



How did Saint-Gobain's European deindustrialisation finance the group's global industrial ambitions (1978-1991)?

Historical case study of a major French group's strategy towards the future of its industrial activities

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Abstract: This case study puts the processes of deindustrialisation into the context of the Saint-Gobain company and the managers who form its strategy. Saint-Gobain's industrial policy from 1978 to 1986 was characterised by deindustrialisation in Europe and diversification into IT and service companies. From 1986 to 1991, the company began to refocus on its industrial activities in response to the oil crisis, restructuring and privatisation.

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