
CENTURY
WHAT AMERICA

It sure is true what they say about better mousetrap.
Companies that produce superior goods will find the world at
their doorstep—and rivals in their dust. • by Louis S. Richman

DECADE of ferocious global
economic competition has
introduced American com-
panies to a new primer of
excellence. Cozy up to your
customers, shape up your
suppliers, lengthen your financial time
horizons, shorten your development cycles,
design to manufacture, tolerate no defects,
speed up, slim down, delegate, empower,
and, oh yes, have a vision.

American companies have made im-
pressive progress taking these chal-
lenges to heart in the 1980s. But
the companies that will
thrive in the 1990s will
be the masters of the
one corporate strategy
that
is a sure-fire winner:
Offer the best products
year in and year out. Says
Andrew Grove, CEO of Intel
Corp., whose advanced
microprocessors have long been
the computer industry standard:
"When your products are and remain
the best, you define, on your terms,
the game your competitors have to play and
cannot win."

Today, MADE IN AMERICA adorns a dazzling
variety of goods and services that merit the
superlative "the world's best" (see table, page
86). Our list, which we have chosen to limit
to 100 nonmilitary products, is by no means
exhaustive. To be considered, an item had to
be made by a company headquartered in the
U.S., with at least half its added value
coming from design or manufacture within
American borders. In compiling the list, FOR-
TUNE consulted scores of industry associa-
tions, trade publications, security analysts,
management consultants, quality experts, and
customers who buy the products.

To make the final cut, the object had to
incorporate the best technology, design,
and reliability, and offer the greatest value
for its price. In winnowing the list, we
gave priority to those products that have
blazed new technological frontiers or have
demonstrated sustained market leadership.
The companies that produce this bounty
of American excellence are a varied lot.
All, however, share essential traits: They
approach their business with the attitude
that their survival depends on what they
make and ship tomorrow; and from the
top of the organization to the bottom,
they live and breathe determination to
excel. Says Thomas J. Peters, the author
of the best-selling In Search of
Excellence: "Passion is the glue that
holds the leaders together."

Through its best products,
the U.S. defines itself to the
world. Top wares reflect a deep-root-
ed talent for innovating, standardizing,
democratizing, and fantasizing—not to
mention franchising. The challenge of
harvesting continentwide waves of grain
gave rise to such peerless agricultural
equipment as Deere and Case tractors and
combines. Reliance on private enterprise
to tie together the centers of a huge
commercial market gave birth to heroic
aerospace and telecommunications
industries. Twin propensities to pro-
duce a lot of waste and to worry about its
environmental impact created superior
pollution abatement businesses.

America's best ranges from microchips, like
Intel's powerful 486 microprocessor (above), to
airships guided by this Honeywell avionics
equipment being tested in a cockpit simulator.
Since it got out of computers, Honeywell has
been reemphasizing its controls business.
The products of America’s imagination have also solidly established themselves as icons of a global popular culture. The Cold War has given way to Coke and Pepsi’s cola war, and nearly all the world’s children want citizenship in Disneyland. Fashion-conscious Japanese teens insist that their Levi’s jeans be the very cut worn by the 1950s screen rebel James Dean.

But many essential everyday products are not made in the U.S.A.—or not made here anymore. Just three American cars, each occupying a specialized market niche, qualified as leaders in the world’s most mobile society. And the gadget-crazy populace buys imported camcorders and VCRs.

Few areas of product excellence better reflect today’s distinctively American commercial advantages and social priorities than the medical equipment and pharmaceuticals industries. Leveraging the stunning advances pouring out of university research laboratories and tapping the deep pools of venture capital that are the envy of would-be entrepreneurs elsewhere in the world, brilliant young companies have pioneered diagnostic instruments, surgical tools, and new drugs. Together with such pharmaceutical giants as Merck, Eli Lilly, and Bristol-Myers Squibb, these fledglings account for nearly 13% of the 100 best products on our list.

No segment of the health care industry is a better showcase for technological prowess and rough-and-tumble competitiveness than the new field of biotechnology. While most of the 700 or so biotech boutiques founded in the 1980s are still searching for their first breakthrough drug, Amgen, an 11-year-old California firm, has had two approved by the Food and Drug Administration within the past two years—Epogen and Neupogen. Industry analysts estimate that Epogen, which treats anemia in kidney dialysis patients, and Neupogen, a drug that builds up cancer patients’ immune systems against the ravaging side effects of chemotherapy, will each generate over $1 billion a year in revenues by the end of 1992.

Because cloning new therapeutic corn-
MANUFACTURING

pounds and then running the gantlet of regulatory approval for them is so difficult and render the original equipment obsolete.

costly, most biotech firms license many promising products to larger drug companies pledge, which rivals have been forced to and pour all their resources into perfecting match. The company has since added color their science. But from the start, Amgen was imaging and more precise tissue-measure-determined to become a fully integrated ment features, and has broaden applica-pharmaceutical company in its own right. It tions that allow sound waves to peer into has accomplished this by building what CEO more organs. With the launch of its second generation of ultrasound machines last July, Acuson now has annual sales of $282 million and pretax profits that are a healthy 27% of revenues.
doctors preferred to use magnetic resonance scanners, computer-driven devices costing over $1 million apiece. Maslak's technical innovation was to harness the power of a specially built mainframe computer to sound-wave imaging, enabling the machines to reveal detailed moving images of organs. He also pioneered a different way to sell his product. Because Acuson was new to the market and its basic system sold for $125,000, at least a 50% premium over competitors' using the older technology, the company has strived to make sure that any fu-

Even a company with first-rate products and outstanding technology can flounder if its top management is preoccupied with the wrong ones. That was a lesson Honeywell learned. For more than a century the company made sensors and controls for use in industrial processes and building heating and cooling as well as aircraft-navigation and flight-management systems. Yet for decades, these were put on automatic pilot while top management unsuccessfully pursued the glamour of the mainframe computer business and fat contracts for defense electronics. Says CEO James Renier: "Honeywell had two cultures. The real hearts and guts of the company have always been in sensors and controls, but top management was stuck in mainframes and defense."

Not anymore. In 1985 Honeywell unloaded its mainframe business to its French partner, Machines Bull; spun off most of its defense electronics units; and put all its efforts back into sensors and controls. It acquired the Sperry aerospace business of newly formed Unisys to complement its own commercial aerospace business.

Now all three of the company's remaining divisions are widening their market leadership, while

SONOGRAPHY had been around as a diagnostic tool since the late 1960s, but image resolution was so poor that most
employee morale—and Honeywell stock—is flying high. Says Renier: "We learned from our past failures that winners make life miserable for those who trail."

Honeywell learned from trial and error to stick with what it made best, whereas WD-40 has never made anything but the eponymous water-displacing (hence, the WD) formula. (The company will not disclose what the formula is.) Packaged in a nearly ubiquitous blue-and-yellow spray can, it lubricates, fights rust, dissolves, cleans, and boasts fanatic customer loyalty because users know it will meet or exceed their expectations.

Originally formulated in 1953 to help engineers in the early rocket industry fight corrosive pitting on the skin of the Atlas missile, WD-40 soon found an astounding variety of other applications. Car mechanics loved the way it loosened sticky valves and removed moisture from balky carburetors. Handymen discovered that it unfroze locks and screws. Housekeepers found it cleaned heel marks from linoleum and children's crayon doodles from walls and appliances. Fishermen spray the slightly sweet smelling mist on their lures and claim it helps land walleyes and salmon. And each month, CEO John Barry says, the company receives three or four letters from arthritis sufferers who swear that a spritz of WD-40 on elbows, fingers, or knees limbers their joints. (The company makes no medicinal claims and warns that the product could irritate sensitive skin.)

The genius of WD-40 Co. was to let customers decide how best to use it. A can of the stuff can be found in nearly three-quarters of all American homes—far more than any other branded package good. Total sales, which have grown at better than a 10% annual compound rate since the late Sixties, last year went over $90 million, and the mystique is spreading abroad. The lubricant is a best-seller in Britain and Yugoslavia and is rapidly winning devotees elsewhere in Europe and Asia.

It lubricates! It coats! It cleans! It wins fanatic worldwide customer loyalty.
with a new toy, you have
done the job right.”

At the other end of
the technology spectrum
are A.T. Cross’s prestige
pens and pencils. These
sturdy products—and the
145-year-old company
that makes them—have
weathered the invention
and obsolescence of the
typewriter and the arrival
of the computer on execu-
tives’ desks. Though con-
stantly threatened with
extinction, Cross writing
instruments have re-
mained firmly clipped to
American breast pockets,
and they have become one
of the most popular
American-made gifts in
Japan.

The company, which is
headquartered near Prov-
eidence, has been managed
by two generations of
Crosses and, since 1916,
by three generations of
the Boss family. Com-
pany pride runs deep at A.T. Cross & Co. It
had better. The manufacture of seemingly
pedestrian mechanical pens and pencils is a
fiendishly complicated process that involves
150 assembly steps, mostly done by hand.
Every one of the company’s 1,225 hourly
workers is a quality-control expert respon-
sible for checking the tolerances of engraved
grooves to within a ten-thousandth of an
inch and detecting nearly microscopic
scratches or the slightest clotting of ink on a
pen ball. Though their work is tedious, they
keep standards so high that less than 2% of
the products shipped are ever returned for
repair during their lifetime guarantee.

How does Cross do it? Certainly not with
cash incentives. The company has offered a
modest profit-sharing program since 1960,
and wages are no higher than those prevailing
in the Providence area. Solid job security
helps win employee loyalty. The company
has never had a layoff. When new, more effi-
cient production technology is introduced,
workers are retrained and generally promot-
ed. But CEO Brad Boss offers the most
compelling reason: “Pride in making a top-
quality product.”

Pride in making the best—it’s a quality that
not only creates great companies. It also
builds richer, more competitive nations.

While the principle of giving consumers
exactly what they want—and more—remains
the same for all would-be leaders, few markets
stand still long enough to embrace products
that don’t change. None moves faster than the
market for advanced electronics. With nine
products on our roster of the best, Hewlett-
Packard is a champion at matching slippery,
fast technological change with rapidly
evolving customer needs.

HP is a font of innovation with a portfolio
of nearly 12,000 items from highly special-
ized medical and scientific test equipment to
popular pocket calculators. Behind its prodig-
iuous product development is the hunt for
what executive vice president Richard C. Al-
berding calls a "technological inflection point"—the crossroads where HP’s varied
technical capabilities intersect with unmet
customer needs. Says Alberding: “We try to
look ahead for several generations of a prod-
cut’s potential before we commit our re-
sources to see if a family of products, each
serving a traditional or emerging market, can
be developed.”

Occasionally HP’s technology has come
up with a solution to a problem that didn’t
exist, including the eminently forgettable
HP beet-picking machine and a foul-line de-
tector for bowling alleys. But when the sys

21TH a development team com-
prising engineers, marketers, and
 production specialists, Patterson
refined his concept and
developed a breakthrough digital plotter,
called the HP7580, introduced in 1981.
Within two years, the company had snared
60% of the market. As HP found less costly
ways to manufacture its new product, it added
features that led to nearly a dozen additional
models targeted to still more users, such as
financial analysts and molecular engineers.

Today sales of digital plotters total an
estimated $400 million a year. Says Patterson,
now HP’s director of corporate engineering:
"Every successful product has to reflect a
truly imaginative understanding of customers' needs. If they literally act like kids

Continued
A PRIDE OF PRODUCTS

Consumer goods, computers, a motor for drilling crude oil, and more—all reflect the dazzling variety of goods made in America and made best in the world.

• by Louis S. Richman

A CAR FOR WHEREVER YOU ARE
From Fort Lauderdale, Florida (above), to France to Fiji, Avis and its archrival Hertz circle the globe with rented wheels. The two giants of the rent-a-car business have a combined worldwide fleet of 800,000.

BUT CAN THE DONALD AFFORD ONE?
Summer is a powerboat zooming across the water. Brunswick Corp.’s 63-foot Super Sun Sport (below) is top of the line, with ceramic tile floors, gold faucets in both heads, and a $1.2 million pricetag.

A CLUTCH OF PURSES
Barbara Bush carried a Judith Leiber handbag (right) to her husband’s inaugural and later gave one to Raisa Gorbachev. Prices range from $750 to $6,000.

NEW DRUG BUT NO DRUG ON THE MARKET
A product in the biotechnology pharmacopeia, Amgen’s Epogen (right) treats anemia in kidney dialysis patients. It could generate $1 billion in sales in 1992.
EASY WEARER IN THE WILDERNESS
Osprey’s Xenith backpack (worn at right by company president Michael Pfotenhauer) is anatomically designed to hug the body and not throw the hiker off balance.

LOOKS SHARP, FEELS SHARP, IS SHARP
The best-selling razor in the U.S. and Western Europe, Gillette’s Sensor (left), has 20 patents. Since Sensor was introduced in 1990, it has had sales of over $300 million.

THE NEPLUS OF ULTRASOUND
By transforming tissue-penetrating sound waves into detailed, computer-generated color images (above) that show movement, Acuson Corp. enables radiologists to peer into a patient’s internal organs.
BEATING THE LOS ANGELES TRAFFIC JAMS
Priced a bit over $100,000—about the cost of a Ferrari sports car—this two-seater Robinson R22 chopper (below) can herd sheep—or executives from the office to the first tee.

A BRIEF NOTE ON QUALITY BRIEFS
Around the world, Jockey means men's underwear the way Kleenex means tissues. The briefs (above) are made of fine Acala cotton, with natural rubber in the waistband.

A BREAST POCKET FULL OF GOLD
The result of pride and precision craftsmanship: Less than 2% of the Cross pens (below) and pencils shipped are ever returned by their owners for repair during the unconditional lifetime guarantee.

HIP BONE CONNECTED TO THE THIGH BONE
This titanium hip joint (above), made by Osteonics, uses hydroxyapatite coatings to help the artificial material bond with natural bone. Result: implants that endure for up to 30 years.
MASTER OF THE [MASSIVELY PARALLEL] UNIVERSE

By linking thousands of microprocessors to interact and operate parallel with each other rather than serially as most computers do, W. Daniel Hillis, co-founder of Thinking Machines (above with the company's CM-2), is making the computer function more like the human mind.

BOMB IN BAGHDAD-HIT ELSEWHERE

TV correspondent Peter Arnett brought news of the Gulf war from the enemy capital to offices and living rooms around the world, making Ted Turner's CNN network the eyes of the global village.

IMPROVING THE ODDS FOR DRILLERS

Hot, new gear in the oil patch, this Dyna-drill motor (left) by Smith International changes direction as it bores in to drill horizontally into narrow pockets of crude.
### 100 OF AMERICA’S BEST

#### CATEGORY

**Communications equipment**

Europeans and Japanese make most satellite ground equipment as well as the U.S. does. Yet America is still tops for the big birds themselves. In other areas, smart youngsters like Cisco and Trimble are innovators.

**Computers and office equipment**
The news isn’t all bad. Yes, the Japanese are fast taking the lead in hot, new laptops and palmtops, but when it comes to larger machines, U.S. companies still dominate most categories from supercomputers to desktops. Most promising products: massively parallel machines and design-intensive microchips.

**Computer software**

There’s a saying: Hardware is potential; software is reality. And the U.S. dominates the latter. The U.S. advantage: a healthy entrepreneurialism and the universality of the English language.

**Construction and farm equipment**

In a soft construction market, Cat’s top-notch sales and service network keeps it purring. The U.S. is the place to go for big farm machinery and certain specialty equipment. Europeans excel in midsize machines, while Japanese make the best small equipment.

**Consumer goods**

Is there a better-known symbol than the Marlboro man? Coke is sold in most of the world, including the Soviet Union, where you can also rough it with Pepsi. Chalk up the overwhelming dominance of these mega-products to marketing might and production know-how. From Memphis to Moscow, a Big Mac always tastes familiar.

**Industrial equipment**

Overconfidence and a failure to modernize quickly enough cost U.S. companies their leadership in this vitally important arena. Now U.S. preeminence is limited largely to highly specialized products where sales volume is too low to trigger crippling foreign competition.

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#### PRODUCTS

- **Communications satellites**
  - Manufacturers: General Electric, Hughes Aircraft
  - Price range: $25 million (est.)

- **Computer network connectors**
  - Manufacturers: Cisco Systems
  - Price range: $5,000-$50,000

- **Facsimile modems**
  - Manufacturers: Rockwell International
  - Price range: $32-$75

- **Fiber optics**
  - Manufacturers: Corning
  - Price range: N.A.

- **Satellite navigation devices**
  - Manufacturers: Trimble Navigation
  - Price range: $1,000-$40,000

- **Small satellite earth stations**
  - Manufacturers: GTE, Hughes, Scientific-Atlanta
  - Price range: $2,000-$10,000

- **CISC microprocessors**
  - Manufacturers: Intel, Motorola
  - Price range: $3-$700

- **Desktop computers**
  - Manufacturers: Apple, Compaq, IBM
  - Price range: $1,000-$13,000

- **Digital plotters**
  - Manufacturers: Hewlett-Packard
  - Price range: $1,500-$12,000

- **Massively parallel supercomputers**
  - Manufacturers: Intel, Thinking Machines
  - Price range: $250,000-$10 million

- **Minicomputers, small mainframes**
  - Manufacturers: Digital Equipment, HP, IBM
  - Price range: $7,000-$600,000

- **Desktop publishing, word processing**
  - Manufacturers: Adobe, Aldus, Microsoft, Wordperfect
  - Price range: $230-$895

- **Desktop spreadsheet**
  - Manufacturers: Borland, Lotus, Microsoft
  - Price range: $495-$595

- **Desktop systems**
  - Manufacturers: Apple, Microsoft
  - Price range: N.A.

- **Engineering and design**
  - Manufacturers: Autodesk, Cadence, Mentor Graphics
  - Price range: $1,000-$185,000

- **Local area networks**
  - Manufacturers: Novell
  - Price range: $900-$12,500

- **Systems: mainframes, minis**
  - Manufacturers: Digital, IBM, Unix System Labs.
  - Price range: N.A.

- **Workstation systems**
  - Manufacturers: Santa Cruz, Unix System Labs.
  - Price range: N.A.

- **Bulldozers**
  - Manufacturers: Caterpillar
  - Price range: $100,000-$1 million

- **Large tractors, combines**
  - Manufacturers: J.I. Case, Deere
  - Price range: $50,000-$160,000

- **Off-highway trucks**
  - Manufacturers: Caterpillar
  - Price range: $380,000-$1.6 million

- **Row-crop planting equipment**
  - Manufacturers: J.I. Case, Deere, White New Idea
  - Price range: $8,300-$49,000

- **Skid-steer loaders**
  - Manufacturers: Melroe
  - Price range: $6,500-$40,000

- **Small trenchers**
  - Manufacturers: Charles Machine Works
  - Price range: $2,000-$88,500

- **Tractor loader backhoes**
  - Manufacturers: J.I. Case
  - Price range: $27,000-$1 10,000

- **All-purpose lubricants**
  - Manufacturers: WD-40
  - Price range: $2.99 (9-oz. can)

- **Artificial sweeteners**
  - Manufacturers: Nutrasweet (Equal)
  - Price range: $2.49 (100 tablets)

- **Cigarettes**
  - Manufacturers: Philip Morris (Marlboro)
  - Price range: $2.45 per pack

- **Fast food**
  - Manufacturers: Burger King, McDonald’s, Pizza Hut
  - Price range: $1.19-$14.99

- **Facuets**
  - Manufacturers: Chicago Faucet, Kohler, Moen
  - Price range: $50-$2,000

- **Jeans**
  - Manufacturers: Levi Strauss
  - Price range: $38 per pair

- **Razors**
  - Manufacturers: Gillette (Sensor)
  - Price range: $3.50 with 3 blades

- **Roach-bait trays**
  - Manufacturers: Combat
  - Price range: $4.29 (pkg. of 12)

- **Rugged outdoor shoes**
  - Manufacturers: L.L. Bean, Timberland
  - Price range: $72-$120

- **Soft drinks**
  - Manufacturers: Coca-Cola, PepsiCo
  - Price range: $2.99 (6-pack)

- **Underwear for men**
  - Manufacturers: Hanes, Jockey Intl
  - Price range: $6.89-$14 (3-pack)

- **Washers, dryers, dishwashers**
  - Manufacturers: Maytag, Whirlpool
  - Price range: $299-$685

- **Building temperature controls**
  - Manufacturers: Honeywell
  - Price range: $28 to several million

- **Ceramic matrix composites**
  - Manufacturers: Lanside
  - Price range: $5-$100 per pound

- **CNC tool and cutter grinders**
  - Manufacturers: S.E. Huffman
  - Price range: $250,000-$450,000

- **Industrial controls**
  - Manufacturers: Honeywell
  - Price range: $50,000 and up

- **Manufacturing process chemicals**
  - Manufacturers: Betz Laboratories, Nalco Chemical
  - Price range: N.A.

- **Pressure transmitters**
  - Manufacturers: Rosemount
  - Price range: $600-$1,200

- **Programmable controllers**
  - Manufacturers: Rockwell International
  - Price range: $1,000-$120,000
Leisure and entertainment

Americans have a knack for devising new and better ways to relax outdoors—whether hiking with a Gregory backpack or cruising in an Alden yacht. But indoors, entertainment comes from Japanese-owned Hollywood movie studios.

Luxury goods

The U.S. is not known for luxury goods. But Steinway and A.T. Cross have set fine quality standards.

Medical equipment

Name the body part and some U.S. company is able to replace it, from St. Jude Medical’s heart valves to Osteonics’ hips and knees. There’s just no privacy left at all: GE scanners and Acuson ultrasound can peer into all kinds of places.

Mining equipment

With 750,000 producing wells in the U.S.—far more than anywhere else in the world—American companies have had the most experience to help them make the best equipment.

Pharmaceutical products

Giant drug companies produce important breakthroughs like the ACE inhibitors from Merck and Bristol. But the greatest promise lies in the work of biotech companies.

Scientific instruments and laboratory equipment

U.S. companies must work ever harder to hold their own in a field where Japanese excel. Hewlett-Packard is a standout for exceptional quality and service.

Services

There are no serious foreign rivals to CNN, which reaches 70 million households outside the U.S., or to Hertz and Avis, with locations in over 100 countries. Nor do rivals exist in management consulting or pollution control.

Transportation equipment

Boeing rules the clouds, but on the road the Japanese and Europeans reign supreme U.S. pickup trucks are still tops.

<table>
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<tr>
<th>CATEGORY</th>
<th>PRODUCTS</th>
<th>MANUFACTURERS</th>
<th>PRICE RANGE</th>
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</thead>
<tbody>
<tr>
<td><strong>Industrial equipment</strong> (contd)</td>
<td>Rapid prototyping systems</td>
<td>3-D Systems</td>
<td>$95,000-$385,000</td>
</tr>
<tr>
<td></td>
<td>Ultra-precision grinders</td>
<td>Moore Special Tool</td>
<td>$100,000-$1.5 million</td>
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<td></td>
<td>Amusement parks</td>
<td>Walt Disney</td>
<td>$34.85 (admission)</td>
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<td></td>
<td>Backpacks</td>
<td>Gregory, Osprey</td>
<td>$79-$359</td>
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<td></td>
<td>Chessboards &amp; tables</td>
<td>Drucke</td>
<td>$50-$700</td>
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<tr>
<td></td>
<td>Cruising sailboats</td>
<td>Alden Yachts, Pacific Seacraft</td>
<td>$44,000-470,000,000</td>
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<tr>
<td></td>
<td>Instant film</td>
<td>Polaroid</td>
<td>$9.00-$16 per pack</td>
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<td></td>
<td>Powerboats</td>
<td>Brunswick, Cigarette, Outboard Marine</td>
<td>$4,095-$950,000,000</td>
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<tr>
<td></td>
<td>Racing sailboats</td>
<td>J Boats</td>
<td>$12,500-$275,000,000</td>
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<tr>
<td></td>
<td>Fine stationery</td>
<td>Crane, Neenah Paper</td>
<td>$1.12 (lb.)-$30 (box)</td>
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<td></td>
<td>Handbags</td>
<td>Judith Leiber</td>
<td>$750-$6,000,000</td>
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<td></td>
<td>Mechanical writing instruments</td>
<td>A.T. Cross</td>
<td>$14.50-$800,000</td>
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<tr>
<td></td>
<td>Pianos</td>
<td>Steinway &amp; Sons</td>
<td>$10,000-$140,000,000</td>
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<tr>
<td></td>
<td>Artificial heart valves</td>
<td>St. Jude Medical</td>
<td>$2,800-$3,700,000</td>
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<td></td>
<td>Artificial hips, knees</td>
<td>Osteonics</td>
<td>$1,000-$4,000,000</td>
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<td></td>
<td>Balloon angioplasty catheters</td>
<td>Advanced Cardio Systems, SciMed</td>
<td>$500-$750,000</td>
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<td></td>
<td>CT scanners</td>
<td>General Electric</td>
<td>$400,000-$1.3 million,000</td>
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<td></td>
<td>Hepatitis C blood test</td>
<td>Chiron, Ortho Diagnostic</td>
<td>$3-$6,000,000</td>
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<td></td>
<td>Pacemakers</td>
<td>Medtronic</td>
<td>$2,500-$6,700,000</td>
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<tr>
<td></td>
<td>Patient-monitoring systems</td>
<td>HP, Marquette, Spacelabs</td>
<td>$2,500-$35,000,000</td>
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<tr>
<td></td>
<td>Ultrasound diagnostic equipment</td>
<td>Acuson, ATL, Hewlett-Packard</td>
<td>$35,000-$250,000,000</td>
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<td></td>
<td>Drill bits</td>
<td>Baker-Hughes, Smith Int'l</td>
<td>$600-$79,000,000</td>
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<td></td>
<td>Geophysical equip. and services</td>
<td>Halliburton, Western Geophysical</td>
<td>N.A.</td>
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<tr>
<td></td>
<td>Horizontal drilling equip. and disposal</td>
<td>Eastman Christensen, Smith Int'l</td>
<td>N.A.</td>
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<tr>
<td></td>
<td>Longwall coal-shearing machines</td>
<td>Joy Technologies</td>
<td>$1,150,000,000</td>
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<tr>
<td></td>
<td>Subsea drilling equip. and services</td>
<td>Cameron Iron Works, FMC</td>
<td>N.A.</td>
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<tr>
<td></td>
<td>ACE inhibitors</td>
<td>Bristol-Myers Squibb, Merck</td>
<td>$0.95-$1.10 per day</td>
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<tr>
<td></td>
<td>Anticholesterol drugs</td>
<td>Merck (Mevacor)</td>
<td>$1.90 per day</td>
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<td></td>
<td>Antidepressants</td>
<td>Eli Lilly (Prozac)</td>
<td>$2 per day</td>
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<tr>
<td></td>
<td>Red blood cell growth factors</td>
<td>Amgen (Epogen)</td>
<td>N.A.</td>
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<td></td>
<td>White blood cell growth factors</td>
<td>Amgen (Neupogen)</td>
<td>N.A.</td>
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<tr>
<td></td>
<td>Advanced calculators</td>
<td>Hewlett-Packard</td>
<td>$50-$350,000</td>
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<tr>
<td></td>
<td>Oscilloscopes, logic analyzers</td>
<td>Hewlett-Packard, Tektronix</td>
<td>$1,000-$60,000,000</td>
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<td></td>
<td>Frequency and time interval analyzers</td>
<td>Hewlett-Packard</td>
<td>$9,500-$32,000,000</td>
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<tr>
<td></td>
<td>Ion chromatographs</td>
<td>Dionex</td>
<td>$10,000-$425,000,000</td>
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<td></td>
<td>Microwave network analyzers</td>
<td>Hewlett-Packard</td>
<td>$85,000-$200,000,000</td>
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<td>Triple quad mass spectrometers</td>
<td>Finnigan</td>
<td>$400,000,000</td>
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<td></td>
<td>Car rental</td>
<td>Avis, Hertz</td>
<td>$13-$96 per day</td>
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<td>Hazardous-waste treat., services</td>
<td>Chemical Waste Management</td>
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<td></td>
<td>Management consulting</td>
<td>BCG, Booz Allen, McKinsey</td>
<td>$150-$300 per hour</td>
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<td></td>
<td>Television news</td>
<td>Cable News Network</td>
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<td></td>
<td>Temporary services</td>
<td>Manpower</td>
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<td>Solid-waste disposal</td>
<td>Waste Management</td>
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<tr>
<td></td>
<td>Commercial avionics systems</td>
<td>Honeywell</td>
<td>$200,000,000,000</td>
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<td></td>
<td>Compact, full-size pickup trucks</td>
<td>Chrysler, Ford, Chevrolet</td>
<td>$8,500-$18,500,000</td>
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<td></td>
<td>Large aircraft</td>
<td>Boeing</td>
<td>$20 mil-$150,000,000</td>
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<td></td>
<td>Medium-wt. corporate helicopters</td>
<td>Sikorsky</td>
<td>$3.5 mil-$6 million</td>
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<tr>
<td></td>
<td>Minivans</td>
<td>Chrysler</td>
<td>$13,215-$21,105,000</td>
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<td>Sport utility vehicles</td>
<td>Ford</td>
<td>$14,856-$21,701,000</td>
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<td></td>
<td>Ultralight utility helicopters</td>
<td>Robinson Helicopter</td>
<td>$105,000-$515,000,000</td>
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