

Baseline®

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The

Best Information Managers

Who's Delivering and How.
The Leaders,
Ranked by Information Productivity, Industry and Revenue P. 13
PLUS: 5 Steps to Improve Your Information Productivity, Now P. 57

Baseline

28 E. 28TH ST., NEW YORK, NY, 10016 WWW.BASELINEMAG.COM

THIS ISSUE

Larry Dignan, Editor

Paul Strassmann, Creator of Information Value-Added®
and Productivity Index®, Adviser, *Baseline 500*

Kim S. Nash, *Baseline 500* Writer | **Heather Haggerty**, Contributing Art Director

Jay Blickstein, Copy Desk Chief | **Tricia McGoey**, Production/Design

The Rankings

Drawn from a database of 2,324 publicly traded companies with at least \$100 million in revenue, what follows is a list of the firms most adept at managing information for competitive advantage. These companies, which vary by size and industry, are ranked by **Information Productivity**, an indicator that gauges how a company manages its most important asset—its information. In the information economy, what a company knows about itself, its customers and its market separates the winners and losers.

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by Revenue

The Baseline 500

The best managers of information culled from a database of public companies with sales above \$100 million.

Rank 2005	2004		NET SALES \$ millions	ESTIMATED TRANSACTION COSTS \$ millions	INCOME BEFORE EXTRA ITEMS \$ millions	INFORMATION VALUE-ADDED* \$ millions	INFORMATION PRODUCTIVITY* %
1	2	CHESAPEAKE ENERGY CORP. , Crude Petroleum, Natural Gas	\$2,709	\$37	\$515	\$287	775.7%
2	—	KCS ENERGY , Crude Petroleum, Natural Gas	217	9	100	65	704.7
3	—	CIMAREX ENERGY , Crude Petroleum, Natural Gas	675	23	154	150	666.9
4	6	APACHE CORP. , Crude Petroleum, Natural Gas	5,308	173	1,670	1,065	615.2
5	—	OWENS CORNING , Miscellaneous Minerals	5,675	577	204	2,856	494.9
6	5	EAGLE MATERIALS , Concrete, Gypsum, Plaster	500	7	67	32	469.3
7	—	ENTERTAINMENT PROPERTIES TRUST , Real Estate Investment Trust	126	6	54	28	461.1
8	3	VALERO LP , Pipelines, Excluding Natural Gas	221	11	78	51	451.7
9	—	AMPEX CORP. , Patent Owners and Lessors	102	18	49	79	444.6
10	117	OVERSEAS SHIPHOLDING GROUP , Sea Transportation & Freight	811	52	401	219	421.3
11	—	TERRA NITROGEN , Agricultural Chemicals	420	11	46	44	408.5
12	7	STONE ENERGY CORP. , Crude Petroleum, Natural Gas	544	14	135	58	407.7
13	21	PETROLEUM DEVELOPMENT CORP. , Crude Petroleum, Natural Gas	289	5	34	17	380.7
14	83	CHUBB CORP. , Casualty Insurance	13,153	179	1,548	650	363.0
15	15	KINDER MORGAN ENERGY , Natural Gas Transmission	7,933	171	832	609	357.0
16	55	BUCKEYE PARTNERS , Pipelines	324	17	83	60	352.4
17	17	DEVON ENERGY CORP. , Crude Petroleum, Natural Gas	9,189	277	2,186	969	349.8
18	10	ENCORE ACQUISITION , Crude Petroleum, Natural Gas	299	17	82	55	327.6
19	9	HOUSTON EXPLORATION , Crude Petroleum, Natural Gas	650	33	163	100	304.8
20	30	BERRY PETROLEUM , Crude Petroleum, Natural Gas	275	21	69	58	275.5
21	—	NS GROUP , Steel Works, Blast Furnaces	467	18	75	46	250.6
22	33	ENTERPRISE PRODUCTS PARTNERS , Crude Petroleum, Natural Gas	8,321	45	258	112	249.1
23	20	KANE PIPE LINE PARTNERS , Petroleum Stations, Wholesale	648	30	90	73	247.5
24	326	GRAY TELEVISION , Television Broadcasting	347	12	44	28	240.3
25	478	MAGNUM HUNTER RESOURCES , Crude Petroleum, Natural Gas	494	22	104	53	238.9
26	—	STEEL DYNAMICS , Steel Works, Blast Furnaces	2,145	94	295	219	234.7
27	16	VSE CORP. , Engineering Services	216	1	3	2	234.4
28	29	NEWFIELD EXPLORATION , Crude Petroleum, Natural Gas	1,353	84	312	192	229.1
29	—	ORBITAL SCIENCES CORP. , Guided Missiles, Space Vehicles	676	56	200	126	223.3
30	52	METROPOLITAN HEALTH NETWORKS , Health-Care Provider	158	5	19	10	220.2
31	27	BURLINGTON RESOURCES , Crude Petroleum, Natural Gas	5,618	473	1,527	1,000	211.4
32	—	SUNCOM WIRELESS HOLDINGS , Wireless Communications	818	260	683	548	210.5
33	36	ENERGY TRANSFER PARTNERS , Crude Petroleum, Natural Gas	2,482	33	99	70	209.8
34	44	ANADARKO PETROLEUM CORP. , Crude Petroleum, Natural Gas	6,067	404	1,606	834	206.3
35	14	CATELLUS DEVELOPMENT CORP. , Real Estate Investment Trust	853	54	147	111	203.9
36	42	W HOLDING , Commercial Bank	623	55	172	104	191.5
37	—	INSTEEL INDUSTRIES , Steel Works & Mills	333	15	37	27	179.6
38	108	CHEVRON CORP. , Petroleum Refining	142,897	5,199	13,034	9,269	178.3
39	—	TRIAD HOSPITALS , Hospitals	4,450	69	138	122	176.5
40	12	PRENTISS PROPERTIES TRUST , Real Estate Investment Trust	373	12	53	21	174.2
41	489	NL INDUSTRIES , Chemicals	742	111	211	193	172.9
42	39	JEFFERSON-PILOT CORP. , Life Insurance	4,098	160	563	274	171.0
43	38	MOODY'S CORP. , Credit Reporting Agencies	1,438	242	425	412	169.8
44	—	AAMES INVESTMENT CORP. , Real Estate Investment Trust	339	45	91	72	162.5
45	37	GOLDEN WEST FINANCIAL CORP. , Savings Institution	4,473	634	1,280	1,028	162.2
46	—	LOEWS CORP.-CAROLINA GROUP , Tobacco Products	3,348	381	546	610	160.2

Rank 2005	2004		NET SALES \$ millions	ESTIMATED TRANSACTION COSTS \$ millions	INCOME BEFORE EXTRA ITEMS \$ millions	INFORMATION	INFORMATION	
						VALUE-ADDED*	\$ millions	PRODUCTIVITY*
47	-	PHELPS DODGE CORP., Copper Mining	\$7,089	\$229	\$1,046	\$364		158.7%
48	-	FRONTIER OIL CORP., Petroleum Refining	2,872	30	70	47		157.5
49	48	NVR, Home Builders	4,328	286	523	450		157.2
50	89	CORUS BANKSHARES, Commercial Bank	274	42	98	64		152.5
51	43	HUDSON CITY BANCORP, Savings Institution	932	95	239	144		151.4
52	66	JOURNAL REGISTER, Newspaper Publishing	476	66	117	100		150.0
53	461	ARCH COAL, Coal Mining	1,975	53	114	79		149.9
54	-	PREMCOR, Petroleum Refining	15,335	151	484	224		148.9
55	31	RENT-A-CENTER, Equipment Rentals	2,313	76	156	111		147.6
56	35	NEW YORK COMMUNITY BANCORP, Savings Institution	1,285	138	355	203		147.0
57	-	EON LABS, Pharmaceuticals	431	68	119	99		146.1
58	160	WADDELL & REED FINANCIAL, Stockbrokers & Dealers	510	45	102	66		145.8
59	-	GEORGIA GULF CORP., Chemicals	2,206	61	106	87		142.4
60	82	OCCIDENTAL PETROLEUM CORP., Crude Petroleum, Natural Gas	11,368	1,227	2,606	1,739		141.7
61	40	ARAMARK CORP., Food Services	10,192	123	263	174		141.6
62	296	SCHNITZER STEEL INDUSTRIES, Scrap Materials	688	49	111	68		138.8
63	50	TRUSTCO BANK CORP./NY, Commercial Bank	171	30	57	41		137.4
64	167	UNOCAL CORP., Crude Petroleum, Natural Gas	8,003	563	1,145	762		135.3
65	64	SONIC CORP., Restaurants	536	38	63	52		135.1
66	-	NUCOR CORP., Steel Works, Blast Furnaces	11,377	415	1,122	556		134.0
67	51	ORIENTAL FINANCIAL GROUP, Commercial Bank	210	34	64	45		132.1
68	190	CONOCOPHILLIPS, Petroleum Refining	118,719	2,831	8,107	3,709		131.0
69	-	UNIT CORP., Oil & Gas Drilling	513	12	90	16		130.1
70	381	TARRAGON CORP., Apartment Operator	311	21	33	27		129.4
71	-	VALHI, Chemicals	1,320	208	309	268		128.6
72	76	EXXON MOBIL CORP., Petroleum Refining	263,989	14,947	25,330	19,140		128.1
73	-	OREGON STEEL MILLS, Steel Works, Blast Furnaces	1,185	56	117	71		126.4
74	60	EAST WEST BANCORP, Commercial Bank	284	51	78	65		126.3
75	-	INFOCROSSING, Data Services	105	12	20	15		121.8
76	87	CHOICE HOTELS INTL., Patent Owners & Lessors	429	70	74	85		121.7
77	-	RH DONNELLEY CORP., Advertising	603	49	70	58		119.4
78	-	REGAL ENTERTAINMENT GROUP, Movie Theaters	2,468	64	83	76		119.0
79	90	HOLLY CORP., Petroleum Refining	2,246	56	84	66		117.9
80	25	WASHINGTON FEDERAL, Savings Institution	425	39	132	46		116.3
81	45	NEWMONT MINING CORP., Gold & Silver Ores	4,590	308	491	357		115.9
82	84	XTO ENERGY, Crude Petroleum, Natural Gas	1,950	187	508	215		115.0
83	138	PLAINS ALL AMERICAN PIPELINE, Crude Oil Transport	20,976	83	133	94		113.6
84	-	RAYONIER, Real Estate Investment Trust	1,207	61	157	69		113.3
85	-	DOVER DOWNS GAMING & ENTERTAINMENT, Gambling, Racetracks	208	5	16	5		112.8
86	159	MURPHY OIL CORP., Petroleum Refining	8,299	280	496	309		110.4
87	84	MAGELLAN MIDSTREAM PARTNERS, Pipelines	695	55	110	60		110.3
88	-	COVANTA ENERGY CORP., Cogeneration Power Producer	700	46	61	50		109.0
89	-	TERRA INDUSTRIES, Agricultural Chemicals	1,507	44	68	48		108.7
90	73	EOG RESOURCES, Crude Petroleum, Natural Gas	2,269	301	625	321		106.7
91	19	CINCINNATI BELL, Telecommunications	1,207	228	64	238		104.8
92	184	UST, Tobacco Products	1,789	514	538	537		104.6
93	-	PEREGRINE SYSTEMS, Prepackaged Software	175	128	356	132		102.4
94	79	S&T BANCORP, Commercial Bank	183	40	54	41		101.9
95	-	CONSOL ENERGY, Coal Mining	2,723	73	115	73		100.4
•	54	W.P. CAREY & CO., Commercial Real Estate	228	51	69	51		100.4
97	196	WILLIAM LYON HOMES, Home Builders	1,822	140	172	140		100.1
98	-	EXPRESSJET HOLDINGS, Air Transport	1,508	101	123	101		99.7
99	53	DIME COMMUNITY BANCSHARES, Savings Institution	184	29	46	28		98.1
100	155	WINNEBAGO INDUSTRIES, Motor Homes	1,114	44	71	43		98.0

Rank 2005	2004		NET SALES \$ millions	ESTIMATED TRANSACTION COSTS \$ millions	INCOME BEFORE EXTRA ITEMS \$ millions	INFORMATION VALUE-ADDED* \$ millions	INFORMATION PRODUCTIVITY* %
101	96	WESTAMERICA BANCORPORATION, Commercial Bank	\$257	\$69	\$95	\$67	96.8%
102	101	UCBH HOLDINGS, Commercial Bank	331	67	86	64	96.6
103	74	ST. JOE, Real Estate Developer	952	44	85	42	96.3
104	88	PARK NATIONAL CORP., Commercial Bank	323	84	92	81	96.1
105	—	LUCENT TECHNOLOGIES, Telecommunications Equipment	9,045	2,566	2,002	2,447	95.3
106	106	BALL CORP., Metal Cans	5,440	268	296	253	94.5
107	61	INTL. BANCSHARES CORP., Commercial Bank	487	102	119	95	93.0
108	—	ERESEARCH TECHNOLOGY, Prepackaged Software	109	24	30	22	92.8
109	—	FLA. EAST COAST INDUSTRIES, Railroad, Commercial Real Estate	378	33	78	30	92.4
110	—	GREG MANNING AUCTIONS, Auctions	213	27	29	25	92.1
111	—	ANTEON INTL. CORP., Technology Systems Integration	1,268	66	62	61	91.8
112	—	GP STRATEGIES CORP., Educational Services	194	24	22	22	91.6
113	—	SAGA COMMUNICATIONS, Radio Broadcasting	135	8	16	8	89.7
114	—	NOBLE ENERGY, Crude Petroleum, Natural Gas	1,282	176	314	158	89.6
115	100	FIRST BANCORP PR, Commercial Bank	742	123	179	110	89.1
•	77	FRONTIER FINANCIAL CORP./WA, Commercial Bank	154	39	43	35	89.1
117	116	HARTE-HANKS, Direct Mail	1,031	81	98	72	88.6
118	—	L-3 COMMUNICATIONS HOLDINGS, Defense Contractor	6,897	213	382	188	88.5
119	181	REMINGTON OIL & GAS CORP., Crude Petroleum, Natural Gas	234	31	61	27	88.2
120	99	FIRST CASH FINANCIAL SERVICES, Financial Services	179	18	21	16	87.5
121	—	PACIFIC ENERGY PARTNERS, Pipelines	584	15	36	13	87.2
122	—	HEWITT ASSOCIATES, Management Services	2,262	120	123	104	86.7
•	176	LIFEPOINT HOSPITALS, Hospitals	997	96	87	83	86.7
124	122	RAVEN INDUSTRIES, Plastic Products	143	12	14	10	86.0
125	105	INTL. SPEEDWAY CORP., Racetrack Operator	648	89	126	77	85.6
•	129	SANDERSON FARMS, Poultry	1,052	60	91	51	85.6
127	—	PRIMEDIA, Publishing	1,307	447	6	380	85.2
128	—	VALERO ENERGY CORP., Petroleum Refining	53,919	1,084	1,804	921	85.0
129	132	ANHEUSER-BUSCH COS., Malt Beverages	14,934	2,591	2,240	2,196	84.8
130	—	LONE STAR TECHNOLOGIES, Steel Pipe & Tubes	967	45	101	38	84.4
131	149	EXPEDITORS INTL. OF WA, Trans-Freight, Cargo Services	3,318	108	156	90	84.1
132	126	MYLAN LABORATORIES, Pharmaceuticals	1,375	302	335	254	84.0
133	136	EXPONENT, Management Consulting	152	10	12	8	83.9
134	—	AKAMAI TECHNOLOGIES, Software	210	115	34	96	83.5
135	102	HARBOR FLORIDA BANCSHARES, Savings Institution	166	36	41	30	82.3
136	—	LEXINGTON PRECISION CORP., Rubber Products	110	7	5	6	82.2
•	150	TECHNE CORP., Biological Products	161	43	53	35	82.2
138	49	FLAGSTAR BANCORP, Savings Institution	820	177	144	143	80.9
139	152	WEIGHT WATCHERS INTL., Personal Services	1,025	232	195	187	80.7
140	—	MAVERICK TUBE CORP., Steel Pipe & Tubes	1,456	88	195	71	80.4
141	134	LINCARE HOLDINGS, Health Services	1,269	276	273	222	80.3
142	72	ITLA CAPITAL CORP., Commercial Bank	140	27	31	22	80.0
143	169	UNITED DEFENSE INDUSTRIES, Transportation Equipment	2,292	194	166	155	79.9
144	—	GREAT SOUTHERN BANCORP, Commercial Bank	110	29	27	23	79.8
•	177	VCA ANTECH, Pet-Care Health Services	674	49	64	39	79.8
146	81	CEDAR FAIR, Amusement Parks	542	75	78	59	79.1
147	143	R&G FINANCIAL CORP., Commercial Bank	685	105	160	82	77.7
148	130	APPLEBEE'S INTL., Restaurants	1,112	108	111	83	76.7
149	145	STERICYCLE, Hazardous Waste Management	516	81	78	62	76.5
150	125	CVB FINANCIAL CORP., Commercial Bank	232	63	62	48	76.4

SOURCE: STRASSMANN INC.

NOTES: *INFORMATION VALUE-ADDED AND INFORMATION PRODUCTIVITY DEFINED ON P. 12; — = NOT RANKED IN 2004; • = TIE

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Rank 2005	2004		NET SALES \$ millions	ESTIMATED TRANSACTION COSTS \$ millions	INCOME BEFORE EXTRA ITEMS \$ millions	INFORMATION VALUE-ADDED* \$ millions	INFORMATION PRODUCTIVITY* %
151	34	POGO PRODUCING, Crude Petroleum, Natural Gas	\$1,323	\$199	\$262	\$152	76.1%
152	440	ARK RESTAURANTS CORP., Restaurants	116	7	7	5	75.7
153	92	FREEPORT MCMORAN, Metal Mining	2,372	87	202	65	74.9
•	119	RYAN'S RESTAURANT GROUP, Restaurants	828	41	47	31	74.9
155	—	VINTAGE PETROLEUM, Crude Petroleum, Natural Gas	778	91	125	67	73.3
156	68	FIRSTFED FINANCIAL CORP./CA, Savings Institution	284	50	66	36	73.0
157	155	DAVITA, Health Services	2,290	233	222	169	72.5
158	317	CARBO CERAMICS, Quarry Mining	223	27	42	19	71.4
159	98	PERINI CORP., Commercial Builders	1,842	43	36	31	71.1
160	—	STEEL TECHNOLOGIES, Steel Works & Mills	787	34	35	24	69.9
161	238	HERSHEY, Confectionery Products	4,429	848	591	590	69.6
•	452	SANTANDER BANCORP, Commercial Bank	474	113	85	78	69.6
163	407	AMERICAN HOMEPATIENT, Health-Care Services	341	27	13	19	69.5
•	405	IMS HEALTH, Data Services	1,569	388	285	270	69.5
165	178	ENGINEERED SUPPORT SYSTEMS, Air Conditioning, Heating	884	91	76	63	68.8
166	151	VALLEY NATIONAL BANCORP, Commercial Bank	603	160	154	110	68.7
167	114	FLUSHING FINANCIAL CORP., Savings Institution	125	21	23	14	68.6
168	203	EXPRESS SCRIPTS, Health-Care Insurance	15,109	373	278	254	68.1
169	—	SEABOARD CORP., Meat Packing Plants	2,684	128	168	87	67.8
170	110	MOVIE GALLERY, Videotape Rental	791	56	50	37	67.1
171	153	FIRST MIDWEST BANCORP, Commercial Bank	397	117	99	78	66.9
172	—	TESORO CORP., Petroleum Refining	12,139	151	328	101	66.8
173	70	ST. MARY LAND & EXPLORATION, Crude Petroleum, Natural Gas	431	75	93	50	66.7
174	163	STRAYER EDUCATION, Educational Services	183	54	41	36	66.6
175	—	BANK OF THE OZARKS, Commercial Bank	104	26	26	17	66.5
•	146	INTL. GAME TECHNOLOGY, Gaming Equipment	2,485	441	430	293	66.5
177	210	HARLEY-DAVIDSON, Motorcycles	5,321	727	890	483	66.4
178	—	RURAL CELLULAR CORP., Wireless Communications	505	135	-59	90	66.3
179	254	STARBUCKS CORP., Coffee Bars	5,294	304	391	200	65.8
180	205	NATIONAL CITY CORP., Commercial Bank	9,770	3,043	2,780	1,997	65.6
181	—	PEDIATRIX MEDICAL GROUP, Hospitals	620	79	98	52	65.5
182	228	SIERRA HEALTH SERVICES, Hospitals	1,575	181	123	119	65.4
•	136	VALASSIS COMMUNICATIONS, Advertising	1,044	133	101	87	65.4
184	—	MAXXAM, Wood Products	348	68	-47	45	65.3
185	120	WASTE CONNECTIONS, Refuse Systems	629	62	73	40	64.7
186	174	PACIFIC CAPITAL BANCORP, Commercial Bank	402	120	88	77	64.6
187	95	LANCASTER COLONY CORP., Canned Fruits & Vegetables	1,097	98	80	63	64.3
188	207	CEC ENTERTAINMENT, Restaurants	728	87	83	56	64.2
189	190	ASTORIA FINANCIAL CORP., Savings Institution	1,126	183	220	117	63.9
•	123	INDEPENDENCE COMM. BANK, Savings Institution	811	179	212	114	63.9
191	182	US BANCORP, Commercial Bank	14,706	3,272	4,167	2,086	63.8
192	251	EQUIFAX, Credit Reporting Agencies	1,273	282	237	179	63.6
193	348	FLORIDA ROCK INDUSTRIES, Concrete, Gypsum, Plaster	949	92	114	59	63.5
194	225	ARBITRON, Data Services	297	92	61	58	62.9
•	165	RENAL CARE GROUP, Health Services	1,345	139	122	88	62.9
196	—	CABOT OIL & GAS CORP., Crude Petroleum, Natural Gas	530	83	88	52	62.8
197	382	SILGAN HOLDINGS, Metal Cans	2,420	112	84	70	62.6
198	32	MARITRANS, Water Transportation	150	12	10	7	61.4
•	389	METAL MANAGEMENT, Scrap Materials	1,083	61	51	37	61.4
200	200	KIMBERLY-CLARK CORP., Paper Mills	15,083	2,511	1,770	1,535	61.1

SOURCE: STRASSMANN INC.

NOTES: *INFORMATION VALUE-ADDED AND INFORMATION PRODUCTIVITY DEFINED ON P. 12; — = NOT RANKED IN 2004; • = TIE

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Rank 2005	2004		NET SALES \$ millions	ESTIMATED TRANSACTION COSTS \$ millions	INCOME BEFORE EXTRA ITEMS \$ millions	INFORMATION VALUE-ADDED* \$ millions	INFORMATION PRODUCTIVITY* %
201	160	FIRST DATA CORP. , Data Services	\$10,013	\$1,611	\$1,868	\$981	60.9%
202	413	DOW CHEMICAL , Plastics	40,161	2,458	2,797	1,479	60.2
203	426	INTL. SHIPHOLDING CORP. , Water Transportation	264	16	13	10	59.8
204	—	FOX & HOUND RESTAURANT GROUP , Restaurants	149	10	6	6	59.7
205	420	HYDRIL , Oil & Gas Field Equipment	285	52	47	31	59.4
206	164	STRATTEC SECURITY CORP. , Auto Parts	196	21	17	12	58.9
207	124	FIFTH THIRD BANCORP , Commercial Bank	6,422	1,662	1,525	975	58.7
208	220	YUM BRANDS , Restaurants	9,011	1,082	740	632	58.4
209	329	REPUBLIC SERVICES , Refuse Systems	2,708	268	238	155	57.7
210	365	NATIONAL PENN BANCSHARES , Commercial Bank	246	81	48	46	57.4
•	187	PROSPERITY BANCSHARES , Commercial Bank	135	33	35	19	57.4
212	480	SUNOCO , Petroleum Refining	23,186	854	605	489	57.3
213	279	UNITED BANKSHARES/WV , Commercial Bank	348	77	83	44	57.1
214	293	LANDRY'S RESTAURANTS , Restaurants	1,168	64	67	36	57.0
215	—	SUNOCO LOGISTICS PARTNERS , Pipelines	3,451	48	57	28	56.8
216	—	FIRST BUSEY CORP. , Commercial Bank	110	30	23	17	56.6
•	258	GRACO , Pumps & Pumping Equipment	605	167	109	94	56.6
•	209	HOVNANIAN ENTERPRISES , Home Builders	4,160	396	349	224	56.6
219	272	HANCOCK HOLDING , Commercial Bank	312	106	62	60	56.4
220	188	FIRST FINANCIAL BANCSHARES , Commercial Bank	139	45	39	25	56.2
•	249	GANNETT , Newspaper Publishing	7,381	1,168	1,317	656	56.2
222	111	FLUOR CORP. , Heavy Construction	9,380	162	187	91	56.1
•	208	HUDSON UNITED BANCORP , Commercial Bank	557	163	128	92	56.1
224	—	SWIFT ENERGY , Crude Petroleum & Natural Gas	312	18	69	10	55.7
225	—	AMAZON.COM , E-Commerce	6,921	1,170	589	650	55.5
226	—	FNB CORP./FL , Commercial Bank	325	96	62	51	53.6
227	—	ROANOKE ELECTRIC STEEL CORP. , Steel Works, Blast Furnaces	479	41	30	22	53.5
228	173	FIRST COMMUNITY BANCORP/CA , Commercial Bank	157	59	36	31	53.3
229	263	STANDARD PACIFIC CORP. , Home Builders	3,355	344	316	181	52.6
230	270	CERTEGY , Business Services	1,040	120	106	63	52.3
231	175	FIRST COMMUNITY BANCSHARES , Commercial Bank	114	33	26	17	51.9
232	91	KANEK SERVICES , Petroleum Stations, Wholesale	1,055	36	24	19	51.8
233	269	VARIAN MEDICAL SYSTEMS , Medical Equipment	1,236	262	167	135	51.7
234	183	ALTRIA GROUP , Tobacco Products	63,963	13,665	9,420	7,039	51.5
•	115	BRINKER INTL. , Restaurants	3,708	153	151	79	51.5
•	—	THOMAS INDUSTRIES , Industrial Equipment	410	118	114	61	51.5
237	213	MB FINANCIAL , Commercial Bank	295	90	64	46	51.3
•	—	PER-SE TECHNOLOGIES , Management Services	353	85	45	44	51.3
239	213	IBERIABANK CORP. , Commercial Bank	132	37	27	19	51.2
240	268	TOLL BROTHERS , Home Builders	3,877	381	409	194	51.0
241	332	COVENTRY HEALTH CARE , Health-Care Provider	5,312	612	337	311	50.9
•	247	MARATHON OIL CORP. , Petroleum Refining	45,135	1,184	1,257	603	50.9
243	217	FOREST LABORATORIES , Pharmaceuticals	2,650	1,122	736	570	50.8
•	261	LENNAR CORP. , Home Builders	10,505	1,186	946	603	50.8
•	295	TEPPCO PARTNERS , Petroleum Stations, Wholesale	5,958	223	142	114	50.8
246	113	SYNTEL , Technology Services	187	37	41	19	50.7
247	258	COCA-COLA , Beverages	21,962	8,146	4,847	4,119	50.6
•	205	POPULAR , Commercial Bank	2,825	770	490	390	50.6
•	171	SPEEDWAY MOTORSPORTS , Racetrack Operator	447	65	74	33	50.6
250	—	WABASH NATIONAL CORP. , Trucking	1,041	57	58	28	50.2

SOURCE: STRASSMANN INC.

NOTES: *INFORMATION VALUE-ADDED AND INFORMATION PRODUCTIVITY DEFINED ON P. 12; — = NOT RANKED IN 2004; • = TIE

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Rank 2005	2004		NET SALES \$ millions	ESTIMATED TRANSACTION COSTS \$ millions	INCOME BEFORE EXTRA ITEMS \$ millions	INFORMATION VALUE-ADDED* \$ millions	INFORMATION PRODUCTIVITY* %
251	—	WESTELL TECHNOLOGIES, Telecommunications Equipment	\$236	\$55	\$35	\$28	50.1%
252	285	OLD SECOND BANCORP/IL, Commercial Bank	123	42	26	21	49.5
•	148	USB HOLDING, Commercial Bank	155	39	28	19	49.5
254	—	MICROSTRATEGY, Prepackaged Software	231	130	168	64	49.4
255	215	CORVEL CORP., Insurance	305	26	16	13	49.0
•	—	HEIDRICK & STRUGGLES INTL., Employment Agencies	398	95	82	47	49.0
257	234	MEMC ELECTRONIC MATERIALS, Semiconductors	1,028	110	226	54	48.9
258	143	HERLEY INDUSTRIES, Navigation Systems	122	22	14	11	48.7
259	293	FLIR SYSTEMS, Navigation Systems	483	140	72	68	48.5
•	244	REPUBLIC BANCORP/KY, Commercial Bank	160	49	33	24	48.5
261	273	PRIVATEBANCORP, Commercial Bank	127	32	27	15	48.3
262	283	GLACIER BANCORP, Commercial Bank	182	51	45	25	48.2
263	273	MATTHEWS INTL. CORP., Memorials	509	96	56	46	47.9
264	230	MCCLATCHY, Newspaper Publishing	1,163	205	156	98	47.8
265	189	MERCK & CO., Pharmaceuticals	23,430	10,381	5,813	4,945	47.6
266	484	ROCKWELL COLLINS, Aircraft Parts	2,930	356	301	169	47.5
267	58	HARVEST NATURAL RESOURCES, Crude Petroleum, Natural Gas	186	21	34	10	47.4
268	449	WASTE MANAGEMENT, Refuse Systems	12,516	1,267	931	600	47.3
269	—	PROGRAMMER'S PARADISE, Retail	104	10	6	5	47.0
270	—	GILEAD SCIENCES, Biological Products	1,325	526	449	247	46.9
271	307	CLOROX, Cleaning Products	4,324	1,065	546	493	46.3
•	—	MDC HOLDINGS, Home Builders	4,008	520	391	241	46.3
273	179	HARLEYSVILLE NATL. CORP./PA, Commercial Bank	156	47	39	22	46.2
274	301	TCF FINANCIAL CORP., Commercial Bank	1,113	418	255	193	46.1
275	—	MTC TECHNOLOGIES, Engineering Services	273	12	18	6	45.9
276	—	TRICO BANCSHARES, Commercial Bank	110	37	20	17	45.8
277	255	MID-STATE BANCSHARES, Commercial Bank	138	54	35	25	45.7
278	282	ENBRIDGE ENERGY PARTNERS, Crude Petroleum, Natural Gas	4,292	274	138	125	45.5
•	194	TRUSTMARK CORP., Commercial Bank	488	163	117	74	45.5
280	363	LABORATORY CORP. OF AMERICA, Medical Laboratories	3,085	649	363	294	45.4
•	67	SUBURBAN PROPANE PARTNERS, Propane Retailer	1,307	49	29	22	45.4
•	224	TOMPKINS TRUSTCO, Commercial Bank	123	41	26	19	45.4
•	—	UNITED INDUSTRIAL CORP., Electronic Machinery	386	52	26	24	45.4
284	—	FORWARD AIR CORP., Trans-Freight, Cargo Services	282	23	34	10	45.1
285	229	CARDINAL HEALTH, Pharmaceutical Distribution	65,054	2,347	1,525	1,052	44.9
286	438	BB&T CORP., Commercial Bank	6,666	2,047	1,558	910	44.5
•	—	GLATFELTER, Paper Mills	562	60	56	27	44.5
288	429	BANK OF HAWAII CORP., Commercial Bank	648	247	173	109	44.1
289	—	FEDERAL-MOGUL CORP., Auto Parts	6,174	950	-326	418	44.0
•	314	MEDICAL ACTION INDUSTRIES, Medical Supplies	128	18	9	8	44.0
291	275	MARINE PRODUCTS CORP., Boat Building & Repair	252	30	24	13	43.7
292	304	REPUBLIC BANCORP, Commercial Bank	330	74	67	32	43.6
293	496	MIDDLEBY CORP., Refrigeration Equipment	271	54	24	23	43.5
294	329	SIGMA-ALDRICH CORP., Biological Products	1,409	433	233	187	43.3
•	186	TEXAS REGIONAL BANCSHARES, Commercial Bank	346	101	77	44	43.3
296	158	MULTI-COLOR CORP., Commercial Printing	127	10	7	4	43.2
297	323	CAPITAL CITY BANK GROUP, Commercial Bank	145	60	29	26	43.1
•	—	CROSSTEX ENERGY LP, Natural Gas Distribution	1,979	20	24	9	43.1
299	256	FIRST FINANCIAL CORP./IN, Commercial Bank	153	45	28	20	43.0
•	333	WELLS FARGO & CO., Commercial Bank	33,876	11,368	7,014	4,887	43.0

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Rank 2005	2004		NET SALES \$ millions	ESTIMATED TRANSACTION COSTS \$ millions	INCOME BEFORE EXTRA ITEMS \$ millions	INFORMATION VALUE-ADDED* \$ millions	INFORMATION PRODUCTIVITY* %
301	226	CHEMICAL FINANCIAL CORP., Commercial Bank	\$228	\$76	\$57	\$33	42.9%
•	—	RYLAND GROUP, Home Builders	3,952	439	321	188	42.9
303	380	UNIONBANCAL CORP., Commercial Bank	2,741	1,079	733	462	42.8
304	265	CITY NATIONAL CORP., Commercial Bank	789	275	206	118	42.7
305	245	CAPITAL CROSSING BANK, Commercial Bank	105	31	18	13	42.6
•	—	CONTINUCARE CORP., Outpatient Services	103	10	7	4	42.6
307	435	COVANCE, Biological Research	1,056	156	98	66	42.3
308	297	MERITAGE HOMES CORP., Home Builders	2,040	196	139	83	42.2
309	170	BOB EVANS FARMS, Restaurants	1,198	101	72	43	42.1
310	376	GILLETTE, Consumer Products	10,477	3,700	1,691	1,551	41.9
311	360	SIMPSON MANUFACTURING, Hand Tools	698	149	82	62	41.7
312	—	LOUISIANA-PACIFIC CORP., Wood Products	2,849	166	424	69	41.6
313	—	WESTWOOD ONE, Radio	562	9	96	4	41.5
314	220	AMSOUTH BANCORPORATION, Commercial Bank	3,032	947	624	392	41.4
•	251	NBT BANCORP, Commercial Bank	251	72	50	30	41.4
•	302	THOR INDUSTRIES, Transportation Equipment	2,188	131	106	54	41.4
•	378	WATERS CORP., Lab Instruments	1,105	365	224	151	41.4
318	166	AMERICAN HEALTHWAYS, Health-Care Insurance	245	24	26	10	41.2
•	359	POLARIS INDUSTRIES, Transportation Equipment	1,773	245	137	101	41.2
•	430	SOUTHWEST BANCORP, Commercial Bank	119	32	19	13	41.2
321	—	INTERGRAPH CORP., Prepackaged Software	551	241	159	99	41.0
322	438	ADAMS RESOURCES & ENERGY, Petroleum Stations, Wholesale	2,070	8	9	3	40.8
323	386	BANKUNITED FINANCIAL CORP., Savings Institution	353	61	51	25	40.7
324	369	MEDTRONIC, Medical Devices	9,087	3,653	1,959	1,475	40.4
325	—	FACTSET RESEARCH SYSTEMS, Data Services	252	89	58	36	40.3
326	391	3M, Conglomerate	20,011	5,475	2,990	2,203	40.2
•	284	FRANKLIN ELECTRIC, Motors	404	65	38	26	40.2
328	199	FULTON FINANCIAL CORP., Commercial Bank	633	197	153	79	40.0
329	—	MONARCH CASINO & RESORT, Gaming, Recreation Services	130	35	17	14	39.9
330	337	CHOICEPOINT, Data Services	919	189	148	75	39.8
•	—	WESTCORP, Savings Institution	1,387	192	208	76	39.8
332	198	WATSON WYATT & CO. HOLDINGS, Consulting Services	702	62	50	25	39.6
333	298	AMETEK, Industrial Equipment	1,232	136	113	54	39.5
•	—	CERADYNE, Miscellaneous Minerals	216	26	28	10	39.5
•	—	MUELLER INDUSTRIES, Metal Products	1,381	106	79	42	39.5
336	232	ASSOCIATED BANC-CORP., Commercial Bank	977	267	258	105	39.4
•	465	H.J. HEINZ, Food Products	8,415	1,718	779	676	39.4
•	—	PULTE HOMES, Home Builders	11,711	1,110	998	437	39.4
•	—	VULCAN MATERIALS, Mining	2,454	205	261	81	39.4
340	239	SUSQUEHANNA BANCSHARES, Commercial Bank	436	131	70	51	39.3
341	—	ECHOSTAR COMMUNICATIONS CORP., Satellite Television	7,151	1,468	215	575	39.2
342	300	COMMERCE BANCSHARES, Commercial Bank	936	328	220	128	39.1
•	360	PROCTER & GAMBLE, Consumer Products	51,407	16,504	6,481	6,449	39.1
344	217	APOLLO GROUP, Educational Services	1,798	595	278	232	39.0
•	340	COOPER COS., Ophthalmic Goods	490	197	93	77	39.0
346	382	ABBOTT LABORATORIES, Pharmaceuticals	19,680	6,477	3,176	2,518	38.9
•	270	FIRST FINANCIAL HOLDINGS, Savings Institution	169	50	25	20	38.9
•	340	ZIONS BANCORPORATION, Commercial Bank	1,923	671	406	261	38.9
349	446	AMERIGROUP CORP., Health-Care Insurance	1,824	192	86	75	38.8
350	239	MCGRATH RENT CORP., Equipment Rentals	203	33	30	13	38.6

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Rank 2005	2004		NET SALES \$ millions	ESTIMATED TRANSACTION COSTS \$ millions	INCOME BEFORE EXTRA ITEMS \$ millions	INFORMATION VALUE-ADDED* \$ millions	INFORMATION PRODUCTIVITY* %
351	233	HEADWATERS, Petroleum & Coal	\$554	\$74	\$64	\$29	38.5%
352	—	TIMCO AVIATION SERVICES, Airport Services	324	23	-1	9	38.1
353	—	MANOR CARE, Health-Care Facilities	3,209	141	168	53	38.0
•	428	WEYCO GROUP, Apparel	223	50	20	19	38.0
355	389	GENERAL MILLS, Cereal	11,070	2,409	1,055	909	37.7
•	—	REHABCARE GROUP, Hospitals	384	57	23	22	37.7
357	371	IDEXX LABS, In Vitro Diagnostics	549	171	78	64	37.6
•	212	PANERA BREAD, Restaurants	479	36	39	14	37.6
359	458	AMERICAN STATES WATER, Water Supply	228	42	19	16	37.5
360	311	CHITTENDEN CORP., Commercial Bank	343	129	75	48	37.3
361	367	ALABAMA NATL. BANCORPORATION, Commercial Bank	302	108	55	40	37.2
362	—	NEW WORLD RESTAURANT GROUP, Restaurants	374	33	-17	12	37.1
363	—	D.R. HORTON, Home Builders	10,841	1,080	975	399	36.9
364	—	CRAFTMADE INTL., Lighting Equipment	121	19	8	7	36.8
365	289	PAYCHEX, Business Services	1,294	558	303	205	36.7
366	349	BANCFIRST CORP./OK, Commercial Bank	194	70	37	25	36.5
367	—	BIOSITE, In Vitro Diagnostics	245	101	41	37	36.4
368	319	COMMUNITY BANKS, Commercial Bank	123	36	22	13	36.3
369	423	DELL, Computers	41,444	4,008	2,645	1,453	36.2
•	355	DURATEK, Hazardous Waste Management	286	34	21	12	36.2
•	—	NORTHWEST PIPE, Steel Pipe & Tubes	292	23	12	8	36.2
372	307	HUNTINGTON BANCSHARES, Commercial Bank	2,166	625	399	226	36.1
•	480	M&T BANK CORP., Commercial Bank	3,237	986	723	356	36.1
•	435	UNITEDHEALTH GROUP, Health-Care Insurance	37,218	5,743	2,587	2,074	36.1
375	—	BOSTON SCIENTIFIC CORP., Medical Instruments	5,624	2,111	1,062	758	35.9
376	—	AMERADA HESS CORP., Petroleum Refining	16,733	1,366	970	489	35.8
377	—	ARMSTRONG HOLDINGS, Plastic Products	3,497	635	-80	227	35.7
•	—	MCDONALD'S CORP., Restaurants	19,065	1,980	2,279	707	35.7
•	245	SKY FINANCIAL GROUP, Commercial Bank	865	253	175	90	35.7
•	—	UNION BANKSHARES CORP., Commercial Bank	104	36	18	13	35.7
381	—	EMPIRE RESOURCES, Metals Service Centers	213	8	5	3	35.3
•	328	PENN VIRGINIA CORP., Crude Petroleum, & Natural Gas	228	47	33	16	35.3
•	304	RARE HOSPITALITY INTL., Restaurants	813	52	48	18	35.3
384	316	BOSTON COMMUNICATIONS GROUP, Wireless Communications	108	30	17	11	35.2
•	418	TECHNICAL OLYMPIC USA, Building Contractor	2,135	239	120	84	35.2
386	456	DENTSPLY INTL., Dental Supplies	1,694	544	210	191	35.1
387	—	C.R. BARD, Medical Instruments	1,656	626	303	219	35.0
•	331	COLGATE-PALMOLIVE, Consumer Products	10,584	3,625	1,327	1,269	35.0
•	242	INDEPENDENT BANK CORP./MI, Commercial Bank	200	64	39	22	35.0
390	86	FERRELLGAS PARTNERS, Propane Retailer	1,379	62	29	22	34.9
391	—	FIRST OAK BROOK BANCSHARE, Commercial Bank	105	29	19	10	34.8
•	278	OFFSHORE LOGISTICS, Air Transport	564	36	53	13	34.8
393	315	COMPASS BANCSHARES, Commercial Bank	1,891	600	370	208	34.6
394	—	CALIFORNIA PIZZA KITCHEN, Restaurants	423	32	18	11	34.5
395	—	NORTHROP GRUMMAN CORP., Defense Contractor	29,853	2,712	1,093	933	34.4
•	135	OUTBACK STEAKHOUSE, Restaurants	3,202	142	156	49	34.4
•	275	UMPQUA HOLDINGS CORP., Commercial Bank	239	87	43	30	34.4
398	440	JOHNSON & JOHNSON, Pharmaceuticals	47,348	21,063	8,509	7,223	34.3
•	477	ORACLE CORP., Prepackaged Software	10,156	3,921	2,681	1,344	34.3
400	—	JUNO LIGHTING, Lighting Equipment	242	70	16	24	34.1

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400	—	PRESIDENT CASINOS, Casinos	\$119	\$28	-\$0.34	\$10	34.1%
402	250	MAF BANCORP, Savings Institution	498	125	102	42	34.0
403	495	DUN & BRADSTREET CORP., Credit Reporting Agencies	1,414	612	212	208	33.9
404	311	COMMUNITY BANK SYSTEM, Commercial Bank	257	80	50	27	33.6
•	—	WORLD AIR HOLDINGS, Air Transport	504	68	26	23	33.6
406	—	FIRST CHARTER CORP., Commercial Bank	248	76	42	25	33.5
407	289	MERIT MEDICAL SYSTEMS, Medical Instruments	151	40	18	13	33.4
408	319	HEARTLAND FINANCIAL USA, Commercial Bank	159	50	20	17	33.3
•	237	OCEANFIRST FINANCIAL CORP., Savings Institution	112	33	18	11	33.3
410	—	KOS PHARMACEUTICALS, Pharmaceuticals	497	311	142	103	33.2
411	403	ENNIS, Business Forms	259	39	18	13	33.0
•	356	WSFS FINANCIAL CORP., Savings Institution	136	39	26	13	33.0
413	415	CAMPBELL SOUP, Food Products	7,109	1,788	647	588	32.9
•	446	KELLOGG, Cereal	9,614	2,561	891	843	32.9
•	469	PEPSICO, Beverages	29,261	10,299	4,174	3,386	32.9
•	202	PRIORITY HEALTHCARE CORP., Pharmaceutical Distribution	1,740	105	45	35	32.9
417	352	HIBERNIA CORP., Commercial Bank	1,392	420	293	138	32.8
418	415	WM. WRIGLEY JR., Chewing Gum	3,649	1,318	493	431	32.7
419	351	WILMINGTON TRUST CORP., Commercial Bank	673	258	142	84	32.6
420	133	BERKSHIRE HATHAWAY, Insurance	74,382	6,635	7,308	2,158	32.5
•	—	DEERE & CO., Farm Machinery	19,731	2,729	1,406	887	32.5
•	195	FIRST COMMONWEALTH FINANCIAL/PA, Commercial Bank	326	90	39	29	32.5
423	56	NORTH FORK BANCORPORATION, Commercial Bank	1,827	413	553	134	32.4
•	449	ZIMMER HOLDINGS, Medical Devices	2,981	1,357	542	440	32.4
425	491	CONAGRA FOODS, Food Products	14,522	1,757	796	567	32.3
426	—	DHB INDUSTRIES, Body Armor	340	45	30	14	32.2
•	—	DYNAMICS RESEARCH CORP., Technology Services	276	23	9	8	32.2
428	—	CATHAY GENERAL BANCORP, Commercial Bank	291	64	87	21	32.1
429	—	NOBLE INTL. LTD., Construction	333	16	15	5	32.0
•	353	WHITNEY HOLDING CORP., Commercial Bank	443	188	97	60	32.0
431	—	LIBERTY CORP., Television Broadcasting	219	18	39	6	31.8
432	336	HORIZON HEALTH CORP., Management Services	180	21	11	7	31.7
433	476	AUTOZONE, Retail	5,637	1,758	566	555	31.6
434	—	EDO CORP., Defense Contractor	536	90	29	29	31.5
435	—	ARMOR HOLDINGS, Body Armor	980	100	81	31	31.3
436	—	MINE SAFETY APPLIANCES, Safety Equipment	853	227	71	71	31.2
437	398	ST. JUDE MEDICAL, Medical Devices	2,294	1,041	410	324	31.1
438	484	INDEPENDENCE HOLDING, Insurance	220	54	23	17	31.0
•	387	UNIVERSAL CORP./VA, Farm Products	2,271	250	100	78	31.0
440	412	AMCORE FINANCIAL, Commercial Bank	304	107	46	33	30.9
•	286	PEOPLES BANCORP/OH, Commercial Bank	109	30	18	9	30.9
442	306	DOWNEY FINANCIAL CORP., Savings Institution	663	182	108	56	30.8
443	378	DELUXE CORP., Checks	1,567	674	199	207	30.7
•	362	REGIS CORP./MN, Personal Services	1,923	182	106	56	30.7
445	442	BOK FINANCIAL CORP., Commercial Bank	923	288	179	88	30.6
•	—	PATTERSON COS., Dental Supplies	1,969	460	150	141	30.6
•	463	YANKEE CANDLE, Candles	554	184	83	56	30.6
448	264	NORTHWEST BANCORP, Savings Institution	316	79	51	24	30.5
449	323	FIRST NIAGARA FINANCIAL GROUP, Savings Institution	276	78	52	24	30.4
•	—	UNITED STATES STEEL CORP., Steel Works, Blast Furnaces	13,969	739	1,077	225	30.4

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451	465	FIRST HORIZON NATIONAL CORP., Commercial Bank	\$2,530	\$1,004	\$454	\$303	30.2%
•	430	ITT EDUCATIONAL SERVICES, Educational Services	618	174	75	53	30.2
453	267	BANK OF AMERICA CORP., Commercial Bank	65,447	17,066	14,143	5,130	30.1
•	—	CALAVO GROWERS, Agricultural Services	274	16	6	5	30.1
•	420	WASHINGTON TR BANCORP, Commercial Bank	124	35	21	11	30.1
456	491	COMERICA, Commercial Bank	3,087	1,102	757	330	29.9
•	—	ELECTRONIC ARTS, Prepackaged Software	2,957	1,066	577	318	29.9
•	—	SERVICEMASTER, Agricultural Services	3,759	891	324	267	29.9
•	365	M/I HOMES, Home Builders	1,175	139	92	42	29.9
460	488	MBNA CORP., Commercial Bank	12,327	2,810	2,677	838	29.8
461	—	FORTUNE BRANDS, Consumer Products	7,021	1,775	784	527	29.7
•	—	KULICKE & SOFFA INDUSTRIES, Semiconductor Equipment	718	136	57	40	29.7
463	—	FIRST STATE BANCORPORATION, Commercial Bank	108	37	15	11	29.6
464	391	BECTON DICKINSON & CO., Medical Instruments	4,935	1,547	583	457	29.5
465	493	MCGRAW-HILL COS., Publishing	5,251	1,905	756	559	29.4
466	403	ARROW INTL., Medical Instruments	433	140	56	41	29.2
•	—	OSHKOSH TRUCK CORP., Motor Vehicle Bodies	2,262	176	113	51	29.2
468	—	ALLERGAN, Pharmaceuticals	2,046	1,127	377	328	29.1
•	423	FIRST FINANCIAL BANCORP/OH, Commercial Bank	262	92	41	27	29.1
•	—	PHARMACEUTICAL PRODUCT DEV., Biological Research	841	212	99	62	29.1
471	—	PFIZER, Pharmaceuticals	52,516	24,523	11,332	7,077	28.9
472	—	QUEST DIAGNOSTICS, Medical Laboratories	5,127	1,228	499	352	28.7
473	—	OLYMPIC STEEL, Metals Service Centers	894	131	60	38	28.6
474	356	ADVISORY BOARD, Consulting Services	122	41	19	12	28.5
•	—	EDUCATION MANAGEMENT CORP., Educational Services	853	167	77	48	28.5
476	—	HANSEN NATURAL CORP., Soft Drinks, Water	180	50	20	14	28.4
•	498	K-SWISS, Footware	484	120	71	34	28.4
•	—	PRAXAIR, Chemicals	6,594	946	697	269	28.4
•	415	WEST COAST BANCORP/OR, Commercial Bank	116	48	22	14	28.4
•	—	WESTERN WIRELESS CORP., Wireless Communications	1,918	627	233	178	28.4
481	—	BRIGHT HORIZONS FAMILY SOLUTIONS, Day-Care Services	552	44	27	13	28.3
•	465	CULLEN/FROST BANKERS, Commercial Bank	618	250	141	71	28.3
•	—	ENERGY PARTNERS LTD., Crude Petroleum, Natural Gas	295	67	46	19	28.3
484	262	PENNfed FINANCIAL SERVICES, Savings Institution	103	19	12	5	28.1
485	391	KEY CORP., Commercial Bank	5,587	1,904	954	534	28.0
•	455	MATTEL, Toys	5,103	1,680	573	471	28.0
487	—	ANSYS, Prepackaged Software	135	66	35	18	27.9
488	—	COBIZ, Commercial Bank	105	47	18	13	27.8
•	432	COLONIAL BANCROUP, Commercial Bank	986	309	175	86	27.8
•	—	VITAL SIGNS, Medical Instruments	184	57	22	16	27.8
•	—	YARDVILLE NATIONAL BANCORP, Commercial Bank	148	31	19	9	27.8
492	286	BANCORPSOUTH, Commercial Bank	681	246	111	68	27.5
493	—	ARISTOTLE CORP., Paper Products	175	41	18	11	27.4
•	459	MCCORMICK & CO., Food Products	2,526	678	215	186	27.4
495	—	MERCER INTL., Paper Products	320	37	27	10	27.3
•	—	SRA INTL., Technology Services	616	101	39	28	27.3
497	—	J2 GLOBAL COMMUNICATIONS, Telecommunications	106	44	32	12	26.9
498	—	CLARCOR, Commercial Fans & Blowers	788	140	64	38	26.8
•	—	PILGRIM'S PRIDE CORP., Poultry	5,364	237	128	63	26.8
500	—	CRA INTL., Legal Services	217	57	16	15	26.7

SOURCE: STRASSMANN INC.

NOTES: *INFORMATION VALUE-ADDED AND INFORMATION PRODUCTIVITY DEFINED ON P. 12; — = NOT RANKED IN 2004; • = TIE

Lean & Mean in 5 Steps

{ Improve Your Information Productivity, Now }

Your company isn't in the *Baseline 500* and your boss wants to know why. Or maybe your Information Productivity is down from a year ago or, even worse, it's in negative territory. **What do you do?** Paul Strassmann, who created the metrics that rank the companies that manage information best, outlines the steps you can take to boost your efficiency.

By Larry Dignan

FORTY PERCENT OF PUBLIC COMPANIES in the United States don't manage information well—and your firm may be one of them.

In all, 930 companies out of 2,324 failed to generate a positive score when the numbers were crunched for this year's Information Productivity ranking, which is the basis for the *Baseline 500*.

So if your company is hanging with the laggards, what can you do?

Paul Strassmann, the creator of the Information Productivity metric, outlines five steps that companies can take to improve their information management.

1

TRIM THE FAT. Information Productivity is calculated by taking a company's Information Value-Added—the value added to a company's economic performance by good information management; it equals profit minus the cost of capital invested by shareholders—and dividing it by sales, general and administrative (SG&A) costs, or the expenses related to managing information. So if your costs are out of whack, your Information Productivity will be, too, Strassmann says.

“You need to look at the organization **from the top down**. Then when you go into your financial review, instead of looking at the information-technology operating budget, you can look at the **company overall**.”

The fix: Look at your company’s expenses to find out what’s weighing it down. Benchmark those expenses—looking out for pricey plants and factories, excess inventory and bloated SG&A costs—against those of three competitors. That exercise will provide you some clues about where there’s trimmable fat. Technology projects can then target inefficient areas, say, high inventory levels, through automation or the streamlining of processes such as shipping and receiving.

“You need to look at the organization from the top down,” Strassmann explains. “Then when you go into your financial review, instead of looking at the information-technology operating budget, you can look at the company overall. It’s an opening shot you can use to get attention in the budgeting process.”

FIND THE LEAKS. While benchmarking against peers can identify trouble spots, you’ll have to get dirty to find out how and why the current situation exists. Knowing you have too much inventory is one thing; correcting it is quite another. “You have to crawl under the truck and see where it leaks,” Strassmann says.

When Strassmann was chief information officer at Xerox in the early 1970s, he had to figure out why Japanese upstart Canon was taking business even though at the time it had inferior copiers. “We were laughing at them, but they were eating our lunch,” he says.

After some investigation, he realized that Canon was offering better customer support and throwing representatives at accounts to fix copiers. Meanwhile, Xerox was putting its money behind marketing and financial analysis while neglecting customer service. He also discovered that the company’s financial analysis unit was hogging the technology budget to the tune of \$3,000 a year per worker. Customer service spent a mere \$300 a year per worker on technology.

Strassmann’s solution? “I reversed it,” he says. “It wasn’t easy, but the financial analysts were spending more on I.T. per person than their salaries.” The result was improved customer service, which allowed Xerox to fend off Canon “at least for a few years,” he adds.

CUT YOUR LOSSES. Since a key factor in Information Productivity is costs, companies need to know how to cut losses on projects that aren’t delivering, such as a project to install a customized inventory management system that’s years overdue and hundreds of thousands over budget.

If management spends too much time trying to fix the project, the time and costs involved will quickly add up and eat the savings the project was expected to generate.

The solution is to either eliminate the project or scale it down to something manageable and less expensive. Either solution will save money.

“Cutting your losses is the quickest way to improve Information Productivity,” Strassmann says. “That rule accounts for everything.”

4

KEEP YOUR (GOOD) PEOPLE. Retaining quality managers is vital to improving Information Productivity, as every executive profiled in the *Baseline 500* can attest. To Strassmann, technology has largely become a commodity that you can outsource to India, Bucharest or anyplace in between. But people with solid corporate knowledge—especially the ability to see where technology will help a company seize a new business opportunity—are priceless.

So how do you keep your talent? Challenge them by giving them big goals and projects. Chief information officers need to think about the I.T. department’s workers and their resumes. Are you providing them with the opportunity to grow their knowledge and build their careers? If the answer is no, it’s highly likely they’ll leave for greener pastures.

Just as important as keeping your star performers is ditching your underperforming workers. Weed out people who have no interest in developing their careers. Why? Ultimately, these hangers-on will become obstacles for your company as pay rises and their technology skills don’t.

5

INNOVATE. Innovation is the trickiest Information Productivity cure of the bunch because executives are divided into haves and have-nots. After all, if you’re a CIO at a company with negative Information Productivity, your main mission is trying to make operations more efficient, not innovative. The spoils of innovation go to the chief information officers with the most efficiency. “The CIO who has Information Productivity of 125% compared to one with negative 20% is a different animal,” Strassmann says.

Sure, you could theoretically find innovative ways to make the company more efficient, but that’s like putting in a new kitchen while the roof of your house is caving in. Big projects promising returns of 300% don’t matter if the overall business is struggling.

For the information management haves—the ones that have Information Productivity of 100% or better—innovation is a different story. To these efficient companies, innovation may be the way to improve dramatically, perhaps reaching the level of No. 1 company Chesapeake Energy Corp., which has Information Productivity of 775.7%.

The way to go about innovating is to find a function or key business goal—such as faster checkout in a retail store, millisecond response time or near-100% system reliability—and then see how you can use technology to reach that goal. “Innovation has to be seen in the context of the business,” Strassmann says. “Before you shoot, you have to understand what the target is.”

INDUSTRY	BASELINE 500 RANK		NET SALES \$ millions	INFORMATION VALUE-ADDED \$ millions	INFORMATION PRODUCTIVITY %
MEDIA & ENTERTAINMENT					
1	24	GRAY TELEVISION	\$347	\$28	240.3%
2	52	JOURNAL REGISTER	476	100	150.0
3	78	REGAL ENTERTAINMENT GROUP	2,468	76	119.0
4	85	DOVER DOWNS GAMING & ENT.	208	5	112.8
5	113	SAGA COMMUNICATIONS	135	8	89.7
6	117	HARTE-HANKS	1,031	72	88.6
7	118	L-3 COMMUNICATIONS HOLDINGS	6,897	188	88.5
8	125	INTERNATIONAL SPEEDWAY	648	77	85.6
9	127	PRIMEDIA	1,307	380	85.2
10	146	CEDAR FAIR	542	59	79.1
PHARMACEUTICALS					
1	57	EON LABS	\$431	\$99	146.1%
2	132	MYLAN LABORATORIES	1,375	254	84.0
3	243	FOREST LABORATORIES	2,650	570	50.8
4	265	MERCK & CO.	23,430	4,945	47.6
5	307	COVANCE	1,056	66	42.3
6	346	ABBOTT LABORATORIES	19,680	2,518	38.9
7	398	JOHNSON & JOHNSON	47,348	7,223	34.3
8	410	KOS PHARMACEUTICALS	497	103	33.2
9	468	ALLERGAN	2,046	328	29.1
*	*	PHARMACEUTICAL PRODUCT DEV.	841	62	29.1
RETAIL					
1	55	RENT-A-CENTER	\$2,313	\$111	147.6%
2	120	FIRST CASH FINANCIAL SERVICES	179	16	87.5
3	170	MOVIE GALLERY	791	37	67.1
4	225	AMAZON.COM	6,921	650	55.5
5	280	SUBURBAN PROPANE PARTNERS	1,307	22	45.4
6	390	FERRELLGAS PARTNERS	1,379	22	34.9
7	433	AUTOZONE	5,637	555	31.6
8	—	TJX COS.	13,328	473	22.0
9	—	ROSS STORES	3,921	124	19.7
10	—	AEROPOSTALE	735	22	15.5
SCIENCE					
1	136	TECHNE CORP.	\$161	\$35	82.2%
2	233	VARIAN MEDICAL SYSTEMS	1,236	135	51.7
3	270	GILEAD SCIENCES	1,325	247	46.9
4	289	MEDICAL ACTION INDUSTRIES	128	8	44.0
5	294	SIGMA-ALDRICH CORP.	1,409	187	43.3
6	314	WATERS CORP.	1,105	151	41.4
7	324	MEDTRONIC	9,087	1,475	40.4
8	333	AMETEK	1,232	54	39.5
9	344	COOPER COS.	490	77	39.0
10	357	IDEXX LABS	549	64	37.6
SERVICES					
1	27	VSE CORP.	\$216	\$2	234.4%
2	62	SCHNITZER STEEL INDUSTRIES	688	68	138.8
3	70	TARRAGON CORP.	311	27	129.4
4	76	CHOICE HOTELS INTL.	429	85	121.7
5	77	RH DONNELLEY CORP.	603	58	119.4
6	110	GREG MANNING AUCTIONS	213	25	92.1
7	112	GP STRATEGIES CORP.	194	22	91.6
8	122	HEWITT ASSOCIATES	2,262	104	86.7
9	133	EXPONENT	152	8	83.9
10	139	WEIGHT WATCHERS INTL.	1,025	187	80.7
TECHNOLOGY					
1	9	AMPEX CORP.	\$102	\$79	444.6%
2	32	SUNCOM WIRELESS HOLDINGS	818	548	210.5
3	75	INFOCROSSING	105	15	121.8
4	91	CINCINNATI BELL	1,207	238	104.8
5	93	PEREGRINE SYSTEMS	175	132	102.4
6	105	LUCENT TECHNOLOGIES	9,045	2,447	95.3
7	108	ERESARCH TECHNOLOGY	109	22	92.8
8	111	ANTEON INTL.	1,268	61	91.8
9	134	AKAMAI TECHNOLOGIES	210	96	83.5
10	163	IMS HEALTH	1,569	270	69.5

SOURCE: STRASSMANN INC.

NOTES: — = NOT RANKED IN 2004; • = TIE

The companies in the *Baseline 500* include **one** veterinary care chain, **two** racetrack operators, **three** air transport companies, **four** consumer products companies, **five** for-profit education and training companies.

INDUSTRY RANK	BASELINE 500 RANK		NET SALES \$ millions	INFORMATION VALUE-ADDED \$ millions	INFORMATION PRODUCTIVITY %
FOOD & BEVERAGE					
1	61	ARAMARK CORP.	\$10,192	\$174	141.6%
2	65	SONIC CORP.	536	52	135.1
3	125	SANDERSON FARMS	1,052	51	85.6
4	129	ANHEUSER-BUSCH COS.	14,934	2,196	84.8
5	148	APPLEBEE'S INTL.	1,112	83	76.7
6	152	ARK RESTAURANTS CORP.	116	5	75.7
7	153	RYAN'S RESTAURANT GROUP	828	31	74.9
8	161	HERSHEY	4,429	590	69.6
9	169	SEABOARD CORP.	2,684	87	67.8
10	179	STARBUCKS CORP.	5,294	200	65.8
HEALTH CARE					
1	39	TRIAD HOSPITALS	\$4,450	\$122	176.5%
2	122	LIFEPPOINT HOSPITALS	997	83	86.7
3	141	LINCARE HOLDINGS	1,269	222	80.3
4	157	DAVITA	2,290	169	72.5
5	163	AMERICAN HOMEPATIENT	341	19	69.5
6	181	PEDIATRIX MEDICAL GROUP	620	52	65.5
7	194	RENAL CARE GROUP	1,345	88	62.9
8	241	COVENTRY HEALTH CARE	5,312	311	50.9
9	280	LABORATORY CORP. OF AMERICA	3,085	294	45.4
10	285	CARDINAL HEALTH	65,054	1,052	44.9
INSURANCE					
1	14	CHUBB CORP.	\$13,153	\$650	363.0%
2	30	METROPOLITAN HEALTH NETWORKS	158	10	220.2
3	42	JEFFERSON-PILOT CORP.	4,098	274	171.0
4	168	EXPRESS SCRIPTS	15,109	254	68.1
5	182	SIERRA HEALTH SERVICES	1,575	119	65.4
6	255	CORVEL CORP.	305	13	49.0
7	330	CHOICEPOINT	919	75	39.8
8	349	AMERIGROUP CORP.	1,824	75	38.8
9	372	UNITEDHEALTH GROUP	37,218	2,074	36.1
10	420	BERKSHIRE HATHAWAY	74,382	2,158	32.5
LOGISTICS					
1	10	OVERSEAS SHIPHOLDING GROUP	\$811	\$219	421.3%
2	98	EXPRESSJET HOLDINGS	1,508	101	99.7
3	109	FLORIDA EAST COAST INDUSTRIES	378	30	92.4
4	131	EXPEDITORS INTL. OF WA	3,318	90	84.1
5	198	MARITRANS	150	7	61.4
6	203	INTL. SHIPHOLDING	264	10	59.8
7	284	FORWARD AIR CORP.	282	10	45.1
8	352	TIMCO AVIATION SERVICES	324	9	38.1
9	391	OFFSHORE LOGISTICS	564	13	34.8
10	404	WORLD AIR HOLDINGS	504	23	33.6
MANUFACTURING					
1	5	OWENS CORNING	\$5,675	\$2,856	494.9%
2	6	EAGLE MATERIALS	500	32	469.3
3	11	TERRA NITROGEN	420	44	408.5
4	21	NS GROUP	467	46	250.6
5	26	STEEL DYNAMICS	2,145	219	234.7
6	29	ORBITAL SCIENCES CORP.	676	126	223.3
7	37	INSTEEL INDUSTRIES	333	27	179.6
8	41	NL INDUSTRIES	742	193	172.9
9	47	PHELPS DODGE CORP.	7,089	364	158.7
10	59	GEORGIA GULF CORP.	2,206	87	142.4

25% of the *Baseline 500* is comprised of commercial banks and savings institutions; **11%** of the companies are tied to the oil and natural gas industry; **4%** operate food businesses and **4%** are in real estate.

INDUSTRY RANK	BASELINE 500 RANK		NET SALES \$ millions	INFORMATION VALUE-ADDED \$ millions	INFORMATION PRODUCTIVITY %
COMMERCIAL BANKING					
1	36	W HOLDING	\$623	\$104	191.5%
2	45	GOLDEN WEST FINANCIAL	4,473	1,028	162.2
3	50	CORUS BANKSHARES	274	64	152.5
4	51	HUDSON CITY BANCORP	932	144	151.4
5	56	NEW YORK COMMUNITY BANCORP	1,285	203	147.0
6	63	TRUSTCO BANK CORP./NY	171	41	137.4
7	67	ORIENTAL FINANCIAL GROUP	210	45	132.1
8	74	EAST WEST BANCORP	284	65	126.3
9	80	WASHINGTON FEDERAL	425	46	116.3
10	94	S&T BANCORP	183	41	101.9
CONSTRUCTION					
1	49	NVR	\$4,328	\$450	157.2%
2	95	W.P. CAREY & CO.	228	51	100.4
3	97	WILLIAM LYON HOMES	1,822	140	100.1
4	103	ST. JOE	952	42	96.3
5	159	PERINI CORP.	1,842	31	71.1
6	216	HOVNANIAN ENTERPRISES	4,160	224	56.6
7	222	FLUOR CORP.	9,380	91	56.1
8	229	STANDARD PACIFIC CORP.	3,355	181	52.6
9	240	TOLL BROTHERS	3,877	194	51.0
10	243	LENNAR CORP.	10,505	603	50.8
CONSUMER PRODUCTS					
1	46	LOEWS CORP.-CAROLINA GROUP	\$3,348	\$610	160.2%
2	92	UST	1,789	537	104.6
3	200	KIMBERLY-CLARK CORP.	15,083	1,535	61.1
4	234	ALTRIA GROUP	63,963	7,039	51.5
5	263	MATTHEWS INTL. CORP.	509	46	47.9
6	271	CLOROX	4,324	493	46.3
7	310	GILLETTE	10,477	1,551	41.9
8	342	PROCTER & GAMBLE	51,407	6,449	39.1
9	353	WEYCO GROUP	223	19	38.0
10	364	CRAFTMADE INTL.	121	7	36.8
DIVERSIFIED FINANCIAL SERVICES					
1	7	ENTERTAINMENT PROPERTIES TRUST	\$126	\$28	461.1%
2	35	CATELLUS DEVELOPMENT CORP.	853	111	203.9
3	40	PRENTISS PROPERTIES TRUST	373	21	174.2
4	43	MOODY'S CORP.	1,438	412	169.8
5	44	AAMES INVESTMENT CORP.	339	72	162.5
6	58	WADDELL & REED FINANCIAL	510	66	145.8
7	84	RAYONIER	1,207	69	113.3
8	192	EQUIFAX	1,273	179	63.6
9	230	CERTEGY	1,040	63	52.3
10	365	PAYCHEX	1,294	205	36.7
ENERGY					
1	1	CHESAPEAKE ENERGY CORP.	\$2,709	\$287	775.7%
2	2	KCS ENERGY	217	65	704.7
3	3	CIMAREX ENERGY	675	150	666.9
4	4	APACHE CORP.	5,308	1,065	615.2
5	8	VALERO LP	221	51	451.7
6	12	STONE ENERGY CORP.	544	58	407.7
7	13	PETROLEUM DEVELOPMENT CORP.	289	17	380.7
8	15	KINDER MORGAN ENERGY	7,933	609	357.0
9	16	BUCKEYE PARTNERS	324	60	352.4
10	17	DEVON ENERGY CORP.	9,189	969	349.8

Leaders Ranked by Revenue

Does size matter? Not when it comes to Information Productivity.

Rank		NET SALES \$ millions	INFORMATION VALUE-ADDED \$ millions	INFORMATION PRODUCTIVITY %
\$10M – \$50M IN ANNUAL SALES				
1	PERMIAN BASIN ROYALTY TRUST	\$45	\$45	9,079.5%
2	CROSS TIMBERS ROYALTY TRUST	15	14	4,491.6
3	SANTA FE ENERGY TRUST	20	19	2,515.5
4	DOMINION RESOURCES BLACK WARRIOR	24	22	2,378.1
5	SABINE ROYALTY TRUST	42	41	2,248.8
6	WILLIAMS COAL SEAM GAS ROYALTY TRUST	15	14	1,877.7
7	NORTH EUROPEAN OIL ROYALTY TRUST	15	14	1,845.8
8	LL&E ROYALTY TRUST	11	10	1,490.2
9	EASTERN AMERICAN NATURAL GAS TRUST	14	12	1,142.8
10	GREAT NORTHERN IRON ORE	14	12	899.4
11	BOWL AMERICA	28	4	453.2
12	RETRACTABLE TECHNOLOGIES	22	52	394.9
13	ABRAXAS PETROLEUM CORP.	34	19	374.2
14	POPERRESOURCES	40	8	277.9
15	CRIMSON EXPLORATION	11	6	260.5
16	GRiffin LAND & NURSERIES	41	25	248.1
17	PERPETUAL SAVINGS BANK	19	3	223.6
18	CONSOLIDATED-TOMOKA LAND	43	11	208.5
19	ROYAL GOLD	21	7	172.6
20	PANHANDLE ROYALTY	24	6	169.1
\$50M – \$100M IN ANNUAL SALES				
1	DORCHESTER MINERALS	\$57	\$19	753.0%
2	PENN VIRGINIA RESOURCE PARTNERS	76	23	273.1
3	BRIGHAM EXPLORATION	72	13	252.9
4	COMTECH GROUP	76	6	188.4
5	AMERICAN ECOLOGY CORP.	54	20	186.1
6	HOMEFED CORP.	82	21	174.9
7	UNITED CAPITAL CORP.	59	16	164.9
8	ALICO	52	10	157.3
9	ATLANTIC TELE-NETWORK	88	8	138.0
10	DAWSON GEOPHYSICAL	69	4	136.2
11	EDGE PETROLEUM CORP.	65	11	120.0
12	WEST BANCORPORATION	60	14	118.7
13	ULTRALIFE BATTERIES	98	15	110.5
14	HUDSON VALLEY HOLDING CORP.	95	27	102.5
15	M & F WORLDWIDE CORP.	93	17	100.7
16	BRANDPARTNERS GROUP	51	9	93.2
17	INTERVEST BANCSHARES CORP.	72	5	93.1
18	LANDAUER	70	15	90.7
19	ROYAL BANCSHARES/PA	81	11	89.9
20	NORTHERN EMPIRE BANCSHARE	57	11	85.1
\$100M – \$500M IN ANNUAL SALES				
1	KCS ENERGY	\$217	\$65	704.7%
2	ENTERTAINMENT PROPERTIES TRUST	126	28	461.1
3	VALERO LP	221	51	451.7
4	AMPEX CORP.	102	79	444.6
5	TERRA NITROGEN	420	44	408.5
6	PETROLEUM DEVELOPMENT CORP.	289	17	380.7
7	BUCKEYE PARTNERS	324	60	352.4
8	ENCORE ACQUISITION	299	55	327.6
9	BERRY PETROLEUM	275	58	275.5
10	NS GROUP	467	46	250.6
11	GRAY TELEVISION	347	28	240.3
12	MAGNUM HUNTER RESOURCES	494	53	238.9
13	VSE CORP.	216	2	234.4
14	METROPOLITAN HEALTH NETWORKS	158	10	220.2
15	INSTEEL INDUSTRIES	333	27	179.6
16	PRENTISS PROPERTIES TRUST	373	21	174.2
17	AAMES INVESTMENT CORP.	339	72	162.5
18	CORUS BANCSHARES	274	64	152.5
19	JOURNAL REGISTER	476	100	150.0
20	EON LABS	431	99	146.1

Bowl America operates 18 bowling centers and hosts "Cosmic Bowling" with lighted pins and glow-in-the-dark bowling balls. Fog and laser beams included.

Ultralife Batteries powers the "Animal Cam," a small video camera attached to animals in the wild.

VSE Corp. makes everything from naval combat systems to amphibious vehicles to sensors that detect mines and explosives.

Information Productivity is the great equalizer among companies with sales between \$10 million and \$10 billion. The **highest Information Productivity scores** this year come from companies with sales of **\$10 million to \$50 million**.

Rank		NET SALES \$ millions	INFORMATION VALUE-ADDED \$ millions	INFORMATION PRODUCTIVITY %
\$500M – \$1B IN ANNUAL SALES				
1	CIMAREX ENERGY	\$675	\$150	666.9%
2	EAGLE MATERIALS	500	32	469.3
3	OVERSEAS SHIPHOLDING GROUP	811	219	421.3
4	STONE ENERGY	544	58	407.7
5	HOUSTON EXPLORATION	650	100	304.8
6	KANEV PIPELINE PARTNERS	648	73	247.5
7	ORBITAL SCIENCES CORP.	676	126	223.3
8	SUNCOM WIRELESS HOLDINGS	818	548	210.5
9	CATELLUS DEVELOPMENT CORP.	853	111	203.9
10	W HOLDING	623	104	191.5
11	NL INDUSTRIES	742	193	172.9
12	HUDSON CITY BANCORP	932	144	151.4
13	WADDELL & REED FINANCIAL	510	66	145.8
14	SCHNITZER STEEL INDUSTRIES	688	68	138.8
15	SONIC CORP.	536	52	135.1
16	UNIT CORP.	513	16	130.1
17	R.H. DONNELLEY CORP.	603	58	119.4
18	MAGELLAN MIDSTREAM PARTNERS	695	60	110.3
19	COVANTA ENERGY CORP.	700	50	109.0
20	ST. JOE	952	42	96.3
\$1B – \$10B IN ANNUAL SALES				
1	CHESAPEAKE ENERGY CORP.	\$2,709	\$287	775.7%
2	APACHE CORP.	5,308	1,065	615.2
3	OWENS CORNING	5,675	2,856	494.9
4	KINDER MORGAN ENERGY PARTNERS	7,933	609	357.0
5	DEVON ENERGY CORP.	9,189	969	349.8
6	ENTERPRISE PRODUCTS PARTNERS	8,321	112	249.1
7	STEEL DYNAMICS	2,145	219	234.7
8	NEWFIELD EXPLORATION	1,353	192	229.1
9	BURLINGTON RESOURCES	5,618	1,000	211.4
10	ENERGY TRANSFER PARTNERS	2,482	70	209.8
11	ANADARKO PETROLEUM CORP.	6,067	834	206.3
12	TRIAD HOSPITALS	4,450	122	176.5
13	JEFFERSON-PILOT CORP.	4,098	274	171.0
14	MOODY'S CORP.	1,438	412	169.8
15	GOLDEN WEST FINANCIAL CORP.	4,473	1,028	162.2
16	LOEWS CORP-CAROLINA GROUP	3,348	610	160.2
17	PHELPS DODGE CORP.	7,089	364	158.7
18	FRONTIER OIL CORP.	2,872	47	157.5
19	NVR	4,328	450	157.2
20	ARCH COAL	1,975	79	149.9
\$10B AND UP IN ANNUAL SALES				
1	CHUBB CORP.	\$13,153	\$650	363.0%
2	CHEVRON CORP.	142,897	9,269	178.3
3	PREMCOR	15,335	224	148.9
4	OCCIDENTAL PETROLEUM CORP.	11,368	1,739	141.7
5	ARAMARK CORP.	10,192	174	141.6
6	NUCOR CORP.	11,377	556	134.0
7	CONOCOPHILLIPS	118,719	3,709	131.0
8	EXXON MOBIL CORP.	263,989	19,140	128.1
9	PLAINS ALL AMERICAN PIPELINE	20,976	94	113.6
10	VALERO ENERGY CORP.	53,919	921	85.0
11	ANHEUSER-BUSCH COS.	14,934	2,196	84.8
12	EXPRESS SCRIPTS	15,109	254	68.1
13	TESORO CORP.	12,139	101	66.8
14	U S BANCORP	14,706	2,086	63.8
15	KIMBERLY-CLARK CORP.	15,083	1,535	61.1
16	FIRST DATA CORP.	10,013	981	60.9
17	DOW CHEMICAL	40,161	1,479	60.2
18	SUNOCO	23,186	489	57.3
19	ALTRIA GROUP	63,963	7,039	51.5
20	MARATHON OIL CORP.	45,135	603	50.9

Orbital Sciences Corp.'s stable of rockets includes the Pegasus, Taurus and Minotaur. It also makes satellites and missile defense systems.

Steel Dynamics produces more than 4 million tons of steel a year. The company's products are used to make everything from buildings to railroad cars and tracks to dams.

Anheuser-Busch Cos. shipped 50.8 million barrels of beer for the first half of 2005, down 3.2% from 2004.

Do It

{ Here are the steps and financial data you'll need to calculate the **Information Productivity** of your company. }
The example used is based on Chesapeake Energy, the most productive manager of information in the *Baseline 500*.

Youself!

What You'll Need

1. Your company's annual income statement and balance sheet. These audited results are found in your most recent 10-K form filed with the Securities and Exchange Commission (if your company is private, you will have to request the information from your chief financial officer). **2.** You'll also need a Web browser to find your company's "beta" factor, a measure of risk and, therefore, expected reward.

PART I: Calculate Information Value-Added (IVA)		CHESAPEAKE	YOUR COMPANY
	<p>A There are three pieces to this calculation.</p> <ul style="list-style-type: none">A. Profit, adjusted for one-time events and preferred dividends, often called "income before adjustments."B. Rate of return your owners expect, or cost of capital.C. Shareholders' investment, the total amount of capital invested by its owners.		
A	<p>PROFIT. Your company's net income before adjustments. One-time items include write-offs, one-time currency or non-operating losses, or similar nomenclature for the year (listed on income statement).</p>	\$515 MILLION	
B	<p>RATE OF RETURN. Shareholders expect a return on the capital they provide. Precise figures for Capital Asset Pricing Models—as in the Chesapeake example—are found in online subscription services such as Standard & Poor's or the Value Line Investment Survey. <small>*If you do not have access to Standard & Poor's, see the following steps for an estimate based on stock market averages.</small></p> <ol style="list-style-type: none">i. Start with what is known as the "risk-free" cost of capital. An example is the price of U.S. Treasury notes that come due in 10 years. In 2004, that was 3.5%; in 2005, it is 4.0%.ii. Find the beta factor to express the risk "premium" your company faces. You can find it listed in a detailed stock quote from MSN Money. For instance, Chesapeake Energy's ticker is CHK and the beta is listed as 0.46, which suggests a relatively low risk.iii. Multiply the beta by the average risk premium for stocks of 4% for 2004 or 5% for 2005. This equals $0.46 \times 4\%$, or 1.84%.iv. Add the values from Step i and Step iii $(3.5\% + 1.84\% = 5.34\%)$.	7.202%*	
C	<p>SHAREHOLDERS' INVESTMENT. The amount of money owners of the company have invested in it (listed on the balance sheet as Shareholder Equity).</p>	\$3.16 BILLION	
D	<p>Determine the "baseline" return that a company should be earning on its invested net capital assets (B \times C).</p>	\$227.6 MILLION	
E	<p>Determine how much value has been added by your information-technology management team (A – D). That is your company's Information Value-Added, or IVA (rounded to nearest whole number).</p>	\$287 MILLION	
PART II: Calculate Your Information Productivity			
F	<p>TRANSACTION COSTS. The costs of managing all financial, production, sales and other transactions that produce business results. This is a line item on your income statement, usually labeled Sales, General and Administrative Expenses.</p>	\$37 MILLION	
G	<p>INFORMATION PRODUCTIVITY. Divide the IVA calculated above by your company's transaction costs (E \div F).</p>	775.7%	

Alphabetical Index

COMPANY AND RANK

3M		Covance	307	Hansen Natural Corp.	476	Movie Gallery	170	Simpson Manufacturing	311
James Investment Corp.	44	Covanta Energy Corp.	88	Harbor Florida Bancshares	135	MTC Technologies	275	Sky Financial Group	377
Abbott Laboratories	•346	Coventry Health Care	•241	Harley-Davidson	177	Mueller Industries	•333	Sonic Corp.	65
Adams Res. & Energy	322	CRA Intl.	500	Harleysville Natl./PA	273	Multi-Color Corp.	296	Southwest Bancorp	318
Advisory Board	474	Craftmade Intl.	364	Harte-Hanks	117	Murphy Oil Corp.	86	Speedway Motorsports	247
Akamai Technologies	134	Crossxtek Energy LP	•297	Harvest Natural Resources	267	Mylan Laboratories	132	SRA Int'l.	495
Alabama Natl. Bancorp.	361	Cullen/Frost Bankers	•481	Headwaters	351	National City Corp.	180	St. Joe	103
Allergan	468	CVB Financial Corp.	150	Heartland Fin. USA	•408	National Penn Banc.	•210	St. Jude Medical	437
Altria Group	•234	D.R. Horton	363	Heidrick & Struggles Intl.	•235	NBT Bancorp	•314	St. Mary Land & Explor.	173
Amazon.com	225	DaVita	157	Herley Industries	258	New World Restaurant	362	Standard Pacific Corp.	229
Amcore Financial	•440	Deere & Co.	•420	Hershey	•161	New York Comm. Bancorp	56	Starbucks Corp.	179
Amerada Hess Corp.	376	Dell	•369	Hewitt Associates	•122	Newfield Exploration	28	Steel Dynamics	26
American Healthways	•318	Deluxe Corp.	•443	Hibernia Corp.	417	Newmont Mining Corp.	81	Steel Technologies	160
American HomePatient	•163	Dentsply Intl.	386	Holly Corp.	79	NL Industries	41	Stericycle	149
American States Water	359	Devon Energy Corp.	17	Horizon Health Corp.	432	Noble Energy	114	Stone Energy Corp.	12
AmeriGroup Corp.	349	DHB Industries	•426	Houston Exploration	19	Noble Int'l. Ltd.	•429	Strattec Security Corp.	206
Ametek	•333	Dime Comm. Bancshares	99	Hovanian Enterprises	•216	North Fork Bancorp.	•423	Strayer Education	174
Ampex Corp.	9	Dover Downs Gaming	85	Hudson City Bancorp	51	Northrop Grumman	•395	Suburban Propane	•280
AmSouth Bancorp.	•314	Dow Chemical	202	Hudson United Bancorp	•222	Northwest Bancorp	448	SunCom Wireless	32
Anadarko Petroleum	34	Downey Financial Corp.	442	Huntington Bancshares	•372	Northwest Pipe	•369	Sunoco	212
Anheuser-Busch Cos.	129	Dun & Bradstreet Corp.	403	Hydril	205	NS Group	21	Sunoco Logistics	215
Ansys	487	Duratex	•369	IberiaBank Corp.	239	Nucor Corp.	66	Susquehanna Bancshares	340
Anteon Intl. Corp.	111	Dynamics Research	•426	Idexx Labs	•357	NVR	49	Swift Energy	224
Apache Corp.	4	Eagle Materials	6	IMS Health	•163	Occidental Petrol. Corp.	60	Syntel	246
Apollo Group	•344	East West Bancorp	74	Independence Comm. Bank	•189	OceanFirst Fin. Corp.	•408	Taracon Corp.	70
Applebee's Intl.	148	EchoStar Comm. Corp.	341	Independence Holding	•438	Offshore Logistics	•391	TCF Financial Corp.	274
Aramark Corp.	61	EDO Corp.	434	Independent Bank/MI	•387	Old Second Bancorp/IL	•252	Technie Corp.	136
Arbitron	•194	Education Mgt Corp.	•474	Infocrossing	75	Olympic Steel	473	Technical Olympic USA	•384
Arch Coal	53	Electronic Arts	•456	Insteel Industries	37	Oracle Corp.	•398	Teppco Partners	•243
Aristotle Corp.	•493	Empire Resources	•381	Intergraph Corp.	321	Orbital Sciences Corp.	29	Terra Industries	89
Ark Restaurants Corp.	152	Enbridge Energy	•278	Intl. Bancshares Corp.	107	Oregon Steel Mills	73	Terra Nitrogen	11
Armor Holdings	435	Encore Acquisition	18	Intl. Game Technology	•175	Oriental Financial Group	67	Tesoro Corp.	172
Armstrong Holdings	•377	Energy Partners Ltd.	•481	Intl. Shipholding Corp.	203	Oshkosh Truck Corp.	•466	Texas Reg. Bancshares	•294
Arrow Int'l.	•466	Energy Transfer Partners	33	Intl. Speedway Corp.	•125	Outback Steakhouse	•395	Thomas Industries	234
Associated Banc-Corp.	•336	Engineered Support Sys.	165	ITLA Capital Corp.	142	Overseas Shipholding	10	Thor Industries	314
Astoria Financial Corp.	•189	Ennis	•411	ITT Educational Services	•451	Owens Corning	5	Timco Aviation Services	352
AutoZone	433	Enterprise Products	22	J2 Global Comm.	497	Pacific Capital Bancorp	186	Toll Brothers	240
Ball Corp.	106	Entertainment Properties	7	Jefferson-Pilot Corp.	42	Pacific Energy Partners	121	Tompkins Trustco	•280
BancFirst Corp./OK	366	EOG Resources	90	Johnson & Johnson	•398	Panera Bread	•357	Triad Hospitals	39
BancorpSouth	492	Eon Labs	57	Journal Register	52	Park National Corp.	104	TriCo Bancshares	276
Bank of America Corp.	•453	Equifax	192	Juno Lighting	•400	Patterson Cos.	•445	Trustco Bank Corp./NY	63
Bank of Hawaii Corp.	288	eResearch Technology	108	Kaneb Pipe Line Partners	23	Paychex	365	Trustmark Corp.	•278
Bank of the Ozarks	•175	Edgewood Int'l. of WA	131	Kaneb Services	232	Pediatric Medical Group	181	UCB Holdings	102
BankUnited Fin. Corp.	323	Exponent	133	KCS Energy	2	Penn Virginia Corp.	•381	Umpqua Holdings Corp.	•395
BB&T Corp.	•286	Express Scripts	168	Key Corp.	•485	Pennfed Financial Services	484	Union Bankshares Corp.	•377
Becton Dickinson & Co.	464	ExpressSet Holdings	98	Kimberly-Clark Corp.	200	Peoples Bancorp/OH	•440	UnionBanCal Corp.	303
Berkshire Hathaway	•420	Exxon Mobil Corp.	72	Kinder Morgan Energy	15	PepsiCo	413	Unit Corp.	69
Berry Petroleum	20	FactSet Research Sys.	325	Kos Pharmaceuticals	410	Peregrine Systems	93	United Bankshares/WV	213
Biosite	367	Federal-Mogul Corp.	•289	K-Swiss	•476	Perini Corp.	159	United Defense Industries	143
Bob Evans Farms	309	FerrrelGas Partners	390	Kulicke &off; Soffa Ind.	•461	Per-See Technologies	•237	United Industrial Corp.	•280
BUK Financial Corp.	445	Fifth Third Bancorp	207	L-3 Comm Holdings	118	Petroleum Devel. Corp.	13	United States Steel Corp.	•449
Boston Comm. Group	•384	First Bancorp PR	•115	Lab. Corp. of America	•280	Pfizer	471	UnitedHealth Group	•372
Boston Scientific Corp.	375	First Busey Corp.	•216	Lancaster Colony Corp.	187	Pharm. Product Dev.	•468	Universal Corp./VA	•438
Bright Horizons	•481	First Cash Fin. Services	120	Landry's Restaurants	214	Phelps Dodge Corp.	47	Unocal Corp.	64
Brinker Int'l.	•234	First Charter Corp.	406	Lennar Corp.	•243	Pilgrim's Pride Corp.	•498	US Bancorp	191
Buckeye Partners	16	First Commonwealth/PA	•420	Lexington Precision Corp.	•136	Plains All American Pipeline	83	USB Holding	•252
Burlington Resources	31	First Comm. Bancorp/CA	228	Liberty Corp.	431	Pogo Producing	151	UST	92
C.R. Bard	•387	First Comm. Bancshares	231	LifePoint Hospitals	•122	Polaris Industries	•318	Valassis Comm.	•182
Cabot Oil & Gas Corp.	196	First Data Corp.	201	Lincare Holdings	141	Popular	•247	Valero Energy Corp.	128
Calavo Growers	•453	First Fin. Bancorp/OH	•468	Loews Corp.	46	Praxair	•476	Valero LP	8
California Pizza Kitchen	394	First Fin. Bancshares	•220	Lone Star Technologies	130	Premcor	54	Valhi	71
Campbell Soup	•413	First Financial Corp./IN	•299	Louisiana-Pacific Corp.	312	Prentiss Properties Trust	40	Valley National Bancorp	166
Capital City Bank	•297	First Financial Holdings	•346	Lucent Technologies	105	President Casinos	•400	Varian Medical Systems	233
Capital Crossing Bank	•305	First Horizon Natl. Corp.	•451	M&T Bank Corp.	•372	Primedia	127	VCA Antech	•144
Carbo Ceramics	158	First Midwest Bancorp	171	M&T Bank Corp.	•456	Priority Healthcare	•413	Vintage Petroleum	155
Cardinal Health	285	First Niagara Financial	•449	MAF Bancorp	402	PrivateBancorp	261	Vital Signs	•488
Catellus Dev'l. Corp.	35	First Oak Brook Banc.	•391	Magellan Midstream	87	Procter & Gamble	•342	VSE Corp.	27
Cathay General Bancorp	428	First State Bancorp.	463	Magnum Hunter Resources	25	Programmer's Paradise	269	Vulcan Materials	•336
CEC Entertainment	188	Firststec Fin. Corp./CA	156	Manor Care	•353	Prosperity Bancshares	•210	W Holding	36
Cedar Fair	146	Flagstar Bancorp	138	Marathon Oil Corp.	•241	Pulte Homes	•336	W.P. Carey & Co.	•95
Ceradyne	•333	Flir Systems	•259	Marine Products Corp.	291	Quest Diagnostics	472	Wabash National Corp.	250
Certegy	230	Florida East Coast Ind.	109	Maritime Corp.	•198	R&G Financial Corp.	147	Waddell & Reed Fin.	58
Chemical Financial	•301	Florida Rock Industries	193	MariTrans	•485	Rare Hospitality Intl.	•381	Washington Federal	80
Chesapeake Energy	1	Fluor Corp.	•222	Matthews Intl. Corp.	263	Raven Industries	124	Washington TR Banc.	•453
Chevron Corp.	38	Flushing Financial Corp.	167	Maverick Tube Corp.	140	Regal Entertainment	78	Waste Connections	185
Chittenden Corp.	360	FNB Corp./FL	226	Maxxam	184	Regis Corp./MN	443	Waste Management	268
Choice Hotels Int'l.	76	Forest Laboratories	•243	MB Financial	•237	Republic Bancorp/KY	•259	Waters Corp.	•314
ChoicePoint	•330	Fortune Brands	•461	MBNA Corp.	460	Republic Services	209	Watson Wyatt & Co.	332
Chubb Corp.	14	Forward Air Corp.	284	McClatchy	264	RH Donnelley	77	Westell Technologies	251
Cimarex Energy	3	Fox & Hound Restaurant	204	McCormick & Co.	•493	Roanoke Elect. Steel Corp.	227	Western Wireless Corp.	•476
Cincinnati Bell	91	Franklin Electric	•326	McDonald's Corp.	•377	Rockwell Collins	266	Westwood One	313
City National Corp.	304	Freepost McMoRan	•153	McGrath Rent Corp.	350	Rural Cellular Corp.	178	Weyco Group	•353
Clarcor	•498	Frontier Financial Corp.	•115	Mercer Intl.	•495	Ryan's Restaurant	•153	Whitney Holding Corp.	•429
Clorox	271	Frontier Oil Corp.	48	Merck & Co.	265	Ryland Group	•301	William Lyon Homes	97
CoBiz	488	Fulton Financial Corp.	328	Medical Action Ind.	•289	S&T Bancorp	94	Wilmette Trust Corp.	419
Coca-Cola	•247	Gannett	•220	Medtronic	324	Saga Communications	113	Zions Corporation	100
Colgate-Palmolive	•387	General Mills	•355	MEMC Elect. Materials	257	Sanderson Farms	•125	XTO Energy	82
Colonial Bancgroup	488	Georgia Gulf Corp.	59	Mercer Intl.	•495	Santander Bancorp	•161	Yankee Candle	•445
Commerce	•456	Gilead Sciences	270	Merck & Co.	265	Schnitzer Steel Industries	62	Yardville National Bancorp	•488
Commerce Bancshares	•342	Gillette	310	Metropolitan Health	30	Seaboard Corp.	169	Yum Brands	208
Community Bank Sys.	•404	Glacier Bancorp	262	Mid-State Bancshares	277	ServiceMaster	•456	Zimmer Holdings	•423
Community Banks	368	Glatfelter	•286	Mine Safety Appliances	436	Sierra Health Services	•182	Zions Corporation	•346
Compass Bancshares	393	Golden West Fin. Corp.	45	Monarch Casino & Resort	329	Sigma-Aldrich Corp.	•294		
Conagra Foods	425	GP Strategies Corp.	112	Moody's Corp.	43	Silgan Holdings	197		
Consol Energy	•95	Gray Television	24						
Continucare Corp.	•305	Great Southern Bancorp	•144						
Cooper Cos.	•344	Greg Manning Auctions	110						
Corus Banks	50	H.J. Heinz	•336						
CorVel Corp.	•255	Hancock Holding	219						