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Problem: Taking a competitive company and making it even better. The Bama Pie Company began over 77 years ago in the kitchen of Cornillia “Bama” Marshall. Bama’s vision kept two things in mind:

1. People make the company
2. Keep your eye on quality

Through the years Bama continued to gain market share through innovative ideas and national leadership. Bama continued to improve quality and reduce costs through the implementation of a six sigma program. Then in response to growing consumer demands for more nutritional value, Bama established a set of strategic objectives to make them recognized as a leader in making goods that are “Better for you.” The problem was “how do you benchmark yourself as a “world class leader?”

Solution: Bama decided to use the Malcolm Baldrige National Quality Award as a way to measure themselves in seven business areas using a proven methodology that was accepted world-wide. Their application won them the 2004 Malcolm Baldrige National Quality Award for Manufacturing.

Title: Using **Malcolm Baldrige Criteria** to Improve **Quality**, Cost and Productivity.

Value Statement: The Malcolm Baldrige National Quality Award criteria have been used thousands of companies and organizations around the world to improve their performance, competitiveness and deliver value to the customer.

Born-on-Date: 21 July 2004

Background: The Malcolm Award was established by law in 1987, and was named after Malcolm Baldrige the 26th Secretary of Commerce, a rancher and rodeo star from Nebraska, Yale graduate and a World War II Army officer and combat veteran. The award promotes quality awareness and publicizes how quality improvement programs can be used by businesses and organizations to improve performance and achieve excellence. Fifty-four states and local programs have been modeled after the Baldrige model, as have over sixty international programs. Criteria exist for manufacturing, service industries, small businesses, education and healthcare.

Discussion: Public Law 100-107 states that:

- The leadership of the U.S. in product and process quality has been

challenged strongly by foreign competition.

- We are beginning to understand that poor quality cost companies as much as twenty percent of sales revenues.
- Strategic planning for quality and quality improvement is essential to our nation's economy and our ability to compete.
- Management understanding of the factory floor, worker involvement in quality, and the use of statistical process control can foster excellence.
- Quality improvement is applicable to large and small business and organizations that deliver either products or services.

**Baldrige
Framework:**

1. **Leadership**
2. **Strategic Planning**
3. **Customer and Market Focus**
4. **Measurement, Analysis, and Knowledge Management**
5. **Human Resource Focus**
6. **Process Management**
7. **Business Results**

Core Values include:

- Leadership
- Customer Driven
- Organizational and Personal Learning
- Valuing Employees and Partners
- Agility
- Focus on the Future
- Managing for Innovation
- Managing by Fact
- Public Responsibility and Citizenship
- Focus on Results
- A Systems Perspective

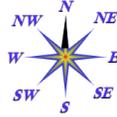
The three stages of the Malcolm Baldrige evaluation include:

- Your approach to quality and improvement
- Your deployment of that approach
- The results of the deployment

Results: Since coming into law in 1987, the Malcolm Baldrige National Quality Award and its associated criteria have helped transform many businesses and organizations as evidenced by a 2001 Stock Study that showed that companies that won the award had returns on investments that were three times better than the S&P 500 index. From 1988 to 2003, 939 companies have applied for the award, 196 have received site visits, and 58 have won awards. In 1999 the Defense Acquisition University (then the Defense Systems Management College) was the first college in the country to receive a site visit. Example:

Benefits: The application of ISO 9000 to a weapon system program in production can result in significant reductions in cost and cycle times, and major improvements in quality, responsiveness and performance.

Application to other programs:



This practice is applicable on any program in which a new high-technology product is being designed, developed, produced and/or maintained.

Key words: Quality Management

(keywords are used to support improved search capabilities in the information repository):

Additional Resources: http://acc.dau.mil/simplify/ev_en.php click on the Production, Quality and Manufacturing Special Interest Area for additional information
<http://www.quality.nist.gov/> the MB Award homepage

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