

2011

**TriView  
National Bank  
Case Study Packet  
Executive Summary**





# TriView National Bank Case Study Packet

## Executive Summary

The *TriView National Bank Case Study* is a fictional Baldrige Award application prepared for use in the 2011 Malcolm Baldrige National Quality Award Examiner Preparation Course. This case study describes a fictitious, privately held super-community bank. There is no connection between the fictitious TriView National Bank and any other organization, either named TriView National Bank or otherwise. Other organizations cited in the case study also are fictitious, except for several national and government organizations.

Because the primary purpose of the case study is to provide learning opportunities for training Baldrige examiners and others, there are areas in the case study where Criteria requirements purposely are not addressed. While this fictional application therefore may not demonstrate role-model responses in all Criteria areas, it illustrates the format and general content of an award application. This case study is based on the *2011–2012 Criteria for Performance Excellence*. Please refer to the *TriView National Bank Scorebook* and *TriView National Bank Feedback Report* to see the case study's strengths and opportunities for improvement.

TriView National Bank scored in band 4 for process items and in band 3 for results items. An organization in band 4 for process items typically demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, 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. For an organization that scores in band 3 for results items, results typically address areas of importance to the basic Criteria requirements and accomplishment of the organization's mission, with the achievement of good performance. Comparative and trend data are available for some of these important results areas, and some beneficial trends are evident.

## **Organizational Snapshot**

TriView National Bank (TNB) is a privately held bank headquartered in Raleigh, North Carolina. With \$6 billion in assets, TNB is a super-community bank. It was founded in 1973 by four Raleigh entrepreneurs as the Raleigh Merchant & Farm Bank. During the next two decades, the bank capitalized on and expanded its branch system through organic growth and acquisition of similar small banks. In 1990, the bank's name was changed to TriView National Bank to reflect the Research Triangle where the bank provides a wide range of products and services, including those for consumer, small business, and commercial customers. Today, TNB has 47 branches in 15 communities across the state.

In its application, TNB (which first applied for the Baldrige Award in 2001), focuses on its ability to maintain its journey to performance excellence during challenging economic times. The bank leverages its core competency of legendary service as it listens to and deals with customers who have become skeptical of financial institutions in general. Its core competency of agility is emphasized as TNB addresses its recent acquisition of Widmark Mortgage and works to integrate that company's workforce. In keeping with its mission to "...promote the growth and economic well-being of all the communities [it] serves," TNB's leadership takes a proactive and visible role in the community.

In addition to the integration of Widmark, TNB's strategic challenges include addressing the many current and future changes in banking regulations; meeting earnings targets while customers increasingly use low-margin services; and addressing the loss of public confidence in the financial industry and the impact this has had on local community-focused banks such as TNB.

## **Use of a Case Study Packet**

Baldrige case study packets, which are available on the Baldrige Web site in electronic format (e-format), are composed of the tools used to train Baldrige examiners and the examiners' working documents in the evaluation process. As such, the packets demonstrate the Baldrige Award application and evaluation processes and provide insight into the Criteria on which evaluations are based. A case study packet includes information relating to scoring, Criteria responses, and examination processes and illustrates the format of an application. In addition to examiners and award applicants, state and local Baldrige-based award programs across the United States and the internal award programs of many organizations make use of case study materials. Countries around the world have also used the documents in creating their Baldrige-based award programs. Opportunities to use the case study applications for self-assessment and self-improvement are limitless. In addition, the use of the materials in this packet strengthens outreach efforts of the Baldrige community.

## **Case Study Packet Documents**

This Executive Summary and the documents described below constitute the 2011 Case Study Packet. The packet is used in conjunction with the *2011–2012 Criteria for Performance Excellence* to illustrate a 2011 Malcolm Baldrige National Quality Award application and the processes used to evaluate it. As the Criteria and the Malcolm Baldrige National Quality Award processes undergo change biennially, this case study packet may not be directly comparable with future editions of the Criteria.

## **The TriView National Bank Case Study**

The *TriView National Bank Case Study* is a sample application written about a fictitious, privately held super-community bank applying for the Baldrige Award. It demonstrates the form and general

content of an application, providing information requested in the seven categories of the Criteria for Performance Excellence. Responses are presented for each of the 17 items, which comprise 35 separate areas to address. The *TriView National Bank Case Study* was an important part of the 2011 Examiner Preparation Course. Because the case study was developed as a learning tool to train Baldrige examiners and others, including state and local Baldrige-based programs and organizations that use it internally, the case study does not fully address all Criteria requirements.

### **The TriView National Bank Scorebook**

The *TriView National Bank Scorebook* contains comments and scores for each of the 17 items of the application. The recommended scoring ranges for the TriView National Bank Case Study shown at the beginning of the scorebook represent the opinion of one examiner team; these are not meant to be definitive scores. For an actual application, the Panel of Judges uses information from the examiners' scorebooks to determine if the applicant should advance to the next stage of the review process. Scorebooks represent the work of examiners; they are converted into feedback reports, which are sent to all organizations that apply for the award. Details of the review process are included as an appendix in the TriView National Bank Feedback Report.

### **The TriView National Bank Feedback Report**

The *TriView National Bank 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, a feedback report is based on the written application, comments and scores, and the results of a site visit, if any. The feedback report summarizes the key themes of the application evaluation, identifies the two bands of an applicant's total scores (i.e., one scoring band for process items and one for results items), identifies a percentage range for each Criteria item, and lists strengths and opportunities for improvement. It is intended to report the findings of the examiners and should not be prescriptive in nature.

## **Baldrige Educational Materials**

### **Criteria for Performance Excellence**

To receive up to five free copies of the *2011–2012 Criteria for Performance Excellence* booklet, the *2011–2012 Education Criteria for Performance Excellence* booklet, or the *2011–2012 Health Care Criteria for Performance Excellence* booklet, contact the Baldrige Performance Excellence Program (see contact information on the last page/back cover of this Executive Summary).

To order bulk copies of the Criteria, contact the American Society for Quality (see ordering information on the last page of this Executive Summary). The fee is \$39.95 per packet of 10, plus shipping and handling.

The item numbers for ordering bulk copies follow.

*2011–2012 Criteria for Performance Excellence* (referred to as the Business/Nonprofit Criteria)—  
Item Number T1535

*2011–2012 Education Criteria for Performance Excellence*—Item Number T1534

*2011–2012 Health Care Criteria for Performance Excellence*—Item Number T1536

## Case Studies

Case study packets are available in e-format (PDF) at the Web addresses shown below.

**2011 Case Study Packet: TriView National Bank (a privately held super-community bank)**

<http://www.nist.gov/baldrige/publications/triview.cfm>

**2010 Case Study Packet: NuGrain Laboratories (a nonprofit research laboratory)**

<http://www.nist.gov/baldrige/publications/nugrain.cfm>

**2009 Case Study Packet: Nightingale College of Nursing (a nursing school)**

[http://www.nist.gov/baldrige/publications/nightingale\\_college.cfm](http://www.nist.gov/baldrige/publications/nightingale_college.cfm)

**2008 Case Study Packet: Novel Connect (a manufacturing organization)**

[http://www.nist.gov/baldrige/publications/archive/novel\\_connect.cfm](http://www.nist.gov/baldrige/publications/archive/novel_connect.cfm)

**2007 Case Study Packet: Share Food (a nonprofit food bank)**

[http://www.nist.gov/baldrige/publications/archive/share\\_food.cfm](http://www.nist.gov/baldrige/publications/archive/share_food.cfm)

**2006 Case Study Packet: Arroyo Fresco Community Health Center (a nonprofit health care center)**

<http://www.nist.gov/baldrige/publications/archive/arroyo.cfm>

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

<http://www.nist.gov/baldrige/publications/archive/landmark.cfm>

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

[http://www.nist.gov/baldrige/publications/archive/sandy\\_hill.cfm](http://www.nist.gov/baldrige/publications/archive/sandy_hill.cfm)

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

[http://www.nist.gov/baldrige/publications/archive/geo\\_orb.cfm](http://www.nist.gov/baldrige/publications/archive/geo_orb.cfm)

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

<http://www.nist.gov/baldrige/publications/archive/capstar.cfm>

**2001 Case Study Packet: TriView National Bank (a financial services organization)**

[http://www.nist.gov/baldrige/publications/archive/tri\\_view.cfm](http://www.nist.gov/baldrige/publications/archive/tri_view.cfm)

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The National Institute of Standards and Technology (NIST), an agency of the U.S. Department of Commerce, manages the Baldrige Performance Excellence Program. NIST has a 100-plus-year track record of serving U.S. industry, science, and the public with a mission and approach unlike any other agency of government. That mission is to promote U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve our quality of life. NIST carries out its mission in four cooperative programs, including the Baldrige Performance Excellence Program. The other three are the NIST laboratories, conducting research that advances the nation's technology infrastructure and is needed by U.S. industry to continually improve products and services; the Hollings Manufacturing Extension Partnership, a nationwide network of local centers offering technical and business assistance to smaller manufacturers; and the Technology Innovation Program, which provides cost-shared awards to industry, universities, and consortia for research on potentially revolutionary technologies that address critical national and societal needs.

Call the Baldrige Program or visit our Web site for

- tools to help you improve the performance of your organization
- information on applying for the Baldrige Award
- information on becoming a Baldrige examiner
- profiles of Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business/Nonprofit, Education, and Health Care
- case studies and other Baldrige educational materials

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

Contact ASQ to order

- bulk copies of the Criteria
- award recipients DVDs