**Service Value**

There is no “proof” that something works like the results others have achieved using the *Baldrige Excellence Framework*. However, those organizations that embrace the Framework for excellence and apply the aligning/integrating principles consistently report better results than their peer groups with similar resources. Embedded in this text are links that share the best practices and results that service organizations have achieved using the *Baldrige Excellence Framework*. See the [Baldrige 20/20](http://www.nist.gov/baldrige/publications/upload/Baldrige_20_20.pdf) for highlights of successes; Pages 10-25 show examples of a service organization’s success. Pages 55-79 highlight other organizations on their journey and lessons learned along the way.

Another great resource on the Baldrige website is a series of application summaries that describe what winning service organizations stand for, how they operate and their best in class results. Diverse service examples included here are ‘best at’ ***consulting*** ([Studer Group](http://patapsco.nist.gov/Award_Recipients/PDF_Files/2010_Studer_Group_Award_Application_Summary.pdf)[), ***engineering*** (](http://www.baldrige.nist.gov/PDF_files/2010_Studer_Group_Profile.pdf)[Freese & Nichols](http://patapsco.nist.gov/Award_Recipients/PDF_Files/2010_Freese_and_Nichols_Award_Application_Summary.pdf)), ***hotels*** ([Ritz-Carlton](http://www.nist.gov/baldrige/ritz.cfm)) and ***restaurants*** ([K&N Management](http://patapsco.nist.gov/Award_Recipients/PDF_Files/2010_K%26N_Management_Award_Application_Summary.pdf)), ***finance*** ([Caterpillar Finance](http://patapsco.nist.gov/Award_Recipients/PDF_Files/Caterpillar_Application_Summary.pdf)),***telecommunications*** ([AT&T](http://patapsco.nist.gov/Award_Recipients/PDF_files/1994_AT%26T_Consumer_Communications_Services.pdf)[), ***package delivery***](http://www.baldrige.nist.gov/ATT_CCS.htm)[(FedEx](http://patapsco.nist.gov/Award_Recipients/PDF_files/1990_Federal_Express_Corporation.pdf)), distribution [(Premier](http://patapsco.nist.gov/Award_Recipients/PDF_Files/Premier_Application_Summary.pdf)) & ([Midway USA](http://www.nist.gov/baldrige/award_recipients/midwayusa.cfm)).

If you want a more complete story of each of these and other winners, follow the link for their [full applications](http://www.baldrige.nist.gov/Contacts_Profiles.htm) available on the Baldrige website. And while these examples highlight ‘national’ excellence, most began (and all winners starting in 2013 must begin) with application support from the state affiliates (like KYCPE for Kentucky.)

The *Baldrige Excellence Framework* is not another set of standards. The Framework helps service organizations integrate and meet the requirements of all key stakeholders including associates, customers, suppliers, distribution channels, and partner groups. The Framework guides planning, application writing, and focused feedback. The highest level benefit is to promote organizations aligning governing and operational strategies and tactics united on purpose, values, and a mission to create best-in-class results.

The *Baldrige Excellence Framework e* is a set of inter-related questions across seven categories:

**1.**       **Leadership**

**2.**       **Strategic Planning**

**3.**       **Customer Focus**

**4.**       **Measurement, Analysis and Knowledge Management**

**5.**       **Workforce Focus**

**6.**       **Operations Focus**

**7.**       **Results**

Answering these ‘priority’ questions leads organizations on a journey of breakthroughs and continuous improvement that commonly results in:

 Efficiency (cost savings and revenue growth)

 Effectiveness (accomplishing better outcomes resulting in more satisfied customers)

Engaged, loyal customers (positive word of mouth support and purchase of other services)

 Engaged workforce (staff members who love not only their work but their work environment)

Innovation and agility (the entire system is more able to flex and change with challenges)

Leadership connections (demonstrating enterprise and community stewardship)

Favorable comparisons against other service operations recognized for excellence.

For further information and consultation to aid your journey to Performance Excellence email us at info@kycpe.org  or call 859-281-1171 or502-608-2061.