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Collection/Office of Origin: Speechwriting, White House Office of
Series: Speech File Draft Files
Subseries: Chron File, 1989-1993

OA/ID Number: 13587
Folder ID Number: 13587-004

Folder Title:
Malcolm Baldrige National Quality Award 11/1/91 [OA 6038]

Stack:	Row:	Section:	Shelf:	Position:
G	26	17	4	2

THE WHITE HOUSE
WASHINGTON

THE PRESIDENT HAS SEEN

10-30-91

October 29, 1991

31 OCT 29 P4:5

MEMORANDUM FOR THE PRESIDENT

THROUGH: DAVID DEMAREST
 TONY SNOW *TS*
FROM: JOSEPH P. DUGGAN
SUBJECT: MARLOW INDUSTRIES

DAVE
JPD *is audience*
standing on seats

I. SUMMARY

On Friday, November 1, at 3:00 p.m., you will speak to the employees at Marlow Industries in Dallas, Texas. Marlow was a winner of this year's Malcolm Baldrige National Quality Award. About 400 employees and family members are expected.

II. DISCUSSION

The remarks (10 minutes, on cards) emphasize why businesses must strive for high quality to stay competitive.

more I feel

Note: The backdrop behind the stage is a large imaginary map of the world which charts Marlow Industries' progress. Ordinarily, the map is in the company's cafeteria.

(Duggan/Simon)
October 29, 1991
Draft Three
Baldrige

PRESIDENTIAL REMARKS: BALDRIGE AWARD
MARLOW INDUSTRIES
DALLAS, TEXAS
FRIDAY, NOVEMBER 1, 1991

((Thank you. Thank you for that warm welcome. I can't imagine getting a more enthusiastic reception -- not even if I changed my name to Troy Aikman. [Cowboys QB])) \\

Ray [Marlow, chairman] and Chris [Witzke, president], and all the men and women of Marlow Industries and your families: I am honored to be your guest today. America is proud of your outstanding work in earning the Malcolm Baldrige National Quality Award. I am delighted we have yet another Texas businessman here, my friend Bob Mosbacher. [Other acknowledgments if appropriate.]

((Ray, I was impressed by the tour of your plant. I feel as though I've just gone through a crash course in dewpoint hydrometers and parametric amplifiers. I can barely pronounce them; don't expect me to understand them. \\))

I certainly want to compliment the makers of this splendid map that forms our backdrop. What a work of imagination: At first glance one might think it's a conventional map of the world. But a more careful inspection shows it is a symbolic picture of Marlow Industries' ambitious business goals and expectations. It's a whole world of your own making. \\

It reminds me of a remark by the great American revolutionary, Thomas Paine. As Americans fought the War for

Independence -- which was a struggle for free enterprise as well as political freedom -- Paine said, "We have it in our power to begin the world over again." \\
 \

Today we're celebrating a new revolution. It doesn't involve cannons and muskets and political tumult, but it's a revolution all the same. I'm speaking of the movement in American business for continuous quality improvement. \\
 \

The best businesses in America -- large and small -- are renewing, even reinventing themselves to become and to remain world class competitors. Our companies are overthrowing outdated, antagonistic barriers between labor and management. Companies are replacing "us-versus-them" divisions with true teamwork.

The quality revolution is driving bureaucracy out of our business organizations. Companies committed to quality are doing away with stratification, leaving as little distance as possible between the most junior employee and the CEO. In this quest, employees at every level are enjoying more power, more incentive, more freedom to create, and more responsibility for their efforts.

America is improving the quality of its products and services with the keenest tools of statistical process control. The quality revolution topples barriers that used to isolate backroom "number crunchers" from the people who work the assembly lines and the service counters. Companies like Marlow Industries show that everyone in an organization can and should use

statistical methods and computer and information technology to improve the quality of his own performance. As a result, Americans are learning how to prevent defects in the first place -- instead of correcting them later.

Most important, the quality revolution helps American companies to put customer satisfaction at the forefront. \\ Winning organizations know that customers don't want just the best that one company can offer; they want the best that anyone in the world can offer. \\ That's why winners in any market must hold themselves to world-class standards. \\

Ray Marlow has described quite succinctly what the commitment to corporate quality means. He reports that the company's receivables and payables are timely, the profit sharing and taxes paid, the revolving bank debt paid routinely, and -- most important -- the company has cash. But Ray emphasizes that while these are the results, "they cannot be the goals in and of themselves. The goal must be quality." \\ Ray, I believe every CEO and every company in America would benefit by sharing your philosophy about effort and results. \\ \\

Quality has strengthened American companies, enabling them to endure the ups and downs of business cycles. The new commitment to world-class excellence will make American businesses stronger than ever as we recover from the recession. \\ And the most important long-term indicators are favorable for recovery. The index of leading indicators has been steady or increasing for seven months; it is now 5 percent higher than in

January. Interest rates are near their lowest in a decade and a half. Industrial production increased in September and rose by an annual rate of more than 6 percent in the third quarter. Manufacturing productivity rose at a 3.6 percent annual rate during the second quarter. [Possible insert on new economic numbers.]

GDP ↑
2-??

In this climate, one thing I'm determined not to do is to break the budget deal and open up the floodgates for congressional tax-and-spend politics. \\\ That's why I support an unemployment compensation bill that will comply with the budget accord -- and that's why I vetoed the unemployment compensation bill that irresponsibly tried to bust the budget. \\\

I want to sign extended benefits legislation and we have a good paper but I

I am doing my level best in Washington to pursue the kind of economic policies that let companies like this one lead the way to quality.

- 1. hold line or speedily 2. cap. gains 3. less regulation 4. fewer mandated benefits

won't sign legislation that breaks

The potential of our quality revolution reaches far beyond anything that appears on a balance sheet. Take educating our kids for example. David Kearns led Xerox to win the Baldrige Award in 1989, and now I am privileged to have him in my Administration as Deputy Secretary of Education. David Kearns and our Secretary of Education, Lamar Alexander, are committed to bringing about a quality revolution in our schools -- to cut back on bureaucracy while enhancing learning and teaching and parental involvement. We want to reinvent American schools -- in a revolution for educational quality no less dramatic than the revolution for improving business performance.

the spreading constraints in the budget agreement

why school every taxpayer - critics with more federal money we can help

those who need help and still spare the one-eyed victim from the ravages that go with

for
P. 35
 (America's new commitment to quality would not have been possible without the pioneering work of strategic thinkers such as W. Edwards Deming. Four decades ago, Dr. Deming offered himself as a sort of one-man Marshall Plan in the war ruins of Japan. His common sense was "made in America," and it inspired Japanese businesses to heights of excellence considered miraculous. Now at long last American businesses follow rigorous disciplines of continuous quality improvement as envisioned by such pathfinders as Dr. Deming. \\]

Our quality revolution [also] owes an inestimable debt to Malcolm Baldrige. Mac Baldrige was a rough-riding Renaissance figure -- the kind of man found only in America. \\ He was one of my dearest friends, and his untimely death four years ago still leaves me feeling a loss. \\

As Secretary of Commerce during the 1980s, Mac Baldrige worked hard to liberate American businesses from needless regulation. But much as he cherished economic freedom, he believed it was not worth much if companies failed to perform at their best. So Mac spent much of his time in the bully pulpit urging American business to pursue excellence. The National Quality Awards competition, now named in his honor, is one of Mac's greatest legacies. \\

Three relatively small companies, each an electronics manufacturer, merited the 1991 Baldrige Award: Solectron Corporation of San Jose, California; Zytec Corporation of Eden Prairie, Minnesota; and, of course, Marlow Industries of Dallas.

All three winners prove that American enterprise can succeed in world-class competition involving the most sophisticated technologies and the most discerning customers. All three make America proud with their success in export markets. \\

I am proud to be with the men and women of Marlow Industries today, proud to congratulate you for navigating the "Baldrige Award Strait" on your map of dreams. \\

And because Marlow supplies critical components for high-tech national defense systems, let me offer a special word of thanks for the brilliant contribution you made to the success of our troops and sailors and airmen in Operation Desert Storm. \\

Like all Baldrige Award winners, you now accept responsibility to share your ideas and experiences on quality improvement with thousands of other companies. You've already done good work developing benchmarks and lifting industry standards through the Texas Quality Consortium. \\
Now you're charged with a bigger mission: helping thousands of other businesses throughout the nation to chart their journeys to world class performance, helping them launch new worlds of opportunity and achievement. I wish you Godspeed. \\

Thank you, and God bless the United States of America.

#

WHITE HOUSE STAFFING MEMORANDUM
91 OCT 30 P3:17

DATE: 10/30/91 ACTION/CONCURRENCE/COMMENT DUE BY: ----

PRESIDENTIAL REMARKS: BALDRIGE AWARDS
MARLOW INDUSTRIES

SUBJECT: DALLAS, TEXAS
FRIDAY, NOVEMBER 1, 1991

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	McBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DEMAREST	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BOSKIN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

The attached has been forwarded to the President.

RESPONSE:

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

THE WHITE HOUSE
WASHINGTON

October 29, 1991

31 OCT 29 P4:57

MEMORANDUM FOR THE PRESIDENT

THROUGH: DAVID DEMAREST
TONY SNOW *TS*

FROM: JOSEPH P. DUGGAN *JPD*

SUBJECT: MARLOW INDUSTRIES

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October 29, 1991
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THE WHITE HOUSE

WASHINGTON

October 29, 1991

MEMORANDUM FOR THE PRESIDENT

THROUGH: DAVID DEMAREST
TONY SNOW *TS*

FROM: JOSEPH P. DUGGAN *JPD*

SUBJECT: MARLOW INDUSTRIES

*standing or
seated -
is standing -
cut back by
a page*

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(Duggan/Simon)
October 29, 1991
Draft Three
Baldrige

PRESIDENTIAL REMARKS: BALDRIGE AWARD
 MARLOW INDUSTRIES
 DALLAS, TEXAS
 FRIDAY, NOVEMBER 1, 1991

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Dave
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GNP ↑
2-??

In this climate, one thing I'm determined not to do is to break the budget deal and open up the floodgates for congressional tax-and-spend politics. \\\ That's why I support an unemployment compensation bill that will comply with the budget accord -- and that's why I vetoed the unemployment compensation bill that irresponsibly tried to bust the budget.

I am doing my level best in Washington to pursue the kind of economic policies that let companies like this one lead the way to quality.

- 1. hold line on spending
- 2. cap. gains
- 3. less regulation
- 4. fewer mandated benefits

The potential of our quality revolution reaches far beyond anything that appears on a balance sheet. Take educating our kids for example. David Kearns led Xerox to win the Baldrige Award in 1989, and now I am privileged to have him in my Administration as Deputy Secretary of Education. David Kearns and our Secretary of Education, Lamar Alexander, are committed to bringing about a quality revolution in our schools -- to cut back on bureaucracy while enhancing learning and teaching and parental involvement. We want to reinvent American schools -- in a revolution for educational quality no less dramatic than the revolution for improving business performance.

I want to sign extended benefits and we have a good paper but I

write sign legislate that break

the spending constraints we the budget agreement

why sack all every tax paper - citizen

with more federal money we can help

those who need help and still spare the distressed citizen from the ravages that go with even larger Fed deficits

[America's new commitment to quality would not have been possible without the pioneering work of strategic thinkers such as W. Edwards Deming. Four decades ago, Dr. Deming offered himself as a sort of one-man Marshall Plan in the war ruins of Japan. His common sense was "made in America," and it inspired Japanese businesses to heights of excellence considered miraculous. Now at long last American businesses follow rigorous disciplines of continuous quality improvement as envisioned by such pathfinders as Dr. Deming. \\]

Our quality revolution [also] owes an inestimable debt to Malcolm Baldrige. Mac Baldrige was a rough-riding Renaissance figure -- the kind of man found only in America. \\ He was one of my dearest friends, and his untimely death four years ago still leaves me feeling a loss. \\

As Secretary of Commerce during the 1980s, Mac Baldrige worked hard to liberate American businesses from needless regulation. But much as he cherished economic freedom, he believed it was not worth much if companies failed to perform at their best. So Mac spent much of his time in the bully pulpit urging American business to pursue excellence. The National Quality Awards competition, now named in his honor, is one of Mac's greatest legacies. \\

Three relatively small companies, each an electronics manufacturer, merited the 1991 Baldrige Award: Solectron Corporation of San Jose, California; Zytac Corporation of Eden Prairie, Minnesota; and, of course, Marlow Industries of Dallas.

All three winners prove that American enterprise can succeed in world-class competition involving the most sophisticated technologies and the most discerning customers. All three make America proud with their success in export markets. \\

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And because Marlow supplies critical components for high-tech national defense systems, let me offer a special word of thanks for the brilliant contribution you made to the success of our troops and sailors and airmen in Operation Desert Storm. \\

Like all Baldrige Award winners, you now accept responsibility to share your ideas and experiences on quality improvement with thousands of other companies. You've already done good work developing benchmarks and lifting industry standards through the Texas Quality Consortium. \\
Now you're charged with a bigger mission: helping thousands of other businesses throughout the nation to chart their journeys to world class performance, helping them launch new worlds of opportunity and achievement. I wish you Godspeed. \\

Thank you, and God bless the United States of America.

#

WHITE HOUSE STAFFING MEMORANDUM

91 OCT 25 P5:10

DATE: 10/25/91 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 10/28/91 1:00pm

PRESIDENTIAL REMARKS: BALDRIGE AWARD - MARLOW INDUSTRIES
 SUBJECT: DALLAS, TEXAS - FRIDAY, NOVEMBER 1, 1991

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SNOW	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY <i>Holmshead N/C 7153</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY <i>alison Kutcher</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than 1:00 p.m., MONDAY, OCTOBER 28, with a copy to this office. Thank you.

RESPONSE:

- MASTER -

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

General Comments: (P4 +/or 5) - Commerce

1.) This year's winners, unlike previous years, are small companies. (Potus likes to highlight small bus.)

2) All 3 winners are in the electronic field - October 25, 1991
where ~~potus~~ ^{potus} supposedly the quality leader

(Duggan/Simon)
Draft Two
Baldrige

PRESIDENTIAL REMARKS:

BALDRIGE AWARD
MARLOW INDUSTRIES
DALLAS, TEXAS
FRIDAY, NOVEMBER 1, 1991

[Acknowledgments, jokes]

First, let me compliment the makers of this splendid map that forms our backdrop. What a work of imagination: At first glance one might think it's a conventional map of the world. But a more careful inspection shows it is a symbolic picture of Marlow Industries' ambitious business goals and expectations. It's a whole world of your own making. \\
100125 SP 3:41

It reminds me of a remark by the great American revolutionary, Thomas Paine. As Americans fought the War for Independence -- which was a struggle for free enterprise as well as political freedom -- Paine said, "We have it in our power to begin the world over again." \\
100125 SP 3:41

Today we're celebrating a new revolution. It doesn't involve cannons and muskets and political tumult, but it's a revolution all the same. I'm speaking of the movement in American business for continuous quality improvement. \\
100125 SP 3:41

The best businesses in America -- large and small -- are renewing, even reinventing themselves to become and to remain world class competitors. Our companies are overthrowing outdated, antagonistic barriers between labor and management. Companies are replacing "us-versus-them" divisions with true teamwork.
100125 SP 3:41

The quality revolution is driving bureaucracy out of our business organizations. Companies committed to quality are doing away with stratification, leaving as little distance as possible between the most junior employee and the CEO. In this quest, employees at every level are enjoying more power, more incentive, more freedom to create, and more responsibility for their efforts.

America is improving the quality of its products and services with the keenest tools of ~~statistical process control~~. ^{What is this? (BT)} ^{term work, backbone} ^{the customer knows what it means} The quality revolution topples barriers that used to isolate backroom "number crunchers" from the people who work the assembly lines and the service counters. Companies like Marlow Industries show that everyone in an organization can and should use statistical methods and computer and information technology to improve the quality of his ^{or her (BT)} own performance. As a result, Americans are learning how to prevent defects in the first place -- instead of correcting them later.

Most important, the quality revolution helps American companies to put customer satisfaction at the forefront. \\ ^{business (BT)} Winning ~~competitors~~ know that customers don't want just the best that one company can offer; they want the best that anyone in the world can offer. \\ That's why winners in any market ~~or niche~~ ^(BT) must hold themselves to world-class standards. \\ ^{enabling them (Porter)}

Quality has strengthened American companies to endure the ups and downs of business cycles. The new commitment to world-class excellence will make American businesses stronger than ever

as we recover from the recession. And the most important long-term indicators are favorable for recovery. The index of leading indicators has been steady or increasing for seven months; it is now 5 percent higher than in January. ~~Long-term~~ Interest rates are near their decade-and-a-half lows. ~~are on the decline.~~ Industrial production increased in September + rose by more than 6% at an annual rate in the 3rd quarter (Porter) ~~for the sixth consecutive month,~~ while second manufacturing productivity rose ~~by~~ 3.6 percent during the quarter. (Bookin)
 at a annual rate (Simon)

In this climate, one thing I'm determined not to do is to break the budget deal and open up the floodgates for congressional tax-and-spend politics. \\\ That's why I support an unemployment compensation bill that will comply with the budget accord -- and that's why I vetoed the unemployment compensation bill that irresponsibly tried to bust the budget. \\
 (Porter)

I am doing my level best in Washington to pursue the kind of economic policies that let companies like this one lead the way to quality.

The potential of our quality revolution reaches far beyond anything that appears on a balance sheet. Take educating our kids for example. David Kearns led the largest unit (Com) Xerox to win the Baldrige Award in 1989, and now I am privileged to have him in my Administration as Deputy Secretary of Education. Like his predecessor Ted Sanders -- a distinguished Dallas educator, of whom we are all proud -- David Kearns and Sec. of Educ. Lamar Alexander. ~~is~~ committed to bringing (Simon) about a quality revolution in our schools to cut back on bureaucracy while enhancing learning and teaching and parental involvement. We want to reinvent American schools -- in a

awfully roseley (Macclure)

could put him in "no new taxes" block (Macclure)

revolution for educational quality no less dramatic than the revolution for improving business performance.

delete
Doc
problem
w/ Dem.

~~America's new commitment to quality would not have been possible without the pioneering work of strategic thinkers such as W. Edwards Deming. Four decades ago, Dr. Deming offered himself as a sort of one-man Marshall Plan in the war ruins of Japan. His common sense was "Made in America," and it inspired Japanese businesses to heights of excellence considered miraculous. Now at long last American businesses follow rigorous disciplines of continuous quality improvement as envisioned by such pathfinders as Dr. Deming. \\~~

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Thank you, and God bless the United States of America.

#

WHITE HOUSE STAFFING MEMORANDUM

91 OCT 28 10:51 AM '91

DATE: 10/25/91 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 10/28/91 1:00pm

PRESIDENTIAL REMARKS: BALDRIGE AWARD - MARLOW INDUSTRIES

SUBJECT: DALLAS, TEXAS - FRIDAY, NOVEMBER 1, 1991

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than 1:00 p.m., MONDAY, OCTOBER 28, with a copy to this office. Thank you.

RESPONSE: Comments from Cabinet Affairs are attached.

Thanks,
EL
 Elizabeth Luttig

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

General comment: suggests to incorp. on 114-0
increased emphasis on the following:

- (1) This year's winners, unlike previous years, are small companies.
CPOES likes to highlight small businesses
- (2) all 3 winners are in the electronics field - Where Asia
is supposedly the quality leader

(Duggan/Simon)
October 25, 1991
Draft Two
Baldrige

21 OCT 25 P3: 41

PRESIDENTIAL REMARKS:

BALDRIGE AWARD
MARLOW INDUSTRIES
DALLAS, TEXAS
FRIDAY, NOVEMBER 1, 1991

[Acknowledgments, jokes]

First, let me compliment the makers of this splendid map that forms our backdrop. What a work of imagination: At first glance one might think it's a conventional map of the world. But a more careful inspection shows it is a symbolic picture of Marlow Industries' ambitious business goals and expectations. It's a whole world of your own making. \\

It reminds me of a remark by the great American revolutionary, Thomas Paine. As Americans fought the War for Independence -- which was a struggle for free enterprise as well as political freedom -- Paine said, "We have it in our power to begin the world over again." \\

Today we're celebrating a new revolution. It doesn't involve cannons and muskets and political tumult, but it's a revolution all the same. I'm speaking of the movement in American business for continuous quality improvement. \\

The best businesses in America -- large and small -- are renewing, even reinventing themselves to become and to remain world class competitors. Our companies are overthrowing outdated, antagonistic barriers between labor and management. Companies are replacing "us-versus-them" divisions with true teamwork.

The quality revolution is driving bureaucracy out of our business organizations. Companies committed to quality are doing away with stratification, leaving as little distance as possible between the most junior employee and the CEO. In this quest, employees at every level are enjoying more power, more incentive, more freedom to create, and more responsibility for their efforts.

America is improving the quality of its products and services with the keenest tools of statistical process control. The quality revolution topples barriers that used to isolate backroom "number crunchers" from the people who work the assembly lines and the service counters. Companies like Marlow Industries show that everyone in an organization can and should use statistical methods and computer and information technology to improve the quality of his own performance. As a result, Americans are learning how to prevent defects in the first place -- instead of correcting them later.

Most important, the quality revolution helps American companies to put customer satisfaction at the forefront. \\ Winning competitors know that customers don't want just the best that one company can offer; they want the best that anyone in the world can offer. \\ That's why winners in any market or niche must hold themselves to world-class standards. \\

Quality has strengthened American companies to endure the ups and downs of business cycles. The new commitment to world-class excellence will make American businesses stronger than ever

as we recover from the recession. And the most important long-term indicators are favorable for recovery. The index of leading indicators has been steady or increasing for seven months; it is now 5 percent higher than in January. Long-term interest rates are on the decline. Industrial production increased in September for the sixth consecutive month, while manufacturing productivity rose by 3.6 percent during the quarter.

In this climate, one thing I'm determined not to do is to break the budget deal and open up the floodgates for congressional tax-and-spend politics. \\ That's why I support an unemployment compensation bill that will comply with the budget accord -- and that's why I vetoed the unemployment compensation bill that irresponsibly tried to bust the budget. \\

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revolution for educational quality no less dramatic than the revolution for improving business performance.

~~America's new commitment to quality would not have been possible without the pioneering work of strategic thinkers such as W. Edwards Deming. Four decades ago, Dr. Deming offered himself as a sort of one-man Marshall Plan in the war ruins of Japan. His common sense was "Made in America," and it inspired Japanese businesses to heights of excellence considered miraculous. Now at long last American businesses follow rigorous disciplines of continuous quality improvement as envisioned by such pathfinders as Dr. Deming. \\~~

Commerce - Issue w/ Deming

Commerce
deputy
Chairman
377-3924

Mac
Goldman

And we owe so much to Malcolm Baldrige. Mac Baldrige was a rough-riding Renaissance figure -- the kind of man found only in America. \\ He was one of my dearest friends, and his untimely death four years ago still leaves me feeling a loss. \\

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Thank you, and God bless the United States of America.

#

21 OCT 25 P3: 41

Simon

(Duggan/Simon)
October 25, 1991
Draft Two
Baldrige

PRESIDENTIAL REMARKS: BALDRIGE AWARD
MARLOW INDUSTRIES
DALLAS, TEXAS
FRIDAY, NOVEMBER 1, 1991

[Acknowledgments, jokes]

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\\

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\\

Today we're celebrating a new revolution. It doesn't involve cannons and muskets and political tumult, but it's a revolution all the same. I'm speaking of the movement in American business for continuous quality improvement. \\
\\

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Thank you, and God bless the United States of America.

#

WHITE HOUSE STAFFING MEMORANDUM

91 OCT 28 P2:04

DATE: 10/25/91 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 10/28/91 1:00pm

PRESIDENTIAL REMARKS: BALDRIGE AWARD - MARLOW INDUSTRIES

SUBJECT: DALLAS, TEXAS - FRIDAY, NOVEMBER 1, 1991

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than 1:00 p.m., MONDAY, OCTOBER 28, with a copy to this office. Thank you.

RESPONSE:

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

(Duggan/Simon)
October 25, 1991
Draft Two
Baldrige

31 OCT 25 P3:41

PRESIDENTIAL REMARKS: BALDRIGE AWARD
MARLOW INDUSTRIES
DALLAS, TEXAS
FRIDAY, NOVEMBER 1, 1991

[Acknowledgments, jokes]

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America is improving the quality of its products and services with the keenest tools of statistical process control. The quality revolution topples barriers that used to isolate backroom "number crunchers" from the people who work the assembly lines and the service counters. Companies like Marlow Industries show that everyone in an organization can and should use statistical methods and computer and information technology to improve the quality of his own performance. As a result, Americans are learning how to prevent defects in the first place -- instead of correcting them later.

Most important, the quality revolution helps American companies to put customer satisfaction at the forefront. \\ Winning competitors know that customers don't want just the best that one company can offer; they want the best that anyone in the world can offer. \\ That's why winners in any market or niche must hold themselves to world-class standards. \\

Quality has strengthened American companies to endure the ups and downs of business cycles. The new commitment to world-class excellence will make American businesses stronger than ever

as we recover from the recession. And the most important long-term indicators are favorable for recovery. The index of leading indicators has been steady or increasing for seven months; it is now 5 percent higher than in January. ~~Long-term~~ Interest rates are near their decade-and-a-half lows. ~~are on the decline.~~ Industrial production increased in September, and rose by more than 6 percent at an annual rate in third quarter. ~~for the sixth consecutive month, while~~ Manufacturing productivity rose by 3.6 percent during the ^{second} quarter.

In this climate, one thing I'm determined not to do is to break the budget deal and open up the floodgates for congressional tax-and-spend politics. \\\ That's why I support an unemployment compensation bill that will comply with the budget accord -- and that's why I vetoed the unemployment compensation bill that irresponsibly tried to bust the budget. \\\

I am doing my level best in Washington to pursue the kind of economic policies that let companies like this one lead the way to quality.

The potential of our quality revolution reaches far beyond anything that appears on a balance sheet. Take educating our kids for example. David Kearns led Xerox to win the Baldrige Award in 1989, and now I am privileged to have him in my Administration as Deputy Secretary of Education. Like his predecessor Ted Sanders -- a distinguished Dallas educator, of whom we are all proud -- David Kearns is committed to bringing about a quality revolution in our schools to cut back on bureaucracy while enhancing learning and teaching and parental involvement. We want to reinvent American schools -- in a

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And we owe so much to Malcolm Baldrige. Mac Baldrige was a rough-riding Renaissance figure -- the kind of man found only in America. \\ He was one of my dearest friends, and his untimely death four years ago still leaves me feeling a loss. \\

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And because Marlow supplies critical components for high-tech national defense systems, let me offer a special word of thanks for the brilliant contribution you made to the success of our troops and sailors and airmen in Operation Desert Storm. \\ \\

Like all Baldrige Award winners, you now accept responsibility to share your ideas and experiences on quality improvement with thousands of other companies. You've already done good work developing benchmarks and lifting industry standards through the Texas Quality Consortium. \\ Now you're charged with a bigger mission: helping thousands of other businesses throughout the nation to chart their journeys to world class performance, helping them launch new worlds of opportunity and achievement. I wish you Godspeed. \\

Thank you, and God bless the United States of America.

#

THE WHITE HOUSE

WASHINGTON

91 OCT 28 P4:06

October 28, 1991

MEMORANDUM FOR TONY SNOW

FROM: ROGER B. PORTER *RBP*

SUBJECT: Presidential Remarks: Baldrige Award - Marlow Industries

We have reviewed the attached remarks and have noted a few minor suggested changes on the draft.

Please let us know if you have any questions or if we may help in any other way.

cc: Phillip D. Brady

WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/25/91 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 10/28/91 1:00pm

PRESIDENTIAL REMARKS: BALDRIGE AWARD - MARLOW INDUSTRIES

SUBJECT: DALLAS, TEXAS - FRIDAY, NOVEMBER 1, 1991

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than 1:00 p.m., MONDAY, OCTOBER 28, with a copy to this office. Thank you.

RESPONSE:

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

(Duggan/Simon)
October 25, 1991
Draft Two
Baldrige

01 OCT 25 P3: 41

PRESIDENTIAL REMARKS: BALDRIGE AWARD
MARLOW INDUSTRIES
DALLAS, TEXAS
FRIDAY, NOVEMBER 1, 1991

[Acknowledgments, jokes]

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Quality has strengthened American companies ^{ENABLING THEM} to endure the ups and downs of business cycles. The new commitment to world-class excellence will make American businesses stronger than ever

as we recover from the recession. And the most important long-term indicators are favorable for recovery. The index of leading indicators has been steady or increasing for seven months; it is now 5 percent higher than in January. Long-term interest rates are on the decline. Industrial production increased in September for the sixth consecutive month, while manufacturing productivity rose by 3.6 percent during the quarter.

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And we owe so much to Malcolm Baldrige. Mac Baldrige was a rough-riding Renaissance figure -- the kind of man found only in America. \\ He was one of my dearest friends, and his untimely death four years ago still leaves me ^{WITH A} feeling ^{OF} loss. \\

As Secretary of Commerce during the 1980s, Mac Baldrige worked hard to liberate American businesses from needless regulation. But much as he cherished economic freedom, he believed it was not worth much if companies failed to perform at their best. So Mac spent much of his time in the bully pulpit urging American business to pursue excellence. The National Quality Awards competition, now named in his honor, is one of Mac's greatest legacies. \\

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Like all Baldrige Award winners, you now accept responsibility to share your ideas and experiences on quality improvement with thousands of other companies. You've already done good work developing benchmarks and lifting industry standards through the Texas Quality Consortium. \\ Now you're charged with a bigger mission: helping thousands of other businesses throughout the nation to chart their journeys to world class performance, helping them launch new worlds of opportunity and achievement. I wish you Godspeed. \\

Thank you, and God bless the United States of America.

#

WHITE HOUSE STAFFING MEMORANDUM

91 OCT 28 A9:50

DATE: 10/25/91 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 10/28/91 1:00pm

PRESIDENTIAL REMARKS: BALDRIGE AWARD - MARLOW INDUSTRIES
 SUBJECT: DALLAS, TEXAS - FRIDAY, NOVEMBER 1, 1991

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than 1:00 p.m., MONDAY, OCTOBER 28, with a copy to this office. Thank you.

RESPONSE:

OK - a few suggestions.

BT for SR

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

(Duggan/Simon)
October 25, 1991
Draft Two
Baldrige

01 OCT 25 P3:41

PRESIDENTIAL REMARKS: BALDRIGE AWARD
MARLOW INDUSTRIES
DALLAS, TEXAS
FRIDAY, NOVEMBER 1, 1991

[Acknowledgments, jokes]

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The quality revolution is driving bureaucracy out of our business organizations. Companies committed to quality are doing away with stratification, leaving as little distance as possible between the most junior employee and the CEO. In this quest, employees at every level are enjoying more power, more incentive, more freedom to create, and more responsibility for their efforts.

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Most important, the quality revolution helps American companies to put customer satisfaction at the forefront. \\
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Quality has strengthened American companies to endure the ups and downs of business cycles. The new commitment to world-class excellence will make American businesses stronger than ever

what is this?



as we recover from the recession. And the most important long-term indicators are favorable for recovery. The index of leading indicators has been steady or increasing for seven months; it is now 5 percent higher than in January. Long-term interest rates ~~are on the decline~~. Industrial production increased in September ~~for the sixth consecutive month~~, while manufacturing productivity rose by 3.6 percent during the quarter.

In this climate, one thing I'm determined not to do is to break the budget deal and open up the floodgates for congressional tax-and-spend politics. \\ That's why I support an unemployment compensation bill that will comply with the budget accord -- and that's why I vetoed the unemployment compensation bill that irresponsibly tried to bust the budget. \\

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Thank you, and God bless the United States of America.

#

WHITE HOUSE STAFFING MEMORANDUM
 91 OCT 28 A10: 42

DATE: 10/25/91 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 10/28/91 1:00pm

PRESIDENTIAL REMARKS: BALDRIGE AWARD - MARLOW INDUSTRIES

SUBJECT: DALLAS, TEXAS - FRIDAY, NOVEMBER 1, 1991

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than 1:00 p.m., MONDAY, OCTOBER 28, with a copy to this office. Thank you.

RESPONSE:

OK DS

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

(Duggan/Simon)
October 25, 1991
Draft Two
Baldrige

31 OCT 25 P3: 41

PRESIDENTIAL REMARKS: BALDRIGE AWARD
MARLOW INDUSTRIES
DALLAS, TEXAS
FRIDAY, NOVEMBER 1, 1991

[Acknowledgments, jokes]

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Thank you, and God bless the United States of America.

#

WHITE HOUSE STAFFING MEMORANDUM
 91 OCT 28 PT: 53

DATE: 10/25/91 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 10/28/91 1:00pm

PRESIDENTIAL REMARKS: BALDRIGE AWARD - MARLOW INDUSTRIES

SUBJECT: DALLAS, TEXAS - FRIDAY, NOVEMBER 1, 1991

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SNOW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Tony Snow, Rm. 122, x2930, no later than 1:00 p.m., MONDAY, OCTOBER 28, with a copy to this office. Thank you.

RESPONSE: *No comment*

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702