

2005

National Institute of Standards and Technology
Technology Administration • Department of Commerce
Baldrige National Quality Program



Landmark Dining, Inc. Feedback Report

Landmark Dining, Inc. Feedback Report

This document provides a sample feedback report for the Landmark Dining, Inc., Case Study. Used in conjunction with the 2005 Criteria for Performance Excellence and the case study, the Landmark Dining, Inc., Feedback Report is an example of the written assessment each applicant receives at the conclusion of the application review process. The Landmark Dining, Inc., Case Study was developed as an instructional tool for the 2005 Examiner Preparation Course. It describes a small business, a fictitious steak and seafood restaurant. There is no connection between the fictitious Landmark Dining, Inc., and any organization, either named Landmark Dining, Inc., or otherwise. Other organizations cited in the case study also are fictitious, except for several national organizations. Because the case study is developed to train Examiners and others and to provide an example of the possible content of a Baldrige application, there are areas in the case study where Criteria requirements are not fully addressed.

Landmark Dining, Inc., scored in band 5, showing that the organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of the Items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning that result in improving the effectiveness and efficiency of key processes. Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the organization's key requirements.

October 25, 2005

Mr. Owen Dudley
President/CEO
Landmark Dining, Inc.
1871 Harrisburg Station Drive
Houston, TX 77092

Dear Mr. Dudley:

Congratulations for taking the Baldrige challenge! We commend you for applying for the Malcolm Baldrige National Quality Award. Your application for the Award and use of the Baldrige Criteria demonstrate your commitment to performance excellence.

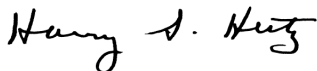
This feedback report was prepared for your organization by members of the Board of Examiners in response to your application for the 2005 Malcolm Baldrige National Quality Award. It presents an outline of the scoring for your organization and describes areas identified as strengths and opportunities for possible improvement. The report contains the Examiners' observations about your organization, although it is not intended to prescribe a specific course of action. Please also refer to the enclosed "Preparing to Read Your Feedback Report" for further details about how to use the information contained in your feedback report.

We are eager to ensure that the comments in the report are clear to you so that you can incorporate the feedback into your planning process to continue to improve your organization. As direct communication between Examiners and applicants is not allowed under the operating procedures for the application process, please contact me at (301) 975-2360 if you wish to clarify the meaning of any comment in your report. We will contact the Examiners for clarification and convey their intentions to you.

The feedback report is not your only source for ideas about organizational improvement. Current and previous Award recipients can be potential resources on your continuing journey to performance excellence. An Award recipients' contact list is enclosed. The stories of the 2005 Award recipients will be shared at The Quest for Excellence® Conference, April 23–26, 2006. Current and previous recipients participate in our regional conferences as well. Information about these events and other Baldrige Program-related activities can be found on our Web site at www.baldrige.nist.gov.

Thank you for your participation in the Baldrige Award process. Best wishes for continued success with your performance excellence journey.

Sincerely,



Harry S. Hertz, Director
Baldrige National Quality Program

Enclosures

Preparing to read your feedback report . . .

Your feedback report contains Baldrige Examiners' observations that are based on their understanding of your organization. They have provided comments on your organization's strengths and opportunities for improvement relative to the Criteria for Performance Excellence. The feedback is nonprescriptive. It will tell you where Examiners think you have strengths to celebrate and where they think improvement opportunities exist. The feedback will not say specifically how you should address these opportunities. The specifics will depend on what you decide is most important to your organization.

Applicant organizations read and use feedback comments (both strengths and opportunities for improvement) in different ways. We've gathered some tips and practices from prior applicants for you to consider:

- Take a deep breath and approach your Baldrige feedback with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
- Celebrate your strengths. You have worked hard and should congratulate yourselves.
- Use your strength comments to understand what the Examiners observed you do well and build upon them. Continue to evaluate and improve the things you do well.
- You know your organization better than the Examiners know it. There might be relevant information that was not communicated to them or that they did not fully understand. Therefore, not all of their comments may be equally accurate.
- Although we strive for “perfection,” we do not achieve it in every comment. If Examiners have misread your application or misunderstood your organization on a particular point, don't discount the whole feedback report. Consider the other comments and focus on the most important ones.
- Prioritize your opportunities for improvement. You can't do everything all at once. Think about what's most important for your organization at this time and decide which things to work on first.
- You may decide to address all, some, or none of the opportunities in a particular Item. It depends on how important you think that Item or comment is to your organization.
- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

KEY THEMES

Landmark Dining, Inc. (Landmark) scored in band 5 in the consensus review of written applications for the Malcolm Baldrige National Quality Award. For an explanation of the scoring bands, please refer to Figure 6, “2005 Scoring Band Descriptors.”

An organization in band 5 typically demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of the Items. Landmark demonstrates a fact-based, systematic evaluation and improvement process and organizational learning that result in improving the effectiveness and efficiency of key processes. Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the organization’s key requirements.

a. The most important strengths or outstanding practices (of potential value to other organizations) are as follows:

- Landmark maintains a focus on the future through its systematic and well-deployed strategic planning process, which is integrated and aligned with data and information systems such as Voices and Foodtrak. These systems provide fact-based data and information to support short- and longer-term planning by using key input from customers, suppliers/partners, key stakeholders, and employees. The Strategic Planning Process results in the development of a Strategy Matrix that helps Landmark align its strategic objectives with its strategic challenges, action plans, and competitive success factors related to both current and future operations. The alignment and integration in the Strategic Planning Process may help the organization to remain agile when responding to its current operational challenges while positioning itself to best address strategic challenges.
- The organization clearly demonstrates its commitment to management by fact and continuous improvement with systematic approaches to data collection and analysis and process improvement. DINERS Teams use a systematic improvement process to address opportunities for improvement across Landmark. Data and information from the Voices and Foodtrak systems undergo multiple analyses to provide senior leaders, DINERS Teams, and employees at all levels actionable information on which to base their improvement recommendations. Landmark presents several examples of performance improvement resulting from its well-deployed and integrated approaches to process improvement, data collection, and analysis.

- Landmark capitalizes on its planning, process improvement, and data and information collection and analysis approaches by creating a team-based environment and an operating style empowered and enabled by data and information available through a number of avenues. Landmark ensures access to data and information and creates an environment of organizational learning through its Communication Process, Foodtrak Knowledge Management system, and a variety of two-way communication vehicles, including line-up meetings and periodic performance reviews. Employees have real-time access to key performance data and information, enabling them to make informed decisions in the course of their day-to-day work. Best practices are shared with all employees through line-up meetings, the Foodtrak Knowledge Management system, and storytelling designed to support Landmark’s culture and individual and organizational learning.
- The organization demonstrates in its systematic approaches to employee learning, development, satisfaction, and well-being that it is committed to and values its employees. Landmark provides employees with a “cafeteria” plan that allows them to select benefits that best suit their individual needs. Through numerous education and training opportunities, employees acquire multiple skills that increase their capabilities and overall value to the organization. To capitalize on its well-trained and motivated workforce, Landmark empowers employee teams to schedule, manage, and improve their work processes. All employees complete an Individual Review and Development Plan (IRDP) that is aligned with the organization’s direction and balances the needs of the individual and the organization. In addition, a systematic succession planning approach is integrated with the organization’s employee development and training approaches to help ensure Landmark’s long-term sustainability. These approaches support the organizational values of family culture with teamwork and employee development, as well as its strategic objective to be an employer of choice.
- Landmark is committed to being a valued citizen in the communities where it operates. It uses a systematic approach to identify key communities for organizational-level support as part of its Strategic Planning Process and ensures deployment of its approaches for community support by authorizing time off for employees to participate in key community activities. In addition, members of Landmark’s Leadership Team serve in volunteer positions side-by-side with employees. Some senior leaders are board members in key community support organizations, including the Houston and Galveston Food Funds, historic preservation associations, and area Chambers of Commerce.

b. The most significant opportunities, concerns, or vulnerabilities are as follows:

- Although Landmark has a mature, well-deployed, and integrated Strategic Planning Process that capitalizes on data and information sources such as Voices and Foodtrak, it is not clear how or if it has adequately addressed the stated desire to grow its Home Meal Replacement (HMR) and catering business lines. While some information is collected from catering customers, Landmark does not appear to have addressed several key aspects of its HMR and catering business lines, such as supplier and partner requirements, including those legal requirements associated with proper food handling and storage; customer requirements; customer contact requirements; or customer knowledge and relationship building. Without addressing these key aspects, Landmark may not be positioned to duplicate for HMR and catering the relatively high levels of service, satisfaction, and regulatory compliance it achieves in its restaurant line of business.
- While Landmark addresses many of the potential impacts on society of its products and services and provides specific training, such as food handling certification, it does not appear to address the potential impacts of its beer, wine, and other alcoholic beverages or the legal and regulatory requirements associated with them. This may be particularly noteworthy given that beer and wine are among the key requirements of the couples and singles customer groups, which account for 45% of Landmark's sales. Without adequately addressing the potential impacts of these products, Landmark may leave itself vulnerable in a key regulatory and legal area.
- Although Landmark relies on a number of key suppliers and partners for its products and services (e.g., the restaurant purchasing consortium, suppliers for safety and Occupational Health and Safety Administration (OSHA)-related processes and for information technology services, and partners such as distributors for its HMR business line), a systematic process is not evident for managing and improving these key areas. For example, it is not clear how the organization communicates its expectations, key performance information, values, and legal and ethical requirements to these suppliers and partners or what performance measures/indicators Landmark uses to help manage their performance. This may be particularly important to Landmark given its reliance on these key partners and suppliers and the potential impact of their performance on customers; legal, ethical, and regulatory compliance; and overall organizational performance.

c. Considering Landmark's key business/organization factors, the most significant strengths, opportunities, vulnerabilities, and/or gaps (related to data, comparisons, linkages) found in its response to Results Items are as follows:

- Landmark's results address many to most areas of importance with improving performance trends for most measures sustained for four to five years. Results in some key measures of customer satisfaction, product and service quality, financial performance, human resource performance, and social responsibility are equal to or better than its best-in-class, best competitor, and/or Baldrige Award recipient benchmarks. Performance in these areas appears to indicate the effectiveness of Landmark's planning and improvement approaches and may indicate progress relative to Landmark's vision to be recognized as one of the top ten dining experiences in Houston and Galveston and its strategic objective of retaining restaurant of choice status.
- Landmark's product and service outcome results demonstrate sustained improvement in many areas of importance, with several being better than its best-competitor comparisons. Landmark's performance in wait time for seating and service and table cleanliness, both important measures because they show results related to the critical first contact with the customer, demonstrate improving performance from 2000 to 2004. Wait time for seating without a reservation, seating with a reservation, and first service all have decreased by at least half. In addition, results for order accuracy and timeliness of delivery demonstrate improving performance from 2000 to 2004 for both restaurants and the catering and take-out business lines. Results for all product and service measures are better than the competitive comparisons and may demonstrate the effectiveness of Landmark's DINERS improvement and strategic planning approaches.
- Landmark's customer-focused results demonstrate improving performance trends in many to most key measures. Overall customer satisfaction for all external surveys matches the Baldrige Award recipient benchmark and best-in-class comparison in 2003 and 2004. Results from Secret Diners Association Reports and Employee Dining Reports demonstrate satisfaction levels better than the best competitor, with Landmark outperforming its competitor in 2004 by 9% (97% versus 88%) in the Secret Diners Association average satisfaction scores. Performance in these areas may support Landmark's vision and its strategic objective of retaining its restaurant of choice status.

- The effectiveness of the organization's approaches for achieving its strategic objectives to be the employer of choice and supporting its values of family culture with teamwork and employee development may be demonstrated in its employee satisfaction and well-being results. For example, Landmark's employee satisfaction results demonstrate improved performance in many to most of the key factors identified as affecting employee satisfaction. Its 2004 performance in three of six factors for hourly employees and four of five factors for salaried employees were better than its benchmark, the National Restaurant Association's (NRA's) best performer.
- Landmark's commitment to its communities in support of its value of community enrichment is evident in results for contributions to the community and services donated, where performance has improved steadily from 2000 through 2004. In addition, its monetary contributions to the community's Restaurant Week are greater than the top 10% comparison, which includes much larger restaurants. Landmark's success in addressing its social responsibilities is demonstrated by the fact that it has not been cited for any violations of health or food safety codes at either of its locations in the past seven years, and it has not been cited for any violations for waste removal or any employee-related regulation for the past five years.
- Results are not reported for several measures related to key performance areas. For example, results are not provided for several key in-process performance measures for the value creation processes identified in Figure 6.1-1, including measures associated with the Reservations and Greeting, Event Planning, Delivery and Event Cleanup, and Purchasing Consortium processes. Likewise, no results are provided for the operational measures of several key support processes identified in Figure 6.2-1, including those associated with Human Resource Management, Supplier Management, Disaster Preparedness, and Advertising and Marketing processes. In addition, no results are provided for several customer requirements identified by Landmark, including the overall customer requirement to receive exceptional food at a good value and several requirements specific to various customer segments, such as a child-friendly atmosphere, a business conducive environment, or healthy menu options. Without these results, it may be difficult for Landmark to respond proactively to performance shortfalls or improvement opportunities.
- Results in several key performance areas are not segmented or have limited segmentation. For example, no product and service results are segmented by customer groups identified by Landmark (e.g., families, businesses, tourists). With one exception (Customer Satisfaction with Quality—Internal Surveys), customer-focused results are not segmented by customer groups, and few of these results are segmented by location or service. In addition, although Landmark provides a number of employee segments in Organizational Profile (e.g., by job categories, ethnicity, and

full- and part-time status), human resource results are segmented only by hourly and salaried workers. Without more comprehensive segmentation, it may be difficult for Landmark to evaluate its relative performance in each segment, to accurately gauge the effectiveness of its planning, or to effectively identify improvement approaches for its key customer and employee segments.

- Several results areas lack comparative data, including key product and service results (e.g., standards of acceptability for food, wait time for seating and service) and several key measures of leadership and social responsibility (e.g., financial audit results, contributions and services donated, action plan achievement). In addition, several comparisons, including some financial and market results, are to industry averages rather than to best-in-class organizations. Without appropriate comparative data, Landmark may be limited in assessing its performance in addressing its strategic challenge of an increase in competitors and in the achievement of its vision to be recognized as one of the top ten dining experiences in its communities.

DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT

Category 1 Leadership

1.1 Senior Leadership

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- The Senior Leadership Team, including the Advisory Board, reviews Landmark’s vision, mission, and values during the Strategic Planning Process (Figure 2.1-1) and incorporates them into the Strategy Matrix (Figure 2.2-3). The Strategy Matrix aligns the competitive success factors, values, strategic objectives, short- and longer-term plans, and related measures to gauge success, and it provides Landmark with a means to link its day-to-day operations with its values and performance expectations. The Strategy Matrix is reviewed with all employees, and their IRDPs are linked to it; portions of the matrix are shared with suppliers; and the vision, mission, and values are printed on menus for customers to see.
- Senior leaders’ personal actions reflect a commitment to organizational values through communication, reinforcement, and role modeling of values and expectations. Examples include providing discounted health care options to all part-time employees to support Landmark’s value of family culture with teamwork, spending 10% to 20% of their time working with employees in the restaurants or catering service each week, and leading a half-day employee orientation to discuss the organization’s values and expectations.
- Senior leaders use the Communication Process, annual ethics training for all employees, and annual signing of the ethics statement by all employees to promote an environment that fosters and requires legal and ethical behavior. The organization further requires legal and ethical behavior by making compliance to its ethics policy a condition of employment for employees and a condition of contractual relationships with suppliers. Organizational learning is demonstrated by Landmark’s recent refinement of its values to include ethics, honesty, and integrity.
- Sustainability is addressed through a three-tiered approach: (1) a vision and direction to provide a focus for employee decisions, (2) a process orientation, and (3) accountability for performance through the measurement system and review structure. Employees are encouraged to suggest innovative approaches and to identify improvement opportunities. Each senior leader further fosters sustainability through involvement in succession planning, which includes identifying talented employees, developing IRDPs, coaching and mentoring high-potential employees, and discussing future leadership issues during monthly executive reviews.

- Senior leaders use multiple methods to communicate with, motivate, and empower employees. These methods include a formal Communication Process (Figure 5.1-1) to determine key factors for communicating important information; daily line-up, weekly staff, and monthly all-employee and team leader meetings; feedback from and to senior leaders when they work in the restaurants; and public reward and recognition of employees. A team leader approach helps empower teams, which develop their own daily and weekly work schedules responsive to company and employee needs.
- Senior leaders create an environment that focuses on both accomplishing strategic objectives and on improving performance by integrating Landmark’s vision, mission, and values with its strategic planning and deployment process, action plans, goals, and key measures on the Balanced Scorecard (Scorecard). An environment of improvement and innovation is supported through formal and systematic assessment processes that include aligned and linked organization, department, and individual performance reviews; Landmark’s DINERS Improvement Process; and annual Baldrige self-assessments. During reviews and meetings, employees’ ideas and feedback are solicited, discussed, and recognized by senior leaders.

OPPORTUNITIES FOR IMPROVEMENT

- Although Landmark’s suppliers and partners are asked to report ethics violations, a systematic process is not evident for monitoring and assessing Landmark’s effectiveness in deploying ethical requirements to its suppliers. Given that 90% of all supplier costs are for products and services from an external purchasing consortium and related transactions may not be transparent to Landmark, the company may have difficulty ensuring these transactions are consistent with its values of ethics, honesty, and integrity.
- It is unclear how the Advisory Board members, as members of the Senior Leadership Team, are personally involved in succession planning and the development of future organizational leaders. This may be of particular importance since the Advisory Board includes external members of the local business community with key competencies that Landmark identifies as not being present elsewhere in Landmark’s leadership.
- Although Landmark utilizes a Communication Process (Figure 5.1-1) that includes daily line-up meetings, other meetings, and communication logs, it is not clear how Landmark ensures that all employee groups, including part-time, on-call, catering, and HMR employees, are able to participate in the various communication methods.

1.2 Governance and Social Responsibilities

Your score in this Criteria Item for the consensus stage is in the 50–56 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark uses an external Advisory Board, composed of prominent business leaders, that provides independent guidance and feedback on leadership and governance and takes an active leadership role in meetings and strategic planning activities. Two criteria are used to select Advisory Board members: (1) they must be comfortable with and supportive of the organization’s value system, and (2) they must have specific skills that complement those of the existing Senior Leadership Team. Annual financial audits are conducted by external independent auditors; results are shared with the Advisory Board to help ensure fiscal accountability; and, while not required, Landmark is in the process of implementing compliance under the Sarbanes-Oxley Act.
- Senior leaders and managers use 360-degree reviews and track completion of IRDPs to improve their effectiveness as individual leaders and as a leadership team. The results of these assessments are discussed and appropriate actions planned during a special meeting prior to starting the Strategic Planning Process. Senior leaders and the Advisory Board also receive feedback from an external consultant who attends their meetings quarterly.
- Senior leaders hold key positions in local community committees and associations, including the Chamber of Commerce, the NRA, and the Galveston and Houston Health and Human Services advisory boards. Information they gain from these positions is used in Landmark’s Strategic Planning Process to help anticipate and identify potential concerns with current and future products, services, and operations.
- Landmark has established procedures, training and certification, and measurement and reporting practices to help ensure compliance with multiple local, state, and federal regulatory requirements (e.g., food safety requirements, waste removal requirements, local zoning and building codes, licensing, employee safety requirements, and human resource requirements). Key compliance goals and measures are used to ensure that requirements are met. One result of these activities was the implementation of Hazard Analysis and Critical Control Point (HACCP) elements in anticipation of future Food and Drug Administration (FDA) food safety regulations and to ensure customer safety.
- Landmark helps promote ethical behavior by communicating in multiple ways that ethical behavior is an organizational value and a condition of employment. All employees receive ethics training and sign an ethics statement annually. The organization monitors ethical behavior by tracking code of conduct violations, the number of employees terminated due to ethical issues, and regulatory compliance measures, and it reviews the results of customer, supplier, and employee surveys. Senior leaders and/or the Advisory

Board investigate potential breaches of ethical behavior, and appropriate actions are taken.

- The organization identifies key communities and areas for support during its Strategic Planning Process and reviews them annually. Landmark has selected its two primary communities of operation, Houston and Galveston, and has identified the key support areas for these communities (Figure 1.2-1). Senior leaders and employees participate in a number of community events, and senior leaders fill leadership positions in several key community support organizations.

OPPORTUNITIES FOR IMPROVEMENT

- Although Landmark appears to have a systematic approach to the selection and use of its Advisory Board, it is not clear how this approach ensures accountability for management's actions. Further, although Landmark shares its Strategy Matrix, key performance measures, and financial audit results with the Advisory Board and its employees, it is not clear how this approach provides internal controls on governance processes that would support transparency in operations or the selection and disclosure policies for the Advisory Board and the Senior Leadership Team that constitute Landmark's governance system. It also is unclear how Landmark's governance approach addresses fiscal accountability and risk in its supplier/vendor relationships to protect the interests of all key stakeholders.
- While Landmark contracts with a professor from the business department of a local university to attend quarterly board meetings and provide feedback to the senior leaders and the Advisory Board on their performance, a systematic process is not evident for using this feedback to improve the personal leadership effectiveness of senior leaders, the Advisory Board and its individual members, as well as the leadership system as a whole.
- Although Landmark addresses many of the concerns associated with safe food handling at its restaurants with employee training and certification, it is not clear how it addresses other potentially adverse impacts of its products and operations. For example, a systematic process is not evident for addressing the potential adverse impacts of serving beer, wine, and other alcoholic beverages—key requirements for several customer segments. It also is not clear how potential adverse impacts of its transportation operations (e.g., HMR deliveries to distributors, catering event deliveries) are addressed. Without adequately addressing the potential of adverse impacts from these products, services, and operations, Landmark may not be able to effectively identify potential risks.

- Although perceptions of ethical behavior are tracked through surveys and Landmark collects data on code of conduct violations, a systematic process is not evident for monitoring the ethical behavior of Landmark’s governance structure or interactions with customers and partners, including HMR distributors. Further, while some measures are provided, it is not clear how these measures enable Landmark to monitor and respond to several key ethical challenges associated with its operations and interactions with direct and/or HMR customers, such as the abuse of customer credit card information (identified as a key concern by Landmark) and legal/ethical issues associated with the sale of alcoholic beverages.

Category 2 Strategic Planning

2.1 Strategy Development

Your score in this Criteria Item for the consensus stage is in the 70–85 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark conducts its Strategic Planning Process (Figure 2.1-1) at its annual three-day retreat with key participants (the Senior Leadership Team, the Board of Directors, and key suppliers) and also involves partners, Advisory Board members, and other community representatives, as appropriate. Participation by a variety of external stakeholders helps the organization identify blind spots, as well as gain insight into various changes that may impact its future. As part of its Strategic Planning Process, Landmark has identified a short-term (one-year) planning horizon, and a longer-term planning horizon, which was established at five years to be responsive to the value of historic preservation. Planning horizons are addressed in the planning process through the development of interim milestones (Figure 2.2-4) to track progress from short- to longer-term goals.
- The Strategic Planning Process is reviewed each year at the annual retreat, and it has evolved since 1990 to include key steps, as well as a more rigorous Strengths, Weaknesses, Opportunities, Threats, and Trends (SWOTT) analysis. In 2001, the Strategy Matrix was introduced to align Landmark’s vision, mission, and values with its key strategic challenges, strategic objectives, action plans, and goals. Subsequent refinements include the integration of competitive success factors, key stakeholders, and the Approach-Deployment-Learning-Integration (ADLI) concept. This alignment and integration may help Landmark to maintain its focus on the future while addressing its key strategic challenges.
- Prior to the strategic planning retreat, each member of the Leadership Team collects and analyzes data on one or more key factors (Figure 2.1-2), which ensures that customer and market needs, financial risks, technology, human resource needs, regulatory and societal risks, and economic changes are integrated into the Strategic Planning Process. This information then is used in an environmental scan and SWOTT analysis to identify relevant opportunities, review progress, and ensure the availability of financial resources necessary to carry out the strategic plan. To ensure agility in the execution of the plan, any changes to the key factors or performance are presented at the scheduled executive reviews or at midyear. For example, as a result of an analysis and review of occupancy rates, funds were allocated to purchase new tables that are more easily configured for varying sizes of parties, which has increased the occupancy rate to 4% over the national average.

- Landmark has identified key strategic objectives and the key goals for achieving these objectives in its Strategy Matrix (Figures 2.2-3 and 2.2-4). Short- and long-term objectives are aligned with strategic goals, competitive success factors, the organization's values, and its strategic challenges. Landmark has identified its most important goals for 2005 as maintaining a 15% growth rate per year in new service results, increasing customer satisfaction to 96.5%, and increasing its occupancy rate to 85%.

OPPORTUNITIES FOR IMPROVEMENT

- Although Landmark's Leadership Team collects and analyzes data and information on a number of factors to support its Strategic Planning Process, a systematic process is not evident for analyzing its supply chain strengths and weaknesses to ensure that needs can be met for factors related to business continuity and growth. Because suppliers are an integral part of its operations, without a systematic process to capture and analyze such information, Landmark may not be able to effectively identify and address risks associated with its suppliers.
- Although Landmark's Strategy Matrix (Figures 2.2-3 and 2.2-4) includes the strategic challenges aligned to its strategic objectives, it is not clear how its strategic objectives specifically address each of the challenges (e.g., challenges associated with the sophistication of the American palate, heightened interest in food safety, or intensified government impact through increased mandates and their associated cost impacts). In addition, it is not clear how the strategic objectives balance short- and longer-term challenges and opportunities and the needs of all key customer groups, such as families, business patrons, and tourists.

2.2 Strategy Deployment

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- During the Strategic Planning Process, the Leadership Team identifies the specific actions required to accomplish Landmark’s strategic objectives, along with associated measures, and identifies who, what, when, and how the specific actions/tasks will be accomplished. A Strategy Matrix (Figures 2.2-3 and 2.2-4) is developed to ensure that short- and long-term action plans are linked to the competitive success factors, strategic challenges, and values of the organization. The action plans are then deployed throughout Landmark and to suppliers and partners through the Communication Process (Figure 5.1-1). Specific shorter-term actions are further deployed through the development of action plans that support the organization-level direction at the department and employee levels, and employees’ action plans are linked to their IRDPs. The DINERS Improvement Process (Figure 6.1-3) and monthly performance reviews are used to formalize process changes, ensure organizational learning, and ensure that key changes resulting from the accomplishment of strategic action plans are integrated and that performance is sustained.
- All measures in the Strategy Matrix are tracked through Foodtrak, and these measures are reviewed weekly and monthly by the Leadership Team. If there are emergencies or changes in the business climate, market conditions or customer requirements, or if performance projections are not being met, the DINERS Improvement Process (Figure 6.1-3) is used to determine causes and recommend changes. The Strategy Matrix is then modified, appropriate measures are added to the Scorecard to track performance, employees are notified of changes during line-up or all-employee meetings, and managers and supervisors assist employees in modifying IRDPs, if necessary. These approaches allow Landmark to react quickly and with agility to changes as they occur.
- The key performance measures for tracking progress on action plans are identified in the Strategy Matrix (Figure 2.2-4). The Leadership Team evaluates action plans at weekly and monthly executive review meetings to ensure alignment of the action plan measurement system with organizational strategies and stakeholder needs.
- Landmark has identified performance projections for its 28 key short- and longer-term action plan measures in the Strategy Matrix (Figure 2.2-4). Its 2005 performance projections are better than or as good as its competitors’ 2010 performance projections in most measures presented. Projected performance gaps are addressed using the DINERS Improvement Process (Figure 6.1-3).

OPPORTUNITIES FOR IMPROVEMENT

- Although Figure 2.2-1 indicates that Leadership Team members take ownership of various action plans (their development and the alignment of their numbers), it is not clear how Landmark allocates resources, other than financial resources, to ensure the accomplishment of its action plans. Without a systematic process to allocate resources according to its priorities, Landmark may not be able to ensure achievement of all its action plans and, in turn, its strategic objectives.
- Although the organization identifies many of its human resource plans with respect to its short-term action plans in Figure 2.2-2, human resource plans that derive from longer-term key action plans are not provided. Without specific human resource action plans, it may be difficult for Landmark to accomplish longer-term strategic objectives that may be dependent on recruiting and retaining skilled and motivated employees.
- Although key longer-term competitors' performance projections for the year 2010 are shown in the Strategy Matrix (Figure 2.2-4), it is not clear how Landmark's short-term projections compare to those of its competitors. This may limit Landmark's ability to gauge its progress toward being recognized as one of the cities' top ten dining experiences.

Category 3 Customer and Market Focus

3.1 Customer and Market Knowledge

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark uses product, market, and pricing requirements identified by the restaurant industry to determine its customer and market segments. The company competes in the semicasual dining steak and seafood market, with \$35–\$50 dinner pricing. Customers within this market are segmented by customer type (e.g., family, business, tourist) and by type of service (dine-in, take-out, catering, and dinner delivery) as shown in Figure P.1-4. Landmark uses market research to identify potential customers and customers of competitors for current as well as future products and services.
- To listen to and learn from its customers, Landmark uses its Voices system (Figure 3.1-1), which includes the “voices” of experience, the customer, the server, and the process. This systematic, integrated process is used to capture information before, during, and after dining experiences occurring with varying frequencies, and a 360-degree analysis is conducted to compare and validate data across the various voices. In addition, a Satisfaction and Importance Levels matrix (Figure 3.1-2) is used to analyze the relative importance of various factors and their impact on customers’ satisfaction. The matrix is used to determine priorities that will enhance customer loyalty and retention.
- Information from the Voices system, data from the Our Family program and Secret Diners program, and complaint data are aggregated through the Foodtrak system and used for multiple purposes, including as input into the Value Creation Processes (Figure 6.1-1). Based on the feedback, DINERS Teams may be chartered, resulting in menu adjustments, job redesign, and communication refinements. Senior leaders also use the information and knowledge gathered as input to the Strategic Planning Process (Figure 2.1-1).
- A variety of methods are available for customer groups to provide information, as shown in Figure 3.1-1. These communication methods include verbal responses; multiple-choice written responses; telephone, Web site, and written surveys; comment cards; focus groups; and comments via e-mail. Mechanisms are tailored according to the needs of various customer groups and markets, including frequency of contact.

- The Voices system was initially designed in 1997 and has been through numerous cycles of improvement. Landmark uses the DINERS Improvement Process, Baldrige self-assessment, and the Strategic Planning Process to refine its approaches to listening and learning to keep them current with business needs and directions, including changes in the marketplace. A recent example is the change from conducting an annual customer survey to conducting an ongoing survey to ensure agility in reacting to changing needs, such as dietary and palate preferences and the need for convenience.

OPPORTUNITIES FOR IMPROVEMENT

- Although the Voices system provides a systematic approach for listening and learning related to restaurant customers, it is not clear how or whether the system is used with customers of the catering or HMR services. This may be particularly important given Landmark's strategic challenge of continued expansion of its products and services.
- Although Landmark has identified multiple customer and market segments, it is not clear that there is a systematic process to use the unique requirements identified for each segment to better satisfy customer needs, determine needs for current or future products or services, or identify and prioritize opportunities for segment-specific improvements.
- While Landmark does collect customer retention data on catering customers and Our Family program members, it is unclear whether it collects and analyzes this type of data on other dine-in customers or its take-out customers.

3.2 Customer Relationships and Satisfaction

Your score in this Criteria Item for the consensus stage is in the 70–85 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- To build relationships with customers, Landmark uses an outside advertising vendor to promote public awareness of its reputation among targeted customer segments through television, radio, magazine, and Web-based advertising; displays; and promotions. It also builds relationships at multiple points of contact with customers by identifying specific customer requirements for all aspects of its food and beverage preparation and service. Loyalty is developed and strengthened through the Our Family frequent-diner program, which personalizes service for program members and offers incentives (e.g., two-for-one meals and “treat a friend” coupons) to increase repeat business and positive referrals. The relationship-building process is reviewed annually through the DINERS Improvement Process.
- To enable all of its customer segments to seek information, conduct business, and voice complaints, Landmark provides multiple mechanisms, including personal contact, telephone, the Internet, fax, e-mail, surveys, and focus groups. The Voices system is used to identify customer contact requirements based on customer satisfaction ratings and comments related to the various contact methods. Customer contact standards (Figure 3.2-1) are deployed throughout Landmark through the “Prospective Employee Guide,” the Employee Handbook, reinforcement at daily line-up meetings, and automated reminders through the Foodtrak system.
- Landmark manages customer complaints by using its systematic Service Recovery Process (Figure 3.2-2), which enables identification and resolution of customer complaints on the spot or before the customer leaves the restaurant, thus minimizing customer dissatisfaction—and promoting repeat business due to the customers’ perception of special treatment during the recovery. The Service Recovery Process is used in all stages of the customer experience, and all employees receive training on contact requirements and the Service Recovery Process. Complaints surfaced during this process and from all other sources are integrated, aggregated, and analyzed through Foodtrak to identify root causes and trends, to prevent reoccurrence, to improve other customer-related approaches, and to refine the Voices system and the customer contact and relationship-building process. Successful use of the Service Recovery Process is rewarded and celebrated at weekly staff meetings and in internal publications.

- Landmark reviews and improves its approaches for building customer relationships and determining customer satisfaction to keep them current with business needs and directions by using the DINERS Improvement Process and conducting at least one Baldrige self-assessment annually. Results and processes related to the Voices system, Our Family program, contact methods and standards, and the Service Recovery Process are systematically reviewed and evaluated by senior leaders during strategic planning to ensure alignment with strategic directions, and action plans are created to address necessary changes. External satisfaction surveys are reviewed by an academic expert to ensure their validity and reliability.
- Landmark uses a variety of methods to determine customer satisfaction and dissatisfaction before, during, and after the dining process. These mechanisms (Figure 3.1-1) include internal and external customer surveys, point-of-service input, and focus groups. Surveys are available in Spanish, English, Braille, and TTY (text telephone) systems. DINERS Teams use the correlation between satisfaction and importance levels (Figure 3.1-2), along with complaint factor analysis, to capture actionable information to exceed customer expectations, secure future business, gain positive referrals, design new processes, and redesign/improve existing processes.
- Landmark uses the personal customer contact standards (Figure 3.2-1) and the methods identified in the Voices system (Figure 3.1-1) to ensure immediate follow-up on the performance of products and services. If there is negative feedback generated from these contacts, the Service Recovery Process is implemented to integrate immediate action with the feedback, and follow-up calls are made by shift managers to verify resolution of the complaint. Information is documented in the Foodtrak system to capture learning and facilitate aggregation with other data collected.
- Landmark obtains information regarding its customers' satisfaction relative to their satisfaction with competitors regarding food, service quality, timeliness, price, value, and facilities through the Secret Diners Association and external customer satisfaction surveys conducted by a third party. Additional information is gathered from local publications in news and trade journals, including reviews by food critics and industry benchmark information from the NRA. Results from internal customer satisfaction surveys also are used to analyze strengths and weaknesses of specific competitors identified by customers.

OPPORTUNITIES FOR IMPROVEMENT

- It is not evident that the approaches Landmark uses to build relationships and to increase loyalty and retention address take-out, catering, or HMR customers. For example, the Our Family program, a key mechanism to increase customer loyalty and retention, appears to focus only on dine-in customers. This gap may be important given that Landmark intends to develop and expand its newer business lines.

- It is not clear how access mechanisms and personal customer contact standards (Figure 3.2-1) are deployed to HMR customers, who are directly served by Landmark's distributor partners. Contact requirements for access mechanisms other than personal contact, such as telephone, fax, and Web access, also are not described. Without a systematic approach to determine contact requirements for all customer segments and access mechanisms, it may be difficult for Landmark to ensure that the specific needs of all customers are being met.

Category 4 Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Review of Organizational Performance

Your score in this Criteria Item for the consensus stage is in the 70–85 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Senior leaders use the annual Strategic Planning Process (Figure 2.1-1) and the Strategy Matrix (Figures 2.2-3 and 2.2-4) to systematically select and align measures for tracking organizational performance. From the matrix, senior leaders create an integrated Scorecard with key organizational measures that are reviewed at monthly Senior Leadership Team meetings to track performance and progress on strategic action plans. During the monthly review meetings, senior leaders also assess Landmark’s external and internal environment and adjust the Strategy Matrix and Scorecard, as appropriate. Key Scorecard measures (color-coded to show progress to plan) are integrated from performance data that reside in the Foodtrak system. This system is linked to all sites and all operational functions and supports Landmark’s value creation and support processes.
- Data used to track daily operations (Figures 6.1-1 and 6.2-1) are selected and refined by DINERS Teams, which use a formal, systematic process that includes five selection criteria (including a direct relationship to the strategic plan) to align new and existing measures as business processes are refined. Significant operational measures are integrated through the Foodtrak system from linked supplemental databases that are used for data collection.
- During the Strategic Planning Process, Landmark selects the comparative data and information that are used to understand its competitive position, to help determine action plans and goals, to design processes, and to facilitate the DINERS Improvement Process. Also, comparative data are part of the organizational performance reviews in monthly executive meetings, daily line-up meetings, and all-employee meetings. Comparative data are collected from the NRA, Secret Diners Association, employee dining reports, the Chamber of Commerce, Staffing Solutions, local industry surveys, Landmark’s financial auditor, and best-in-class sources, such as Baldrige Award recipients.
- Daily and weekly performance trends are analyzed quarterly to verify that key leading indicators are predictive of organizational performance. Landmark’s performance measurement system is refined annually by senior leaders during the Strategic Planning Process. Employee feedback collected through the Foodtrak Knowledge Management system and Advisory Board feedback are used to evaluate the measures and their linkages to the Strategy Matrix. Performance measures are refined as needed during monthly executive reviews of leading and outcome measure analyses to address more frequent

and unexpected changing business needs and directions. Real-time changes are made through Foodtrak for rapid deployment to all employees.

- To assess organizational capabilities and performance, all areas of the company use a systematic process of regularly scheduled, cascading performance review meetings with varying frequencies (Figure 4.1-2), ranging from annually (e.g., strategic planning) to daily (e.g., line-up meetings). DINERS Teams are created to address areas identified for improvement, and a number of analyses are performed in support of the various cascading organizational reviews. These include correlation analyses that are used by senior leaders and employees at all levels to assess organizational performance results relative to goals, strategic objectives, action plans, and competitive performance.
- Gaps in performance discovered as part of the analysis process are translated by senior leaders into priorities for improvement in various ways. These include refinements in key measures and goals, the development of action items or action plans, and the deployment of DINERS Teams. Scorecard performance measures and any changes in priorities, directions, action plans, or allocation of resources resulting from senior leaders' performance reviews are systematically deployed to all employees. Deployment occurs via the Foodtrak system, by sharing the Strategy Matrix and Scorecard at all-employee meetings, and by modifying IRDPs, which are linked to the Scorecard and Strategy Matrix.

OPPORTUNITIES FOR IMPROVEMENT

- Although Landmark uses comparative data in its selection of organizational and operational measures, it is not clear what criteria are used to select the various measures available from multiple sources. In addition, it is not evident how Landmark ensures the effective use of comparative and competitive data and information in support of daily operational decision making and innovation for some of its divisions, such as catering and HMR Dinner Delivery.
- While Landmark provides an example of its ability to respond quickly to findings in organizational reviews, it is not clear how the organization uses its various performance reviews to assess its overall ability to rapidly respond to changing organizational needs and challenges.

4.2 Information and Knowledge Management

Your score in this Criteria Item for the consensus stage is in the 70–85 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark makes needed data and information available to its employees through its Foodtrak system. Employees can have immediate access to required data from the system through wired computers, wireless PDAs (personal digital assistants), touchpads, and touch terminals. For example, servers carry wireless POS (point of service)/PDA units that place orders, provide order status, and prompt staff when actions are required. The Foodtrak system is integrated with Landmark’s public Web site, enabling its customers to access transactions and order-related information. It also enables access to applicable data for Our Family program members and to appropriate suppliers for inventory management purposes.
- The Foodtrak system’s information technology (IT) vendor provides technical support during operating hours and remotely monitors the system and software to ensure network security. The IT vendor also provides backup systems and operates databases to ensure data security. The LANs use secure encryption access codes, and WANs are electronically protected behind an access-restricted firewall. In addition, user feedback is captured in the Foodtrak Knowledge Management system, and suggested changes are reviewed prior to acceptance by a sampling of staff members.
- Landmark has a disaster recovery program to ensure continued availability of data and information in the event of an emergency. Program components include replacement for interface hardware at all locations to immediately replace breakdowns, battery-backed power supplies, daily data backups to on- and off-site locations, and contracted replacement of key system hardware components within 12 hours and of all customer contact systems within 24 hours. System performance is evaluated by the IT vendor with input from Foodtrak customers during the annual Improvement Day.
- Constant user feedback is solicited and monitored by technical staff from Landmark’s contracted IT vendor. The vendor also uses its annual Foodtrak Improvement Day to keep this data and information availability system current with business needs and directions. In addition, user feedback is captured in the Foodtrak Knowledge Management system, where employees can provide input and questions about system capabilities, and DINERS Teams formally address improvement opportunities with the vendor.

- The Knowledge Management system within Foodtrak is used by Landmark on an ongoing basis to collect, organize, and share knowledge, including best practices, among key stakeholders. In addition, best practices are shared during team leader meetings and with all employees during line-up meetings. Vendors and suppliers are included in discussions when appropriate and are encouraged to enter into Foodtrak comments, suggestions, and ideas regarding their products.
- Landmark addresses data accuracy by using selection options, information scanning technologies, and forced-review elements in the design of its data entry processes. Electrical systems and manual backups are used to ensure reliability, and touchpads, computer access, and PDAs help ensure the timeliness of data and information. Security is ensured through the use of passwords and firewalls. To help ensure confidentiality, senior leaders must authorize access to protected electronic information, such as credit card data, customer profiles, and critical organizational data.

OPPORTUNITIES FOR IMPROVEMENT

- Although some product suppliers such as the restaurant purchasing consortium have access to on-line inventory data and some vendors have Web access to their performance data, it is not clear whether outside suppliers of support services (e.g., custodial services, human resource management, advertising, and marketing) or the HMR distributor partners have access to similar information.
- Although Landmark has several mechanisms for sharing best practices (e.g., team leader and line-up meetings), a systematic process is not evident for identifying best practices. In addition, a systematic process is not described for effectively implementing a best practice once it is identified.
- While Advisory Board members are required to sign nondisclosure agreements, it is not clear whether a similar approach is used for employees and vendors/suppliers to ensure confidentiality.

Category 5 Human Resource Focus

5.1 Work Systems

Your score in this Criteria Item for the consensus stage is in the 70–85 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark has organized employees in all business divisions, including Catering, Dinner Delivery Service, and Administration, into process teams that align with each of its key processes (Figures 6.1-1 and 6.1-2) to ensure alignment with the strategic plan and to promote cooperation, empowerment, and innovation. Teams are responsible for scheduling and managing work to operate and improve their key processes. All team leaders meet monthly to assess performance, review customer feedback, identify opportunities for improvement, and share best practices. To keep current with business needs, promote agility, and encourage professional growth and development, cross-training is provided to all employees in at least two to three positions, and lateral service is emphasized.
- Landmark achieves effective communication and skill sharing across work units, jobs, and locations through its Communication Process (Figure 5.1-1), the Foodtrak Knowledge Management system, and other systems, such as a communication log (a benchmarking process of a Baldrige Award recipient), cross-training, and meetings (all-employee, monthly team leader, and shift meetings). Skill sharing also is facilitated through process improvements that are documented and included in Foodtrak to ensure standardized processes and procedures and by sharing best practices. These approaches may support Landmark’s commitment to its success factors of superior service and operational excellence.
- Landmark’s formal employee performance management system is its IRDP process, which is designed to provide two-way communication between employees and managers and includes a performance appraisal. IRDPs are aligned with organizational and department action plans and are reviewed quarterly during the first year and annually thereafter, with midyear check-ins to assess progress and identify barriers. Managers also participate in a biennial 360-Degree Feedback Process. Multiple reward and recognition mechanisms (e.g., dining certificates, birthday recognition, and on-the-spot awards such as gift cards and monetary bonuses) reinforce and support high performance and a focus on customer and business goals.

- Landmark uses a systematic Job Review Process (Figure 5.1-2) to identify characteristics and skills needed by potential employees that are then documented in formal job descriptions. The job descriptions are based on process requirements and are systematically refined as part of the annual Strategic Planning Process or after major process changes. Job descriptions are updated and shared through IRDPs. Skills needed for newly created positions are identified by the hiring manager based on goals for the position. Functional flowcharts of key processes are validated and updated through weekly reviews after employees are hired.
- In addition to the Job Review Process (Figure 5.1-2), Landmark uses its systematic eight-step Recruiting and Hiring Process (Figure 5.1-3) to recruit and hire employees; this process has been refined through input from employees and managers and annual DINERS Team reviews. Both processes are integrated with Landmark’s Strategic Planning Process to ensure each addresses both short- and longer-term organizational needs and directions. Employees and managers are involved in interviews of potential employees, and a staffing agency is contracted to address targeted recruitment efforts to reduce diversity gaps.
- Landmark’s formal succession planning initially identifies individuals to be developed for each leadership position and has been refined to include team leaders. The succession plan includes a career path, rotational assignments, training, development activities, and job shadowing of the future role. The plan is reviewed every six months by the Chief Executive Officer and the Business Excellence (BE) Director. In addition, as part of their IRDPs, all employees are asked to develop career goals that include developmental goals, action plans, and estimated timelines; those who express an interest in the industry are supported through special training. These processes support Landmark’s commitment to its value of employee development.

OPPORTUNITIES FOR IMPROVEMENT

- Although Landmark’s work systems approach includes employee representation on process teams, on DINERS Teams, and in leadership positions to promote cooperation and empowerment, it is not clear how this approach helps the organization to capitalize on the diverse cultures and ideas of its workforce. Without a systematic approach, Landmark may have difficulty addressing its strategic challenge of having available skilled and motivated employees to match the growth of the organization.
- Although Landmark has a process to recruit and hire new employees, a systematic approach to retain employees is not evident. As a result, the organization may be limiting its effectiveness in addressing its strategic challenge of having available skilled and motivated workers and in addressing its key success factors of providing superior service and operational excellence.

5.2 Employee Learning and Motivation

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark ensures that education and training efforts for employees align with organizational strategies and action plans identified in Figure 2.2-3 by using the Strategic Planning Process and resulting strategic objectives to create IRDPs. This linkage and alignment also ensures that key requirements associated with Landmark’s business needs and directions and the accomplishment of its action plans are addressed at the organizational level in its training and development approaches. Also, DINERS Teams are used to identify improvement strategies that frequently are supported by training; for example, changes in the strategic plan have focused training for 2005 on ethics monitoring, the catering service and HMR delivery service, the Foodtrak system, and strategic planning.
- Landmark uses formal training methods to address needs associated with new employees, including a four-hour orientation provided by senior leaders, a virtual tour, and the Employee Handbook. Team leaders provide on-the-job training. New employees are assigned a coach/mentor for the first three months and job-shadow the coach for three to five days. Throughout the year, training is provided on CPR, safety, workplace violence, OSHA requirements, safe handling of equipment, and building security through line-ups, on-line modules, and all-employee meetings. Employees are required to pass the NRA course for food handling and food safety, and all managers complete the Food Service Manager’s Certification.
- Landmark seeks and uses input from employees and their supervisors and managers on education, training, and development needs through employees’ IRDPs, the Employee Satisfaction Survey, and informal feedback during line-up meetings. Organizational learning and knowledge assets are formally incorporated into education and training through coaching, sharing best practices at monthly all-employee meetings, using the Foodtrak Knowledge Management system as part of research for DINERS Teams, and providing outside trainers with key information from Foodtrak to incorporate into training.
- Landmark reinforces the use of new knowledge and skills through line-ups, coaching, and on-the-job training, which includes immediate reinforcement and ongoing oversight of a team leader to help reinforce the use of new skills. For external training, supervisors develop a plan for the employee’s use of a new skill, and employees are expected to share their key learnings by entering lessons learned into the Knowledge Management System. Further reinforcement is provided by including training in employees’ IRDPs and evaluating employees on their attainment of skills.

- Landmark evaluates the effectiveness of its training using formal end-of-class evaluations, feedback from annual employee surveys, and correlations of improvement activities associated with related training. Other indicators include the accomplishment of action plans and the percentage of goals attained in employee IRDPs.
- Employees are motivated to develop and utilize their full potential through their IRDPs, which are linked to organizational strategic and action plans, as well as each individual's career goals, and are systematically reviewed with the supervisor. Raises and promotions are tied to performance appraisal results but can be given any time at the manager's discretion. This process demonstrates Landmark's commitment to its value of employee development and its strategic objective of being the employer of choice.

OPPORTUNITIES FOR IMPROVEMENT

- Although employees develop IRDPs through the Strategic Planning Process (Figure 2.2-1), it is not clear how Landmark addresses training related to performance measurement or how it balances the individual training needs and those associated with career progression with short- and longer-term organizational objectives. Given the high turnover of staff within the industry, without a systematic process Landmark may not be effective in meeting the needs of its employee groups or in addressing its key success factors of providing superior service and operational excellence.
- Although employees and supervisors can provide input on training delivery approaches through their evaluation of current training and as part of the IRDP development process, it is not evident that there is a systematic process to seek and use input from employees and their supervisors and managers to determine appropriate delivery approaches prior to establishing the training. Also, it is not evident that there is a systematic process to provide input regarding informal training approaches, such as on-the-job training, which is most often used.
- Although Landmark generally has a “debrief period” for retiring and departing employees to train their replacements and document best practices, it is not clear if this approach to transferring knowledge is systematic and consistently deployed throughout Landmark. This may be particularly important given Landmark's stated desire to keep a core of employees who are the knowledge base of the company, given the strategic challenge of the availability of skilled and motivated employees, and the generally high industry turnover rates. Although there is an expectation that employees will share learning from external training by entering lessons learned into the Knowledge Management System, it is not evident that Landmark has a systematic approach to document employees' new knowledge and skills from internal training for long-term organizational use.

5.3 Employee Well-Being and Satisfaction

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark ensures and improves workplace health, safety, security, and ergonomics through a contractor who monitors OSHA compliance, provides health and safety training, and conducts regular inspections. Employees provide suggestions for improving workplace factors at line-up meetings and IRDP sessions. The BE Director manages the vendor relationship and evaluates vendor performance. Team leaders monitor measures, and DINERS Teams are created when opportunities for improvements are identified by vendor inspections or employee suggestions. Sample performance measures, improvement targets, and benchmarks differentiated for hourly and salaried workers are shown in Figure 5.3-1.
- Landmark has a formal Disaster Preparedness Plan to ensure workplace preparedness at its restaurant locations for general business disasters (e.g., fire) and natural disasters that are likely to occur in the area (e.g., hurricanes). The plan details actions employees should take and identifies ongoing activities to support disaster recovery, such as daily data system backup, off-site data storage, and a backup technology plan. The plan is reviewed and updated annually, and the information is available to all employees of the organization, with hard copies at each restaurant and in senior leaders’ homes. An electronic version also is available in the Foodtrak Knowledge Management system. During orientation, new employees receive initial information on emergency procedures that is reviewed on an ongoing basis. Drills are conducted monthly.
- Landmark uses its Employee Satisfaction Survey, IRDP Process, and the results of exit interviews to determine the key factors that affect employee well-being, satisfaction, and motivation. Key factors are segmented for hourly and salaried workers. The Employee Satisfaction Survey can be analyzed to identify the factors for various employee groups, and it asks employees to rank order various satisfaction factors by importance and their degree of satisfaction with these factors.
- To support its employees, Landmark uses a cafeteria-type health care plan with a dollar limit that allows employees to tailor their benefits to meet their own diverse needs. Examples of these benefits include a 401k plan, subsidized medical insurance, a child care subsidy, health club membership, subsidized transportation, paid time off for holidays, time off for community involvement/volunteer activities, in-restaurant dining discounts, and recognition for participating in improvement activities. Benefits are prorated for part-time employees, and on-call workers may purchase medical insurance at reduced rates. These benefits reflect Landmark’s commitment to addressing its strategic objective of being the employer of choice.

- As its key tool for determining employee satisfaction, Landmark conducts an on-line, semiannual Employee Satisfaction Survey that is modeled after a national survey by the NRA and enables comparison to national results in the hospitality industry and best-in-class benchmarks. Response rates exceed 90% and are segmented by job, location, gender, age, and ethnicity. Landmark also monitors employee turnover, the rate of IRDP completion, absenteeism, sales per server, results from exit interviews, and work environment measures (Figure 5.3-1) as other indicators of employee satisfaction and well-being. When declining results occur, DINERS Teams are created to conduct reviews and make improvements.
- Senior leaders review indicators of employee satisfaction and motivation, including Employee Satisfaction Survey results, and regularly conduct correlation analyses with Landmark’s Voice of the Process and Voice of the Customer measures. These analyses are used to identify potential opportunities for improvement in the work environment that impact key business results. Results of these analyses are addressed by DINERS Teams.

OPPORTUNITIES FOR IMPROVEMENT

- While the organization addresses safety through the use of an outside firm and employees address safety needs and improvements at line-ups, it is not clear how Landmark addresses safety and other issues for employee segments, such as administrative office workers or outside contractors’ employees (e.g., custodial and security personnel) who work on Landmark’s premises.
- It is unclear how Landmark’s workplace Disaster Preparedness Plan considers the needs of on-site contracted employees or its employees working off site, such as delivery and catering personnel, to make them aware of the plan and their actions and responsibilities in the event of a disaster. Without this information, Landmark’s Disaster Preparedness Plan may not effectively address the needs of all employee groups.

Category 6 Process Management

6.1 Value Creation Processes

Your score in this Criteria Item for the consensus stage is in the 70–85 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Using information gathered through the Voices system, Landmark determines that its key value creation processes are those that add value to the dining experience according to the customer’s perspective. This same system provides information during strategic planning to identify emerging processes, which are then added to the Strategy Matrix and undergo an annual review. Landmark has identified key processes for its restaurants, catering and HMR business lines, and various product/service segments (Figure 6.1-1).
- Value creation process requirements are determined by using Voices data from multiple stakeholders and are gathered before, during, and after the dining experience. Landmark’s suppliers provide information through their participation in reviews and input to the Foodtrak Knowledge Management component. The Purchasing Consortium Manager and key suppliers participate in the monthly executive review meetings, where key metrics are discussed and opportunities for revisions are identified.
- Cross-functional and cross-restaurant DINERS Teams use a formal, systematic, nine-step method to design value creation and support processes (Figure 6.1-2). This process begins with stakeholder requirements and includes flowcharts, in-process metrics, targets from the Scorecard, a pilot phase, communication, training, and an annual evaluation. The Process Design Process also includes searches for new technology and a search of the Knowledge Management System for relevant information.
- Landmark has identified the key performance measures and indicators for its value creation processes (Figure 6.1-1). To ensure the day-to-day operation of its processes meets key requirements, Landmark uses on-line and hard copy documentation of its value creation processes, training and on-the-job reinforcement, visual management and job aids, walk-throughs for certain events, and twice-daily line-ups, where key performance information is shared and reviewed. Customer input obtained through the Voices system is used in value creation process management, and supplier input is acquired through a variety of periodic meetings.

- Landmark uses its DINERS Improvement Process (Figure 6.1-3) to annually review and improve its value creation processes and to keep them current with business needs and directions. Cross-functional employee teams are trained in the DINERS Improvement Process and related tools, and employees are trained to identify potential improvement opportunities that might necessitate a DINERS Team review at times other than the annual cycle. Process improvements are shared through monthly team leader process meetings and the Foodtrak Knowledge Management system. Process changes are documented and included in employee training guidelines within ten days.

OPPORTUNITIES FOR IMPROVEMENT

- A systematic process is not evident for incorporating cycle time, cost control, productivity, and other effectiveness and efficiency factors into its value creation process design approach. Further, it is not clear how Landmark implements the processes, once designed, to ensure they perform as expected and meet design requirements. Without a systematic process to incorporate efficiency and effectiveness factors into process design, it may be difficult for Landmark to ensure that its value creation processes are achieving the desired performance.
- Although Landmark conducts “quick and economical” pre-audits and daily observation of processes, it is not clear how these approaches enable Landmark to systematically minimize the cost of inspections and audits or to prevent rework or defects, as appropriate.

6.2 Support Processes and Operational Planning

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark determines its key support processes, as well as related key requirements, in-process measures, and outcome measures (Figure 6.2-1) at the same time and in a similar fashion as its key value creation processes. The processes are identified either through Step 4 in the Process Design Process (Figure 6.1-2) or through strategic planning. Many support process measures also are on the Scorecard, which is aligned with strategic objectives and action plans to help achieve business success.
- Key support process requirements are determined by process owners and suppliers based on information from the Voices system. Support process requirements (Figure 6.2-1) include hiring of suitable employees; an accurate, timely, and cost-efficient payroll; information system availability; and multiple requirements for suppliers (Figure P.1-5).
- Landmark’s team leaders and DINERS Teams use a nine-step approach (Figure 6.1-2) to design Landmark’s key support processes to meet all key requirements. The approach starts with the determination of the desired outcomes and incorporates new technology in Step 4 of the design approach.
- Landmark has identified its key support processes, as well as associated measures and indicators used to control and operate the processes (Figure 6.2-1). The Foodtrak system provides prompts to guide and standardize support processes. The system is also used to communicate changes in processes to all employees.
- Support processes are improved using the DINERS Improvement Process (Figure 6.1-3) and are reviewed annually by DINERS Teams for needed improvements of approaches or measures. Improvements are shared departmentally and with internal customers, and they are documented in Foodtrak to ensure they are used for organizational learning and innovative approaches for other processes. Process changes are included in employee training guidelines within ten days, and employees receive updated training.
- Landmark uses its annual Budget Process to ensure adequate resources are available to support its operations. The Budget Process follows the Strategic Planning Process, and departments present requirements for both current operations and for accomplishing their respective action plans. The Leadership Team then reviews all requests, prioritizes them based on operational and investment priorities related to the strategic plan, and allocates the required resources accordingly.

- Landmark has a Disaster Recovery Program designed to ensure operations can resume within a reasonable amount of time after an emergency. This program includes IT systems backup, employee safety procedures, and return-to-work instructions that focus on disasters likely to happen in its region (e.g., a hurricane).

OPPORTUNITIES FOR IMPROVEMENT

- While Landmark considers employees working in value creation processes to be internal customers, and while value creation processes results are shared with all employees, it is not clear how Landmark systematically uses input from its internal customers in the determination of key support process requirements. Without input from these key stakeholders, it may be difficult for Landmark to identify valid and important key support process requirements.
- It is not clear how Landmark systematically incorporates cycle time, cost control, productivity, and other effectiveness and efficiency factors in its support process design approach. Further, it is not clear how it implements the processes, once designed, to ensure they perform as expected and meet design requirements.

Category 7 Business Results

7.1 Product and Service Outcomes

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark’s results for two measures related to the first contact with the customer, Wait Time for Seating and Service (Figure 7.1-1) and Table Cleanliness ratings (Figure 7.1-8), demonstrate improving trends from 2000 to 2004. For example, during this time period, wait time for seating without a reservation decreased from approximately 45 minutes to 20 minutes. Also, time until first service improved from about 45 minutes to approximately 12 minutes. Wait time for seating with reservations and table cleanliness ratings at both restaurants are better than those of local competitors. Wait time improvements are related to changes recommended by a DINERS Team.
- Results for Timeliness of Delivery (Figure 7.1-5) demonstrate improved performance from 2000 to 2004 for both restaurants, with the overall Landmark level increasing from approximately 83% to 95%. The 2004 performance levels of the catering and take-out business lines are better than those of the competitors shown. In addition, during the same time frame, results for Cooking Time (Figure 7.1-6) and Server Pick-up Time (Figure 7.1-7), which can contribute to timeliness of delivery, show steady or improved performance levels and are better than those of its competitors. Also, its overall organization pick-up time decreased from almost 3 minutes to less than 1.5 minutes. Performance in these areas may be especially noteworthy given Landmark’s strategic challenge to increase its catering and take-out revenues and its strategic objective to improve product and service performance.
- Landmark’s performance in Standards of Acceptability for Food (Figure 7.1-2) improved from 2000 to 2004 for all measures presented. Performance in presentation improved from about 83% to over 95%, results for temperature increased from 75% to approximately 97%, and timeliness increased from about 84% to 95%. These value creation process measures may be leading indicators of customer satisfaction.
- Figure 7.1-3, Results for Order Accuracy, demonstrates an improving trend from 2001 to 2004 for both restaurants and the catering and take-out services, and overall organization performance improved from about 86% in 2001 to 95% in 2004. In addition, the order accuracy for restaurants and catering outperforms Landmark’s competitors by an increasing margin. Order accuracy is a requirement of all dining and catering customers, a Scorecard measure, and a requirement for the order-taking process.

OPPORTUNITIES FOR IMPROVEMENT

- Although most product and service results are segmented by location and a few are segmented by service type (restaurant, take-out, catering) or time of day (lunch or dinner), Wait Time results (Figure 7.1-1) are not segmented by location, and results for Standards of Acceptability for Food (Figure 7.1-2) are not segmented by location or service type.
In addition, no results are segmented by customer group (e.g., families, businesses, and tourists) even though these customer groups have unique requirements (Figure P.1-4) in addition to common requirements. Further segmentation may help Landmark to understand its relative performance for various customer groups, as well as specific locations and services, and identify differences that may be opportunities.
- It is not evident that Landmark’s results for product and service outcomes cover all areas of importance. For example, no results are provided to indicate performance relative to family requirements for a “child friendly” atmosphere and “healthy menu options,” business sector requirements for a “business conducive” environment, singles’ requirements for broad beer and wine choices, and tourists’ desire to have a “fun experience.” In addition, no results are shown for the key requirement for all customers to receive good value and have a memorable dining experience.
- No comparisons are provided for Standards of Acceptability for Food (Figure 7.1-2), for wait time without reservation, or for first service (Figure 7.1-1). Without comparisons to competitors or benchmarks, Landmark may have difficulty assessing its relative performance and identifying opportunities for improvement in a highly competitive market.
- While most levels and trends in product and service performance are positive, some opportunities remain. For example, take-out service performance for Timeliness of Delivery (Figure 7.1-5), while generally improving, has been lower than Landmark’s competitors.

7.2 Customer-Focused Results

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark’s performance in Overall Customer Satisfaction (Figure 7.2-1) shows improvement in all reported categories from 2000 through 2004, with catering customers’ satisfaction increasing from about 93% to over 98%. In 2004, performance for external surveys, internal surveys, and dine-in at both restaurants is above the best-in-class comparison and at or above the Baldrige Award recipient benchmark. These results may reflect the effectiveness of Landmark’s customer-focused improvement activities (Customer First training and process changes to improve cycle time and service) and support Landmark’s value of excellence in service and customer focus.
- As shown in Figure 7.2-2, results from internal surveys for Customer Satisfaction with Quality (of the dining-in experience) demonstrate continuing performance improvement from 2000 to 2004 in all segments reported, with the combined performance for all segments increasing from approximately 94% to about 97%. Performance in four of the five segments in 2004 is at, or very near, the best-in-class comparison. Sample Aggregated Verbal Comments about the dining-in experience (Figure 7.2-3) also show improvement in all nine evaluation areas from 2001 to 2004. The most improvement can be seen in the percentage of favorable comments about wait time, which increased from 77.5% to 93.1%.
- Landmark’s results related to the Secret Diners Association and Employee Dining Reports (Figure 7.2-4) improved from 2000 through 2004, and its performance levels are substantially better than the performance of its competitor. While Landmark’s competitor for the Secret Diners Association and Employee Dining Reports performed in 2004 at approximately 88% and 85% respectively, Landmark’s performance was at 97% and 95%. These results may indicate the success of its customer-focused approaches.
- Results from 2001 through 2004 show favorable trends for the total number of complaints, the number of complaints received during and after dining, and the amount spent on complimentary meals (Figure 7.2-5), all indicators of customer dissatisfaction. The total number of complaints decreased from nearly 400 in 2000 to fewer than 300 in 2004, while the competitor’s complaints increased from about 250 to more than 500.

- From 2000 to 2004, the number of catering customers increased from about 300 to over 1,500, and the number of Our Family members increased from about 50 to approximately 3,800 (Figure 7.2-6). In addition, the percentage of these customers who dine in Landmark’s restaurants or use catering more than once has increased since 2001. Also, customer retention percentages for these customers are above the industry retention comparison. The number of referrals made by Our Family members and other customers, as well as the percentage of customers who join the Our Family program as a result of referrals, also has steadily increased (Figure 7.2-7). These results may reflect the success of targeted activities to build relationships and help Landmark achieve its revenue growth objectives.

OPPORTUNITIES FOR IMPROVEMENT

- With the exception of the results shown in Figure 7.2-2, Customer Satisfaction with Quality (Internal Surveys) customer-focused results are not segmented by key customer groups—families, businesses, and tourists—or in Figure P.1-4, which indicates that couples and singles account for 45% of Landmark’s sales. Also, few results are segmented by location, service, or meal type (i.e., lunch and dinner). This lack of segmentation may make it difficult for Landmark to identify and target specific areas needing improvement for its various customer groups.
- There are no customer satisfaction comparisons for catering and take-out. Also, it is not evident that Landmark measures customer retention for patrons (other than catering customers) who have not signed up for the Our Family program. Without measures of perceived value for its entire range of customers, it may be difficult for Landmark to assess its overall success.

7.3 Financial and Market Results

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark’s Gross Profit per Seat (Figure 7.3-1) has increased from approximately \$9,000 in 2001 to approximately \$13,000 in 2004. This performance is substantially better than its most relevant comparison, the upper quartile median of small restaurants (which has remained nearly level during this time period at about \$8,000), and it is significantly better than the 2004 level of \$10,000 of the upper quartile median for restaurants of all sizes. These results support Landmark’s competitive success factor—to use facilities effectively—and its objective—to sustain financial performance.
- Landmark’s performance for Return on Owner’s Equity (Figure 7.3-2) shows a positive trend, increasing from 6% in 2000 to 8% in 2004. In addition, it has met or exceeded its goal during this time period, and it has surpassed the upper quartile of small restaurants and equaled the industry upper quartile in 2003 and 2004. These results support Landmark’s objective to sustain financial performance.
- Landmark’s Current Ratio (Figure 7.3-3) has been equal to or better than the industry average from 2000 to 2004, has steadily improved since 2001, and in 2003 and 2004 met the goal of 2:1 without the reserve fund. These results indicate the organization’s success in achieving its goal to maintain an average ratio that provides a safety net and allows for investment in growth. In addition, the Profit and Loss Summary (Figure 7.3-4) currently is equal to or better than the industry standard for cost of sales and earnings before interest and tax (EBIT). These results support Landmark’s objectives to sustain financial performance and increase take-out, catering, and HMR business.
- With the exception of one year (2002), Landmark’s Restaurant Revenue Growth from 2000 to 2004 (Figure 7.3-5) exceeded or equaled its comparisons, the top 2 out of 43 restaurants in the Secret Diners Association. In addition, results for Market Share by Division (Figure 7.3-6) indicate that it is moving toward its goal, especially at the Houston restaurant, of 10% of the local market for small steak and seafood restaurants. These results support Landmark’s strategic objective to sustain financial performance and may be an early indicator of success in an environment of increasing competition.
- Landmark’s Occupancy Rate (Figure 7.3-7) at both restaurants has improved from 80% in 2000 to 86% in 2004, and it is approaching the performance levels of its benchmark at 90%. This performance may indicate the effectiveness of its improvement approaches, such as reconfigured seating in both restaurants. These results support the competitive success factor of effective use of facilities and the organizational objective to sustain financial performance.

- Landmark has identified 15% growth as a desirable target for its new catering and take-out services (Figure 7.3-8) in order to manage growth. Performance for both services has been within 5 percentage points of this target from 2001 to 2004, and 2004 performance meets the target.

OPPORTUNITIES FOR IMPROVEMENT

- Results and comparisons for only one year (2004) are provided in Figure 7.3-4, 2004 Profit and Loss Summary, and, although cost of sales and EBIT results are favorable, controllable expenses and occupancy costs are at or near industry averages. In addition, some comparisons for financial and market results are to industry averages rather than best-in-class.
- Although Landmark's performance in Market Share by Division (Figure 7.3-6) demonstrates improving performance, the market share for its Galveston restaurant and its catering service are below that of its nearest competitor and its own goal. This may be especially noteworthy given Landmark's strategic challenges of continued expansion of products and services and an increase in the number of competitors with a projected growth rate of 5.2%.
- Although the new business segments of catering and take-out (Figure 7.3-8) are within Landmark's desired 15% growth range in 2004, no comparative data are provided. Comparative information could help Landmark to evaluate its relative performance in these new areas.

7.4 Human Resource Results

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark’s key measures of work system performance include the Percentage of Positions Filled from Within, Hiring Cycle Time, and Employee Turnover Rate (Figures 7.4-1, -2, and -3, respectively). For each of these measures, results show improvement trends from 2000 to 2004. During this time, performance in Positions Filled from Within increased from 50% to 80%; performance in Employee Turnover Rate improved from about 98% to approximately 75% while the industry average increased to approximately 120%; and performance in Hiring Cycle Time for hourly employees, a process addressed by a DINERS Team, now equals its Baldrige Award recipient benchmark.
- Results for IRDPs on Target (Figure 7.4-5) and Succession Plans (Figure 7.4-6) demonstrate improved performance from 2000 to 2004. Employee satisfaction with IRDPs and the percentage on target show improvement trends from approximately 45% and 78% in 2000 to 63% and 85%, respectively, in 2004. The percentage of succession plans completed reached 100% for both management and team leaders in 2004, with team leaders’ completion improving from 40% in 2001 and management’s completion improving from approximately 50% in 1999. Performance in these areas may reflect Landmark’s focus on its value of employee development.
- Landmark’s results for Cross-Training Hourly Employees to Standards (Figure 7.4-7) and % Growth in FTE Employees (Figure 7.4-8) demonstrate improving performance from 2000 to 2004. The percentage of employees cross-trained within two months of their hiring improved from 40% in 2000 to nearly 70% in 2004, while the percentage of cross-trained employees with more than one year and those with the company between two months and one year improved from 80% and 60%, respectively, in 2000 to 100% in 2004. In addition, Landmark has reduced the growth in FTE employees from 0.20% in 2000 (the year the cross-training program was implemented) to less than 0.05% in 2004, which is below the industry average.

- Employee Satisfaction Results (Figure 7.4-9) demonstrate improved performance from 2000 to 2004 in many of the key factors identified as affecting employee satisfaction. Performance in 2004 in three of six factors for hourly employees and four of five factors for salaried employees is better than the NRA-best benchmark, with the overall performance for both hourly and salaried nearing the benchmark's level. Performance in this area may have a positive impact on Landmark's ability to address its key human resource strategic challenge of availability of skilled and motivated employees to match the expected growth of Landmark and its strategic objective to be an employer of choice.
- Landmark's performance levels in Safety Measures (Figure 7.4-11) have improved in the three categories presented—number of injuries, worker's compensation claims, and security violations—from 2000 to 2004. Injuries improved from seven to one (better than the Baldrige Award recipient benchmark), workers' compensation claims improved from two to one (equal to the benchmark), and security violations from six to one (equal to the benchmark) during this period.

OPPORTUNITIES FOR IMPROVEMENT

- While Landmark presents a number of diverse employee segments, including job categories, ethnicity, and full- and part-time workers in its Organizational Profile, Figure P.1-2, it does not provide human resource results that are segmented beyond hourly and salaried workers. Further, the comparisons provided in Figures 7.4-1 through 7.4-3 address only performance for the hourly workers and do not include relative comparisons for the salaried workers. Without this information, it may be difficult for Landmark to assess the impact of its human resource-focused improvement activities relative to these varied segments and to ensure it is reaching its strategic objective to be an employer of choice.
- Landmark does not present results relating to the training and development approaches it describes in Item 5.2 or for the employee well-being and satisfaction approaches described in Item 5.3. Among the missing results for approaches described in Item 5.2 are those related to the effectiveness of its Customer First training, On-the-Job-Training, the NRA's food handling and food safety courses, and management and leadership courses described in Item 5.2a(6). Missing results for approaches described in Item 5.3 include those associated with absenteeism and most of the work environment measures presented in Figure 5.3-1. Without these measures, it may be difficult for Landmark to gauge the effectiveness of these courses, its training approaches, and its employee well-being and satisfaction approaches.

- Results for several areas of employee satisfaction presented in Figure 7.4-9 are significantly below Landmark’s benchmark. Its performance in Competent Management is 10% below its NRA benchmark, and it has remained relatively flat from 2002–2004. Performance in compensation (hourly and salaried) and benefits (hourly), while improving, is still well below that of the benchmark comparison. This may be particularly noteworthy because Landmark has identified these areas as key factors affecting employee satisfaction.

7.5 Organizational Effectiveness Results

Your score in this Criteria Item for the consensus stage is in the 70–85 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark’s results for two measures of organizational productivity, Revenue per Employee (Figure 7.5-1) and Chef Volume (Figure 7.5-2), demonstrate improving performance trends from 2001 to 2004. During this period, its overall performance for Revenue per Employee increased from approximately \$33,000 to more than \$40,000, and in 2004 it equaled the best-in-class comparison. Performance in Chef Volume for catering increased from about 3,800 to 4,800 during this period, and overall performance neared the benchmark’s performance level in 2004.
- Additional measures of efficiency used to evaluate key value creation processes include Prime Cost (Figure 7.5-3) and Cost per Employee (Figure 7.5-4), both of which show sustained improvements in performance from 2000 to 2004. During this time, the catering service’s performance in Prime Cost improved from 60% to 65%, and Landmark’s overall performance consistently exceeded its best-in-class comparison. In 2004, overall performance for Cost per Employee exceeded industry average, the benchmark, and Landmark’s target, despite the added costs associated with operating historical landmarks.
- Results associated with Landmark’s value creation processes, and in particular its Menu Design and Re-engineering Process—New Menu Item Performance (Figure 7.5-5) and Menu Item Development Cycle Time (Figure 7.5-6)—demonstrate improving performance from 2001 to 2004 and from 2002 to 2004, respectively. Performance in both areas is better than the industry average. Also, the number of hours to develop new menu items decreased from about 58 in 2002 to approximately 35 in 2004. These results may support Landmark’s strategic objective of operational excellence and its competitive success factor of fresh menu design.
- Landmark’s performance in Menu Item Shortages (Figure 7.5-7) has consistently matched or outperformed the comparisons provided (industry average and a local NRA industry best-in-class restaurant) since 2001. Performance has improved from 0.05% in 2000 to only 0.01% of new product orders unable to be filled in 2004.

- Landmark’s performance in Pre-Audit Scores (Figure 7.5-8) improved from 2000–2004, with overall performance increasing from about 72% to 90% and performance levels at or better than the best-in-class benchmark. From 2000 to 2004, performance in Set-up Cycle Time (Figure 7.5-9) improved for the catering line and both restaurants (e.g., Harrisburg Station improved from five minutes to less than two minutes) and compared favorably to the industry average in 2004. These results may support Landmark’s values of excellence in service and customer focus.
- Results for two key measures of efficiency—Spoilage (Figure 7.5-10) and Shrinkage (Figure 7.5-13)—show improving trends from 2000 to 2004. During this time, overall performance in food spoilage improved from 0.07% to less than 0.05%, and shrinkage decreased from over 0.05% to about 0.02%. In addition, 2004 performance for each measure is at or very near the best-in-class benchmark comparison.
- Landmark’s results for Supplier Performance (Figure 7.5-11) and System Availability and Help Desk Issue Resolution (Figure 7.5-12) improved from 2000 to 2004, with the supplier fill rate increasing from 95% to about 98% and system availability improving from 90% to about 98%. In addition, the 2004 performance levels for supplier performance and system availability and help desk issue resolution are equal to the best-in-class benchmark. These results may indicate the effectiveness of Landmark’s supplier/partner management approaches.

OPPORTUNITIES FOR IMPROVEMENT

- Landmark does not report results related to the operational measures for several of its value creation processes. Among the missing results are those measures or indicators related to the in-process measures for value creation processes identified in Figure 6.1-1, such as accurate scheduling for reservations and greeting, the order to the kitchen ten days in advance for event planning, staff/vehicles scheduled one week prior for delivery and event cleanup, and the availability of supplier inventory systems for the Purchasing Consortium. Without these results, it may be difficult for Landmark to identify causal relationships between its value creation process measures and customer-focused measures and respond proactively with appropriate improvement activities.
- Landmark does not report results related to the operational measures for several of its key support processes. Among the missing results are those measures or indicators related to the in-process measures for support processes identified in Figure 6.2-1, such as timely payroll information entry for its human resource management, health pre-inspections for its supplier management, the implementation of location and process plans for disaster preparedness, and the increase in meals served due to promotions for advertising and marketing. Without these results it may be difficult for Landmark to respond proactively with appropriate improvement activities.

7.6 Leadership and Social Responsibility Results

Your score in this Criteria Item for the consensus stage is in the 50–65 percentage range. (Please refer to Figure 5, “Scoring Guidelines.”)

STRENGTHS

- Landmark measures achievement of organizational strategy through the percentage of strategic action plans on target for achieving key milestones and deadlines (Figure 7.6-1). Results for this measure improved from about 50% in 2000 to over 90% in 2004, and they met or exceeded established targets from 2002 to 2003.
- The annual employee survey results provided in Figure 7.6-2, Perceptions of Ethical Behavior, indicate consistently improving performance, with the percentage of employees who strongly agreed with statements regarding the ethical behavior of fellow employees increasing from about 72% in 2002 to over 80% in 2004. In addition, Landmark’s performance has consistently matched or exceeded that of the best competitor benchmark. These results may indicate the effectiveness of its approaches to ensuring an environment that promotes ethical conduct.
- Financial Audit Results (Figure 7.6-4) for the annual external audit, a key measure of fiscal accountability, show a trend toward improvement in the number of findings from 2000 to 2004. For the past three years, Landmark has achieved its established target for this measure of no findings.
- Landmark’s performance with respect to Results of Health and Human Services (HHS) Audits (Figure 7.6-5) has shown sustained improvement from 2000 to 2004, with the overall score increasing from approximately 89% to nearly 100%. These results are better than the top 10% of the reported audits for the two cities in which Landmark operates. In addition, Landmark has not been cited for any violations of health or food safety codes at either of its locations in the past seven years nor has it been cited for any violations for waste removal or any employee-related regulation for the past five years.
- Landmark’s results for Contributions to the Community (Figure 7.6-6) and Services Donated (Figure 7.6-7) demonstrate improving performance from 2001 to 2004 and from 2000 to 2004, respectively. Its monetary donations to the community’s Restaurant Week increased from approximately \$3,500 in 2001 to \$5,000 in 2004, exceeding its top 10% comparison, which includes much larger restaurants. Approximately 130 of Landmark’s 212 employees participated in community-related events in 2003 and 2004 (Figure 7.6-7), reflecting the effectiveness of Landmark’s approach of allowing up to four days a year for employees to participate in community service-related activities.

- The Results for Developmentally Disabled and Disabled Veterans Employed (Figure 7.6-8) show improving performance from 2000 to 2004, with the combined number employed increasing from 4 to 25. Landmark also supports the hospitality industry. As shown in Figure 7.6-9, its performance in Employees Advancing Careers in Hospitality demonstrates improving performance in all factors from 2000 to 2004, including an increase in the number of active scholarships from one to six.

OPPORTUNITIES FOR IMPROVEMENT

- Comparative data are not provided for some key measures of leadership and social responsibility, including action plan achievement (Figure 7.6-1), financial audit results (Figure 7.6-4), and community support, specifically contributions and services donated (Figures 7.6-6 and 7). Without such comparisons, Landmark may have difficulty evaluating its progress in these areas.
- Results are not provided for several measures of ethical behavior. For example, no results on this topic are presented from the annual customer surveys noted in 1.2b. In addition, results are not provided for the number of code of conduct violations or for employment termination due to ethical issues, also referenced in 1.2b (although Landmark does state that these results are available on site). Further, Landmark does not provide results related to the key measures or indicators of trust in the senior leaders' governance of the organization from such stakeholder groups as partners and the community. Without results in these areas, it may be difficult for Landmark to accurately gauge its performance in its key value of ethics, honesty, and integrity.
- While Landmark's internal financial audits are more stringent than its external audits and its performance improved from 2002 to 2004 (Figure 7.6-4), its 2004 level (16 findings) is higher than the levels from 1999 to 2001. This decline in performance may make it difficult for Landmark to ensure its financial processes continue to achieve excellent results in external audits.

APPENDIX

By submitting a Baldrige application, you have differentiated yourself from most U.S. organizations. The Board of Examiners has evaluated your application for the Malcolm Baldrige National Quality Award. Strict confidentiality is observed at all times and in every aspect of the application review and feedback.

This feedback report contains the Examiners' findings, including a summary of key themes of the application evaluation, a detailed listing of strengths and opportunities for improvement, and scoring information. Background information on the examination process is provided below.

APPLICATION REVIEW

Stage 1, Independent Review

The Award Process review cycle (shown in Figure 1) begins with Stage 1, the independent review, in which members of the Board of Examiners are assigned to each of the applications. Assignments are made according to the Examiners' areas of expertise and to avoid potential conflicts of interest. Each application is evaluated independently by Examiners who write comments relating to the applicant's strengths and opportunities for improvement and use a scoring system developed for the Award Program. All applicants in all categories (manufacturing, service, small business, education, and health care) go through the Stage 1 evaluation process.

Award Process Review Cycle

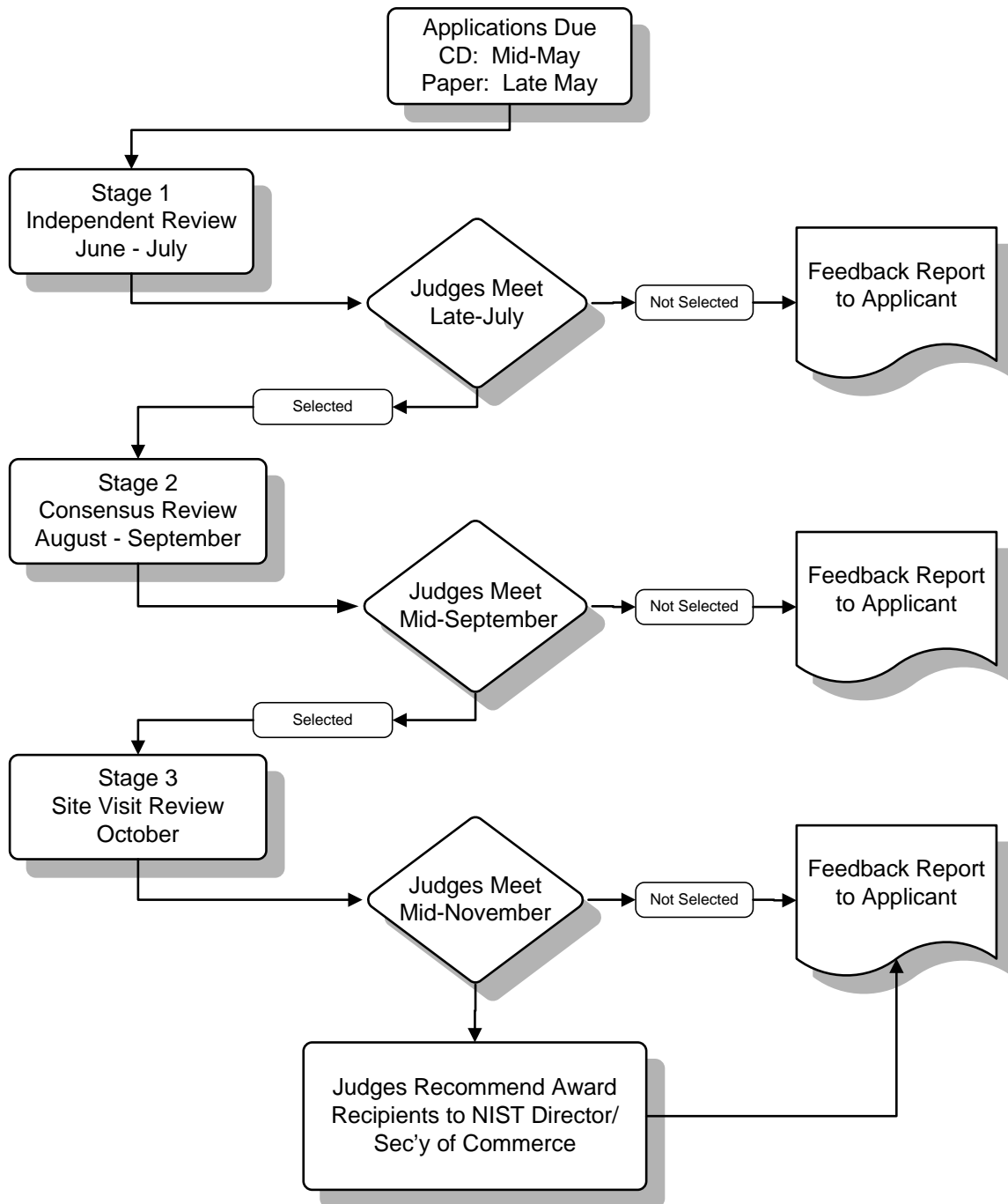


Figure 1—Award Process Review Cycle

Stage 2, Consensus Review

Based on Stage 1 scoring profiles, the Panel of Judges selects applicants to go on to Stage 2, the consensus review. If an applicant is not selected for consensus review, the comments written by Examiners at Stage 1 are reviewed and used to prepare a feedback report.

For those applicants that do progress to Stage 2, a team of Examiners, led by a Senior Examiner, conducts a series of conference calls to reach consensus on comments and scores that capture the team’s collective view of the applicant’s strengths and opportunities for improvement. The team documents its comments and scores in a consensus scorebook. The consensus review process is shown in Figure 2.

Step 1	Step 2	Step 3
Consensus Planning: <ul style="list-style-type: none">• Prioritize Items for Discussion• Assign Category/Item Discussion Leaders• Review Findings From the Independent Evaluations	Consensus Calls: <ul style="list-style-type: none">• Discuss Key Business/Organization Factors• Discuss Items and Key Themes• Achieve Consensus on Comments and Scores• Document Findings	Post-Consensus Call Activities: <ul style="list-style-type: none">• Prepare Final Consensus Scorebook• Prepare Feedback Report

Figure 2—Consensus Review Process

Stage 3, Site Visit Review

After the consensus review process, the Panel of Judges selects applicants to receive site visits based upon the scoring profiles. If an applicant is not selected for site visit review, one of the Examiners on the Consensus Team edits the final consensus report that becomes the feedback report.

Site visits are conducted for the highest-scoring applicants to clarify any uncertainty or confusion the Examiners may have regarding the written application and to verify that the information in the application is correct. After the site visit is completed, the team of Examiners prepares a final site visit scorebook. The site visit review process is shown in Figure 3.

Step 1	Step 2	Step 3
Team Preparation: <ul style="list-style-type: none"> • Review Consensus Findings • Develop Site Visit Issues • Plan Site Visit 	Site Visit: <ul style="list-style-type: none"> • Make/Receive Presentations • Conduct Interviews • Record Observations • Review Records 	Site Visit Scorebook: <ul style="list-style-type: none"> • Resolve Issues • Summarize Findings • Finalize Comments • Prepare Final Site Visit Scorebook • Prepare Feedback Report

Figure 3—Site Visit Review Process

Application reports, consensus scorebooks, and site visit scorebooks for all applicants receiving site visits are forwarded to the Panel of Judges, which makes final recommendations on which applicants should receive an Award. The Judges discuss applications in each of the five Award categories separately, and then they vote to keep or eliminate each applicant. If more than three applicants remain in a particular Award category, the Judges rank order applicants and eliminate those that rank lowest. This process is repeated until the top three applicants remain. Next, the Judges decide whether each of the top applicants should be recommended as an Award recipient based on an “absolute” standard: the overall excellence and the appropriateness of the applicant as a national role model. The process is repeated for each Award category; there may be as many as three recipients in each of the categories. The Judges’ review process is shown in Figure 4.

Step 1	Step 2	Step 3
Panel of Judges’ Review: <ul style="list-style-type: none"> • Application Reports • Consensus Scorebooks • Site Visit Scorebooks • Feedback Reports 	Evaluation by Category: <ul style="list-style-type: none"> • Manufacturing • Service • Small Business • Education • Health Care 	Assessment of Top Organizations: <ul style="list-style-type: none"> • Overall Strengths/ Opportunities for Improvement • Appropriateness as National Model of Performance Excellence

Figure 4—Judges’ Review Process

Judges do not participate in discussions or vote on applications in which they have a competing or conflicting interest or in which they have a private or special interest, such as an employment or a client relationship, a financial interest, or a personal or family relationship. All conflicts are reviewed and discussed so that Judges are aware of their own and others' limitations on access to information and participation in discussions and voting. Following the Judges' review and recommendations of Award recipients, the Site Visit Team leader edits the final site visit scorebook that becomes the feedback report.

SCORING

The scoring system used to score each Item is designed to differentiate applicants in the various stages of review and to facilitate feedback. The Scoring Guidelines for Business, Education, or Health Care (shown in Figure 5) are based on (1) evidence that a performance excellence system is in place; (2) the maturity of its processes as demonstrated by Approach (A), Deployment (D), Learning (L), and Integration (I); and (3) the results it is achieving.

In the feedback report, the applicant receives a percentage range. The percentage range is based on the Scoring Guidelines, which describe the characteristics typically associated with specific percentage ranges.

An applicant's total scores fall into one of eight scoring bands. Each band corresponds to a descriptor associated with that scoring range. Figure 6 provides scoring information on the percentage of applicants scoring in each band at Stage 1. Scoring adjustments resulting from the consensus review and site visit review stages are not reflected in the distribution.

SCORE	PROCESS (For Use With Categories 1–6)
0% or 5%	<ul style="list-style-type: none"> ▪ No systematic approach is evident; information is anecdotal. (A) ▪ Little or no deployment of an approach is evident. (D) ▪ An improvement orientation is not evident; improvement is achieved through reacting to problems. (L) ▪ No organizational alignment is evident; individual areas or work units operate independently. (I)
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> ▪ The beginning of a systematic approach to the basic requirements of the Item is evident. (A) ▪ The approach is in the early stages of deployment in most areas or work units, inhibiting progress in achieving the basic requirements of the Item. (D) ▪ Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) ▪ The approach is aligned with other areas or work units largely through joint problem solving. (I)
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> ▪ An effective, systematic approach, responsive to the basic requirements of the Item, is evident. (A) ▪ The approach is deployed, although some areas or work units are in early stages of deployment. (D) ▪ The beginning of a systematic approach to evaluation and improvement of key processes is evident. (L) ▪ The approach is in early stages of alignment with your basic organizational needs identified in response to the other Criteria Categories. (I)
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> ▪ An effective, systematic approach, responsive to the overall requirements of the Item, is evident. (A) ▪ The approach is well deployed, although deployment may vary in some areas or work units. (D) ▪ A fact-based, systematic evaluation and improvement process and some organizational learning are in place for improving the efficiency and effectiveness of key processes. (L) ▪ The approach is aligned with your organizational needs identified in response to the other Criteria Categories. (I)
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> ▪ An effective, systematic approach, responsive to the multiple requirements of the Item, is evident. (A) ▪ The approach is well deployed, with no significant gaps. (D) ▪ Fact-based, systematic evaluation and improvement and organizational learning are key management tools; there is clear evidence of refinement and innovation as a result of organizational-level analysis and sharing. (L) ▪ The approach is integrated with your organizational needs identified in response to the other Criteria Items. (I)
90%, 95%, or 100%	<ul style="list-style-type: none"> ▪ An effective, systematic approach, fully responsive to the multiple requirements of the Item, is evident. (A) ▪ The approach is fully deployed without significant weaknesses or gaps in any areas or work units. (D) ▪ Fact-based, systematic evaluation and improvement and organizational learning are key organization-wide tools; refinement and innovation, backed by analysis and sharing, are evident throughout the organization. (L) ▪ The approach is well integrated with your organizational needs identified in response to the other Criteria Items. (I)

Figure 5—Scoring Guidelines for the Business Criteria

SCORE	RESULTS (For Use With Category 7)
0% or 5%	<ul style="list-style-type: none"> ▪ There are no business results or poor results in areas reported. ▪ Trend data are either not reported or show mainly adverse trends. ▪ Comparative information is not reported. ▪ Results are not reported for any areas of importance to your organization’s key business requirements.
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> ▪ A few business results are reported; there are some improvements and/or early good performance levels in a few areas. ▪ Little or no trend data are reported. ▪ Little or no comparative information is reported. ▪ Results are reported for a few areas of importance to your organization’s key business requirements.
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> ▪ Improvements and/or good performance levels are reported in many areas addressed in the Item requirements. ▪ Early stages of developing trends are evident. ▪ Early stages of obtaining comparative information are evident. ▪ Results are reported for many areas of importance to your organization’s key business requirements.
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> ▪ Improvement trends and/or good performance levels are reported for most areas addressed in the Item requirements. ▪ No pattern of adverse trends and no poor performance levels are evident in areas of importance to your organization’s key business requirements. ▪ Some trends and/or current performance levels—evaluated against relevant comparisons and/or benchmarks—show areas of good to very good relative performance. ▪ Business results address most key customer, market, and process requirements.
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> ▪ Current performance is good to excellent in most areas of importance to the Item requirements. ▪ Most improvement trends and/or current performance levels are sustained. ▪ Many to most reported trends and/or current performance levels—evaluated against relevant comparisons and/or benchmarks—show areas of leadership and very good relative performance. ▪ Business results address most key customer, market, process, and action plan requirements.
90%, 95%, or 100%	<ul style="list-style-type: none"> ▪ Current performance is excellent in most areas of importance to the Item requirements. ▪ Excellent improvement trends and/or sustained excellent performance levels are reported in most areas. ▪ Evidence of industry and benchmark leadership is demonstrated in many areas. ▪ Business results fully address key customer, market, process, and action plan requirements.

Figure 5—Scoring Guidelines for the Business Criteria (Continued)

2005 Scoring Band Descriptors

Band	Band Number	% Applicants in Band ¹	Descriptors
0–275	1	**	The organization demonstrates the early stages of developing and implementing approaches to Category requirements, with deployment lagging and inhibiting progress. Improvement efforts focus on problem solving. A few important results are reported, but they generally lack trend and comparative data.
276–375	2	**	The organization demonstrates effective, systematic approaches responsive to the basic requirements of the Items, but some areas or work units are in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking. The organization obtains results stemming from its approaches, with some improvements and good performance. The use of comparative and trend data is in the early stages.
376–475	3	**	The organization demonstrates effective, systematic approaches responsive to the basic requirements of most Items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved. Results address many areas of importance to the organization’s key requirements, with improvements and/or good performance being achieved. Comparative and trend data are available for some of these important results areas.
476–575	4	**	The organization demonstrates effective, systematic approaches responsive to the overall requirements of the Items, but deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with organizational needs. Results address key customer/stakeholder, market, and process requirements, and they demonstrate some areas of strength and/or good performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the organization’s key requirements.
576–675	5	**	The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of the Items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning that result in improving the effectiveness and efficiency of key processes. Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the organization’s key requirements.
676–775	6	**	The organization demonstrates refined approaches responsive to the multiple requirements of the Items. These approaches are characterized by the use of key measures, good deployment, evidence of innovation, and very good results in most areas. Organizational integration, learning, and sharing are key management tools. Results address many customer/stakeholder, market, process, and action plan requirements. The organization is an industry ² leader in some areas.
776–875	7	**	The organization demonstrates refined approaches responsive to the multiple requirements of the Items. It also demonstrates innovation, excellent deployment, and good-to-excellent performance levels in most areas. Good-to-excellent integration is evident, with organizational analysis, learning, and sharing of best practices as key management strategies. Industry leadership and some benchmark leadership are demonstrated in results that address most key customer/stakeholder, market, process, and action plan requirements.
876–1000	8	**	The organization demonstrates outstanding approaches focused on innovation, full deployment, and excellent, sustained performance results. There is excellent integration of approaches with organizational needs. Organizational analysis, learning, and sharing of best practices are pervasive. National and world leadership is demonstrated in results that fully address key customer/stakeholder, market, process, and action plan requirements.

1. Percentages are based on scores from the Stage 1 review.

2. Industry refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons.

Figure 6—Scoring Band Descriptors

Baldrige National Quality Program

Baldrige National Quality Program
National Institute of Standards and Technology
Technology Administration
United States Department of Commerce
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

The National Institute of Standards and Technology is a nonregulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to develop and promote measurement, standards, and technology to enhance productivity, facilitate trade, and improve the quality of life. The Baldrige National Quality Program (BNQP) at NIST is a customer-focused federal change agent that enhances the competitiveness, quality, and productivity of U.S. organizations for the benefit of all citizens. BNQP develops and disseminates evaluation criteria and manages the Malcolm Baldrige National Quality Award. It also provides global leadership in promoting performance excellence and in the learning and sharing of successful performance practices, principles, and strategies.

Call BNQP or visit our Web site for

- information on improving the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business, Education, and Health Care (no cost)
- information on BNQP educational materials
- case studies

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web site: www.baldrige.nist.gov

American Society for Quality
600 North Plankinton Avenue
P.O. Box 3005
Milwaukee, WI 53201-3005

By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality becomes the community for everyone who seeks quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients videos

Telephone: (800) 248-1946; Fax: (414) 272-1734; E-mail: asq@asq.org
Web site: www.asq.org

excellence