



1993 AWARD WINNER

WAINWRIGHT INDUSTRIES, INC.

Visitors to St. Louis-based Wainwright Industries notice immediately the uniqueness of the atmosphere and culture of this progressive manufacturing and service firm. The gleaming facility belies the nature of the heavy manufacturing within. Every associate from machine operator to Chairman is salaried, wears the same company uniform, shares in the success of the company and focuses on the company's vision of Total Customer Satisfaction.

The results of Wainwright's focus are demonstrated by consistent, sustained growth in the automotive and aerospace industries while major customers lose market share in the face of dramatic defense procurement cutbacks. The company vision of Total Customer Satisfaction, including internal and external customers, drives the efforts of all associates to excel individually and as part of the many cross functional teams in place throughout the organization. The level of commitment by the members of "TEAM WAINWRIGHT," evidenced by 99% attendance for the past ten years, drives continuous improvement in every aspect of the company and has led to numerous customer awards.



WAINWRIGHT INDUSTRIES: A SNAPSHOT

The company was founded in 1947 and initially produced components for internal combustion engines. When the second generation family members embarked upon expansion and diversification in 1979, there were six companies supplying these engine components for the American market. Today, Wainwright Industries is the only domestic supplier of these components and has expanded into the production of precision parts and assembled systems ranging from computer disc drive covers to housings for electric motor applications including seat belt, sunroof, anti-lock brake, power antenna and power window mechanisms. Wainwright produces precision stamping dies for high volume close tolerance metal stamping and produces over 80,000,000 stampings annually for the automotive, home security and information processing industries.

Close tolerance machining of complex, multi-contour parts for defense and commercial aircraft is the second area of business emphasis for Wainwright. The CNC machining centers are fully integrated with the CAD engineering design center through direct numerical control. The expertise of the engineering design center in CAD design and solid modeling has led the company to a third business area, computer model programming and file maintenance for an expanding customer base. These projects include automatic transmission case modeling, joint prosthesis designs, playground equipment and rocket and fighter aircraft components.

The leveraging of industry knowledge demonstrated by providing CAD services is also displayed in Wainwright's fourth area of business, inventory management expertise. The company sequences and sub-assembles a front and rear bumper fascia every forty eight seconds and ships every fifty minutes to an auto assembly center.

This service has allowed the assembly center to reduce in-house inventory levels from five days to two hours, improve quality, lower costs and dramatically improve the assembly center's workflow.

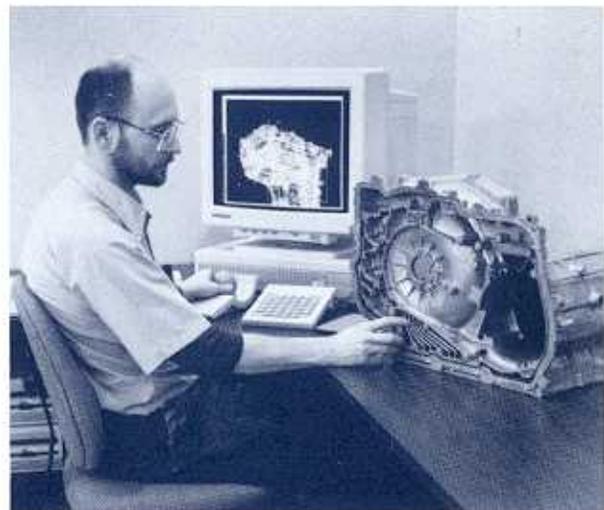
Team Wainwright has 185 associates at the company's 110,000 square foot facility in St. Peters, Missouri.

TOTAL CUSTOMER SATISFACTION

Wainwright Industries' vision of TOTAL CUSTOMER SATISFACTION is reinforced each week in the CSI/CIP meeting. The CSI (Customer Satisfaction Index) is a weekly measure of quality, delivery, communication and service taken and reported to all members of the TEAM by the customer service personnel. Quality and delivery performance reporting are objective measurements while communication and service are subjective reporting of the company's performance. Grading is on an accelerating curve with letter values of A=100, A-=90, B=80, C=50 and D=0. The only acceptable response is A (100) for achieving excellence, an A- (90) is below our corporate goal of 95. The CSI results drive root cause analysis and process improvements to insure irreversible corrective action. Every Thursday afternoon the weekly CSI/CIP results are reviewed by Senior Leadership and all support staff members to insure effective follow up.

The CIP (Continuous Improvement Process) portion of the meeting reports the weekly associate suggestion results. The extraordinary level of Wainwright associate involvement is demonstrated by the implementation of suggestions at a rate of more than 1.25 CIP's per week per associate. These suggestions range from product quality improvements resulting from CSI opportunities to safety suggestions to productivity improvements such as eliminating positions. The company does not lay surplus associates off but retrain them for another position. This policy eliminates any threat to job security and enhances associate skill development.

The success of the CSI/CIP focus in achieving customer satisfaction is demonstrated by numerous customer awards including the General Motors "Mark of Excellence," Ford "Q-1 Preferred," IBM "Corporate Quality Award," and "Preferred Supplier Certification," by McDonnell Douglas. The success of the CIP process enhanc-



ing company performance is demonstrated by a 35 percent increase in gross margin and a nine-fold decrease in workers' compensation costs over the past three years, resulting in Wainwright Industries earning the "Excellence in Safety" award from Liberty Mutual Insurance Company. The company's goal of six sigma quality performance is achieving many successes with one customer having received over 20,000,000 parts during the past three years without a single defect.

To strengthen the company's competitive position and insure future growth, Wainwright is aiming for 50 percent decreases in customer concerns and cost of quality per year, six sigma performance throughout all products and achieving a CSI Index of 98% in 1995.

For more information, contact:

Michael Simms - Plant Manager
Wainwright Industries
P.O. Box 640
St. Peters, Missouri 63376
Phone: (314) 278-5850
FAX: (314) 278-8806