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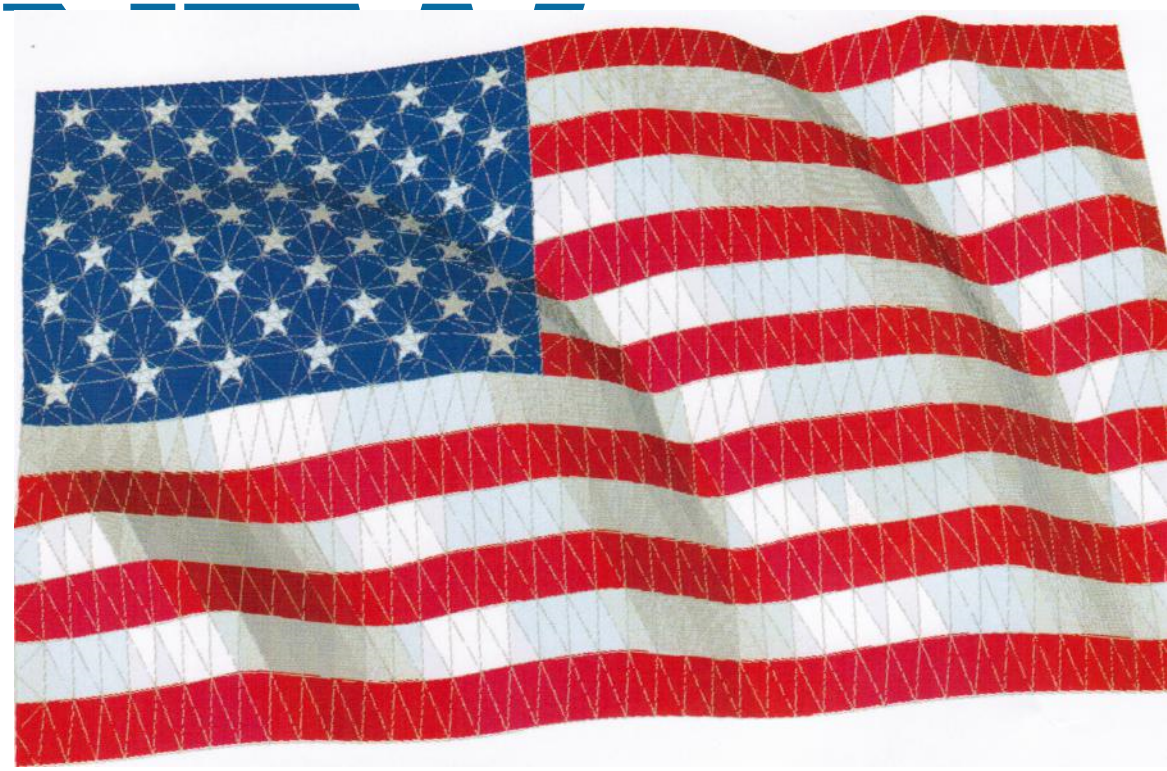

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CENTURY

THE PEOPLE,
IDEAS, AND TECHNOLOGIES
MAKING THE U.S.
MORE COMPETITIVE NOW
AND FOR THE YEAR 2000

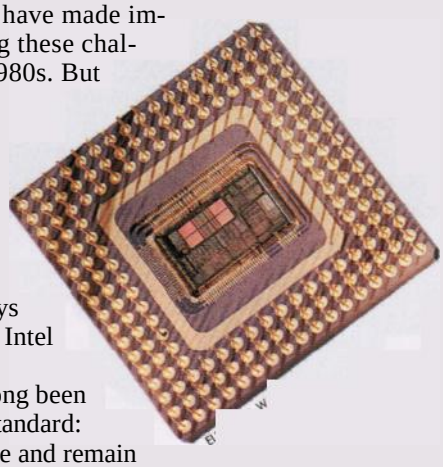
WHAT AMERICA

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

REPORTER ASSOCIATES *Joshua Mendes and Rebecca Lewin*

A DECADE of ferocious global economic competition has introduced American companies 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 impressive progress taking these challenges 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, **FORTUNE** consulted scores of industry associations, trade publications, security analysts, management consultants, quality experts, and customers who buy the products.

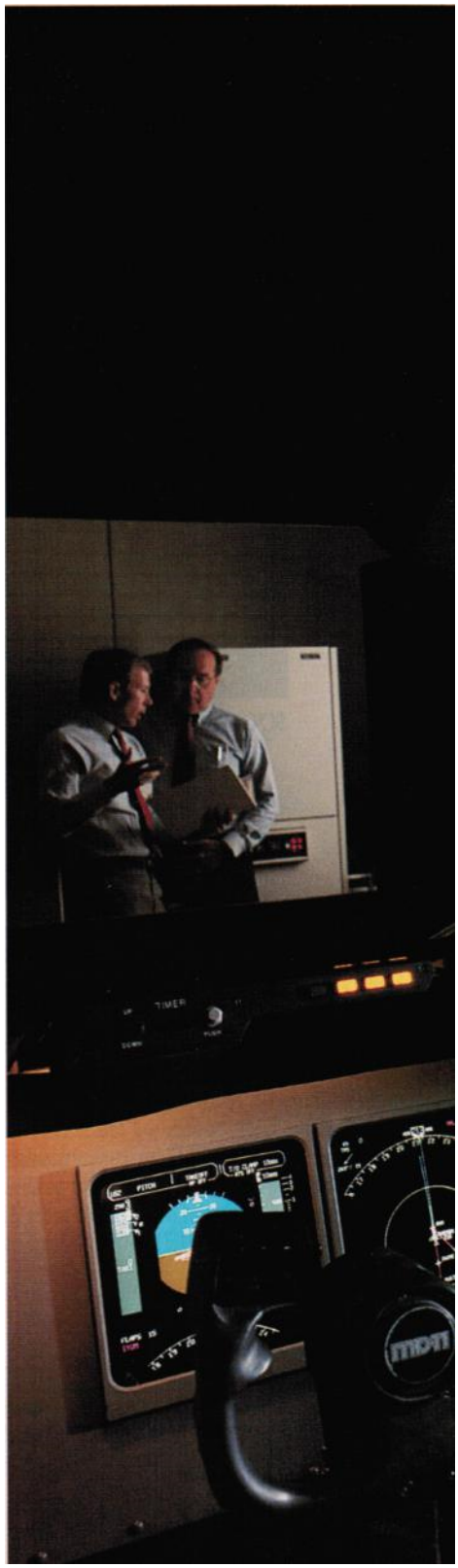
To make the final cut, the object had to incorporate the best technology, design, and reliability, and offer the greatest value for its price. In winnowing the list, we gave priority to those products that have blazed new technological frontiers or have demonstrated sustained market leadership.

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-rooted 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 produce 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.

PHOTOGRAPH BY KEVIN CRUFF


TIMER

MAKES BEST

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-

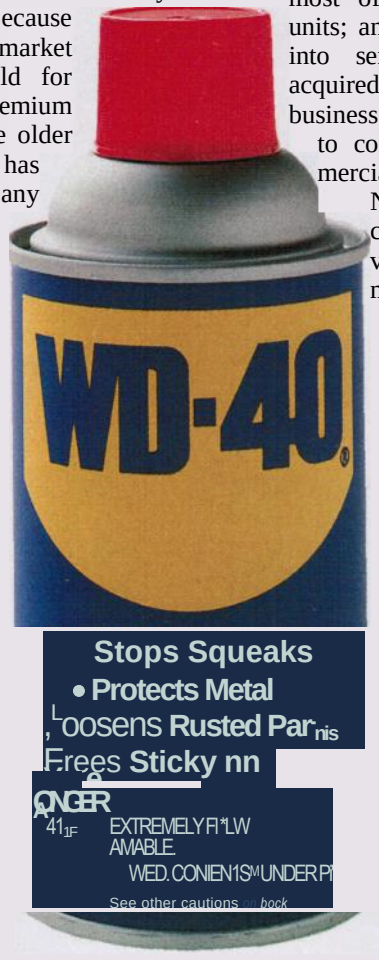
pounds and then running the gantlet of regulatory approval for them is so difficult and costly, most biotech firms license many promising products to larger drug companies and pour all their resources into perfecting their science. But from the start, Amgen was determined to become a fully integrated pharmaceutical company in its own right. It has accomplished this by building what CEO Gordon Binder calls a "just-in-time organization." Only when a critical stage of a new drug's development was met did the company invest heavily to build the manufacturing and marketing infrastructure for it that would enable Amgen to keep control of its products.

From a public policy point of view, the prominence of health care products is a mixed blessing. Their success feeds off a frightfully expensive—and often wasteful and inequitable—delivery system that consumes 12% of GNP, nearly double what America's major trading partners spend. Happily, many of the most successful recent advances *lower* the cost of diagnosis and deliver a better product in the process. Acuson of Mountain View, California, a manufacturer of computerized diagnostic equipment, is one young company that embodies this promising trend. Founded by CEO Samuel H. Maslak, an MIT-trained electrical engineer, the company has revolutionized the field of sonography, a technology that uses safe, targeted soundwaves to penetrate body tissues and allows technicians to detect abnormalities on a monitor.

"When your products are and remain the best, you define, on your terms, the game your competitors have to play and cannot win."

SONOGRAPHY had been around as a diagnostic tool since the late 1960s, but image resolution was so poor that most 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 future engineering improvements would not render the original equipment obsolete.

Acuson has consistently made good on this pledge, which rivals have been forced to match. The company has since added color imaging and more precise tissue-measurement features, and has broadened applications that allow sound waves to peer into 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.



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

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.

Patterson, now head of engineering, led HP's team that developed the first model of this successful digital plotter family.

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 specialized medical and scientific test equipment to popular pocket calculators. Behind its prodigious product development is the hunt for what executive vice president Richard C. Alberding 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 product's potential before we commit our resources 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 detector for bowling alleys. But when the system is clicking, it churns out dazzling innovations that the company can upgrade and harvest years of profits from. As a project manager in the 1970s, for example, Marvin L. Patterson studied engineering drafting standards in an effort to devise a machine that would print faster, more accurate scaled schematic drawings from a computer. Meanwhile, HP's labs had perfected a mechanism that would accurately feed ordinary paper through a plotter.

WITH a development team comprising 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 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 executives' desks. Though constantly threatened with extinction, Cross writing instruments have remained 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 Providence, has been managed by two generations of Crosses and, since 1916, by three generations of the Boss family. Company 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 responsible 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.

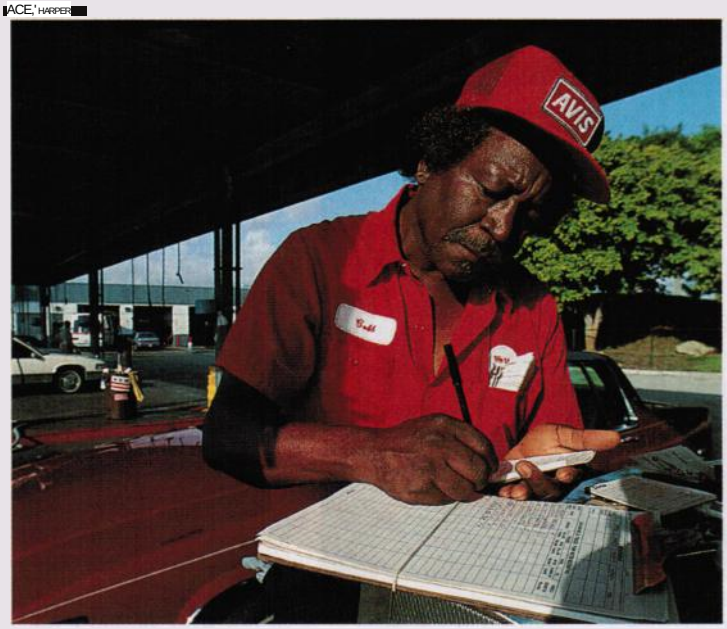
How does Cross do it? Certainly not with cash incentives. The company has offered a modest profit-sharing program since 1960, and wages are no higher than those prevailing in the Providence area. Solid job security helps win employee loyalty. The company has never had a layoff. When new, more efficient production technology is introduced, workers are retrained and generally promoted. 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.

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*

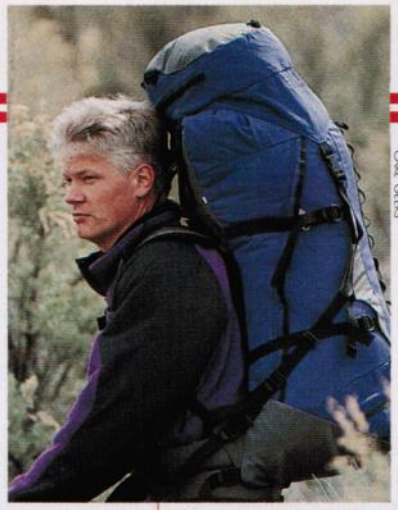


A CAR FOR WHEREVER YOU ARE
From Fort Lauderdale, Florida (above), to France to Fiji, Avis and its archrival Hertz circle the globe with rented wheels. The two giants of the rent-a-car business have a combined worldwide fleet of 800,000.

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.**

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.



CARL GEERS

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.

LIZZIE HIMMEL

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.

ROBBIE MCCLARAN

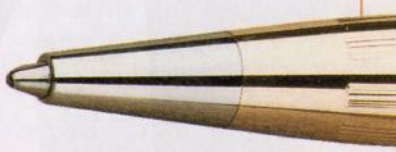
THE *NE PLUS* OF ULTRASOUND
By transforming tissue-penetrating sound waves into detailed, computer-generated color images (above) that show movement, Acuson Corp. enables radiologists to peer into a patient's internal organs.

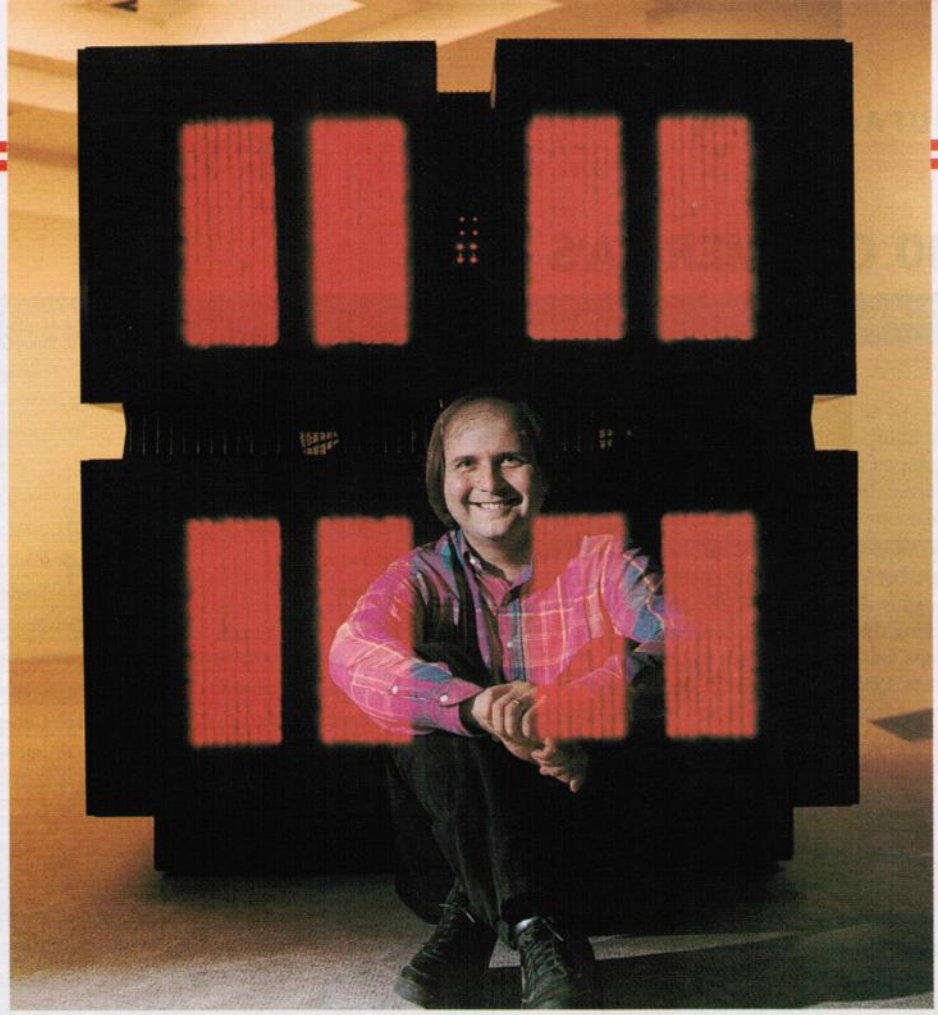
HIP BONE CONNECTED TO THE THIGH BONE
This titanium hip joint (above), made by Osteonics, uses hydroxy!apatite coatings to help the artificial material bond with natural bone. Result: implants that endure for up to 30 years.

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.





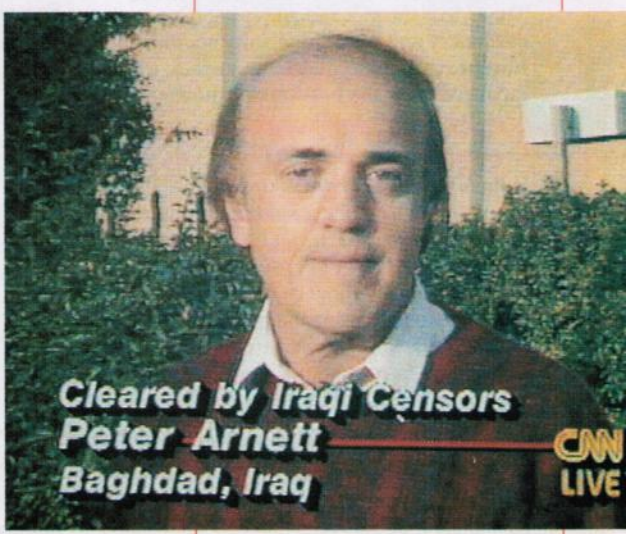
JOHN ABBOTT

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.

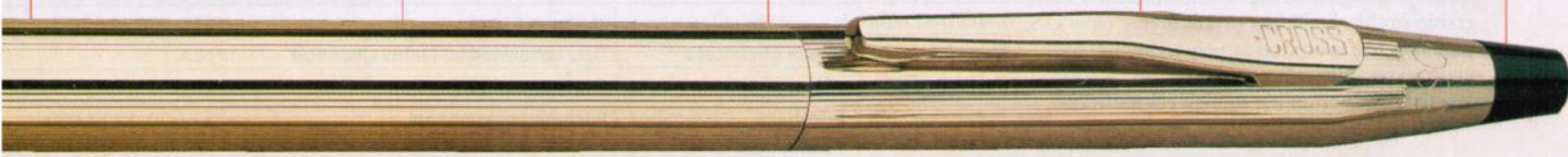
BOMB IN BAGHDAD-HIT ELSEWHERE

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	PRODUCTS	MANUFACTURERS	PRICE RANGE
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.	**Communications satellites**	General Electric, Hughes Aircraft	$25 million (est.)
	Computer network connectors	Cisco Systems	$5,000-$50,000
	Facsimile modems	Rockwell International	$32-$75
	Fiber optics	Corning	N.A.
	Satellite navigation devices	Trimble Navigation	$1,000-$40,000
	Small satellite earth stations	GTE, Hughes, Scientific-Atlanta	$2,000-$10,000
Computers and office equipment The news isn't all bad. Yes, the Japanese arefast 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.	**CISC microprocessors**	Intel, Motorola	$3-$700
	Desktop computers	Apple, Compaq, IBM	$1,000-$13,000
	Digital plotters	Hewlett-Packard	$1,500-$12,000
	Massively parallel supercomputers	Intel, Thinking Machines	$250,000-$10 million
	Minicomputers, small mainframes	Digital Equipment, HP, IBM	$7,000-$600,000
	Minisupercomputers	Convex Computer	$350,000-$2 million
	Office furniture	Herman Miller	$275-$ 15,000
	RISC microprocessor design	MIPS, Sun	N.A.
	Supercomputers	Cray Research	$2.5 mil.-$25 million
	Technical workstations	Digital, HP, IBM, Silicon Graphics, Sun	$5,000-$230,000
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.	**Applications: mainframes, minis**	Consilium, D&B Software	$50,000-$1 million
	Desktop publishing, word processing	Adobe, Aldus, Microsoft, Wordperfect	$230-$895
	Desktop spreadsheet	Borland, Lotus, Microsoft	$495-$595
	Desktop systems	Apple, Microsoft	N.A.
	Engineering and design	Autodesk, Cadence, Mentor Graphics	$1,000-$185,000
	Local area networks	Novell	$900-$12,500
	Systems: mainframes, minis	Digital, IBM, Unix System Labs.	N.A.
	Workstation systems	Santa Cruz, Unix System Labs.	N.A.
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.	**Bulldozers**	Caterpillar	$100,000-$1 million
	Large tractors, combines	J.I. Case, Deere	$50,000-$160,000
	Off-highway trucks	Caterpillar	$380,000-$1.6 million
	Row-crop planting equipment	J.I. Case, Deere, White New Idea	$8,300-$49,000
	Skid-steer loaders	Melroe	$6,500-$40,000
	Small trenchers	Charles Machine Works	$2,000-$88,500
	Tractor loader backhoes	J.I. Case	$27,000-$1 10,000
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.	**All-purpose lubricants**	WD-40	$2.99 (9-oz. can)
	Artificial sweeteners	Nutrasweet (Equal)	$2.49 (100 tablets)
	Cigarettes	Philip Morris (Marlboro)	$2.45 per pack
	Fast food	Burger King, McDonald's, Pizza Hut	$1.19-$14.99
	Faucets	Chicago Faucet, Kohler, Moen	$50-$2,000
	Jeans	Levi Strauss	$38 per pair
	Razors	Gillette (Sensor)	$3.50 with 3 blades
	Roach-bait trays	Combat	$4.29 (pkg. of 12)
	Rugged outdoor shoes	L.L. Bean, Timberland	$72-$120
	Soft drinks	Coca-Cola, PepsiCo	$2.99 (6-pack)
	Underwear for men	Hanes, Jockey Intl	$6.89-$14 (3-pack)
	Washers, dryers, dishwashers	Maytag, Whirlpool	$299-$685
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.	**Building temperature controls**	Honeywell	$28 to several million
	Ceramic matrix composites	Lanxide	$5-$100 per pound
	CNC tool and cutter grinders	S.E. Huffman	$250,000-$450,000
	Industrial controls	Honeywell	$50,000 and up
	Manufacturing process chemicals	Betz Laboratories, Nalco Chemical	N.A.
	Pressure transmitters	Rosemount	$600-$1,200
	Programmable controllers	Rockwell International	$1,000-$120,000

CATEGORY	PRODUCTS	MANUFACTURERS	PRICE RANGE
Industrial equipment (confd)			
	Rapid prototyping systems	3-D Systems	$95,000-$385,000
	Ultra-precision grinders	Moore Special Tool	$100,000-$1.5 million
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.	**Amusement parks**	Walt Disney	$34.85 (admission)
	Backpacks	Gregory, Osprey	$79-$359
	Chessboards & tables	Drueke	$50-$700
	Cruising sailboats	Alden Yachts, Pacific Seacraft	$44,000-4700,000
	Instant film	Polaroid	$9.00-$16 per pack
	Powerboats	Brunswick, Cigarette, Outboard Marine	$4,095-$950,000
	Racing sailboats	J Boats	$12,500-$275,000
Luxury goods The U.S. is not known for luxury goods. But Steinway and A.T. Cross have set fine quality standards.	**Fine stationery**	Crane, Neenah Paper	$1.12 (lb.)-$30 (box)
	Handbags	Judith Leiber	$750-$6,000
	Mechanical writing instruments	A.T. Cross	$14.50-$800
	P i a n o s	Steinway & Sons	$10,000-$140,000
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.	**Artificial heart valves**	St. Jude Medical	$2,800-$3,700
	Artificial hips, knees	Osteonics	$1,000-$4,000
	Balloon angioplasty catheters	Advanced Cardio Systems, SciMed	$500-$750
	CT scanners	General Electric	$400,000-$1.3 million
	Hepatitis C blood test	Chiron, Ortho Diagnostic	$3-$6
	Pacemakers	Medtronic	$2,500-$6,700
	Patient-monitoring systems	HP, Marquette, Spacelabs	$2,500-$35,000
	Ultrasound diagnostic equipment	Acuson, ATL, Hewlett-Packard	$35,000-$250,000
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.	**Drill bits**	Baker-Hughes, Smith Intl	$600-$79,000
	Geophysical equip. and services	Halliburton, Western Geophysical	N.A.
	Horizontal drilling equip. and disposal	Eastman Christensen, Smith Intl	N.A.
	Longwall coal-shearing machines	Joy Technologies	$1,150,000
	Subsea drilling equip. and services	Cameron Iron Works, FMC	N.A.
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.	**ACE inhibitors**	Bristol-Myers Squibb, Merck	$0.95-$1.10 per day
	Anticholesterol drugs	Merck (Mevacor)	$1.90 per day
	Antidepressants	Eli Lilly (Prozac)	$2 per day
	Red blood cell growth factors	Amgen (Epogen)	N.A.
	White blood cell growth factors	Amgen (Neupogen)	N.A.
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.	**Advanced calculators**	Hewlett-Packard	$50-$350
	Oscilloscopes, logic analyzers	Hewlett-Packard, Tektronix	$1,000-$60,000
	Frequency and time interval analyzers	Hewlett-Packard	$9,500-$32,000
	Ion chromatographs	Dionex	$10,000425,000
	Microwave network analyzers	Hewlett-Packard	$85,000-$200,000
	Triple quad mass spectrometers	Finnigan	$400,000
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.	**Car rental**	Avis, Hertz	$13-$96 per day
	Hazardous-waste treat., services	Chemical Waste Management	N.A.
	Management consulting	BCG, Booz Allen, McKinsey	$150-$300 per hour
	Television news	Cable News Network	N.A.
	Temporary services	Manpower	57-$35 per hour
	Solid-waste disposal	Waste Management	N.A.
Transportation equipment Boeing rules the clouds, but on the road the Japanese and Europeans reign supreme U S pickup trucks are still tops.	**Commercial avionics systems**	Honeywell	$200,00041.5 million
	Compact, full-size pickup trucks	Chrysler, Ford, Chevrolet	$8,500-$18,500
	Large aircraft	Boeing	$30 mil.-$150 million
	Medium-wt. corporate helicopters	Sikorsky	$3.5 mil.-$6 million
	Minivans	Chrysler	$13,215-$21,105
	Sport utility vehicles	Ford	$14,586-$21,701
	Ultralight utility helicopters	Robinson Helicopter	$105,000-5115,000