

Landmark Dining, Inc.

Case Study Packet

Executive Summary

The Landmark Dining, Inc., Case Study was prepared for use in the 2005 Malcolm Baldrige National Quality Award Examiner Preparation Course. The Landmark Dining, Inc., Case Study describes a small business, a fictitious steak and seafood restaurant. There is no connection between the fictitious Landmark Dining and any organization, either named Landmark Dining, Inc., or otherwise. Other organizations cited in the case study also are fictitious, except for several national and government 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.

Use of a Case Study Packet

A Baldrige case study packet is composed of the tools used to train Baldrige Examiners and of the Examiners' working documents in the evaluation process. As such, the packet demonstrates the Baldrige Award application and evaluation processes and provides insight into and understanding of the Criteria on which evaluations are based. The case study packet is a useful tool that includes information relating to scoring, Criteria responses, and examination processes and illustrates the format for an application. In addition to being used by Examiners and Award applicants, case study materials are used by state and local award programs across the United States and in the internal award programs of many organizations. Countries around the world also have used the documents in the creation of their Baldrige-based award programs. The self-assessment and self-improvement uses of the case study packet are limitless. Outreach efforts of the Baldrige community also are strengthened by use of the materials in this packet.

Before 2002, several Baldrige case study packets were available in both printed format and electronic format (e-format). Currently, Baldrige case study packets are on the Baldrige Web site in e-format only. Case study packets prior to 2002 can be purchased from the American Society for Quality (ASQ). Ordering instructions are given below, under the heading "Baldrige Educational Materials."

The Executive Summary and the documents described below constitute the case study packet. The packet is used in conjunction with the 2005 Criteria for Performance Excellence and the Scorebook for Business, Education, and Health Care to illustrate an example of a 2005 Malcolm Baldrige National Quality Award application and the evaluation processes.

The Landmark Dining, Inc., Case Study

The Landmark Dining, Inc., Case Study is a sample application written about a fictitious organization applying for the Baldrige Award. It demonstrates the form and content of an application, providing information requested in the seven Categories of the Criteria for Performance Excellence. Responses are presented for each of the 19 individual Items, which comprise 33 separate Areas to Address.

The Landmark Dining, Inc., Case Study, which describes a fictitious small business organization in the restaurant industry, was an important part of the 2005 Examiner Preparation Course. Because the case study was developed to train Baldrige Examiners and others, including state and local programs and organizations who use it internally, the case study does not fully address all Criteria Categories.

The Landmark Dining, Inc., Scorebook

The Landmark Dining, Inc., Scorebook contains comments and a scoring range for each of the 19 Items of the application. The recommended scoring ranges for the Landmark Dining, Inc., Case Study are shown at the beginning of the report. For an actual application, information from the Examiners' scores is used by the Panel of Judges to determine if the applicant advances to the next stage of the review process. Details of the review process are included as an appendix in the Landmark Dining, Inc., Feedback Report.

The Landmark Dining, Inc., Feedback Report

The Landmark Dining, Inc., Feedback Report is an example of the written assessment that all Award applicants receive in response to their applications. Prepared by members of the Board of Examiners, feedback reports are based on the written application, comments and scores, and the results of site visits, if any. Feedback reports summarize key themes of the application evaluation, identify the band of an applicant's total score, identify a percentage range for each Criteria Category or Item, and list strengths and opportunities for improvement. They are intended to report the findings of the Examiners and should not be prescriptive in nature.

The 2005 Criteria for Performance Excellence

The 2005 Criteria for Performance Excellence provide a system and framework for organizational excellence. These Criteria are the basis for organizational self-assessments, for making Awards, and for giving feedback to Award applicants. The Business Criteria for Performance Excellence, like the education and health care counterparts, evolve with changing performance requirements and as these requirements become better understood.

Scorebook for Business, Education, and Health Care

The Scorebook for Business, Education, and Health Care provides Examiners with a concise, organized, and standardized method to record comments and scores as they evaluate an applicant for the Malcolm Baldrige National Quality Award. In addition to various worksheets used by Examiners, this booklet contains a high-level flowchart illustrating the scorebook development process.

Note: The Landmark Dining, Inc., Case Study is intended for use with the 2005 Criteria for Performance Excellence. As the Criteria and the Malcolm Baldrige National Quality Award processes undergo change each year, this case study packet may not be directly comparable with future editions of the Business Criteria.

Baldrige Educational Materials

Criteria for Performance Excellence

To receive individual copies of the *2005 Criteria for Performance Excellence* booklet, the *2005 Education Criteria for Performance Excellence* booklet, or the *2005 Health Care Criteria for Performance Excellence* booklet, contact the Baldrige National Quality Program (see ordering information on the last page of this Executive Summary).

To order bulk copies of the Criteria, contact ASQ (see ordering information on the last page of this Executive Summary). The fee is \$39.95 per packet of ten, plus shipping and handling. The item numbers for ordering bulk copies follow.

- 2005 Criteria for Performance Excellence—Item Number T1502
- 2005 Education Criteria for Performance Excellence—Item Number T1501
- 2005 Health Care Criteria for Performance Excellence—Item Number T1500

Videos of Award Recipients

Videos of Award recipients are a valuable resource for gaining a better understanding of performance excellence and quality achievement. The videos provide background information on the Baldrige National Quality Program, highlights from the annual Award Ceremony, and interviews with representatives from the Award recipient organizations for each year since the Award's inception in 1988.

Case Studies

2005 Case Study Packet: Landmark Dining, Inc. (a small business organization)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/Landmark_Dining.htm.

2004 Case Study Packet: Sandy Hill School District (an education organization)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/Sandy_Hill.htm.

2003 Case Study Packet: GeoOrb Polymers, North America (a manufacturing organization)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/GeoOrb.htm.

2002 Case Study Packet: CapStar Health System (a nonprofit health care system)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/CapStar.htm.

2001 Case Study Packet: TriView National Bank (a financial institution)

This case study is available in e-format at www.baldrige.nist.gov/TriView.htm and in print. To order the print version, call ASQ and request Item Number T1091. The cost per packet is \$49.95, plus shipping and handling.

2000 Case Study Packet: Coyote Community College (a public community college)

This case study is available in e-format at www.baldrige.nist.gov/Coyote.htm and in print. To order the print version, call ASQ and request Item Number T1090. The cost per packet is \$49.95, plus shipping and handling.

Baldrige National Quality Program

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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

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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
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