The Governor's Business Achievement Awards
Large and Small Business

Governor of Mississippi
Ronnie Musgrove

Mississippi Quality Awards
MS Community and Junior Colleges

Mission: To provide recognition for Mississippi businesses that have experienced recent breakthrough achievement/improvement in those areas of financial and market results that are of importance to them and to the State of Mississippi. The award for large business and for small business will be presented by the Honorable Governor Ronnie Musgrove, in conjunction with the Excellence in Mississippi/Mississippi Quality Awards (MQA) conference/award ceremony on March 21, 2003.

Purpose: These awards are designed to continue building positive relationships between the Governor's office and Mississippi businesses, provide recognition, enhance positive perceptions of the public toward Mississippi businesses, and motivate organizations to continue their pursuit of performance excellence, while introducing them to and encouraging them to participate in the Mississippi Quality Awards Program; a program based on the Criteria for Performance Excellence from the Baldrige National Quality Program.

Eligibility: Any large or small business in manufacturing or service industries, whether publicly or privately held may apply.

Financial and Market Results Criteria: The criteria for the awards are intended to provide winning organizations an opportunity to gain a high level of visibility for achieving breakthrough improvements in *Financial and Market Results (shaded section on page 3)*. These Criteria are taken from the MQA Criteria for Performance Excellence booklet (Based on the Baldrige National Quality Program). Additional guidance and a full description of that program can be found in the MQA Criteria booklet, which can be obtained by calling 601-432-6480 or by visiting http://www.sbcjc.cc.ms.us/progs.html.

Documentation Requirements: *(a.) Organizational Overview -* All applicants will provide an Organizational Overview consisting of up to five pages in response to the questions contained in the *Organizational Profile (shaded area on page 2)*. This overview is used by the Panel of Judges as they review your Criteria Response to understand your organization and what you consider important. *(b.) Criteria Response -* All applicants will provide a Criteria Response, consisting of up to three pages, addressing the Financial and Market Results Criteria described in the paragraph above. This response is an opportunity for you to describe your achievements in Financial and Market Results to the Panel of Judges.

Administration:
- **Award Process:** The process will be administered through the Governor's office and the MQA program of the State Board for Community and Junior Colleges.
- **Judging:** The initial judging process will be accomplished through the Panel of Judges for the MQA program (business, industry, and education professionals from across the state). The Panel will recommend up to three finalists in each category to the Governor's office; the final decision will be made through the Governor's office.
- **Awards:** The awards will be presented by the Honorable Governor Ronnie Musgrove, in conjunction with the Excellence in Mississippi/Mississippi Quality Awards (MQA) conference/award ceremony in April of 2002.

Process and Timeline
- Applications available   November 1, 2002
- Applications deadline   January 31, 2003
- Winners announced   March 21, 2003

Questions? Please contact: The Governor's office 601-359-3110, e-mail: sdavis@governor.state.ms.us
The MQA office 601-432-6480, e-mail: dhamill@sbcjc.cc.ms.us

Documentation (a.)
Organizational Overview -
up to five pages addressing
this shaded area

P.1 Organizational Description

Describe your organization's business environment and your key relationships with customers, suppliers, and other partners.

Within your response, include answers to the following questions:

a. Organizational Environment
1) What are your organization's main products and/or services? Include a description of how they are delivered to customers.
2) What is your organizational context/culture? Include your purpose, vision, mission, and values, as appropriate.
3) What is your employee profile? Include educational levels, workforce and job diversity, bargaining units, use of contract employees, and special safety requirements, as appropriate.
4) What are your major technologies, equipment, and facilities?
5) What is the regulatory environment under which your organization operates? Include occupational health and safety regulations; accreditation requirements; and environmental, financial, and product regulations.

b. Organizational Relationships

(1) What are your key customer groups and/or market segments? What are their key requirements for your products and services? Include how these requirements differ among customer groups and/or market segments, as appropriate.

(2) What are your most important types of suppliers and dealers and your most important supply chain requirements? What are your key supplier and customer partnering relationships and communication mechanisms?

P.2 Organizational Challenges

Describe your organization's competitive environment, your key strategic challenges, and your system for performance improvement.

Within your response, include answers to the following questions:

a. Competitive Environment
1. What is your competitive position? Include your relative size and growth in your industry and the numbers and types of your competitors.
2. What are the principal factors that determine your success relative to your competitors? Include any changes taking place that affect your competitive situation.

b. Strategic Challenges

What are your key strategic challenges? Include operational, human resource, business, and global challenges, as appropriate.

c. Performance Improvement System

How do you maintain an organizational focus on performance improvement? Include your approach to systematic evaluation and improvement of key processes and to fostering organizational learning and knowledge sharing.

NOTES:

N1. Customer group and market segment requirements (P.1b[1]) might include on-time delivery, low defect levels, price reductions, electronic communication, and after-sales service.

N2. Communication mechanisms (P.1b[2]) should be two-way and might be in person, electronic, by telephone, and/or written. For many organizations, these mechanisms might be changing.

N3. Factors (P.2a[2]) might include differentiators such as price leadership, design services, e-services, geographic proximity, and warranty and product options.

N4. Challenges (P.2b) might include electronic communication with businesses and end-use consumers, reduced product introduction cycle times, mergers and acquisitions, global marketing competition, customer retention, staff retention, and value chain integration.

N5. Performance improvement (P.2c) is an assessment dimension used in the Scoring System to evaluate the maturity of organizational approaches and deployment (see Scoring System).

Documentation (b.)
Criteria Response - up to three
pages addressing this shaded area

Summarize your organization's key financial and marketplace performance results by market segments, as appropriate. Include appropriate comparative data. Explain how the results reported relate to your overall mission and/or primary improvement objectives as appropriate.

Provide data and information to answer the following questions:

a. Financial and Market Results
1) What are your current levels and trends in key measures/indicators of financial performance, including aggregate measures of financial return and/or economic value, as appropriate?
2) What are your current levels and trends in key measures/indicators of marketplace performance, including market share/position, business growth, and new markets entered, as appropriate?

NOTES:

N1. Responses to a.1 might include aggregate measures such as return on investment (ROI), asset utilization, operating margins, profitability, profitability by market/customer segment, liquidity, debt to equity ratio, value added per employee, and financial activity measures.

N2. New markets entered (a.2)might include offering Web-based services.

Guidelines for Responding

The following information, guidelines, and example relate to effective and complete reporting of results.

1. Focus on the most critical business results.

Results reported should cover the most important requirements for your business success, highlighted in your Organizational Profile. Emphasis should be placed on results related to strategic initiatives.

2. Note the meaning of the four key requirements for effective reporting of results data:
- *trends* to show directions of results and rates of change
- *performance* levels on a meaningful measurement scale
- *comparisons* to show how results compare with those of other, appropriately selected organizations
- *breadth and importance of results* to show that all important results are included

3. Include trend data covering actual periods for tracking trends.

No minimum period of time is specified for trend data. Trends might span five years or more for some results. For important results, new data should be included even if trends and comparisons are not yet well established.

4. Use a compact format—graphs and tables.

Many results can be reported compactly by using graphs and tables. Graphs and tables should be labeled for easy interpretation. Results over time or compared with others should be "normalized," i.e., presented in a way (such as use of ratios) that takes into account various size factors. For example, reporting safety trends in terms of lost work days per 100 employees would be more meaningful than total lost work days if the number of employees has varied over the time period or if you are comparing your results to organizations differing in size.

5. Integrate results into the body of the text.

Discussion of results and the results themselves should be close together in an Award application. *Trends that show a significant positive or negative change should be explained.* Use figure numbers that correspond to the text. For example, the third figure would be Figure 3. (See the example in the figure that follows.)

The following graph illustrates data an organization might present as part of a response. In the Organizational Profile, the organization has indicated market penetration as a key strategy.

Figure 3
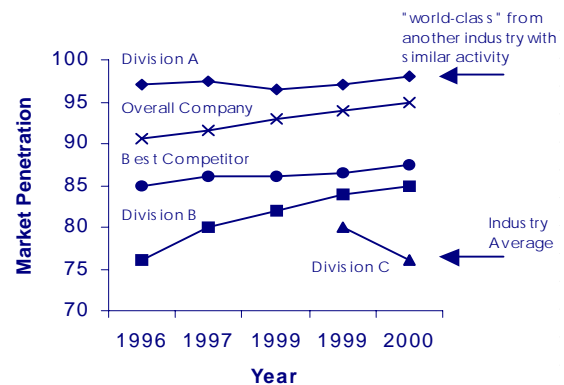
Using the graph, the following characteristics of clear and effective data reporting are illustrated:
- A figure number is provided for reference to the graph in the text.
- Both axes and units of measure are clearly labeled.
- Trend lines report data for a key strategic initiative.
- Results are presented for several years.
- Appropriate comparisons are clearly shown.
- The company shows, using a single graph, that its three divisions separately track market penetration.

To help interpret Scoring, the following comments on the graphed results would be appropriate:
- The current overall company performance level is excellent. This conclusion is supported by the comparison with industry competitors and with a "world-class" level.
- The company shows excellent improvement trends.
- Division A is the current performance leader—showing sustained high performance and a slightly positive trend. Division B shows rapid improvement. Its current performance is near that of the best industry competitor but trails the "world-class" level.
- Division C—a new division—is having early problems. (The company briefly should explain these early problems.)

GOVERNOR'S BUSINESS ACHIEVEMENT AWARD

APPLICATION FORM
(SUBMIT 7 COPIES OF BOTH THIS AND YOUR RESPONSE TO THE CRITERIA)

_____

Applicant Organization

_____

Street

_____

City   State   Zip

_____

Telephone Number   Fax Number   E-mail

☑ **Identify level of recognition for which applying. Check one award category:**
Participation is open to for-profit and not-for-profit public and private organizations.

☐ **Large Business**   ☐ **Small Business**
Organizations with 500 employees or
fewer that are engaged in manufactur-
ing and/or the provision of services.

☑ **Attach to this application the documents required by the "Documentation Requirements" described on page 1**

☐ **(a.) Organizational Overview - Up to 5 pages**
☐ **(b.) Criteria Response - Up to 3 Pages**

☑ **Return your Application form and the documents noted above to:**

**Mississippi Quality Award
Governor's Achievement Awards
c/o SBCJC
3825 Ridgewood Road
Jackson, MS 39211**

Signature————————————————————————   **Date**—————————

Name and Title————————————————————————————————