9. Conclusions

The steel industry will be subject to major changes in the next 35 years. The markets and associated trade currents will shift. Megacities will spring up like mushrooms from the ground. These megacities will provide great impetus for the construction and infrastructure sectors. For the automotive industry, on which this paper is based, this likewise means sweeping changes. Mass production of automobiles will be transferred to countries that have the greatest sales. Mobility concepts will rise in development and the combustion engine will be increasingly replaced. What can supply chain management contribute in order for the European steel industry to weather these turbulent times? On the basis of the appraisal formed in Section 7.1 regarding potential developments for the future and potential markets, courses of action can be set out. Supply chain gaps were determined as a result. Subsequently, a set of measures were specified to help close the existing gaps. Efficacy profiles were created for the three markets (today, future, potential). From these profiles, potential services for the business conditions prior to purchase, at the point of purchase, during usage as well as post-usage were outlined, whereupon developments could be brought to the fore alongside appropriate and effective services for the future and potential markets. This paper tangibly illustrates how current and future developments for the markets for a company can be transparently and intelligibly created. Suffice it

to say, initiating these development requires the unequivocal support of upper management. Thus on the strength of well-established change management, the process of change can come to fruition.

10. Discussion

Recommendations arising from this paper are targeted to all steel-producing companies. Yet it would neither be valid nor appropriate to maintain that all the potentials represented are applicable to all companies across the board. Applicability is contingent on a range of influences, which can be ultimately and effectively implemented. For various companies, it is simply a lack of power that prevents supply chain management from being comprehensively introduced. This was vividly demonstrated in terms of present and future use of supply chain management by the survey results. For 40% of companies surveyed, implementing supply chain management was not at all envisioned. Another tell-tale indication is illustrated by the degree of consolidation within the steel industry. According to Grebe, the degree of concentration (top five companies from the respective sectors were observed) for coal producers was 65%, as well as for producers of iron ore. In 2013, the degree of concentration in the automotive industry was