

# Baldrige in Small Business

Driving Organizational Excellence



***“The Baldrige process, both at the state and national levels, helped me take MESA to an even higher level of performance and achieve breakthrough results.”***

– Terry May, CEO and Owner, MESA/2006 and 2012 Baldrige Award Recipient

## Baldrige organizations excel in many areas. . .

### ***Case study: Fast Casual Restaurant***

Austin, Texas-based K&N Management’s restaurants significantly outperform local competitors and national chains.

- From 2007 through 2010, Mighty Fine Burgers, Fries and Shakes increased annual unit sales from just over \$2 million to more than \$3.5 million in 2010, triple the unit sales of its best competitor.
- Gross profit for Rudy’s “Country Store” & Bar-B-Q has exceeded the industry standard of 40 percent in every year from 2001 to 2010.
- Guest satisfaction is also very high. Based on a 2010 survey, more than 97 percent of guests to Rudy’s “Country Store” & Bar-B-Q and Mighty Fine Burgers, Fries and Shakes indicate that they will return to the restaurants.



K&N Management / 2010 Texas Award for Performance Excellence and 2010 Baldrige Award

### ***Case study: Pipeline Industry Small Business***



MESA / 2006 Oklahoma Quality Award and 2006, 2012 Baldrige Award

Based in Tulsa, Oklahoma, MESA more than doubled in size from 2006 to 2012, exceeding its closest competitor’s growth rate by almost 40 percent.

- Customer retention rates consistently exceed 95 percent, and levels for customer satisfaction are consistently better than competitors and the American Customer Satisfaction Index.
- According to a third-party survey, MESA leads its competitors in customer satisfaction, resulting in an industry benchmark placement in the top 1 percent.
- MESA’s entry into new markets, including expansion into the asset integrity market for pipelines, has created more than \$26 million of annual revenue over a nine-year period.
- Profitability as a percentage of revenue has increased from 5 percent in 2006 to greater than 10 percent projected for 2012.

***How do we get started?*** The Business version of the *Criteria for Performance Excellence* is available from the national program at [www.nist.gov/baldrige](http://www.nist.gov/baldrige). Commentary on the *Criteria* and other resources, including how to begin your performance excellence journey, also are available. For additional guidance, contact a Baldrige Enterprise state or affiliate program near you at [www.baldrigepe.org/alliance](http://www.baldrigepe.org/alliance).

***What is the Baldrige Enterprise?*** The Baldrige Enterprise is a partnership of the Baldrige Program, Alliance for Performance Excellence (state and other Baldrige-based programs), ASQ, and Foundation for the Malcolm Baldrige National Quality Award. The Enterprise’s vision is to enhance the competitiveness, quality, and productivity of organizations.