

# BALDRIGE, SIX SIGMA, & ISO: Understanding Your Options

## All for One: Ames Rubber Corporation

*(1993 Recipient in Small Business)*

Senior leaders at Ames Rubber Corporation view the Baldrige Criteria, ISO 9000, and Six Sigma as tools that all fit in the toolbox for continuous improvement. Ames develops and manufactures precision rubber parts and assemblies.

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## Using Baldrige and ISO: Eastman Chemical Company

*(1993 Recipient in Manufacturing)*

Eastman Chemical Company is a leading international company that produces more than 1,000 chemicals, fibers, and plastics. According to Joe Wilson, Director of Corporate

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## Open to All Approaches: STMicroelectronics, Inc.—Region Americas

*(1999 Recipient in Manufacturing)*

“STMicroelectronics has always been open to any approach that will help it to better accomplish its mission,” says Richard Pieranunzi, President and CEO of ST’s Americas

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## Baldrige First and Still: Sunny Fresh Foods

*(1999 Recipient in Small Business)*

Eggs are what Sunny Fresh Foods is all about. As the leader in high-quality, value-added egg products, it supplies thousands of restaurants nationwide.

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## Your Needs Drive the Choice!

It shouldn’t be “either/or.” It can be “one, two, and/or three.”

So say many Malcolm Baldrige National Quality Award recipients when asked if it is best to choose only one of the available performance improvement tools. To ensure the overall future development and success of an organization, you need a systems approach and Baldrige provides that. Where you begin often depends on what your organization needs now.

## What Makes the Difference?

Although all three are quality measurement systems, the Baldrige Criteria for Performance Excellence, ISO 9001:2000 Registration, and Six Sigma each offer a different emphasis in helping organizations improve performance and increase customer satisfaction.

### Six Sigma

- concentrates on measuring product quality and improving process engineering.
- drives process improvement and cost savings.

### ISO 9001:2000 Registration

- is a product/service conformity model for guaranteeing equity in the marketplace.
- concentrates on fixing quality system defects and product/service nonconformities.

### Baldrige Criteria for Performance Excellence

- focus on performance excellence for the entire organization in an overall management framework.
- identify and track all-important organizational results: customer, product/service, financial, human resource, and organizational effectiveness.

Or, as explained by April Lusk, Director of Quality for **Trident Precision Manufacturing, Inc.** (1996 Malcolm Baldrige National Quality Award recipient in Small Business), in describing her organization’s use of the Baldrige Criteria, “You need an overall organizational approach if you are looking for guidance in how to link the product approach with such organization functions as strategic planning, customer satisfaction, and staff and supplier satisfaction.” Trident specializes in precision sheet metal fabrication, stampings, machined parts, electro-mechanical assemblies, and complete systems integration.

Spokespersons from other MBNQA recipient organizations agree that Baldrige, Six Sigma, and ISO are different, but can be compatible. Each may have a place in the management system of a successful organization.

### Criteria for Performance Excellence

- Leadership
- Information and Analysis
- Business Results
- Strategic Planning
- Human Resource Focus
- Customer and Market Focus
- Process Management

## Ames Rubber Corporation *(continued)*

According to President and CEO Tim Marvil, “Baldrige gives Ames an overarching set of criteria questions to determine where we are, ISO helps us document what we’re doing, and Six Sigma helps us to implement the processes to correct the problems.” Marvil observes that each organization has to choose what best serves its needs. “But, for success, they all require a commitment of resources,” he advises.

“At Ames,” concludes Marvil, “Our experience has been that, while we have implemented Baldrige, ISO 9000, and Six Sigma at different times, each of them has played a critical role in meeting the needs of both our customers and our business through their use in our organizational processes.”

## Eastman Chemical Company *(continued)*

Quality, Eastman has operated using the principles of the Baldrige Criteria as well as ISO 9000 for over ten years.

“The company’s quality management system is underpinned by the Baldrige principles, though expressed in a manner specific to the Eastman culture,” Wilson says. “ISO lays a foundation for necessary procedural standardization and we benefited most from ISO implementation in the creation of

maintainable systems for process documentation and training. This helped us to significantly reduce variability. But, we have not used ISO as a means of instituting broader quality management. Eastman often had existing management processes that already met those requirements. The Baldrige principles were key to the development of many of these systems,” he explained.

## STMicroelectronics, Inc.–Region Americas *(continued)*

Region. Its mission includes designing, developing, manufacturing, and marketing a broad range of semiconductor integrated circuits and discrete systems, computer systems, consumer products, automotive products, and industrial automation and control systems. ST finds that even though ISO, Six Sigma, and the Baldrige Criteria for Performance Excellence may overlap in some areas; they are not mutually exclusive. “While each of these quality programs builds a foundation for continuous improvement, each is different in its scope and focus of its coverage,” explains Pieranunzi.

“As we at ST see it, the Baldrige Criteria lay the foundation for the entire organizational process by encouraging review of its approach.

“ISO addresses systems that have direct influence in product quality and customer satisfaction, without suggesting tools for analysis, prioritization, and evaluation.

“Finally, Six Sigma addresses the statistical strategy philosophy for continuous improvement,” describes Pieranunzi.

“Regardless of which tools suit the organization’s needs, best-in-class companies continue to use them in their pursuit of performance excellence and their commitment to never be satisfied. In fact, all are mutually complementary and have their place in Total Quality Management at ST,” he concludes.

## Sunny Fresh Foods *(continued)*

According to Mike Luker, President of Sunny Fresh Foods, “The Malcolm Baldrige National Quality Award process and the Criteria are valuable tools because they can address differing levels of performance maturity. In the early years of our quality journey, we used Baldrige-based criteria for annual self-assessments. Later, the greater value to Sunny Fresh came through participation in award processes, which provided feedback from fresh eyes—from experts outside the business.

“Our business has evolved as Sunny Fresh has grown and as our customers’ needs have changed. Throughout, we have

viewed ‘continuous improvement’ as the way we run our business, and the Baldrige Criteria as the lens through which we clarify and assess our efforts to change and improve.

“Because Sunny Fresh is customer-focused, we have readily added other performance management methods as we determine that they enhance continuous improvement and add value for our customers. Sunny Fresh continues to use Baldrige-based criteria because they address all aspects of our business. They continue to have a far-reaching impact on our ‘customer-solutions’ focus—to delight and bring value to the customers we serve.”



## For more information, contact

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