

## *Thank You, Best-Practices Companies!*

**W**e at Ronald Doades & Company have helped our utility industry clients make the successful transition to a dynamically challenging competitive business environment. To accomplish this, we have examined the “best of the best”—the best management, operating and marketing practices of the leading non-utility companies in North America. The information and insights our clients have acquired are enabling them to emerge as winners in a dramatically different energy services business.

We wish to express our deepest gratitude to our colleagues at the following best-practices companies whose commitment to excellence and whose willingness to share their experiences and their wisdom benefited us so greatly:

- ABB
- Adidas
- AEP River Operations
- AES
- AFLAC
- Air Products & Chemicals
- Albemarle
- Alcoa
- American Airlines
- American Automobile Association
- American Electric Power
- American Express
- Anheuser-Busch
- Aramark
- Ashgrove Cement
- AT&T
- BankAmerica
- BASF
- Baxter
- Black & Decker
- BNSF Railway
- Boeing
- Bowater
- BP
- Calpine
- Campbell Soup
- Cargill
- Caterpillar
- Chase
- Chevron
- Cisco
- CNX Marine Terminals
- Clorox
- Coca-Cola
- Colgate-Palmolive
- ConAgra
- Conoco
- CONSOL Energy
- Continental Airlines
- Cooper Industries
- Cummins Engine
- Deere & Company
- Disney
- Dofasco
- Duke Energy
- DuPont
- Dynegy
- Eastman Chemical
- Eastman Kodak
- Eaton
- EDS
- Eli Lilly
- Exelon
- ExxonMobil
- Fed Ex
- FirstEnergy
- Flint Hills Resources
- Ford
- Four Seasons
- General Electric
- General Motors
- Georgia Pacific
- Goodyear
- Harley-Davidson
- Herman Miller
- Hershey Foods
- Hewlett-Packard
- Holcim
- HSBC
- Hubbell
- IBM
- International Paper
- ITT
- J. C. Penney
- J. M. Smucker
- Jacobs Engineering
- Johnson Controls
- Johnson & Johnson
- Kellogg, Brown & Root
- Levi Strauss
- Lockheed Martin
- Lowe's
- Lucent Technologies
- Mayo Clinic
- Mead Corporation
- Microsoft
- MillerCoors
- 3M
- Motiva
- Motorola
- National Car Rental
- Navistar
- NBD Bank
- Nike
- Norfolk Southern
- Nortel
- Northrup Grumman
- Nucor
- Occidental Petroleum
- Peabody Energy
- PECO Energy
- PepsiCo
- Pfizer
- Phelps Dodge
- Pitney Bowes
- PPG Industries
- QVC
- The Ritz-Carlton
- Rohm and Haas
- Royal Bank of Canada
- SAS Institute
- Saturn
- Seagram's
- Sears
- Shell
- Sherman-Williams
- Sony
- Southern Energy
- Southwest Airlines
- Southwire
- Springfield Remanufacturing
- Sun Microsystems
- Sunoco
- Target
- Texas Industries
- Texas Instruments
- Timken
- Toys "R" Us
- Unilever
- United Airlines
- UPS
- U.S. Marine Corps
- Valero Energy
- Verizon
- Wal-Mart
- Walt Disney
- Wegmans Food Markets
- Wellpoint
- Weyerhaeuser
- Whirlpool
- The Williams Companies
- Worthington Industries
- Xerox