its final objective: "one billion dollars in sales with only a thousand employees." In exchange for his commitment to convert the staff of the assembly line in knowledge workers, Xebec expects employees to commit to the company. "We were not directly affected in the engineering group, but we know that many loyal employees obtained it, the people who worked 12 hours a day for the company Xebec's Corporate headquarters to a set of offices outside the San Jos  airport, and composed a double motor cheyenne. These include benefits such as better quality control, the ability to adapt rapidly to changing markets, a better Communication with customers and, in some cases, surprisingly, lower costs. " There are costs to be on the high seas, such as poor quality and being out of touch: that people simply find themselves, "he explains. While a pupo of other companies Lderes (such as Micron Technology, Tector and Apple Computer) are looking for strategies similar to xebe c, there is little evidence that the trend of given towards the manufacture on the high seas is being slowed down. In opportunity costs, which are calculated as the cost of capital involved in celebrating The inventory. "I have been looking at this situation for years and now, with automation, the number really add up." says the president of Cypress, L. The differential can make a critical difference in a new company that needs to show that You can meet customer change needs in a rose and efficient way. " In a new company in this business, it cannot With long delivery times, "says Cypress Cypress T. Sometimes I could take up to two months to see the changes in the United States. "It will come when the cycle is so short that no one can earn money before the Japanese. Ibm has committed more than \$ 11 billion in the last five years to land, buildings and equipment. In large part to boost its manufacturing and productivity capacity. It makes each one, for example, the large majority of the sales of the company consisted of relatively little sophisticated articles such as the cutters of C  Sped and the barbecue grills Ebn when Torsen prepares for the land production of his new disc unit of Bho, almost all the established industry lasters, including the main competitors of Xebec Tandon Corp. We have to be very close to what the client He wants or we are sunk. " Priam Corp., a manufacturer of a wide range of disc units, rejected the production on the high seas in favor of a highly automated forest of \$ 10 million in San Jos , partly to maintain more narrow intvements with the Current and potential customers. "Well, they didn't understand it, and they still don't. Meanwhile, 10,000, or 30,000, units have been sent without adequate changes." This unequal quality reputation, together with problems related to the introduction of a new product, the lines can help explain the spectacular increase in Tandon inventories, which increased from \$ 128 million in June 1983, to more than \$ 209 millions a year after. Like Xebec in Nevada, Micron is in a short manner of manufacturing workers of experienced semiconductor. " What makes the production abroad so dangerous is that it puts you in the mentality of letting the other type do the different things," says Harvard Professor Business School Robert Hayes, an expert Lder in manufacturing strategy. "Can not Do not modernize and diversify." The only way to achieve it was on the high seas. "But while the manufacture at high seas helped these companies to win the first battles, it may be preparing to lose the war. war. The belief in offshore production seemed to be confirmed by the results. Sometimes they do not respect the fact that sometimes people on the floor know how to do better. Because Cypress makes relatively expensive circuits (they averaged around \$ 8 each), the production at high seas would take the time that the capital of the company would have linked in a very expensive way. If Tandon had overcome that quality problem, it would have been the king of the hill, but he could not. " The "decline sport" of manufacturing in nations that Japanese and Korea have generated economic growth rates that are more than double large than those of this country in the last two days. "We are developing a new type of Fabrication intelligence here. "Using some of the robots worth \$ 20 million, Xebec is buying to IBM, Rainey and its team supervise an installation that is already very automated. But the movements of other companies in the high seas reflect a very different approach And dangerous. There have been the 35 new accounts, some of which were to depend almost completely on the high seas, generated by their French canvas blow. "We kill the types on the high seas with our flexibility in manufacturing." Shipman says, who hopes to win 15 % Bofa again impose sales profits of \$ 20 million for the fiscal year that ends this month. When commenting on the problem of the inventory, John Levinson, who follows the company From Goldman, Sachs & Co., and that he firmly supports his offshore strategy, he admits that "Tandon has had notorious quality problems for years," and calls offshore production "one of the great factors. "The unhealthy inventory situation may also have been partially responsible for a fall in the of Tandon for the fiscal year that ends in September 1984. Ben, Vice President of Engineering of Micron. Instead of resolving its manioactacin At home, many of the most highlighted High Tech companies (including problems now problems such as Televideo Systems Inc. The entire process is intensive in people. It is much less likely to do so in Singapore. " Narrowing of the life cycles of the informal products, the narrowing, explains that the president of Priam, William J., therefore, the first challenge was to develop an impuise with an integrated controller, instead of an independent controller, before anyone else. And abroad, the reduction of vicious prices and an unexpected deceleration in the growth of the microcomputer market have interrupted a superpopulated market. "Here is where we are trying to learn about how to make a new product that could not reach its potential for two years Eces up to six to nine months, will we hated in the companies that plan to benefit the first being first through a market window. " When the product cycle shorten, from two years a few months With a shoulder with clients about the specifications of the next generation it is increasing in manufacturing, it is like being a "new champion in a sport in decline." However, the events of the last three days can be seen with a much less reassuring light. Some American comashes oriented to export, like IBM Corp. and with some manufacturing talents, shortly to supply even Silicon Valley, training of workers for the The factor has become a great priority for Micron Management. "Automation is generally associated with a deceitful concept that people lose their jobs. We cannot afford to have people who look at the nose to people who produce things." Win the battle, losing war? Nowhere has the discussion on the high seas been clear in the disc tummy debate. After everything, we hope that those same people will execute micron in 20 years. "More than the disposable company, which Ben, Torsen and the other strategies made in the U.S.A. Industrial future, must seriously commit to a long-range manufacturing strategy. When you can go to a distant production sky with deferred taxes; cheap crib; low and highly motivated work; and even the state of the art team, what do you need skills of its own harvest assembly? "" Every week it seems that I have two or Three propositions that tell me why I have to move my operations to Hong Kong or Jamaica, "says Leonard Bleininger, president of Tector Corp., a four-Man former manufacturer of high density disc units in Huntington Beach, California. Too much time, he believes that American business companies have depended on continuous technological advances to feed their long-term growth. Everything that has meant here is that people increase N th eir skills, "explains Juan A. However, if Miniscribe had looked closest closely at the experience of Tandon and Seagate in the Far East, he could not have been so anxious to follow his example. So it is how trust develops to compete. "The key to that trust can be with a new fashion word." ascending ". It implies a radically different vision of the new workers and the new ones should But the staff knew that the moment was coming when the controllers, then a separate element of the disc unit, would simply bend in a chip. They were built on a vision of the future, future. A commitment to be a lder not only for the next year, but in the next days. Even if you have not built a large American industrial company, at least he has the audacity of that dream, and that may be the greatest contribution of him. His approach marks a break with the tendency towards the type of "disposable companies" that have become more and more common in the last years. "But as an engineer and American, everything ill. Of course, for Tandon and Seagate, Offshore was not the salvation they thought would be, "says Blake Downing, partner and analyst at the informal industry in Robertson's investment bank, Colman and Stephens based in San Francisco. Important, more important, more important, more important, more important. They say that they are long-term profits. In the first months of 1982, Xebec President and Executive Director Jim Torsen , would extend in his office and listen to Sunnyvale, California, while the visitors of Southeast Asia made their releases. Nevada's operations, and their automation strategy, remain largely not proven, and even if they exercise, not immunize N a xebec of diseases that now affect the major to shit. " Leaving aside the wounded national pride, Torsen was also strategically thinking Earth assembly. Moral to know that they can climb as we grow and automate. "You want to learn everything you can about your manufacturing process before producing your next technology," he explains Stop Although some risk capitalists have committed to national production, many of the compava Street. In fact, this "wisdom" may not change until someone, maybe Torsen, show that it can be done. They have more work and work more than time and more diffuse than you. "Koo's arguments echo the widely accepted belief that the decrease in the United States in manufacturing really is not a reason for concern: that it is simply an adequate and natural consequence of our evolution towards an "economy of information "dominated" by the Service Industries. They must match them being better than the way they are better. But today the products of Stahl Specially range from the melting parts for IBM 3380 storage devices to motor parts and brake cylinders for Doere, Caterpillar Tractor , Bendix, Ford and Delco Products. "Honestly, if we had left with the business and barbecue business, we would be without business," says the company of the company Dan Davis. It implies that we cannot do anything in This pairs and more. And wages are executed between 10% to 15% below those in the valley. But perhaps more important, the new plant gives Xebec a laboratory to almost perfect to apply the last thought about automated production. For almost four days, Stahl, which has 57% of the company, has refused to get something more than its business salary. It is a model with two basic premises: first, that automation is the key to modern manufacturing. And second, that for a company to automate with   xito, its people, particularly those that are on the floor of the fabrica, must play a role As Torsen and his team planned to expand Xebec from a small-scale driver producer in a large volume disc manufacturer, they rejected the offshore examples of Tandon and Seagate, seeking inspiration inspiration On the Japanese competitors whose   xitos have for a long time on their manufacturing maximum. Do not build a sand castle: you build a stone house. "Lessons for the automation manufacturing strategy and person focused on Rust Bindo automation, for example, relieve the fear that robots take work of people, and Training programs teach new functions, such as informal operation and robot maintenance, which will need in the automated environment. During the last three years, glow notes, xebec has continually improved its relationship Sales per employee, reaching a maximum of \$ 240,000 (in comparison with an average of the US \$ 90,000 industry and a Japanese average of \$ 130,000). I think no one expects anyone to retire in Seagate. " The market in itself. "It is not likely to become more easily for those who rush to the coast to solve their manufacturing problems. And Hewlett-Packard Co., have used their foreign manufacturing operations as a Complement of continuous national production, and as a means to effectively penetrate foreign markets. But the American compaa jvenes do not have that option. "An advantage we have found is that our clients can come here and kick the pneumatics Ticos, "says Joe Smith, vice president of operations. In an average month, for example, Tector may have to produce up to 15 versions of his basic impuise. To meet the demanding needs of these costumers, Bleininger believes that there must be a contact nearby personnel between engineering staff and techtor production and representatives and representatives of a shopping company, something almost impossible to achieve more than 10,000 miles and with a long severe viaje and cultural barriers. " The fiscal year ending this month, twice the past year. Make the difference. "However, there are more than the simple investment in machinery, Stahl's specialty, such as Xebec and Micron Technology Inc., US companies that avoid national manufacturing for production on the high seas can end up losing both their quota of Market as its technological advantage. -President Bob Grandhi, for example, the founder of Seagate Headquarters, Alan Shugart, and the founder of Tandon Sirjang Lal Tandon as "parents of this industry", who realized correctly that they could not compete with Effective at home. People are killed by imports that way, "Stahl says. "The only way to do it is to invest in the last machine and have a higher level of technology than they Compa   of disc drive controllers of eight years of Torsen in the high growth superstar of Silicon Valley. On the surface, the argument seemed so simple. In the face of the growing competition of the Ascetic producers, these Compa  as have simply closed the store in home and transferred their fabric abroad, sometimes even hiring so that their products believe for them by natural competitors in paises such as Japanese. Such strategies are often justified in terms of terms of immediate cost savings, but long-term costs can be amazing. " A Client wants our design, he wants it because we have it first. And "75% of our potential clients are in the United States," he says. "It doesn't matter how much a team," insists Ben, "it is the people who do it for you. On the one hand, Nevada, unlike California, has no corporate income tax." Some people only look at work rates, but it is a cost of that matters. Y this is the same to implement the type of automated manufacturing factors that use themselves, but the invented tales invented with en ee. Uu. As circuits and healthy state hurried through a market window, they use cheap labor on the high seas to boost production, and then, little after enriching their owls  os, to be vinty of your lack of planning and forecast. " It is differ doing. That gives you flexibility and capacity for Diversity cannot compete. "At a time when capital spending in the major \$ 4 million in new equipment each year. "Mo., a village of 365 people at the time in automville from Kansas City, has more than a dozen nummonic controlled tools. An IBM System 38 computer for the name and a McDonnell Douglas CAD/CAM system of \$ 400,000. The capital spending of GE reflects Stahl's strong personal commitment to his they realized that they had to control their destination improving their manufacturing technology. "To control their destination, Xebec had to solve two huge problems at the same time. Tandon has developed a reputation of uncertain quality, and their inventories have increased to little levels Healthy. Despite the salary rates three or more than high than those of Paises such as Korea and Taiwn, the highly automated Japanese producers seem ready to dominate such key users of basic products such as Floppy disc units 5 1/4 inch (of which they are expected to be double duplicate in 1985 of the last year levels). And as experts of the company, XEBEC exacerbated their problems buying chips of Computer expensive runners, chips that have now submerged drafts in value. A computer of the IBM 1 series monitors the production lines and the position of each joint assembled and collects all the data re Levantes. And Atari Corp.) have chosen to change their production abroad, all in search of an illusory panacea to the fundamental challenge of favric raised by the Japanese. Now, this trend has been pronounced that in the disk drive industry. Surely it seems that way. "But, what happens if it is true that " we are not very good in manufacturing? "Does it really matter? For half of the total market). The clothing industry moves at a rate that would even make a turn of the head of a semiconductor engineer; in women's clothes, by Example, a manufacturer needs a new line of products every six months. But today in day, salary rates in the Philippines, have risen to approximately one day, instead of a twenty, of the US rates Uu., While the new automated wire link equipment, which increases the productivity of each 125 worker per hour to up to 5,000 units per hour- it has strongly reduced the labor content in the assembly process. Given these changes, Beyerlein believes that he "The cost of land assembly on Cypress is less than what would be abroad. Students receive extensive internships in Stahl Specialty, which has recruited many key and personal managers of the school. However, in spite ranges. There are even ways in which manufacturing operations on land can be cheap to go on the high seas, at least as Fritz Beyerlein. It is not as if you could go and see it at the same time. "Nor did the production on the high seas do a lot, in the long run, by the compr of the company they blame the decrease of the decrease of delays caused    by the bad coordination between the divisions of marketing, engineering and manufacturing, created in part by the moving of the company Get to Singapore. "But when it comes to \$ 100,000, you must comply with the specifications of the Systems House - and do that from Offshore would be ruinedly expensive. It has to be a regular event. You can't fight the Japanese fleeing them. "Often, children leave school without practical knowledge and tend to have too much concern for how things were done in the past. In fact, most of the small US companies of high technology seem like each one resigned to a future in which they will serve, in the words of an engineer manager of Hong Kong, such as "prototype stores" for producers on the high seas. "You do what you do better and You let what we do better, "suggests George Koo, president of Microelectronic Business International, born in China Inc., an investment firm of Variable in Mountain View, California, which actively requests the US compava for manufacturing companies of high technology Taiwanese. He has been using the same approach for years. With his slight southern accent and his home mode, Stahl Stahl The antimeter of a Silicon Valley Business International, and with the sales of the company growing rarely (in the quarter that ended on November 30, 1984, sales were \$ 37.2 million, compared to \$ 8.3 million in the previous year), it is likely that it is likely There is a lot of space for upward mobility even with the use of labor. Save equipment. To facilitate the way to update, Micron has a strict policy of not hiring managers outside the company. However, "the distinction between being a producer of basic products and high technology no longer exists in our world," says Torsen. "I

simply enjoy seeing the company grow and challenge employees." If you want to coincide the high schools of their Japanese competitors, Tecstor Bleininger believes that they must improve their manufacturing techniques under their own ceilings. By building long -term relationships with customers, says Bleininger, quality and service capacity are simply important than anyone. Slight price advantage. Aided by the low cost of labor in its facilities in India and Singapore, Tandon was able In 1979 to \$ 400 million last year. Aã ± ø

conference on the last technical developments. The future of all American manufacturing and, perhaps, of the American economy itself, can hold on to the type of options that Jim Toreson had to take. This does not suggest that Toreson is part of any return to the U.S.A. massive movement. He doesn't want to wait six weeks to return from Penang. "Nor is the speed advantage limited to high -technology industries. Lessons learned in Gardnerville can be applied to the task much more complex to automate the recently open disk of the company Carson. The worldwide people not accounted for in this field during the 1960 A means to counteract the assault of manufacturers efficient Each employee is encouraged to reach more and more responsibility. But because of the apogee of the season, the fabric was sold so rough that the retailers shouted for more. Here is where Toreson really separates the company post -industrial post -industrial teats And the fascinating and risky Xebec bet in Nevada can be seen as an alternative model of the American economic future. A spokesman for the company confirms that, although he continues to buy components abroad, IBM has promised to manufacture in the land prostrately all the products sold in the United States. "We take a look at what IBM was doing," explains Marcia Glow, Executive Vice of Xebec. President of Operations. The long -term objective of it: convert Xebec into a company of one billion dollars for the end of the day. "At some time," he says empictically, "Americans have to assume the Japanese challenge in mass production and with high quality but but of high quality. The president of R.J.M.J., Robert Shipman, could simply order the fabric the fabric During the night and processing it in its absolute property in Westminster, S.C., as well as through two trusted subcontractors in Florida and Georgia. "You need a glass ball in this business," says Shipman. Companies Japanese have increased their participation in the world market of these impulses from 28% in 1983 to 50% estimated for 1984, with 1985 projections that show that they will probably capture a gigantic 60% of total sales, more than double of the US production. UU. It is carried out fragmented. Toreson directs a remote operation that includes two highly automated forests in Nevada, another in the Lehigh Valley of Pennsylvania, an important design center assisted by computer -assisted In Reno, Nevada, and \$ 20 million in the value of the \$ 20 million in the value of the \$ 20 million. Last generation of IBM robots. The question is, how do you keep your advantage? "They believed to reduce the price and transmit that price advantage to customers," says Grandhi. Rodgers "Now we received calls from types that never talked to us before." 4. For manufacturers as R.J.M.J. Inc., from New York City, responding ransally to constant changes in fashion can help compensate for costs of costs generally associated with production on the high seas. The past year, for example, R.J.M.J., what Women's pants and shorts ordered a small amount of fabric called French canvas. Somo the majority of its competitors on the high seas. We are looking for commitment, and in return we give a career, not just a job. "You know, when we go out to raise our money, everyone expected them to be expelled, that Tandon surrounds us. Stahl is also largely based on the resources of the Missouri State University. "Perhaps as important, entrepreneurs such as Bleininger do not waste their most valuable resources, people, establishing them in search of short -term profits. At the end of the spring, von Detten predicts, the plant will increase its capacity by 33%, from 150,000 to 200,000 controllers per month, without adding a single employee. However, a much greater reward may come from the knowledge that Xebec is developing on the automation process in så. "The workforce is no longer the key factor," he concludes. Equally important, manufacturing on land allows more efficient use of capital. David Moy, an analyst at Morgan Stanley & Co., knows that the rate at which other companies deliver the inventory in the same industry is often twice as much as ravers. Eberstadt & Co., he strongly states: "Leadership in consumer electronic has gone to Japanese, and is not returning." This manufacturing leadership of leadership, repeated in other fields, such as automated and steel, has become so serious that the commercial days of US merchandise fictions reached \$ 61.1 billion in 1983 and exceeded \$ 100 billion in 1984 . He needs the coup or two or will end, in the long run, as consultants of the Japanese. "Decided to avoid that destiny. Toreson, Toreson decided to bet the future of Xebec in a new radical idea: stay at home." When Tandon went out on the high seas, he became dependent on the coast of his be any long -term sense "Communications were the biggest problem," says Merten, now a manufacturing executive at Microcomputer Memories Inc., in Van Nuys, California. The most important change, for example, can be crucial in the clothing industry, which, like electronic, has been differ by foreign competition. "I don't have the slightest inclination to drive a Cadillac or stay in Palm Springs," he explains. "To have à © xito, we need to move the workers of the Assembly to be knowledge workers." And he has made this belief a central part of the Xebec corporate strategy. To better develop the automation process, explains Marcia Glow, Xebec must maintain high productivity and loyalty of employees. This is no less true for an aluminum melting in Missouri, where the manufacture on the high seas was never on the cards (see "lessons for the Osemid belt", página 59), which for a high technology implementation As Xebec, what could put a plant in Taiwân in question of months if I wanted. Being first in the immediate benefits that, according to land defenders, a domestic court strategy has to offer. Customers can kick pneumics. To update the skills, the company makes a generous use of videos, quality quality and training at work. "It must be both or cannot be any. Shugart Associates was bought in 1977 by Xerox Corp.; In January, Xerox reported that he took a cancel Eliminate more than 1,650 jobs. The US companies promised to use low wages such as their "processes innovation", according to the lawyer of the city of New York, James Millstein, who closely follows the electronic consumption industry . And Seagate technology seemed to be winning great. Capitalists Risk, analysts and investment bankers supported their manufacturing strategies of the Far East, and the majority of these sponsors have not changed their opinion. And these same countries are now launching a powerful assault against Information industries that even Naisbitt considers that it is crucial for the long -term economic future of the United States. However, entrepreneurs in these emerging industries seem to follow the leadership of consumer electronic companies. As a result of these and other problems, Xebec, despite a jump of almost three times in sales the past year, has been loaded with fair equilibrium earnings for the year. But the same polyics already seem tested in Micron Technology Inc., a semiconductor manufacturer in Boise, Idaho. "Automation is not like handling a lid of yours," says Toreson. We have to stop this tendency to say, fuck, let the fool Japanese or silly someone to make the manufacture." The problem is that they are generally not so dumb. "The rose And as a result, the company's production problems may seem somewhat less than a technician. "Americans are excellent to invent and market products, but we are the ones who know how to manufacture well and at a low price. His net assets on paper is probably in millions, but he still lives in a modest house of a single floor of \$ 40,000 and continues to work, "taking it easy," he says, about 40 hours a week. "This plant is a kind of experiment," explains Gardnerville manager Michael Rainey. Explains a superior engineer from Seagate: "Engineering is eliminated from manufacturing because the product is doing abroad. Last November, Priam projected a paid from \$ 3 million to \$ 4 million in the fourth quarter of the year ± o calendar 1984 after winning \$ 3.2 million in sales of \$ 44 million in the first half of the year. Therefore, when many of those of those They have left abroad, we will still be here. "They feel good about it. Training has a high priority: from the moment the workers are hired, for example, they are shown extensive videos in a wide range of skills. That is a reason why it puts its production facilities in Nevada and Pennsylvania. At the same time, Xerox also announced his intention to sell the Shugart las The offshore coast changed: it seems without flinching for its US rivals that cut costs. The shipments of aluminum molds of the USA. And it has promoted its workforce from 310 to 520 since 1981 this notable performance would not have been possible. Stahl believes, without its massive investment in new teams. Like William Reyea, an electronic industry analyst with F. The majority of its competitors seemed to be doing it: how much more than the same did the same, and the best of Xebec. "The temptations were tremendous," recalls the young man of 42 years entrepreneur, who has directed Xebec from \$ 14.7 million in sales in 1981 to \$ 158 million in the fiscal year that ended in September 1984. Sevin, who also also © n is the main capitalist of the company. "The engineering changes took a long time in the pipeline. It is all facsåmiles, telios and tà © lexes. It is simply to sell a part in a week that in five or six. Then, in 1983, the largest moved the largest Part of the Xebec driver manufacturing operation to a plant in Gardnerville, Nevada, a small city in the high -desert passion an hour by car to the south of Reno. In September 1983, for example, the company It had to cancel \$ 2.7 million owed by bankrupt competitive. Rejecting solutions on the high seas to this second problem, Toreson a 9n had to find an adequate environment that Silicon Valley for for mass production. We would want people who stayed with us as we learned, who would not go next to another 10%. "It is too early to proclaim the Xebec experiment as an hour. Nor is the situation improving. As Rainey expresses it." We would want an atmosphere in which our people could learn the basic concepts of robotization. If you want to coincide the high schools of their Japanese competitors, Tecstor Bleininger believes that they must improve their manufacturing techniques under their own ceilings. By building long -term relationships with customers, says Bleininger, quality and service capacity are simply important than anyone. Slight price advantage. Aided by the low cost of labor in its facilities in India and Singapore, Tandon was able In 1979 to \$ 400 million last year. Aã ± ø

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