

Focus on Breakthrough Results

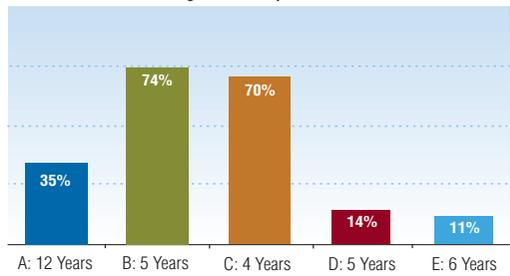
Executives just like you have applied the Criteria to guide them toward improvements and breakthrough innovations leading to better financial results; satisfied, loyal customers; improved products and services; and engaged employees. Following are some examples from *Baldrige 20/20* of organizations across all sectors of the U.S. economy that applied the Criteria, achieved world-class performance levels, and won the Malcolm Baldrige National Quality Award, the nation's highest honor for organizations achieving performance excellence.



Manufacturing

Nestlé Purina PetCare Company's global sales reached \$12.5 billion in the year it won the Baldrige Award. In addition, the company increased its revenue over the 7 years leading up to its award.

Annual Revenue Increases
Average Annual Improvement: 48%

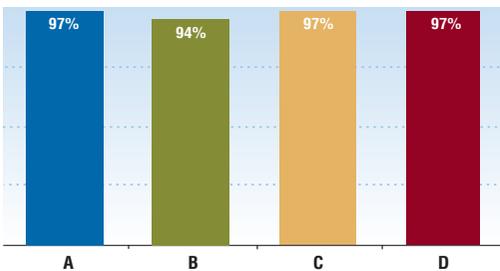


Baldrige Award Winners and Time Periods

Service



Workforce Retention Levels



Baldrige Award Winners

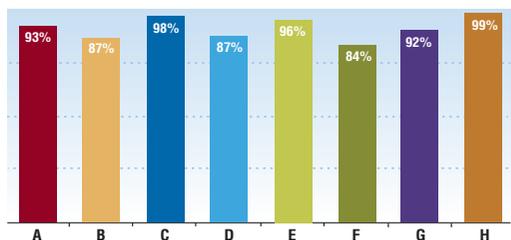
Over the 5 years before its Baldrige Award, Caterpillar Financial Services Corporation-U.S. increased its assets by 34% and increased its profits by 54%, against industry declines of 21% and 35%, respectively.



Small Business

Among small businesses, K&N Management saw a more than 40% annual gross profit, exceeding the industry standard, in the year it received the Baldrige Award. Stoner has seen a 400% increase in sales over 12 years.

Customer Satisfaction Levels

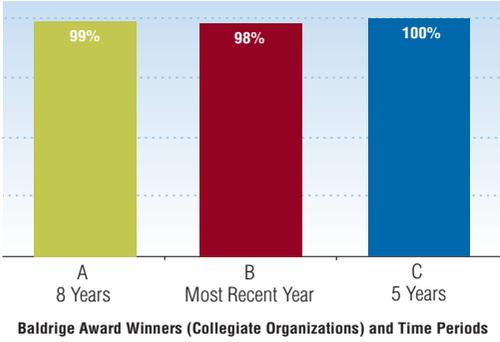


Baldrige Award Winners

Education



Graduate Employment Rates after College



Baldrige Award Winners (Collegiate Organizations) and Time Periods

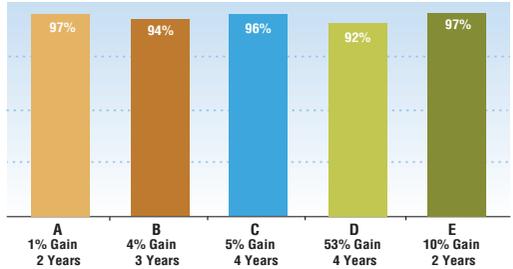
Iredell-Statesville (NC) Schools maintained an average annual proficiency rate of 85% on a composite grades 3–8 measure of reading and mathematics in the 5 years before its Baldrige Award. Montgomery County (MD) Public Schools boasted the highest graduation rate of any large school district in the nation. And more than 60% of graduates earned a four-year college degree within 6 years.



Health Care

Outpatient Satisfaction Levels and Gains

Average Annual Improvement: 4%



Baldrige Award Winners, Gains, and Time Periods

Robert Wood Johnson University Hospital Hamilton has realized a 95% reduction in patient mortality resulting from acute myocardial infarction and a nearly 61% reduction in mortality resulting from congestive heart failure over the 4 years leading up to its Baldrige Award.

Nonprofit



Ninety percent of businesses would recommend the City of Coral Springs (FL) as a place to do business, a 13% gain over the three years leading to its Baldrige Award. And the U.S. Army Armament Research, Development and Engineering Center increased its revenue by 56% over the 6 years leading up to its Baldrige Award, with a cost avoidance of \$3.22 billion over the 5 years before its award.

Customer Satisfaction Levels



Baldrige Award Winners

“Baldrige 20/20 shares how [organizations] are successfully navigating the storms of change, achieving operational effectiveness and efficiency, improving financial results, enhancing customer service, and winning new markets through application of the Baldrige Criteria.”

—Greg Page, Chairman and CEO, Cargill, Inc.