

# Baldrige in Manufacturing

## Driving Organizational Excellence



*“Deciding to embrace the Baldrige program in your company is a commitment to a journey. What I know for sure is that there is a huge return on your investment.”*

– Jerry Rose, Vice President, Cargill, Inc.

## Baldrige organizations excel in many areas. . .

### Profitability and Growth

- Cargill’s divisions that have fully deployed the Baldrige Criteria show cumulative earnings after taxes (EAT) of 30%, compared to 13% for those divisions that are in the early stages of deployment and a negative 12% return for those that have not deployed the Criteria. Two Cargill divisions have received the Baldrige Award: Cargill Kitchen Solutions (a two-time recipient) and Cargill Corn Milling.
- At Medrad, another two-time Baldrige recipient, revenues grew steadily from about \$120 million in 1997 to approximately \$625 million in 2009. Operating income per employee has shown sustained performance levels for three of the past four years.
- Nestlé Purina PetCare Co. (NPPC) has grown its revenue over the past seven years. NPPC ranks first in market share for pet care products in North America with twice the market share of its closest competitor, and has grown its market share by almost 10 percent over 10 years.



Honeywell Federal Manufacturing & Technologies, LLC. / 2007 Missouri Quality Award and 2009 Baldrige Award



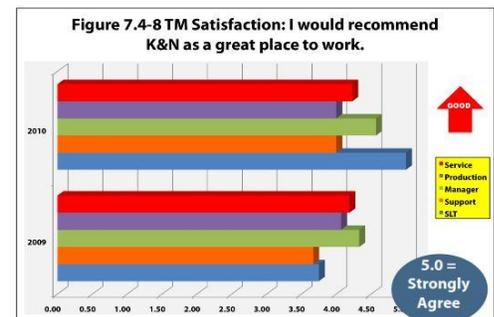
Nestlé Purina PetCare / 2006 Missouri Quality Award and 2010 Baldrige Award

### Customer Loyalty

- Since 2000, NPPC has ranked number one with consumers—statistically tied or alone—in the University of Michigan’s American Customer Satisfaction Index for pet food. NPPC also ranks in the top 5 percent of all major consumer packaged goods companies as rated by retailers in the Performance Monitor survey.
- For small business manufacturer MESA, retention of key customers increased from 93% to 100% from 2000 to 2005 and, since 1997, total sales from existing customers have grown from 70% to more than 90%.
- PRO-TEC Coating Company scored better than its competition in all categories—covering product quality, on-time delivery, service, product development, and overall—in 2005 and 2006 customer surveys.

### Engaged Workforce

- NPPC was named the “Number One Best Place to Work in St. Louis” in 2009 and 2010 by the *St. Louis Business Journal* and was among the Top 20 in a similar competition in 2011. Purina is also recognized as best in the industry for its outstanding safety performance.
- Over 95 percent of K&N Management team members report they are proud to work for the company. In 2010, the *Austin American-Statesman* named the firm “the best place to work in Austin.”
- In a 2006 third-party survey, 69% of MESA employees described themselves as highly satisfied compared to the industry average of 45%. Across the 17 attributes measured in the survey, MESA employees scored 20% or more above the industry norm, placing them in the top 10% of respondents in all the companies surveyed.



K&N Management/2010 Texas Award for Performance Excellence and 2010 Baldrige Award

**How do we get started?** Manufacturers use the Business version of the *Criteria for Performance Excellence* which is available from the Baldrige Performance Excellence Program at [www.nist.gov/baldrige](http://www.nist.gov/baldrige). Commentary on the *Criteria* and other resources, including how to begin your performance excellence journey, also are available. For additional guidance, contact a Baldrige Enterprise state or affiliate program near you at [www.baldrigepe.org/alliance](http://www.baldrigepe.org/alliance).