

84th Annual International Management Conference – PIMA

New York City, New York

June 29 – July 2, 2003

-- Benchmarking Successful Companies –

Jim McNutt -- Introduction

Lessons to Be Learned Across Sectors



PIMA Benchmarking Session – Session Chair

*Benchmarking
Successful
Companies –
Lessons to Be
Learned Across
Industry
Sectors*

Jim McNutt
**Executive
Director**
CPBIS



WHERE ARE WE?

WHAT CAN WE LEARN FROM OTHERS?

WHAT DO WE DO WITH WHAT WE LEARN?



Eric Fishon

Marketing Director

- **SOUTHWEST AIRLINES**

- ✓ **Leading Performing Airline Company**
- ✓ **Safety, Employees & Customer Focused Enterprise**



Michael Hernu

Management Consultant

- **SOLOMON & ASSOCIATES**

- ✓ **Benchmarking Assessments**
- ✓ **Multi-Industry Sectors Specialists**



Solomon Associates
13455 Noel Road, Suite 1500
Dallas, TX, US 75240

Washington, D.C. - Beijing - London - Mumbai - Shanghai - Mexico City



Roger Gasaway

VP Manufacturing

- **GE Industrial Systems**
 - ✓ **Four Global Business In 100+ Countries – 40,000 Employees**
 - ✓ **Global Energy, Automation, Security, and Sensors**



Bob George

Benchmarking Programs Manager

- **DUPONT**

- ✓ **A Science Company, Delivering Science-based Solutions**
- ✓ **Food, Nutrition, Health Care, Apparel, Home, Construction, Electronics, & Transportation.**



Ladd Hall

VP & GM Berkeley Division

- **NUCOR STEEL**

- ✓ **One of Largest US Steel Producers**
- ✓ **45 Facilities in 14 states, 9,800 employees with \$4.6 billion in sales**
- ✓ **Largest recycler in the United States**

NUCOR



Bob Taylor

Former VP Manufacturing Systems

- **IP PRINTING & COMMUNICATIONS
PAPERS**

- ✓ **Extensive Paper Industry Line
Experience**
- ✓ **Production and Manufacturing Focus**



Is The Paper Industry is Foundering ... ???

- Poor corporate financial performance
- Low shareholder returns
- Difficulty in attracting investment
- Failure to return the cost of capital
- Mill Closures and Job losses are significant



Maybe . . . But Don't Despair . . .

- **The fundamentals are strong; suitable intervention can succeed . . .**
 - ✓ **Renewable materials, recyclable products**
 - ✓ **Potential markets in developing nations**
 - ✓ **Growth of markets assured by paper's unique attributes and human appeal**
 - ✓ **The current economic slowdown will eventually reverse**
- **And, we have a lot to learn from others to help, So let's begin that journey today . . .**