

Originally Processed With FOIA(s):

S

FOIA Number:

S

# FOIA MARKER

**This is not a textual record. This is used as an administrative marker by the George Bush Presidential Library Staff.**

---

**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Speechwriting, White House Office of  
**Series:** Speech File Draft Files  
**Subseries:** Chron File, 1989-1993

---

**OA/ID Number:** 13649  
**Folder ID Number:** 13649-006

---

**Folder Title:**  
Malcolm Baldrige Awards 12/14/92 [OA 8485]

---

Stack:	Row:	Section:	Shelf:	Position:
<b>G</b>	<b>26</b>	<b>18</b>	<b>6</b>	<b>1</b>

---

**MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, D.O.C.  
MONDAY, DECEMBER 14, 1992 \ 11:30 A.M.**

**THANK YOU, SECRETARY FRANKLIN. LET ME  
FIRST RECOGNIZE OUR BALDRIGE FOUNDATION  
TRUSTEES, OUR PRIVATE SECTOR EXAMINERS AND  
JUDGES AND ALL THOSE WHO COORDINATED THIS  
YEAR'S BALDRIGE AWARDS. ALSO, IT IS MY  
SPECIAL PRIVILEGE TO SALUTE MEMBERS OF THE  
BALDRIGE FAMILY WITH US TODAY.**

**- 2 -**

**I ALWAYS LOOK FORWARD TO THIS YEARLY  
AWARDS CEREMONY. AN OPPORTUNITY TO HONOR  
INDUSTRY'S BEST. AND A CHANCE TO REVISIT THE  
LEGACY OF AN EXTRAORDINARY MAN -- MALCOLM  
BALDRIGE.**

**I REMEMBER A STORY PRESIDENT REAGAN LOVED  
TO TELL OF THE DAY HE PHONED MAC TO ASK HIM  
TO JOIN HIS CABINET.**

HE WAS TOLD BY HIS WIFE, MIDGE, THAT HE'D HAVE TO CALL BACK LATER: MAC WAS OUT ON HIS HORSE ROPING AND COULDN'T COME TO THE PHONE. THAT WAS MAC.

HE WAS A MAN WHOSE COLLECTION OF BELT BUCKLES WAS THE ONLY THING THAT COULD OUTNUMBER HIS MANY ACHIEVEMENTS.

IN A HAND-TOOLED WESTERN BELT AND A PIN-STRIPE SUIT, MAC WAS THE CONNECTICUT COWBOY, A MAN WHOSE NAME IS NOW ENSHRINED IN THE COWBOY HALL OF FAME -- AND THE ONLY GUY I KNEW WHO'D COMPLAIN OF SADDLE SORES FROM SITTING AT A DESK TOO LONG. //

HE USED TO SAY THAT THE THING HE LIKED ABOUT COWBOYS WAS THAT THEY DIDN'T TALK UNLESS THEY HAD SOMETHING TO SAY, AND WHEN THEY SAID SOMETHING, THEY MEANT IT. THAT WAS TRUE OF MAC. WHEN HE TALKED BUSINESS, HE MEANT BUSINESS. AND WHEN HE TALKED OF MAKING AMERICA'S PRODUCTS SECOND TO NONE, YOU LISTENED.

THE STANDARDS OF EXCELLENCE MAC EMBODIED ARE STILL VERY MUCH WITH US. FAIRNESS, HONESTY, TENACITY. THESE WERE HIS YARDSTICKS. THE SAME YARDSTICKS WE USE TODAY IN LOOKING FOR THE VERY BEST THAT AMERICAN INDUSTRY HAS TO OFFER. AND THIS YEAR, WE HAVE FOUND THEM IN FIVE EXCEPTIONAL COMPANIES.

**NINETY COMPANIES, THIS YEAR, DECIDED THEY WERE TOUGH ENOUGH TO TAKE THE BALDRIGE TEST. THOUSANDS -- ROUGHLY 175,000 OTHERS -- USED THE BALDRIGE CRITERIA AS AN INTERNAL TEST, AS A WAY TO BE TOUGH ON THEMSELVES. A FEW OF OUR PAST WINNERS, LIKE MOTOROLA AND IBM, HAVE EVEN GONE SO FAR AS TO URGE THEIR SUPPLIERS TO FOLLOW THE BALDRIGE CRITERIA.**

**WHAT THIS TELLS US IS SIMPLE: AMERICA IS NUMBER ONE BECAUSE IT DEMANDS NOT ONLY THE BEST FOR ITSELF, BUT ALSO FROM ITSELF. //**

**AND NOW TO THIS YEAR'S WINNERS.**

**SOME MIGHT THINK THE COMMERCE DEPARTMENT OFFERED A TWO-FOR-ONE DEAL WITH AT&T -- BUT NOT SO.**

**THOUGH BOTH TRANSMISSION SYSTEMS AND UNIVERSAL CARD SERVICES ARE DIVISIONS OF AT&T, THEY ARE TWO SEPARATE BUSINESSES, WHO SHARE ONE COMMON GOAL -- A COMMITMENT TO QUALITY. AT&T CHAIRMAN ROBERT ALLEN SAID OF THIS COMMITMENT: "THE REAL CHALLENGE IS TO DEFINE QUALITY NOT FROM OUR OWN PERSPECTIVE, BUT FROM THE CUSTOMER'S."**

**THIS BOTH DIVISIONS HAVE DONE. TRANSMISSION SYSTEMS BUSINESS UNIT DEDICATES ITSELF NOT ONLY TO ITS CUSTOMERS' SHORT-TERM NEEDS, BUT ITS LONG-TERM NEEDS AS WELL. WITH THE INPUT OF MORE THAN 7500 EMPLOYEES AT NINE U.S. SITES, TRANSMISSION SYSTEMS HAS INITIATED PROGRAMS TO PREDICT WHAT NEW TECHNOLOGIES WILL BE NEEDED TO MEET THEIR CUSTOMERS' LONG-TERM GOALS.**

**IN SLIGHTLY MORE THAN 3 YEARS, TRANSMISSION SYSTEMS HAS NEARLY DOUBLED INTERNATIONAL SALES AND NOW SELLS SYSTEMS TO MORE THAN 50 COUNTRIES. THAT'S A LOT OF SATISFIED CUSTOMERS.**

**UNIVERSAL CARD SERVICES HASN'T BECOME A BENCHMARK OF OTHER COMPANIES BY ACCIDENT, BUT BY EFFORT -- TOP PERFORMANCES BY ALL OF ITS 2500 EMPLOYEES.**

**UNIVERSAL CARD LED ITS CHARGE TO EXCELLENCE BY CENTRALIZING THEIR BUSINESS AROUND ONE KEY PRINCIPLE: "DELIGHT THE CUSTOMER." AND IT SEEMS THEY ARE, INDEED, DELIGHTED. 98% OF THEIR CUSTOMERS RATE OVERALL SERVICES AS BETTER THAN THE COMPETITION. 98%. [[THAT'S ONE POLL I COULD HAVE USED ABOUT A MONTH AGO. //]]**

**IT'S NOT OFTEN THAT A SMALL BUSINESS MEANS BIG BUSINESS, BUT IT'S TRUE FOR THE GRANITE ROCK COMPANY. WITH THE INITIATION OF THEIR TOTAL QUALITY PROGRAM, GRANITE ROCK HAS EXCEEDED ITS INDUSTRY STANDARDS FOR HIGH QUALITY AND UNMATCHED SERVICE.**

**RATHER THAN FOLLOW A WELL-WORN PATH, GRANITE ROCK CHOSE TO CHART ITS OWN WAY -- A JOURNEY THAT HAS BROUGHT THEM HERE TODAY -- AN AWARD-WINNING COMPANY THAT DEFINES SUCCESS IN THREE LITTLE WORDS: "ANOTHER SATISFIED CUSTOMER."**

**RITZ-CARLTON WON 121 QUALITY-RELATED AWARDS IN 1991, BUT ASK ANY EMPLOYEE HOW THEY GAUGE THEIR SUCCESS AND THEY'LL SAY -- THE GOLD STANDARDS -- THE RITZ-CARLTON'S BIBLE FOR PREMIUM SERVICE.**

**WITH ALMOST 12,000 EMPLOYEES, THE RITZ-CARLTON HAS IMPLEMENTED A RIGOROUS QUALITY PROGRAM THAT SEEKS "A MEMORABLE VISIT" FOR EVERY GUEST.**

**THIS LUXURY HOTEL BUSINESS KNOWS THAT A MINT ON THE PILLOW ISN'T ENOUGH TO KEEP A CUSTOMER COMING BACK. IT'S THE PRINCIPLE "SERVICE MUST BE EXCELLENT IF IT IS ANYTHING" THAT HAS EARNED RITZ-CARLTON ONE OF THE MOST LOYAL FOLLOWINGS IN THE TRAVEL AND TOURISM INDUSTRY.**

**FOR TEXAS INSTRUMENTS DEFENSE SYSTEMS & ELECTRONICS GROUP, ITS BEST PRODUCT IS ALWAYS SURPASSED BY ITS NEXT INNOVATION.**

MAC USED TO CALL THIS KIND OF INVENTIVENESS "YANKEE INGENUITY." [[I'M NOT SURE A TEXAS-BASED COMPANY COTTONS TO BEING CALLED "YANKEE" -- BUT INGENIOUS, I THINK THEY'LL ACCEPT. //]] FORMED DURING WORLD WAR II, THIS T.I. SUBSIDIARY HAS GROWN TO BECOME THE NATION'S EIGHTH LARGEST DEFENSE ELECTRONICS CONTRACTOR.

WE KNOW FROM THE SUCCESS OF DESERT STORM, THAT IN MATTERS OF ADVANCED WEAPONRY, QUALITY IS KEY. AND WE KNOW, TOO, FROM THE SUCCESS OF DESERT STORM, THAT T.I.'S CONTRIBUTIONS TO THIS EFFORT WERE INVALUABLE.

IN TODAY'S COMPETITIVE GLOBAL MARKETPLACE, QUALITY OF SERVICE AND QUALITY OF GOODS TAKES ON TOP PRIORITY IN AMERICAN BUSINESS.

**PREMIUM STANDARDS ARE NO LONGER LOFTY GOALS, BUT VITAL COMPONENTS OF EVERY BASIC BUSINESS STRATEGY. THIS YEAR'S BALDRIGE AWARD WINNERS KNOW THAT QUALITY STANDARDS DO NOT IMPEDE SUCCESS, THEY ENCOURAGE IT. MAC WOULD AGREE.**

**EACH TIME WE REVISIT OUR MEMORIES OF MAC BALDRIGE AT THIS CEREMONY, I'M REMINDED OF THE WISDOM HE USED TO IMPART MOST OFTEN -- ALWAYS, IN ANYTHING AND EVERYTHING, RISE TO THE HIGHEST STANDARD. THIS YEAR'S MALCOLM BALDRIGE QUALITY AWARD WINNERS HAVE ALL DONE JUST THAT.**

**CONGRATULATIONS. MAY GOD BLESS YOU ALL AND THE UNITED STATES OF AMERICA.**

**# # #**

**MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, D.O.C.  
MONDAY, DECEMBER 14, 1992 \ 11:30 A.M.**

**THANK YOU, SECRETARY FRANKLIN. LET ME  
FIRST RECOGNIZE OUR BALDRIGE FOUNDATION  
TRUSTEES, OUR PRIVATE SECTOR EXAMINERS AND  
JUDGES AND ALL THOSE WHO COORDINATED THIS  
YEAR'S BALDRIGE AWARDS. ALSO, IT IS MY  
SPECIAL PRIVILEGE TO SALUTE MEMBERS OF THE  
BALDRIGE FAMILY WITH US TODAY.**

**- 2 -**

**I ALWAYS LOOK FORWARD TO THIS YEARLY  
AWARDS CEREMONY. AN OPPORTUNITY TO HONOR  
INDUSTRY'S BEST. AND A CHANCE TO REVISIT THE  
LEGACY OF AN EXTRAORDINARY MAN -- MALCOLM  
BALDRIGE.**

**I REMEMBER A STORY PRESIDENT REAGAN LOVED  
TO TELL OF THE DAY HE PHONED MAC TO ASK HIM  
TO JOIN HIS CABINET.**

HE WAS TOLD BY HIS WIFE, MIDGE, THAT HE'D HAVE TO CALL BACK LATER: MAC WAS OUT ON HIS HORSE ROPING AND COULDN'T COME TO THE PHONE. THAT WAS MAC.

HE WAS A MAN WHOSE COLLECTION OF BELT BUCKLES WAS THE ONLY THING THAT COULD OUTNUMBER HIS MANY ACHIEVEMENTS.

IN A HAND-TOOLED WESTERN BELT AND A PIN-STRIPE SUIT, MAC WAS THE CONNECTICUT COWBOY, A MAN WHOSE NAME IS NOW ENSHRINED IN THE COWBOY HALL OF FAME -- AND THE ONLY GUY I KNEW WHO'D COMPLAIN OF SADDLE SORES FROM SITTING AT A DESK TOO LONG. //

HE USED TO SAY THAT THE THING HE LIKED ABOUT COWBOYS WAS THAT THEY DIDN'T TALK UNLESS THEY HAD SOMETHING TO SAY, AND WHEN THEY SAID SOMETHING, THEY MEANT IT. THAT WAS TRUE OF MAC. WHEN HE TALKED BUSINESS, HE MEANT BUSINESS. AND WHEN HE TALKED OF MAKING AMERICA'S PRODUCTS SECOND TO NONE, YOU LISTENED.

THE STANDARDS OF EXCELLENCE MAC EMBODIED ARE STILL VERY MUCH WITH US. FAIRNESS, HONESTY, TENACITY. THESE WERE HIS YARDSTICKS. THE SAME YARDSTICKS WE USE TODAY IN LOOKING FOR THE VERY BEST THAT AMERICAN INDUSTRY HAS TO OFFER. AND THIS YEAR, WE HAVE FOUND THEM IN FIVE EXCEPTIONAL COMPANIES.

**NINETY COMPANIES, THIS YEAR, DECIDED THEY WERE TOUGH ENOUGH TO TAKE THE BALDRIGE TEST. THOUSANDS -- ROUGHLY 175,000 OTHERS -- USED THE BALDRIGE CRITERIA AS AN INTERNAL TEST, AS A WAY TO BE TOUGH ON THEMSELVES. A FEW OF OUR PAST WINNERS, LIKE MOTOROLA AND IBM, HAVE EVEN GONE SO FAR AS TO URGE THEIR SUPPLIERS TO FOLLOW THE BALDRIGE CRITERIA.**

**WHAT THIS TELLS US IS SIMPLE: AMERICA IS NUMBER ONE BECAUSE IT DEMANDS NOT ONLY THE BEST FOR ITSELF, BUT ALSO FROM ITSELF. //**

**AND NOW TO THIS YEAR'S WINNERS.**

**SOME MIGHT THINK THE COMMERCE DEPARTMENT OFFERED A TWO-FOR-ONE DEAL WITH AT&T -- BUT NOT SO.**

**THOUGH BOTH TRANSMISSION SYSTEMS AND UNIVERSAL CARD SERVICES ARE DIVISIONS OF AT&T, THEY ARE TWO SEPARATE BUSINESSES, WHO SHARE ONE COMMON GOAL -- A COMMITMENT TO QUALITY. AT&T CHAIRMAN ROBERT ALLEN SAID OF THIS COMMITMENT: "THE REAL CHALLENGE IS TO DEFINE QUALITY NOT FROM OUR OWN PERSPECTIVE, BUT FROM THE CUSTOMER'S."**

**THIS BOTH DIVISIONS HAVE DONE. TRANSMISSION SYSTEMS BUSINESS UNIT DEDICATES ITSELF NOT ONLY TO ITS CUSTOMERS' SHORT-TERM NEEDS, BUT ITS LONG-TERM NEEDS AS WELL. WITH THE INPUT OF MORE THAN 7500 EMPLOYEES AT NINE U.S. SITES, TRANSMISSION SYSTEMS HAS INITIATED PROGRAMS TO PREDICT WHAT NEW TECHNOLOGIES WILL BE NEEDED TO MEET THEIR CUSTOMERS' LONG-TERM GOALS.**

**IN SLIGHTLY MORE THAN 3 YEARS, TRANSMISSION SYSTEMS HAS NEARLY DOUBLED INTERNATIONAL SALES AND NOW SELLS SYSTEMS TO MORE THAN 50 COUNTRIES. THAT'S A LOT OF SATISFIED CUSTOMERS.**

**UNIVERSAL CARD SERVICES HASN'T BECOME A BENCHMARK OF OTHER COMPANIES BY ACCIDENT, BUT BY EFFORT -- TOP PERFORMANCES BY ALL OF ITS 2500 EMPLOYEES.**

**UNIVERSAL CARD LED ITS CHARGE TO EXCELLENCE BY CENTRALIZING THEIR BUSINESS AROUND ONE KEY PRINCIPLE: "DELIGHT THE CUSTOMER." AND IT SEEMS THEY ARE, INDEED, DELIGHTED. 98% OF THEIR CUSTOMERS RATE OVERALL SERVICES AS BETTER THAN THE COMPETITION. 98%. [[THAT'S ONE POLL I COULD HAVE USED ABOUT A MONTH AGO. //]]**

**IT'S NOT OFTEN THAT A SMALL BUSINESS MEANS BIG BUSINESS, BUT IT'S TRUE FOR THE GRANITE ROCK COMPANY. WITH THE INITIATION OF THEIR TOTAL QUALITY PROGRAM, GRANITE ROCK HAS EXCEEDED ITS INDUSTRY STANDARDS FOR HIGH QUALITY AND UNMATCHED SERVICE.**

**RATHER THAN FOLLOW A WELL-WORN PATH, GRANITE ROCK CHOSE TO CHART ITS OWN WAY -- A JOURNEY THAT HAS BROUGHT THEM HERE TODAY -- AN AWARD-WINNING COMPANY THAT DEFINES SUCCESS IN THREE LITTLE WORDS: "ANOTHER SATISFIED CUSTOMER."**

**RITZ-CARLTON WON 121 QUALITY-RELATED AWARDS IN 1991, BUT ASK ANY EMPLOYEE HOW THEY GAUGE THEIR SUCCESS AND THEY'LL SAY -- THE GOLD STANDARDS -- THE RITZ-CARLTON'S BIBLE FOR PREMIUM SERVICE.**

**WITH ALMOST 12,000 EMPLOYEES, THE RITZ-CARLTON HAS IMPLEMENTED A RIGOROUS QUALITY PROGRAM THAT SEEKS "A MEMORABLE VISIT" FOR EVERY GUEST.**

**THIS LUXURY HOTEL BUSINESS KNOWS THAT A MINT ON THE PILLOW ISN'T ENOUGH TO KEEP A CUSTOMER COMING BACK. IT'S THE PRINCIPLE "SERVICE MUST BE EXCELLENT IF IT IS ANYTHING" THAT HAS EARNED RITZ-CARLTON ONE OF THE MOST LOYAL FOLLOWINGS IN THE TRAVEL AND TOURISM INDUSTRY.**

**FOR TEXAS INSTRUMENTS DEFENSE SYSTEMS & ELECTRONICS GROUP, ITS BEST PRODUCT IS ALWAYS SURPASSED BY ITS NEXT INNOVATION.**

MAC USED TO CALL THIS KIND OF INVENTIVENESS "YANKEE INGENUITY." [[I'M NOT SURE A TEXAS-BASED COMPANY COTTONS TO BEING CALLED "YANKEE" -- BUT INGENIOUS, I THINK THEY'LL ACCEPT. //]] FORMED DURING WORLD WAR II, THIS T.I. SUBSIDIARY HAS GROWN TO BECOME THE NATION'S EIGHTH LARGEST DEFENSE ELECTRONICS CONTRACTOR.

WE KNOW FROM THE SUCCESS OF DESERT STORM, THAT IN MATTERS OF ADVANCED WEAPONRY, QUALITY IS KEY. AND WE KNOW, TOO, FROM THE SUCCESS OF DESERT STORM, THAT T.I.'S CONTRIBUTIONS TO THIS EFFORT WERE INVALUABLE.

IN TODAY'S COMPETITIVE GLOBAL MARKETPLACE, QUALITY OF SERVICE AND QUALITY OF GOODS TAKES ON TOP PRIORITY IN AMERICAN BUSINESS.

**PREMIUM STANDARDS ARE NO LONGER LOFTY GOALS, BUT VITAL COMPONENTS OF EVERY BASIC BUSINESS STRATEGY. THIS YEAR'S BALDRIGE AWARD WINNERS KNOW THAT QUALITY STANDARDS DO NOT IMPEDE SUCCESS, THEY ENCOURAGE IT. MAC WOULD AGREE.**

**EACH TIME WE REVISIT OUR MEMORIES OF MAC BALDRIGE AT THIS CEREMONY, I'M REMINDED OF THE WISDOM HE USED TO IMPART MOST OFTEN -- ALWAYS, IN ANYTHING AND EVERYTHING, RISE TO THE HIGHEST STANDARD. THIS YEAR'S MALCOLM BALDRIGE QUALITY AWARD WINNERS HAVE ALL DONE JUST THAT.**

**CONGRATULATIONS. MAY GOD BLESS YOU ALL AND THE UNITED STATES OF AMERICA.**

**# # #**

THE WHITE HOUSE

WASHINGTON

December 10, 1992

MEMORANDUM FOR THE PRESIDENT

THROUGH: DAN MC GROARTY

FROM: MICHELE NIX *MN*

SUBJECT: MALCOLM BALDRIGE QUALITY AWARDS

I. SUMMARY

On Monday, December 14, at 11:30 a.m., you will address 500 people gathered in the Malcolm Baldrige Great Hall at the Department of Commerce for the annual Malcolm Baldrige Quality Awards Ceremony. You will be introduced by Secretary Franklin.

II. DISCUSSION

Your remarks (7 minutes, on cards) honor this year's Baldrige Award Winners and pay tribute to the late Secretary Malcolm Baldrige.

Nix  
December 8, 1992  
Draft Two  
BALDRIGE

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC  
MONDAY, DECEMBER 14, 1992  
11:30 A.M.

[Acknowledgments] I always look forward to this yearly awards ceremony. An opportunity to honor industry's best. And a chance to revisit the legacy of an extraordinary man -- Malcolm Baldrige.

I remember a story President Reagan loved to tell of the day he phoned Mac to ask him to join his Cabinet. He was told by Midge that he'd have to call back later: Mac was out on his horse roping and he couldn't come to the phone. That was Mac.

He was a man whose collection of belt buckles was the only thing that could outnumber his many achievements. In a hand-tooled western belt and a pin-stripe suit, Mac was the Connecticut cowboy -- the only guy I knew who'd complain of saddle sores from sitting at a desk too long. // He used to say that the thing he liked about cowboys was that they didn't talk unless they had something to say, and when they said something, they meant it. That was true of Mac. When he talked business, he meant business. And when he talked of making America's products second to none, you listened.

The standards of excellence Mac embodied are still very much with us. Fairness, honesty, tenacity. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we

have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T -- but not so. Though both Transmission Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal -- a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

This both divisions have done. Transmission Systems Business Unit dedicates itself not only to its customers' short-term needs, but its long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, Transmission Systems has initiated programs to predict what new technologies will be needed to meet their customers' long-term goals. In slightly more than 3 years, Transmission Systems has nearly doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort -- top performances by all of its 2500 employees. Universal Card led its charge to excellence by centralizing their business around one key principle: "delight the customer." And it seems they are, indeed, delighted. 98% of their customers rate overall services as better than the competition. 98%. [[That's one poll I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of

their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three little words: "another satisfied customer."

Ritz-Carlton won 121 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in the travel and tourism industry.

For Texas Instruments Defense Systems & Electronics Group, its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "Yankee ingenuity." [[I'm not sure a Texas-based company cottons to being called "yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We know from the success of Desert Storm, that in matters of advanced weaponry, quality is key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. Premium standards are no longer lofty goals, but vital components of every basic business strategy. This year's Baldrige award winners know that quality standards do not impede success, they encourage it. Mac would agree.

Each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom he used to impart most often -- always, in anything and everything, rise to the highest standard. This year's Malcolm Baldrige Quality Award Winners have all done just that.

Congratulations. May God bless you all and the United States of America.

# # #

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 12/9/92 ACTION/CONCURRENCE/COMMENT DUE BY: NOON, THURS., DEC. 11PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC

SUBJECT: \_\_\_\_\_

MONDAY, DECEMBER 14, 1992

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input type="checkbox"/>
BAKER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	X MOORE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X MULLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN <i>n/c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
BATES	<input type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PROVOST	<input type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROSS	<input type="checkbox"/>	<input type="checkbox"/>
CALIO <i>n/c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH <i>n/c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST <i>n/c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTWILER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ZOELICK <i>n/c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCGROARTY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CLERK	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HORNER	<input type="checkbox"/>	<input type="checkbox"/>	BOSKIN <i>n/c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## REMARKS:

Please provide comments on the attached directly to Dan McGroarty, Rm. 122, x2930, with a copy to this office NO LATER THAN NOON, THURSDAY, DECEMBER 14. Thank you.

## RESPONSE:

*called 11:00  
12:15*

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

Nix  
December 8, 1992  
Draft One  
BALDRIGE

DEC 9 11:40

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC  
MONDAY, ~~SEPTEMBER~~ 14, 1992  
11:30 A.M. *December*

[Acknowledgments] I always look forward to this yearly awards ceremony. An opportunity to honor industry's best. And a chance to revisit the legacy of an extraordinary man -- Malcolm Baldrige.

I remember a story President Reagan loved to tell of the day he phoned Mac to ask him to join his Cabinet. He was told by Midge that he'd have to call back later: Mac was out on his horse roping and he couldn't come to the phone. That was Mac.

He was a man whose collection of belt buckles was the only thing that could outnumber his many achievements. After being appointed Commerce Secretary, a reporter asked him what made him qualified for such a post when he didn't even know where the Commerce building sits. "I have some, or limited, knowledge of politics," he said, "and I understand that's necessary in Washington."//

In a hand-tooled western belt and a pin-stripe suit, Mac was the Connecticut cowboy -- the only guy I knew who'd complain of saddle sores from sitting at a desk too long. He used to say that the thing he liked about cowboys was that they didn't talk unless they had something to say, and when they said something, they meant it. That was true of Mac. When he talked business, he meant business. And when he talked of making America's

products second to none, you listened.

The standards of excellence Mac embodied are still very much with us. Fairness, honesty, tenacity. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T -- but not so. Though both Transmission Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal -- a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

This both divisions have done. Transmission Systems Business Unit dedicates itself not only to its customers short-term needs, but its long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, TSBU has initiated programs to predict what new technologies will be needed to meet their customers long-term goals. In slightly more than 3 years, TSBU has doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort -- top performances by all of its 2500 employees. UCS led its charge to excellence by centralizing their business around one key principle: "delight the customer." And it seems they are, indeed, delighted. 98% of their customers rate overall services as better than the

competition. 98%. [[That's one poll I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three little words: "another satisfied customer."

Ritz-Carlton won 121 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in its industry.

For Texas Instruments Defense Systems & Electronics Group, its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "Yankee ingenuity."

[[I'm not sure a Texas-based company cottons to being called "yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We know

from the success of Desert Storm, that in matters of advanced weaponry, quality is key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. Premium standards are no longer lofty goals, but vital components of every basic business strategy. This year's Baldrige award winners know that quality standards do not impede success, they encourage it. Mac would agree.

Each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom he used to impart most often -- always, in anything and everything, rise to the highest standard. This year's Malcolm Baldrige Quality Award Winners have all done just that.

Congratulations. May God bless you all and the United States of America.

# # #

THE WHITE HOUSE  
WASHINGTON  
December 10, 1992

MEMORANDUM FOR DAN MCGROARTY

FROM: ROGER B. PORTER *RBP*  
SUBJECT: Presidential Remarks: Malcolm Baldrige Quality Awards

We have reviewed the attached remarks and have noted a few 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: 12/9/92 ACTION/CONCURRENCE/COMMENT DUE BY: NOON, THURS., DEC. 11PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC

SUBJECT: \_\_\_\_\_

MONDAY, DECEMBER 14, 1992

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input type="checkbox"/>
BAKER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MOORE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MULLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
BATES	<input type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PROVOST	<input type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROSS	<input type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTWILER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ZOELICK	<input checked="" type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCGROARTY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CLERK	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HORNER	<input type="checkbox"/>	<input type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## REMARKS:

Please provide comments on the attached directly to Dan McGroarty, Rm. 122, x2930, with a copy to this office NO LATER THAN NOON, THURSDAY, DECEMBER 10. Thank you.

## RESPONSE:

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

Nix  
December 8, 1992  
Draft One  
BALDRIGE

DEC 9 11:40  
PRESIDENTIAL REMARKS:

MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC  
MONDAY, ~~SEPTEMBER~~ 14, 1992  
11:30 A.M. *December*

[Acknowledgments] I always look forward to this yearly awards ceremony. An opportunity to honor industry's best. And a chance to revisit the legacy of an extraordinary man -- Malcolm Baldrige.

I remember a story President Reagan loved to tell of the day he phoned Mac to ask him to join his Cabinet. He was told by Midge that he'd have to call back later: Mac was out on his horse roping and he couldn't come to the phone. That was Mac.

He was a man whose collection of belt buckles was the only thing that could outnumber his many achievements. After being appointed Commerce Secretary, a reporter asked him what made him qualified for such a post when he didn't even know where the Commerce building sits. "I have some, or limited, knowledge of politics," he said, "and I understand that's necessary in Washington."//

In a hand-tooled western belt and a pin-stripe suit, Mac was the Connecticut cowboy -- the only guy I knew who'd complain of saddle sores from sitting at a desk too long. He used to say that the thing he liked about cowboys was that they didn't talk unless they had something to say, and when they said something, they meant it. That was true of Mac. When he talked business, he meant business. And when he talked of making America's

products second to none, you listened.

The standards of excellence Mac embodied are still very much with us. Fairness, honesty, tenacity. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T -- but not so. Though both Transmission Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal -- a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

<sup>THE</sup>  
This, both divisions have done Transmission Systems  
<sup>SUPERBU</sup>  
Business Unit dedicates itself not only to its customers short-term needs, but <sup>THEIR</sup> ~~its~~ long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, TSBU has initiated programs to predict what new technologies will be needed to meet their customers' <sup>①</sup> long-term goals. In slightly more than 3 years, TSBU has doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort -- top performances by all of its 2500 employees. UCS led its charge to excellence by centralizing their business around one key principle: "delight the customer." And it seems they are, indeed, delighted. 98% of their customers rate overall services as better than the

*AN APPROVAL RATING*

competition. 98%. [[That's ~~one~~ ~~pell~~ I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three little words: "another satisfied customer."

Ritz-Carlton won 121 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in its industry.

For Texas Instruments Defense Systems & Electronics Group, its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "Yankee ingenuity."

[[I'm not sure a Texas-based company cottons to being called "yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We know

from the success of Desert Storm, that in matters of advanced weaponry, quality is key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. Premium standards are no longer lofty goals, but vital components of every basic business strategy. This year's Baldrige award winners know that quality standards do not impede success, they encourage it. Mac would agree.

Each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom he used to impart most often -- always, in anything and everything, rise to the highest standard. This year's Malcolm Baldrige Quality Award Winners have all done just that.

Congratulations. May God bless you all and the United States of America.

# # #

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 12/9/92 ACTION/CONCURRENCE/COMMENT DUE BY: NOON, THURS., DEC. 11PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC

SUBJECT: \_\_\_\_\_

MONDAY, DECEMBER 14, 1992

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input type="checkbox"/>
BAKER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MOORE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MULLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
BATES	<input type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PROVOST	<input type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROSS	<input type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTWILER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ZOELICK	<input checked="" type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCGROARTY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CLERK	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HORNER	<input type="checkbox"/>	<input type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## REMARKS:

Please provide comments on the attached directly to Dan McGroarty, Rm. 122, x2930, with a copy to this office NO LATER THAN NOON, THURSDAY, DECEMBER 14.  
Thank you.

## RESPONSE:

12/9/92  
Excellent  
DAB

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

Nix  
December 8, 1992  
Draft One  
BALDRIGE

2 DEC 9 All: 40

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC  
MONDAY, ~~SEPTEMBER~~ 14, 1992  
11:30 A.M. *December*

[Acknowledgments] I always look forward to this yearly awards ceremony. An opportunity to honor industry's best. And a chance to revisit the legacy of an extraordinary man -- Malcolm Baldrige.

I remember a story President Reagan loved to tell of the day he phoned Mac to ask him to join his Cabinet. He was told by Midge that he'd have to call back later: Mac was out on his horse roping and he couldn't come to the phone. That was Mac.

He was a man whose collection of belt buckles was the only thing that could outnumber his many achievements. After being appointed Commerce Secretary, a reporter asked him what made him qualified for such a post when he didn't even know where the Commerce building sits. "I have some, or limited, knowledge of politics," he said, "and I understand that's necessary in Washington."//

In a hand-tooled western belt and a pin-stripe suit, Mac was the Connecticut cowboy -- the only guy I knew who'd complain of saddle sores from sitting at a desk too long. He used to say that the thing he liked about cowboys was that they didn't talk unless they had something to say, and when they said something, they meant it. That was true of Mac. When he talked business, he meant business. And when he talked of making America's

products second to none, you listened.

The standards of excellence Mac embodied are still very much with us. Fairness, honesty, tenacity. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T -- but not so. Though both Transmission Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal -- a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

This both divisions have done. Transmission Systems Business Unit dedicates itself not only to its customers short-term needs, but its long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, TSBU has initiated programs to predict what new technologies will be needed to meet their customers long-term goals. In slightly more than 3 years, TSBU has doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort -- top performances by all of its 2500 employees. UCS led its charge to excellence by centralizing their business around one key principle: "delight the customer." And it seems they are, indeed, delighted. 98% of their customers rate overall services as better than the

competition. 98%. [[That's one poll I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three little words: "another satisfied customer."

Ritz-Carlton won 121 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in its industry.

For Texas Instruments Defense Systems & Electronics Group, its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "Yankee ingenuity."

[[I'm not sure a Texas-based company cottons to being called "yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We know

from the success of Desert Storm, that in matters of advanced weaponry, quality is key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. Premium standards are no longer lofty goals, but vital components of every basic business strategy. This year's Baldrige award winners know that quality standards do not impede success, they encourage it. Mac would agree.

Each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom he used to impart most often -- always, in anything and everything, rise to the highest standard. This year's Malcolm Baldrige Quality Award Winners have all done just that.

Congratulations. May God bless you all and the United States of America.

# # #

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 12/9/92 ACTION/CONCURRENCE/COMMENT DUE BY: NOON, THURS., DEC. 11

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC

SUBJECT: \_\_\_\_\_

MONDAY, DECEMBER 14, 1992

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input type="checkbox"/>
BAKER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MOORE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MULLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
BATES	<input type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PROVOST	<input type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROSS	<input type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTWILER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ZOELICK	<input checked="" type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCGROARTY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CLERK	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HORNER	<input type="checkbox"/>	<input type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## REMARKS:

Please provide comments on the attached directly to Dan McGroarty, Rm. 122, x2930, with a copy to this office NO LATER THAN NOON, THURSDAY, DECEMBER 14.  
Thank you.

## RESPONSE:

TO: DAN MCGROARTY

December 10, 1992

The NSC staff concurs with the attached.

Brent Scowcroft

cc: Phillip Brady

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

Nix  
December 8, 1992  
Draft One  
BALDRIGE

DEC 9 11:40

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC  
MONDAY, ~~SEPTEMBER~~ 14, 1992  
11:30 A.M. *December*

[Acknowledgments] I always look forward to this yearly awards ceremony. An opportunity to honor industry's best. And a chance to revisit the legacy of an extraordinary man -- Malcolm Baldrige.

I remember a story President Reagan loved to tell of the day he phoned Mac to ask him to join his Cabinet. He was told by Midge that he'd have to call back later: Mac was out on his horse roping and he couldn't come to the phone. That was Mac.

He was a man whose collection of belt buckles was the only thing that could outnumber his many achievements. After being appointed Commerce Secretary, a reporter asked him what made him qualified for such a post when he didn't even know where the Commerce building sits. "I have some, or limited, knowledge of politics," he said, "and I understand that's necessary in Washington."//

In a hand-tooled western belt and a pin-stripe suit, Mac was the Connecticut cowboy -- the only guy I knew who'd complain of saddle sores from sitting at a desk too long. He used to say that the thing he liked about cowboys was that they didn't talk unless they had something to say, and when they said something, they meant it. That was true of Mac. When he talked business, he meant business. And when he talked of making America's

products second to none, you listened.

The standards of excellence Mac embodied are still very much with us. Fairness, honesty, tenacity. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T -- but not so. Though both Transmission Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal -- a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

This both divisions have done. Transmission Systems Business Unit dedicates itself not only to its customers short-term needs, but its long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, TSBU has initiated programs to predict what new technologies will be needed to meet their customers long-term goals. In slightly more than 3 years, TSBU has doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort -- top performances by all of its 2500 employees. UCS led its charge to excellence by centralizing their business around one key principle: "delight the customer." And it seems they are, indeed, delighted. 98% of their customers rate overall services as better than the

competition. 98%. [[That's one poll I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three little words: "another satisfied customer."

Ritz-Carlton won 121 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in its industry.

For Texas Instruments Defense Systems & Electronics Group, its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "Yankee ingenuity."

[[I'm not sure a Texas-based company cottons to being called "yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We know

from the success of Desert Storm, that in matters of advanced weaponry, quality is key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. Premium standards are no longer lofty goals, but vital components of every basic business strategy. This year's Baldrige award winners know that quality standards do not impede success, they encourage it. Mac would agree.

Each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom he used to impart most often -- always, in anything and everything, rise to the highest standard. This year's Malcolm Baldrige Quality Award Winners have all done just that.

Congratulations. May God bless you all and the United States of America.

# # #

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 12/9/92 ACTION/CONCURRENCE/COMMENT DUE BY: NOON, THURS., DEC. 10PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC

SUBJECT: \_\_\_\_\_

MONDAY, DECEMBER 14, 1992

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input type="checkbox"/>
BAKER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MOORE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MULLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
BATES	<input type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PROVOST	<input type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROSS	<input type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTWILER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ZOELICK	<input checked="" type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MCGROARTY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CLERK	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HORNER	<input type="checkbox"/>	<input type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## REMARKS:

Please provide comments on the attached directly to Dan McGroarty, Rm. 122, x2930, with a copy to this office NO LATER THAN NOON, THURSDAY, DECEMBER 10. Thank you.

## RESPONSE:

*No comment*

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

Nix  
December 8, 1992  
Draft One  
BALDRIGE

DEC 9 11:40

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC  
MONDAY, ~~SEPTEMBER~~ 14, 1992  
11:30 A.M. *December*

[Acknowledgments] I always look forward to this yearly awards ceremony. An opportunity to honor industry's best. And a chance to revisit the legacy of an extraordinary man -- Malcolm Baldrige.

I remember a story President Reagan loved to tell of the day he phoned Mac to ask him to join his Cabinet. He was told by Midge that he'd have to call back later: Mac was out on his horse roping and he couldn't come to the phone. That was Mac.

He was a man whose collection of belt buckles was the only thing that could outnumber his many achievements. After being appointed Commerce Secretary, a reporter asked him what made him qualified for such a post when he didn't even know where the Commerce building sits. "I have some, or limited, knowledge of politics," he said, "and I understand that's necessary in Washington."//

In a hand-tooled western belt and a pin-stripe suit, Mac was the Connecticut cowboy -- the only guy I knew who'd complain of saddle sores from sitting at a desk too long. He used to say that the thing he liked about cowboys was that they didn't talk unless they had something to say, and when they said something, they meant it. That was true of Mac. When he talked business, he meant business. And when he talked of making America's

products second to none, you listened.

The standards of excellence Mac embodied are still very much with us. Fairness, honesty, tenacity. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T -- but not so. Though both Transmission Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal -- a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

This both divisions have done. Transmission Systems Business Unit dedicates itself not only to its customers short-term needs, but its long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, TSBU has initiated programs to predict what new technologies will be needed to meet their customers long-term goals. In slightly more than 3 years, TSBU has doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort -- top performances by all of its 2500 employees. UCS led its charge to excellence by centralizing their business around one key principle: "delight the customer." And it seems they are, indeed, delighted. 98% of their customers rate overall services as better than the

competition. 98%. [[That's one poll I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three little words: "another satisfied customer."

Ritz-Carlton won 121 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in its industry.

For Texas Instruments Defense Systems & Electronics Group, its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "Yankee ingenuity."

[[I'm not sure a Texas-based company cottons to being called "yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We know

from the success of Desert Storm, that in matters of advanced weaponry, quality is key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. Premium standards are no longer lofty goals, but vital components of every basic business strategy. This year's Baldrige award winners know that quality standards do not impede success, they encourage it. Mac would agree.

Each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom he used to impart most often -- always, in anything and everything, rise to the highest standard. This year's Malcolm Baldrige Quality Award Winners have all done just that.

Congratulations. May God bless you all and the United States of America.

# # #

**Office of Cabinet Affairs  
Fax Transmission Cover**

TO:

Claire

LOCATION:

FAX NUMBER:

FROM:

Paul Korfonta

Number of pages to follow:

2

Office of Cabinet Affairs

Telephone: (202) 456-~~56~~30

Fax: (202) 456-2223

Comments:

SENT BY: Xerox Telecopier 7020 12-10-92 11:00AM ;

OPD-

202 4824870 2

12/10/92 12:25

12/10/92 12:25

202 482 100000 2

products sound to me, you listened.

The standards of excellence that exceeded are still very much with us. Fairness, honesty, transparency. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T — but not so. Through both Transmission

Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal — a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

*Has AT&T confirmed?*

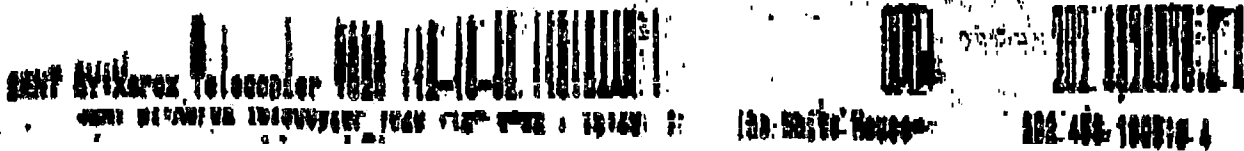
Through both divisions have done. Transmission Systems Business Unit dedicates itself not only to its customers short-term needs, but its long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, T&T has initiated programs to predict what new technologies will be needed to meet their customers long-term goals. In slightly more than 2 years, T&T has doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort — top performance by all of its 3500 employees. UCS led its charge to excellence by centralizing their business around one key principle: "Delight the customer." And it seems they are, indeed, delighted. 88% of their customers rate overall services as better than the

*early*

12/10/92 14:26 202 4824578  
12/10/92 12:20

003



competition. etc. [[This's one poll I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of their Total Quality Program, Granite Rock has exceeded the industry standards for high quality and unexcelled service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three simple words:

"Another satisfied customer."

These  
"We earn our customers' business every day."

Ritz-Carlton won 122 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's Bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a hint of the pillow talk's enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in its industry.

For Texas Instruments Defense Systems & Electronics Group, the best product is always surpassed by its next innovation. We used to call this kind of inventiveness "Yankee ingenuity." [[It's not sure a Texas-based company deserves to being called "Yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We have

Rock's quit

ok a GR note, but Alt. quote is preferred

Not a R-C note or quot but certainly true

Some suggested edits.

W. Bush

Nix  
December 8, 1992  
Draft One  
BALDRIGE

2 DEC 9 11:40

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC  
MONDAY, ~~SEPTEMBER~~ 14, 1992  
11:30 A.M. *December*

[Acknowledgments] I always look forward to this yearly awards ceremony. An opportunity to honor industry's best. And a chance to revisit the legacy of an extraordinary man -- Malcolm Baldrige.

I remember a story President Reagan loved to tell of the day he phoned Mac to ask him to join his Cabinet. He was told by Midge that he'd have to call back later: Mac was out on his horse roping and he couldn't come to the phone. That was Mac.

He was a man whose collection of belt buckles was the only thing that could outnumber his many achievements. After being

appointed Commerce Secretary, a reporter asked him what made him qualified for such a post when he didn't even know where the Commerce building sits. "I have some, or limited, knowledge of politics," he said, "and I understand that's necessary in Washington."//

In a hand-tooled western belt and a pin-stripe suit, Mac was the Connecticut cowboy -- the only guy I knew who'd complain of saddle sores from sitting at a desk too long. He used to say that the thing he liked about cowboys was that they didn't talk unless they had something to say, and when they said something, they meant it. That was true of Mac. When he talked business, he meant business. And when he talked of making America's

products second to none, you listened.

The standards of excellence Mac embodied are still very much with us. Fairness, honesty, tenacity. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T -- but not so. Though both Transmission Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal -- a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

This both divisions have done. Transmission Systems Business Unit dedicates itself not only to its customers short-term needs, but its long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, <sup>Transmission Systems</sup> ~~TSBU~~ has initiated programs to predict what new technologies will be needed to meet their customers long-term goals. In slightly more than 3 years, <sup>Transmission Systems</sup> ~~TSBU~~ has doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort -- top performances by all of its 2500 employees. <sup>Universal Card</sup> ~~UCS~~ led its charge to excellence by centralizing their business around one key principle: "delight the customer." And it seems they are, indeed, delighted. 98% of their customers rate overall services as better than the

competition. 98%. [[That's one poll I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three little words: "another satisfied customer."

Ritz-Carlton won 121 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in <sup>the travel and</sup> ~~its~~ <sub>tourism</sub> industry. ✓

For Texas Instruments Defense Systems & Electronics Group, its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "Yankee ingenuity."

[[I'm not sure a Texas-based company cottons to being called "yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We know

from the success of Desert Storm, that in matters of advanced weaponry, quality is key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. Premium standards are no longer lofty goals, but vital components of every basic business strategy. This year's Baldrige award winners know that quality standards do not impede success, they encourage it. Mac would agree.

Each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom he used to impart most often -- always, in anything and everything, rise to the highest standard. This year's Malcolm Baldrige Quality Award Winners have all done just that.

Congratulations. May God bless you all and the United States of America.

# # #

December 9, 1992

MEMORANDUM FOR JOHN G. KELLER, JR.  
(202) 456-2820

FROM: DON MAINS

SUBJECT: BALDRIGE TOURISM HIGHLIGHT  
AND JAPAN CAMPAIGN SURVEY INTERPRETATION

OPTION ONE:

"I didn't pop out of a suitcase to do so, but I would like to think I have done my best in promoting our country's travel and tourism industry. For the first time travel and tourism is represented at the Baldrige Quality Awards through Ritz Carlton who won 121 quality....."

OPTION TWO:

The travel and tourism industry has an increasingly important role to play in this post cold war in promoting peace and building economies. But the hallmark of the truly successful travel and tourism companies will remain The Quality of product and service. Ritz-Carlton won 121 quality.....

OPTION THREE

The travel and tourism industry has an increasingly important role to play in this post cold war in promoting peace and building economies. And according to my long-time assistant John Keller who served as the under secretary of travel and tourism here at commerce, Quality is the key to the industry's long term success. Ritz Carlton won 121 quality....

Nix  
December 8, 1992  
Draft One  
BALDRIGE

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC  
MONDAY, SEPTEMBER 14, 1992  
11:30 A.M.

[Acknowledgments] I always look forward to this yearly awards ceremony. An opportunity to honor industry's best. And a chance to revisit the legacy of an extraordinary man -- Malcolm Baldrige.

I remember a story President Reagan loved to tell of the day he phoned Mac to ask him to join his Cabinet. He was told by Midge that he'd have to call back later: Mac was out on his horse roping and he couldn't come to the phone. That was Mac.

He was a man whose collection of belt buckles was the only thing that could outnumber his many achievements. After being appointed Commerce Secretary, a reporter asked him what made him qualified for such a post when he didn't even know where the Commerce building sits. "I have some, or limited, knowledge of politics," he said, "and I understand that's necessary in Washington."//

In a hand-tooled western belt and a pin-stripe suit, Mac was the Connecticut cowboy -- the only guy I knew who'd complain of saddle sores from sitting at a desk too long. He used to say that the thing he liked about cowboys was that they didn't talk unless they had something to say, and when they said something, they meant it. That was true of Mac. When he talked business, he meant business. And when he talked of making America's

products second to none, you listened.

The standards of excellence Mac embodied are still very much with us. Fairness, honesty, tenacity. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T -- but not so. Though both Transmission Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal -- a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

This both divisions have done. Transmission Systems Business Unit dedicates itself not only to its customers short-term needs, but its long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, TSBU has initiated programs to predict what new technologies will be needed to meet their customers long-term goals. In slightly more than 3 years, TSBU has doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort -- top performances by all of its 2500 employees. UCS led its charge to excellence by centralizing their business around one key principle: "delight the customer." And it seems they are, indeed, delighted. 98% of their customers rate overall services as better than the

competition. 98%. [[That's one poll I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three little words: "another satisfied customer."

Ritz-Carlton won 121 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in its industry.

For Texas Instruments Defense Systems & Electronics Group, its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "Yankee ingenuity." [[I'm not sure a Texas-based company cottons to being called "yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We know

from the success of Desert Storm, that in matters of advanced weaponry, quality is key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. Premium standards are no longer lofty goals, but vital components of every basic business strategy. This year's Baldrige award winners know that quality standards do not impede success, they encourage it. Mac would agree.

Each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom he used to impart most often -- always, in anything and everything, rise to the highest standard. This year's Malcolm Baldrige Quality Award Winners have all done just that.

Congratulations. May God bless you all and the United States of America.

# # #

Nix  
December 8, 1992  
Draft One  
BALDRIGE

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE QUALITY AWARDS  
MALCOLM BALDRIGE GREAT HALL, DOC  
MONDAY, SEPTEMBER 14, 1992  
11:30 A.M.

[Acknowledgments] I always look forward to this yearly awards ceremony. An opportunity to honor industry's best. And a chance to revisit the legacy of an extraordinary man -- Malcolm Baldrige.

I remember a story President Reagan loved to tell of the day he phoned Mac to ask him to join his Cabinet. He was told by Midge that he'd have to call back later: Mac was out on his horse roping and he couldn't come to the phone. That was Mac.

He was a man whose collection of belt buckles was the only thing that could outnumber his many achievements. After being appointed Commerce Secretary, a reporter asked him what made him qualified for such a post when he didn't even know where the Commerce building sits. "I have some, or limited, knowledge of politics," he said, "and I understand that's necessary in Washington."//

In a hand-tooled western belt and a pin-stripe suit, Mac was the Connecticut cowboy -- the only guy I knew who'd complain of saddle sores from sitting at a desk too long. He used to say that the thing he liked about cowboys was that they didn't talk unless they had something to say, and when they said something, they meant it. That was true of Mac. When he talked business, he meant business. And when he talked of making America's

products second to none, you listened.

The standards of excellence Mac embodied are still very much with us. Fairness, honesty, tenacity. These were his yardsticks. The same yardsticks we use today in looking for the very best that American industry has to offer. And this year, we have found them in five exceptional companies.

Some might think the Commerce Department offered a two-for-one deal with AT&T -- but not so. Though both Transmission Systems and Universal Card Services are divisions of AT&T, they are two separate businesses, who share one common goal -- a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customer's."

This both divisions have done. Transmission Systems Business Unit dedicates itself not only to its customers short-term needs, but its long-term needs as well. With the input of more than 7500 employees at nine U.S. sites, TSBU has initiated programs to predict what new technologies will be needed to meet their customers long-term goals. In slightly more than 3 years, TSBU has doubled international sales and now sells systems to more than 50 countries. That's a lot of satisfied customers.

Universal Card Services hasn't become a benchmark of other companies by accident, but by effort -- top performances by all of its 2500 employees. UCS led its charge to excellence by centralizing their business around one key principle: "delight the customer." And it seems they are, indeed, delighted. 98% of their customers rate overall services as better than the

competition. 98%. [[That's one poll I could have used a month ago. //]]

It's not often that a small business means big business, but it's true for the Granite Rock Company. With the initiation of their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. Rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that has brought them here today -- an award-winning company that defines success in three little words: "another satisfied customer."

Ritz-Carlton won 121 quality-related awards in 1991, but ask any employee how they gauge their success and they'll say -- the Gold Standards -- the Ritz-Carlton's bible for premium service. With almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks "a memorable visit" for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle "service must be excellent if it is anything" that has earned Ritz-Carlton one of the most loyal followings in its industry.

For Texas Instruments Defense Systems & Electronics Group, its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "Yankee ingenuity."

[[I'm not sure a Texas-based company cottons to being called "yankee" -- but ingenious, I think they'll accept. //]] Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. We know

from the success of Desert Storm, that in matters of advanced weaponry, quality is key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. Premium standards are no longer lofty goals, but vital components of every basic business strategy. This year's Baldrige award winners know that quality standards do not impede success, they encourage it. Mac would agree.

Each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom he used to impart most often -- always, in anything and everything, rise to the highest standard. This year's Malcolm Baldrige Quality Award Winners have all done just that.

Congratulations. May God bless you all and the United States of America.

# # #

THE WHITE HOUSE  
Office of the Press Secretary

For Immediate Release

December 14, 1992

REMARKS BY THE PRESIDENT  
AT MALCOLM BALDRIGE AWARDS CEREMONY

Department of Commerce  
Washington, DC

11:52 A.M. EST

THE PRESIDENT: Thank you, Secretary Franklin. And let me first recognize our Baldrige Foundation trustees, our private sector examiners and judges, and all those who coordinated this year's Baldrige Awards. Distinguished members of Congress present, welcome. And also it's my special privilege to salute members of the Baldrige family who are with us today.

I really do look forward, Barbara indicated, to these yearly award ceremonies. It is an opportunity to honor the nation's best and a chance to revisit the legacy of an extraordinary man, Malcolm Baldrige.

I remember a story that President Reagan used to tell about Mac -- he phoned him to ask him to join his Cabinet. And he was told by his wife, Midge, that he'd have to call back later -- Mac was out on his horse roping and couldn't come to the phone. (Laughter.)

Well, I think everybody at Commerce who worked with this extraordinary man knows exactly that that's the way he was, a man whose collection of belt buckles was the only thing that could outnumber his many achievements. And in a hand-tooled western belt and a pinstriped suit, he was the Connecticut cowboy; a man whose name is now enshrined in the Cowboy Hall of Fame in Oklahoma; and the only guy I know who'd complain of saddle sores from sitting around a desk too long. (Laughter.)

He used to say that the thing he like about cowboys was that they didn't talk unless they had something to say. And when they said something, they meant it. And that was true of Mac Baldrige. And when he talked business, he meant business. And when he talked of making America's products second to none, you listened. And the standards of excellence that Mac embodied are still very much with us today. Fairness, honesty, tenacity -- these were his yardsticks and the same yardsticks we use today in looking for the very best that American industry has to offer.

And this year we've found them in five exceptional companies. Ninety companies this year decided that they were tough enough to take the Baldrige tests -- thousands. And it's estimated 175,000 others used these criteria, the Baldrige criteria, as an internal test, as a way to be tough on themselves. And a few of our past winners -- and I come to mind Motorola and IBM -- have even gone so far as to urge their suppliers to follow the Baldrige criteria. And what this tells us is simple: America is number one because it demands not only the best for itself, but also from itself.

And now a comment on this year's winners. Some might think the Commerce Department offered a two-for-one deal with AT&T, but not so. (Applause.) Though both Transmission Systems and

MORE

Universal Card Services are divisions of AT&T, they are two separate businesses who share one common goal: a commitment to quality. AT&T Chairman Robert Allen said of this commitment: "The real challenge is to define quality not from our own perspective, but from the customers." And this, both divisions have done.

Transmission Systems Business Unit dedicates itself not only to its customers' short-term needs, but its long-term needs as well. With the input of more than 7,500 employees at nine U.S. sites, Transmission Systems has initiated programs to predict what new technologies will be needed to meet their customers' long-term goals. And in slightly more than three years, Transmission Systems has nearly doubled international sales and now sells systems to more than 50 countries; and that is a lot of satisfied customers.

Universal Card Services has become a bench mark of other companies not by accident, but by effort. Top performances by all of its 2,500 employees. And Universal Card led its charge to excellence by centralizing their business around one key principle: Delight the customer. And it seems they are, indeed, delighted. Ninety-eight percent of their customers rate overall services as better than the competition -- 98 percent. That's pretty good for a poll, and I could have used it about a month ago. (Laughter and applause.)

It's not often that small business means big business. And it's true for the Granite Rock Company, another of our honorees. With the initiation of their Total Quality Program, Granite Rock has exceeded its industry standards for high quality and unmatched service. And rather than follow a well-worn path, Granite Rock chose to chart its own way -- a journey that's brought them here today; an award-winning company that defines success in three little words: Another satisfied customer.

Ritz-Carlton -- they won 121 quality-related awards in 1991. But ask any employee how they gauge their success, and they'll say "The Gold Standards," the Ritz-Carlton's bible for premium service. And with almost 12,000 employees, the Ritz-Carlton has implemented a rigorous quality program that seeks a memorable visit for every guest. This luxury hotel business knows that a mint on the pillow isn't enough to keep a customer coming back. It's the principle -- "service must be excellent if it is anything" -- that has earned Ritz-Carlton one of the most loyal followings in the travel and tourism industry.

Now, for Texas Instruments Defense Systems and Electronics Group. Its best product is always surpassed by its next innovation. Mac used to call this kind of inventiveness "yankee ingenuity." I'm not sure of this Texas-based company -- (laughter) -- cottons to be called yankee but ingenious I think they'll accept, and they've earned it.

Formed during World War II, this TI subsidiary has grown to become the nation's eighth largest defense electronics contractor. And we know from the success of Desert Storm that in matters of advanced weaponry, quality is absolutely essential. It's the key. And we know, too, from the success of Desert Storm, that TI's contributions to this effort were absolutely invaluable.

In today's competitive global marketplace, quality of service and quality of goods takes on top priority in American business. And premium standards are no longer lofty goals but vital components of every basic business strategy. This year's Baldrige winners know that quality standards do not impede success, they encourage it. And Mac Baldrige would certainly agree with that.

And each time we revisit our memories of Mac Baldrige at this ceremony, I'm reminded of the wisdom that he use to impart most often: Always, in anything and everything, rise to the highest

standard. This year's Malcolm Baldrige Quality Award winners have all done just that.

And so I came over here to say congratulations to all of you, and may God bless our great country. Thank you very much.  
(Applause.)

END

12:01 P.M. EST