



ENTERPRISE MEDIA PRESENTS

# *the* **EXCELLENCE** *files*

**T**he *Excellence Files* is an 86 minute training program that picks up where *In Search of Excellence* left off and brings you an exciting look at what it takes to be competitive in the 21st century.

This program, from the executive producer of *In Search of Excellence*, gives you insights into what smart companies are doing to meet the changes and challenges of the future. Eight fresh, new cases studies of leaders like Rubbermaid, Timberland, Coca-Cola, The Defense Personnel Support Center and Southwest Airlines provide examples of companies that are innovating for success in the next century.

One of the prime themes that the film explores is what companies are doing

to respond to the demands of the new workforce. See how the workplace is changing to meet employees concerns and, in turn, how employees are developing stronger bonds with the company and the customer.

During the course of production, the producers shot over 70,000 feet of film at 15 locations in 4 countries. The result is a rare behind-the-scenes look at what these industry leaders consider the next level of competitive excellence.

There are many lessons about management and leadership in *The Excellence Files*. These lessons can be applied in any kind of business and have applications for government and non-profit organizations, too.

## KEY LEARNING POINTS

Learn how leaders care for customers and employees

See teamwork in action

See how top performing companies are managing change

Gain insights into building successful strategies

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# Who's In The Excellence Files —And Why

Eight Extraordinary Organizations Teach You How to Succeed in the 21st Century

## Southwest Airlines

FILE TITLE: COMPANY CULTURE: OUT OF THE ORDINARY

A company culture summed up in three words? If you think it's work, discipline and (more) work, you're not thinking of Southwest Airlines. America's most successful airline (by several independent measures) revolves around fun, love and respect. It puts employees first. It hires people who enjoy a sense of humor. And it encourages employees to use that humor in the workplace.

Learn about leadership and strategy as you see Herb Kelleher, "America's Best

CEO," motivate and inspire employees in this heavily unionized airline. See how success comes from a non bureaucratic company culture and employee buy-in. Anyone doubting whether Southwest's humanistic approach works need only look to Southwest's fifth consecutive Triple Crown—for best on-time record, best baggage service and fewest customer complaints as determined by the U.S. Department of Transportation.

## Rubbermaid

FILE TITLE: STREAMLINING FOR GLOBAL COMPETITION

One of America's top household brands has a fight on its hands. Its raw materials cost more than ever. Its prestige is lagging. Its stock price is down. To make matters worse, its foreign competitors are lowering their prices.

Does this company belong in the "excellence" files? Yes, based on how it's responding to harsh, competitive realities. As a lesson in fighting back, you will see how Rubbermaid empowers cross-functional work teams to develop and market new products to counterattack smaller, more nimble competitors intent on taking market share from Rubbermaid.

Focusing on one such encounter, you'll go behind the scenes at competitor ZAG Industries, where ZAG employees in Tel Aviv are developing a new line of tool boxes.

ZAG, a seven-year-old company with sales of \$50 million, is primed to battle the 70-year-old Rubbermaid, which boasts sales of \$2.7 billion. Back at Rubbermaid's headquarters in Wooster, Ohio, a team of five managers discuss specifications for an improved line of Rubbermaid tool boxes. While the discussion pertains to color and dimensions and practical uses, at the top of everyone's mind is one reality: Rubbermaid is fighting competitors like ZAG for shelf space at the ever-popular "Walmarts" and "Kmart's." Finally, the team presents its recommendations to senior management, which gives blanket approval to move the proposed product to market. This file will provide you with a unique view of competition in action, with insights on how to win through speed and innovation.

# Coca-Cola

FILE TITLE: FROM TROUBLE TO MARKETING OPPORTUNITY

**M**ore than a century after its founding, Coca-Cola is still doing things right. Yet the real lesson is found in its ability to rebound after an embarrassing failure. In a rare on-camera interview, Chairman Roberto Goizueta shares with you how the New Coke debacle in 1985 was a dark cloud with a golden lining, leading the company to re-focus on its core product, now called Coca-Cola Classic.

Providing a brand marketing lesson, the segment takes viewers down Coca-Cola's memory lane. Phil Mooney, Coca-Cola's in-house archivist, is the guide, showing the celebrities, sporting events, and radio and print ads that brought Coke into the common cul-

ture of the 1950s. Next comes the decade of the '60s—and with it, shrinking demand and reduced market share. After the company grapples with marketing experiments for some 20 years, the '80s signal a time for a change in taste. The result is a marketing disaster. But despite the New Coke debacle, Coca-Cola turns disaster into opportunity: by reinstating its original classic formula and giving the public back what it wants, Coca-Cola dramatically underscores the popularity of its basic product and regains powerful growth momentum. This file will provide you with a rare lesson in leadership, strategy and brand development.

# Work Family Directions (WFD)

FILE TITLE: BUILDING A COMMITTED WORKFORCE

**A**mong the leading competitors in any industry—for example, Compaq, Dell, Gateway and IBM—what will make one stand out above the rest? The degree to which it understands and responds to the family and lifestyle issues of its employees, according to Fran Sussner Rodgers, CEO of Work Family Directions (WFD).

Servicing such clients as BankBoston and IBM, WFD helps companies help employees deal with life-changing issues like adopting

a child, supporting aging parents, or coping with divorce.

The payoff? Companies that bond with employees over real-life issues will attract the best people and ultimately retain them. Chad Gifford, chairman of BankBoston, actually hopes that such a strategy sounds “soft” to his competitors. He’s perfectly content thinking that maybe his competitors won’t recognize the company’s hidden strength in retaining WFD to assist employees with family issues.

# Whole Foods Market

FILE TITLE: 21ST CENTURY TEAMS

**W**ith annual sales approaching \$1 billion, Whole Foods Market is clearly meeting America’s nutritional yearning for health food. What puts it in *The Excellence Files*, however, is its ability to nurture a team-oriented, entrepreneurial work force.

Take its hiring practices, for example. After a potential new hire has completed a 30-day

on-the-job trial run, team members vote on whether Whole Foods should extend a job offer. In this democratic environment, employees also vote on what products make it to the store shelves. Moreover, you’ll see how this team approach yields a rare level of employee and customer satisfaction. This is a lesson for every manager on the direction teams are heading in the future.

# Defense Personnel Support Center

FILE TITLE: TRANSFORMING THE GOVERNMENT WAY

Since the Civil War, the Defense Personnel Support Center (DPSC) has had its own way of buying clothes and food for the troops. It was, by modern standards, a rigid procurement system marked by detailed specifications for each item ordered. The government didn't just order, for example, any name-brand pair of socks; it special ordered according to a cumbersome system that added to the cost. Fast forward to the '90s: In just five years, the DPSC has replaced its antiquated system with the proven methods of mass merchandising.

It decided to let industry standards, not government standards, guide the boots, socks and underwear that military members wear. And it didn't stop there. It changed its food vendors and started buying lean ground

beef and fresh ground coffee filter packs.

"Just in time" inventory, proven effective in many industries, became a reality. The result? Hundreds of millions of dollars in annual savings for the DPSC, based in South Philadelphia, Pa.

In *The Excellence Files*, this isn't a story of inventing a new way of doing things; it's a story of an organization undergoing enormous, necessary, sometimes painful change. The rapid transformation and its positive aftermath provide a moral lesson: Change is a reality for all managers, and the DPSC story will give you solid ideas on implementing change. After all, if they could do it after 120 years without change, why can't your organization?

## USAA

FILE TITLE: FUTURE-PROOFING THE BUSINESS

USAA Property and Casualty Insurance, a financial services company serving active and retired members of the military, doesn't rest on its laurels. Despite plenty of industry awards and a place on Fortune's "most admired" list, USAA wants to continue winning the 100-yard dash by 90 yards, not by a nose. President Bill Cooney shares his strategy for success: committing to employee develop-

ment and learning—part of his strategy to "future proof" the company. You'll see how USAA provides a perpetual learning environment, offering classes every evening.

See how at USAA, such dedication to employees has already been repaid many times—through low employee turnover, excellent customer service, and processes that leverage the latest technology.

## Timberland

FILE UNDER: THE VALUE OF COMMUNITY

Learn how Timberland succeeds against the likes of Nike and Reebok using a strategy of social responsibility that goes far beyond do-goodism. Timberland puts dollars behind its philosophy, giving employees five days of paid time off to fulfill meaningful volunteer efforts. All of this is part of Timberland's strategy to

attract and retain committed and dedicated employees. You'll see how Timberland succeeds by making a commitment to the community and encouraging employees to help where needed—ultimately making things better for shareholders. In fact, Timberland is experiencing record sales and profitability.