

**SCOTT McINTYRE**  
**PRESIDENT AND CEO**



**Acceptance Speech**  
**Malcolm Baldrige National Quality Award Ceremony**  
**As Prepared for Delivery, April 12, 2015**

Thank you, Deputy Secretary Andrews, and the entire Baldrige organization for both this distinctive honor as well as for promoting the advancement of quality in the United States. The Baldrige Award is highly coveted and enormously respected by organizations in all industries and raises the profile of quality advancement in the United States and around the world.

Like every organization assembled and represented here this evening, PwC Public Sector has a passion for what we do, and a palpable desire to do it better. For us, that means delivering management consulting services to the public sector with a level of quality that drives innovation, improves our competitiveness, and enables us to be distinctive in a crowded market, while providing our clients with value, innovation and results.

PwC Public Sector set out 10 years ago to be innovative, competitive and distinctive in bringing our commercial management consulting capabilities to the government space. The market for providing consulting services to public sector clients is crowded, often undifferentiated and typically price-sensitive. Recognizing this, PwC Public Sector decided to embark on a journey of quality that would differentiate us from our competitors and would deliver the same value to the public sector that we deliver to our commercial clients in all industries around the world. This journey began with an explicit strategy to be different from our competitors. Different with respect to the types of opportunities we would seek. Different in terms of the value proposition that we would bring to our clients. And different in terms of recruiting and cultivating talent to address the most complex challenges our public sector clients face.

There is no question that setting the bar high by using the Baldrige Criteria and seeking this award made an enormous difference in our performance. The results show that we've outgrown our target competitors, exceeded margin expectations, and built a great workforce. But the real advantage was cementing a culture of quality improvement characterized by client and engagement selection, listening intently to clients' needs and feedback, building our business processes around that feedback, and rewarding our people for the results they get for our clients.

As a leadership team, we're delighted that we selected the Baldrige criteria as a foundation for our operating model; and while we are delighted to receive this honor, we recognize that this is just a milestone along a long continuum to constantly evolve and improve our quality in order to build our brand, relevance and impact in providing consulting services to the public sector. The Baldrige Program is important to PwC Public Sector and to all such committed organizations nationwide. We are indebted to you for constantly promoting quality and helping companies in all sectors advance in this capacity!

Like my fellow recipients, I accept the 2014 Malcolm Baldrige National Quality Award with a real sense of pride and accomplishment, but also with a sense of obligation to continue our journey of quality improvement, uphold the standards of this award, and assist other companies and organizations in improving their own quality.

On behalf of the 1100 employees of PwC Public Sector, I'd like to thank the Baldrige organization, the National Institute of Standards and Technology and the Department of Commerce. I also wish to thank our clients who entrust PwC Public Sector every day to work on their most complex business, financial, strategic and operating challenges. Having a culture of quality, discipline and customer focus enables us to rise to the challenge of working on so many public-sector challenges—which is the only reason we're in business.

Congratulations to Hill Country Memorial, St. David's Healthcare, and Elevations Credit Union on your accomplishments and the quality you display in your operations. We look forward to working with you now and in the future to help others emulate your success.