



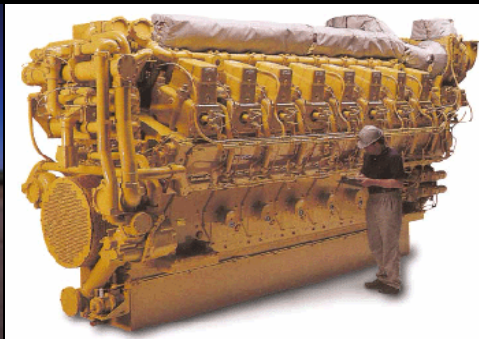
Journey to Business Excellence



Art De Vooght
Business Excellence Manager

We finance ...

- Equipment
- Marine
- Power



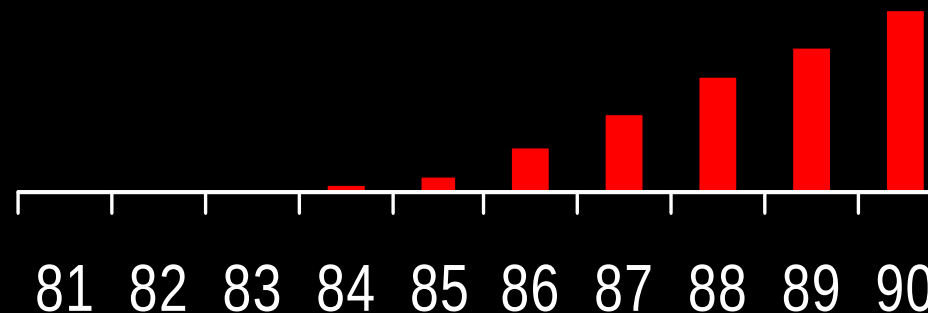
\$20,000

Over \$50 million



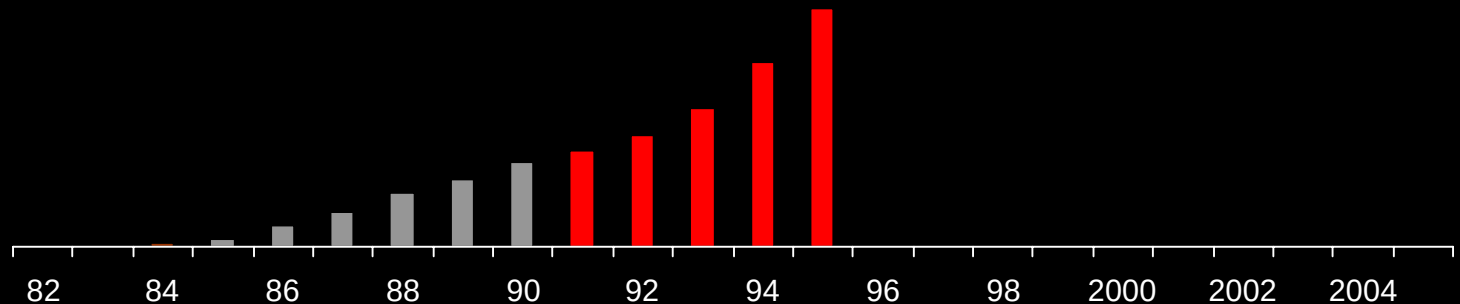
1981-1990

- Caterpillar Leasing Company (1981)
- Caterpillar Financial Services Corporation (1983)
- Five U.S. Regional Offices (1985)
- Rapid Growth



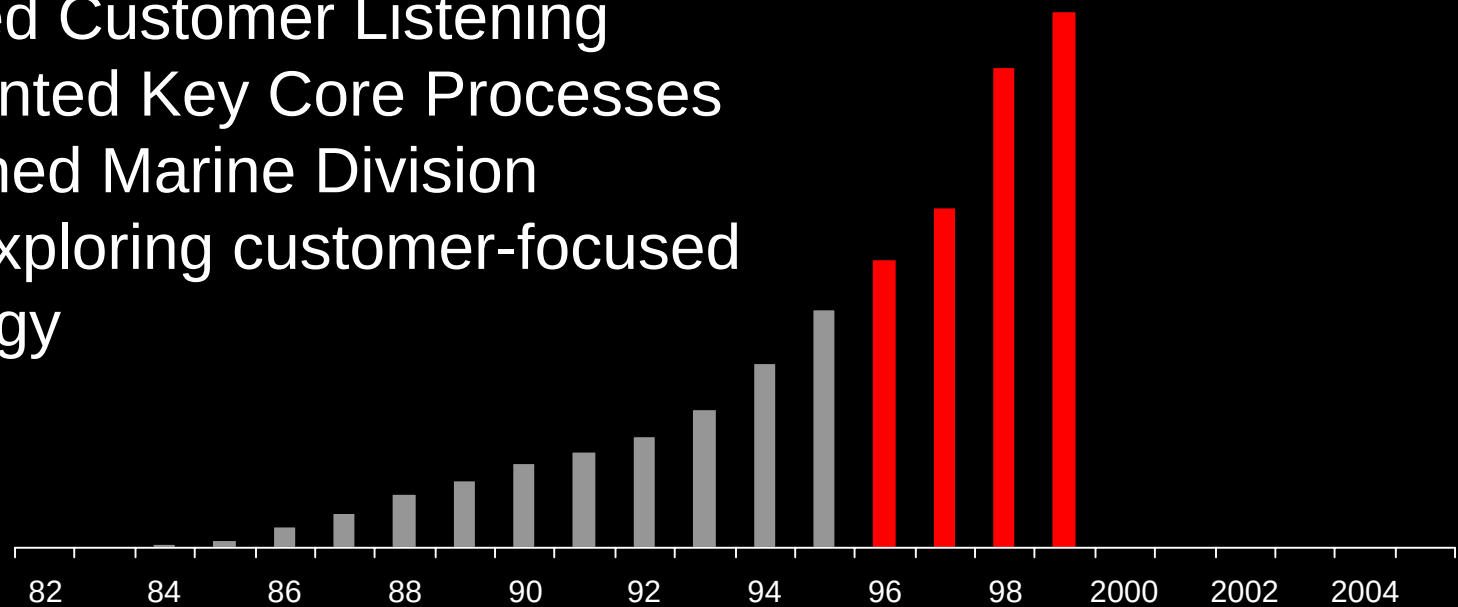
1991-1995

- Moved from Peoria to Nashville
- Began Quality Initiatives
 - Tennessee Quality Award (1993, 1994)
 - “Quality Training”
- Recognized Shared Values
- Adopted InfoLease technology
- Established Global Division



1996-1999

- Introduced Business Excellence Model
- Continued quality journey
 - Tennessee Quality Award (1996, 1998, Winner 1999)
 - Category Teams
- Enhanced Customer Listening
- Implemented Key Core Processes
- Established Marine Division
- Began exploring customer-focused technology



2000 – Today

- Expanded technology (FinancExpress, CRM)
- Relocated to the Cat Financial Center
- Consolidated Region Offices to the Customer Business Center
- Incorporated 6 Sigma into Business Excellence
- Established Power Division
- Applied for Baldrige
 - Site Visit: 2002
 - Recipient: 2003

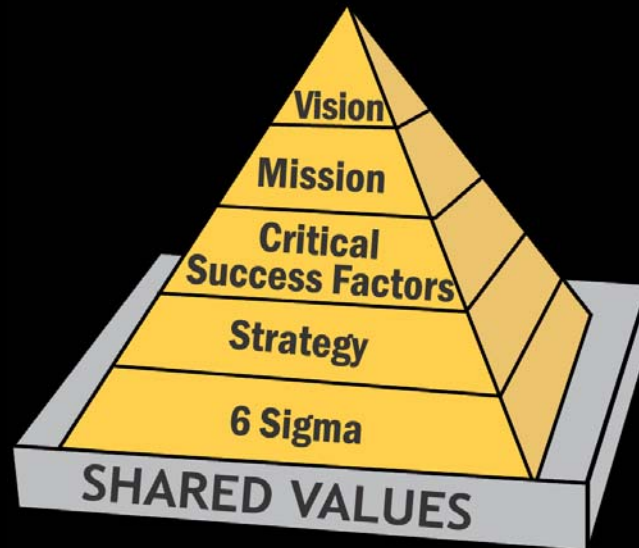


Our process...

Business Excellence

What we
will be

What we
must
achieve



What we
will do

How we
improve

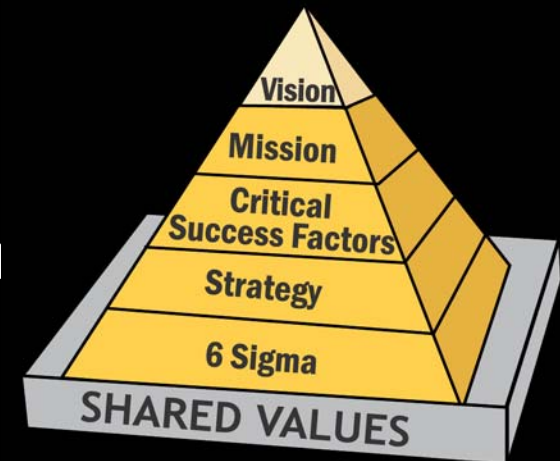
What we believe



Vision: What we will be

We will be a significant reason customers select Caterpillar worldwide.

We will leverage our intellectual capital to deliver customer-driven solutions and enhance shareholder value.

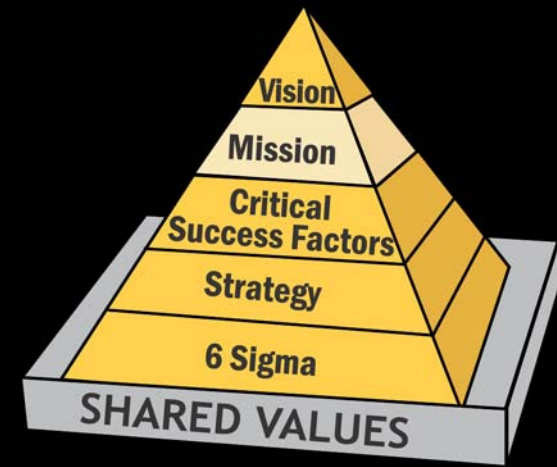


We will grow on our strong foundation as a caring and learning organization.



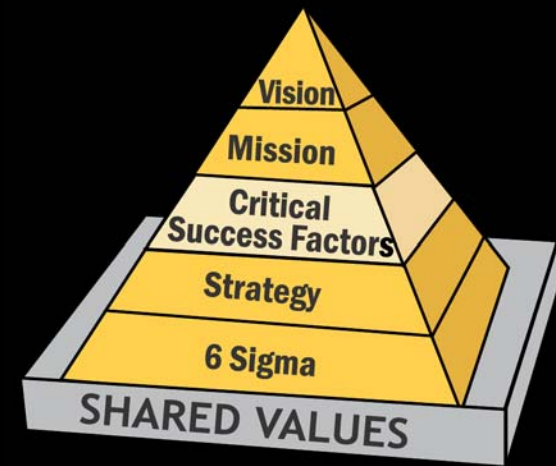
Mission: What we will do

Helping Caterpillar and our customers succeed through financial service excellence.



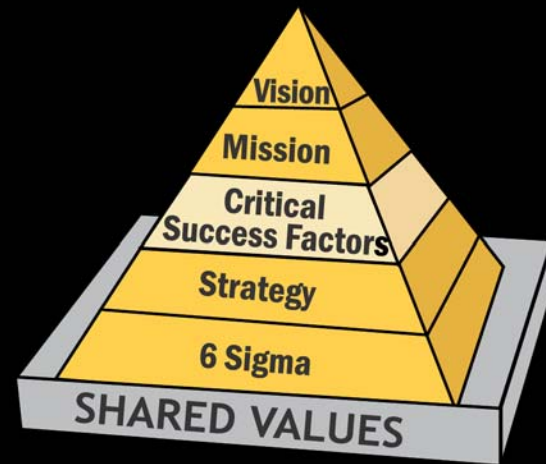
Critical Success Factors: **What we must achieve**

- Customer Satisfaction
- Employee Satisfaction
- Growth
- Leadership
- Reliable Returns
- World-Class Core Processes



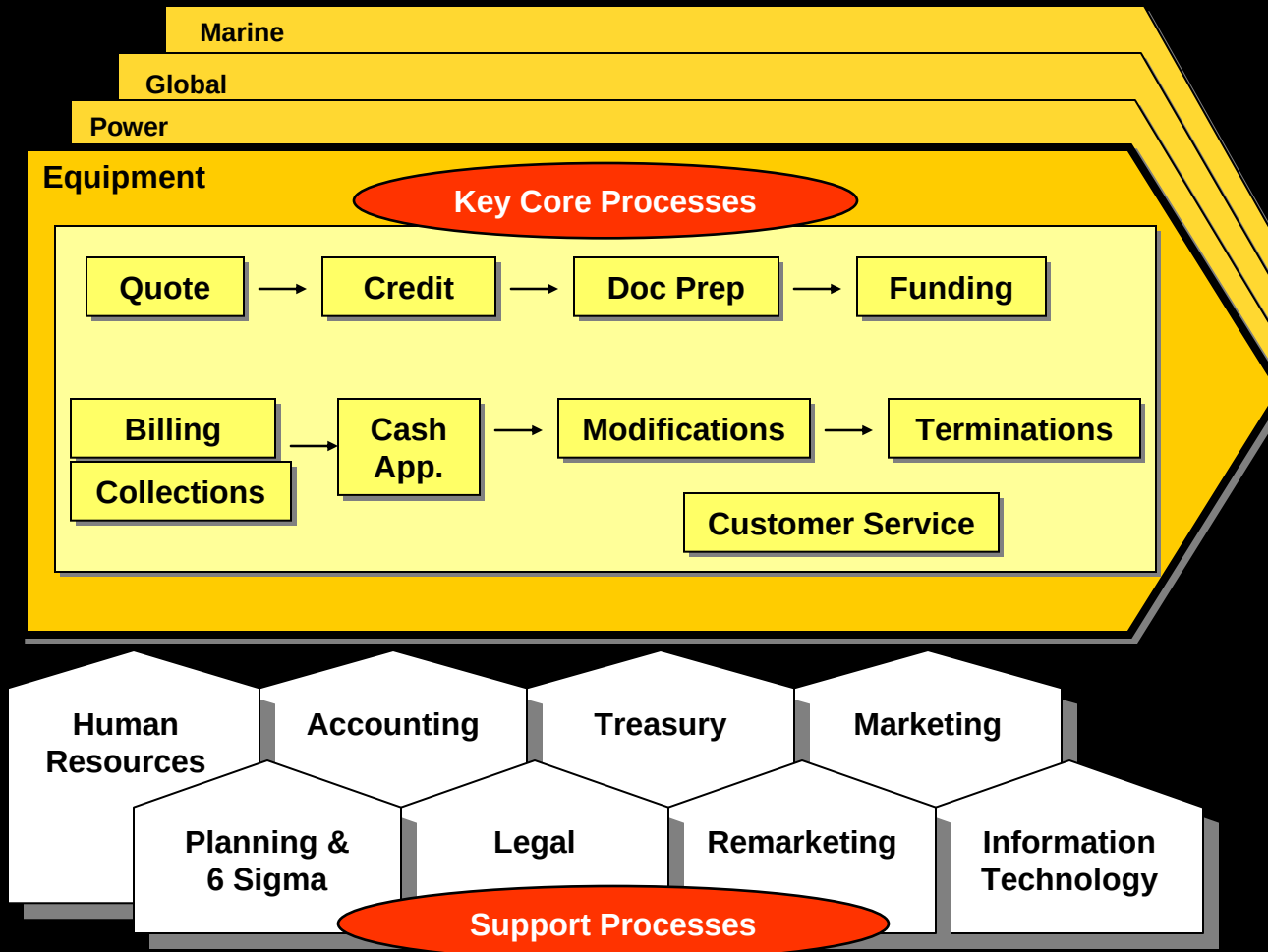
Critical Success Factor World-Class Core Processes

We must utilize 6 Sigma to establish Cat Financial as a world-class provider of financial solutions and achieve operating efficiencies.



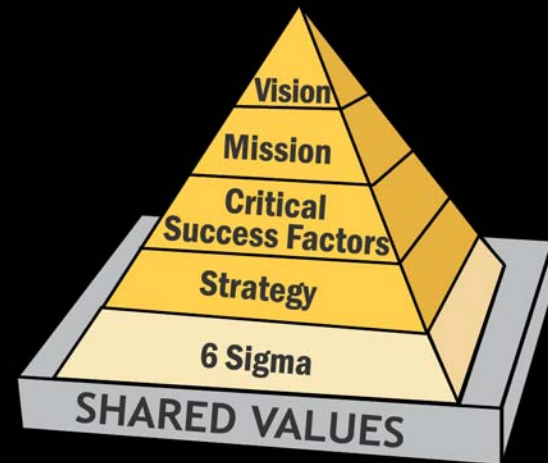
Our process...

Process Management

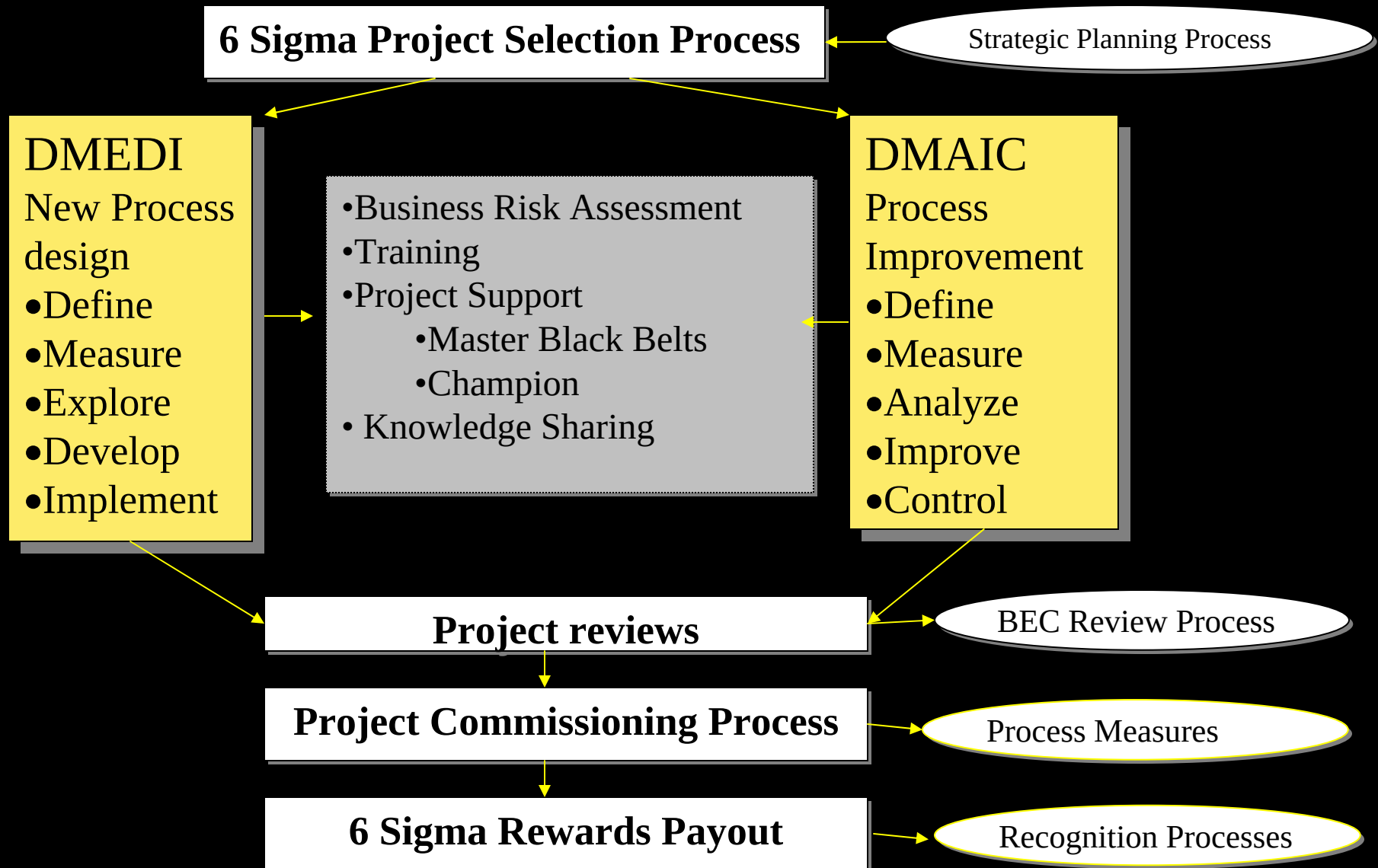


6 Sigma: How we improve

- Process improvement
- New process design
- Project management



An integrated and aligned system



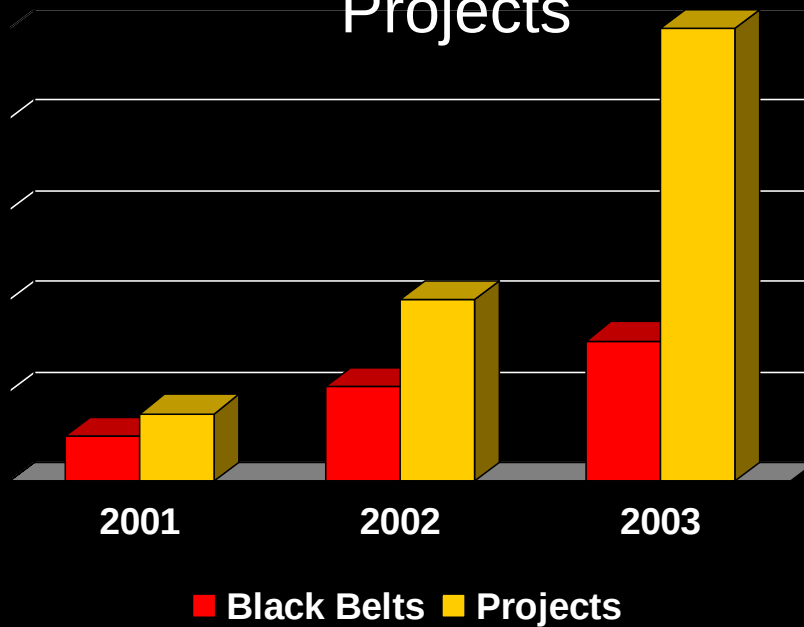
Key to success – integrate and align

- The key to success is how we integrate and deploy 6 Sigma with Consistency, Clarity, and Commitment
- Key Core Processes made it easier to deploy
- Process Health reviewed at Business Excellence Council
- Baldrige and 6 Sigma mutually reinforce

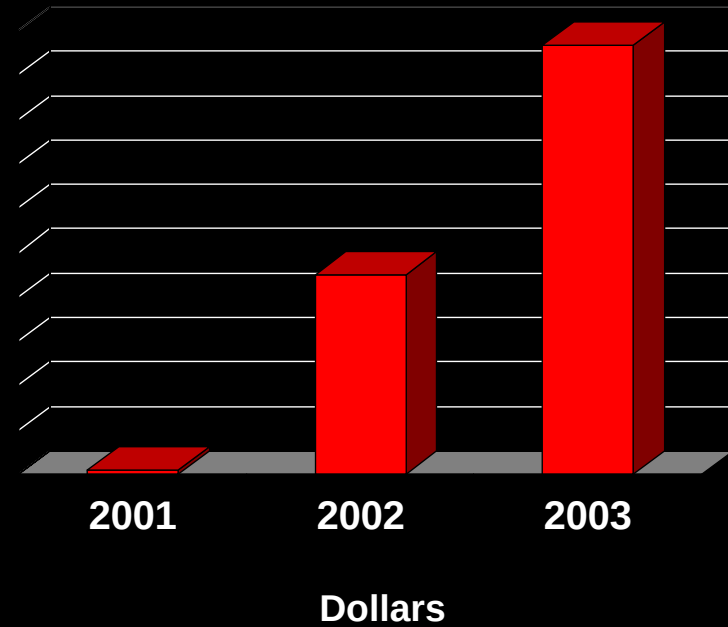


Our results ...

Black Belt / Projects

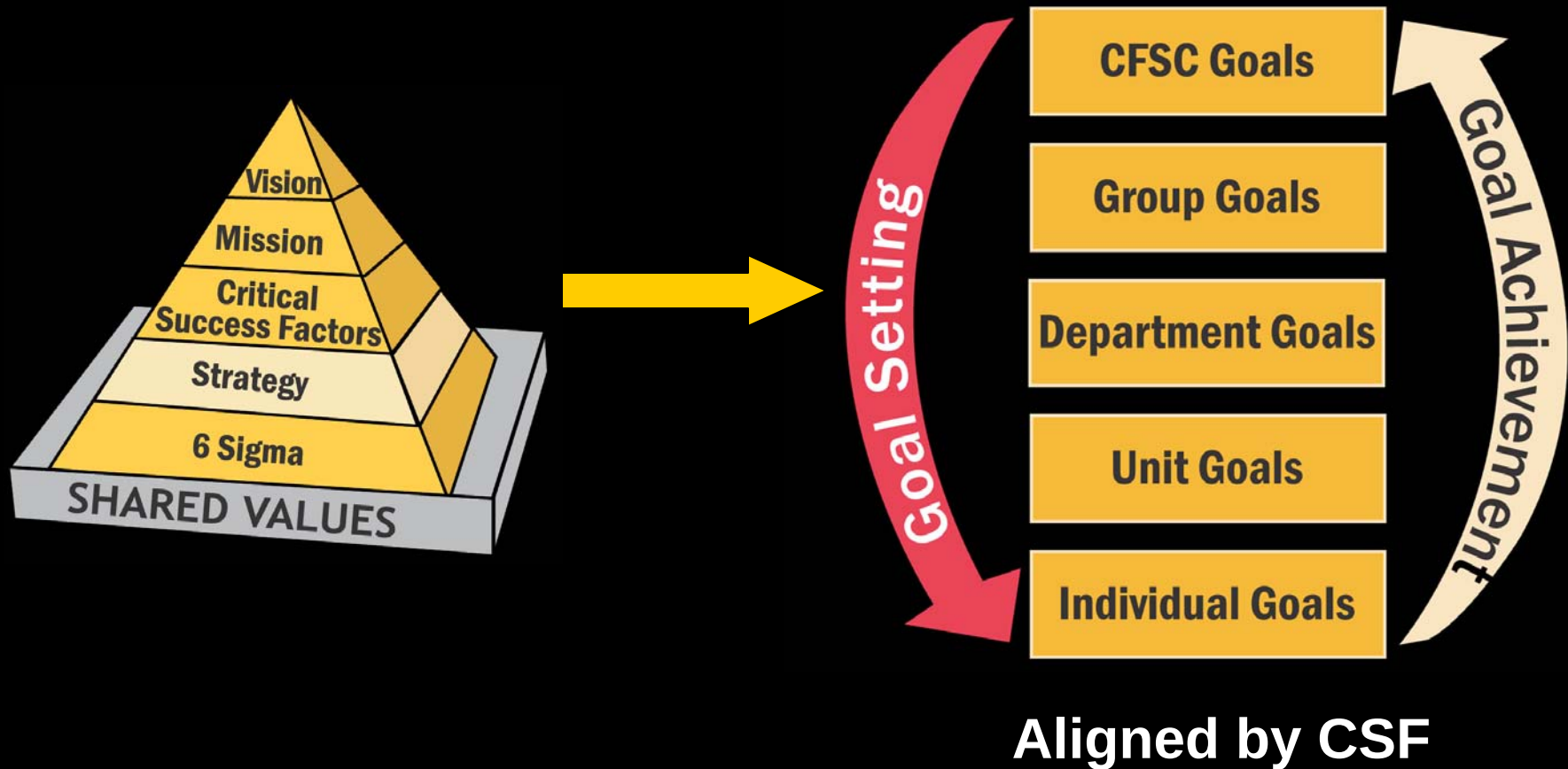


Benefits



What We Have Also Learned:

Strategy + 6 Sigma = Further Improved Results



Our Journey to Business Excellence continues...

"We chose to do these things not because they are easy, but because they are hard."

Because this challenge organizes and measures the best of our skills and abilities." -JFK

