

Business Report Card: *What grade does your company get?*



Why conduct a diagnostic audit using the Criteria for Performance Excellence?

"We have an entirely different viewpoint now about what customers demand in a quality home and what we need to do to meet those expectations."

*—Lisa Kalmbach, president,
Kaufman & Broad South Bay*

Business Report Card: Gain insight on what to improve next

Case Studies/Examples

Two businesses achieve top tier financial and productivity results

ROE increased for the sixth year running. Revenue/employee is 4x Industry Week 90th percentile

The businesses achieved these spectacular results by systematically using the “Criteria for Performance Excellence”—a publicly available framework that enables executives to quickly identify Opportunities for Improvement (OFIs) and decide on appropriate actions. By adopting this approach, businesses often achieve results comparable to the following PRO-TEC and MESA results:

Financial Results

- MESA sales increased 93% since 2000, growing total revenues to \$27 million. ROE improved from -5 % in 1999 to more than 25 % in 2005 and presently exceeds that of competitors by 20%.
- PRO-TEC’s Revenue per associate has continuously improved to nearly four times the Industry Week 90th percentile. ROA, a measure of long-term viability, has had a sustained upward trend since 2002.

Product/Service Results:

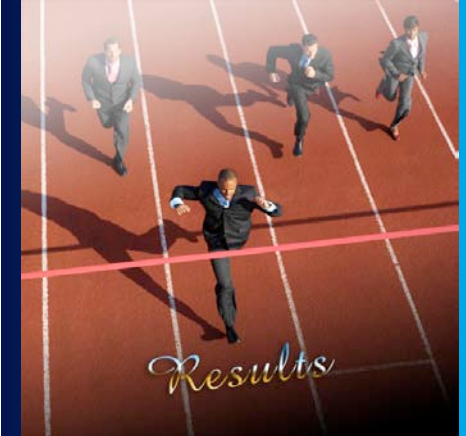
- PRO-TEC consistently delivers products with a defect rate of less than 0.12%.
- MESA’s on-time shipping rose from 93 % to 97 % while errors simultaneously declined by 50 %.

Customer Engagement Results

- MESA’s Customer Satisfaction Index increased from 80 to 88, far outperforming the industry comparison Index of 73. Retention of key customers increased from 93% to 100%. Major customer complaints declined from 0.75 % of orders to less than 0.50 % of orders.
- PRO-TEC scored better than its competition in all customer survey categories—product quality, on-time delivery, service, product development, and overall.

Workforce Engagement Results

- PRO-TEC has a turnover rate of less than 2 percent and has never had a layoff. The recordable injury frequency is 1.65 or below per 200,000 man-hours.
- MESA’s last reportable accident was in 2004. In a 2006 third party survey, 69 % of MESA employees described themselves as highly satisfied compared to industry average of 45 %. On all 17 satisfaction attributes measured by the survey, MESA employees scored 20 or more % higher than the industry norm, placing them in the top 10 % of respondents in all the companies surveyed.



“I see the Baldrige process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results.”

—Jim Collins, author of
Good to Great:
*Why Some Companies Make the Leap . . .
and Others Don't*

Through (the Criteria) we have learned that there are no destinations on the journey—only more opportunities for improvement. What a remarkable method to move an organization forward.

—W. Paul Worstell, President,
[2002 Baldrige Award Recipient]
PRO-TEC Coating Company

“Having (the Criteria) helped to ensure our survival as a new, young non-owner leadership team. It gave us a template, gave us a program to build the business around.”

—Rob Marchalonis, General Manager,
[2003 Baldrige Award Recipient]
Stoner, Inc

When we open a new store we give every hourly employee 120 hours of training. Someone said, “What if you spend all that money and time and they leave?” And I said, “What if you don’t and they stay?”

—Pal Barger, Chairman and founder,
[2007 Baldrige Award Recipient]
Pal’s Sudden Service

(Note: The quotes to the left are contained in the text of the 2009-2010 Criteria for Performance Excellence)

Looking for dynamic results?

Call today about Shaw Resources' Baldrige-based Services for Business Executives

Shaw Resources provides consulting services and software to organizations using the Criteria for Performance Excellence.

The following are examples of benefits business executives and organizations can achieve by working with Shaw Resources' Baldrige-related services:

- Improve overall quality and business performance.
- Gain/maintain a leadership position.
- Align/prioritize actions with strategy and values.
- Stay abreast of change driven by:
 - Customers - internal and external;
 - Competitors;
 - Your industry.
- Enhance organizational learning.
- Increase company's overall health and sustainability.

In our clients' words:

"We had to get the attention of our people and help them think of complaints as a valuable asset to the bank. Employees had to feel that passing on customer complaints would earn them a pat on the back, not a black mark."

*—Dick Conniff, president,
California Business Bank*



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