



2020 Award Recipient

MESA

MESA provides products and services to control or prevent corrosion and/or to maintain the structural integrity of assets, which are primarily steel pipelines, storage, and processing facilities supporting the nation's energy infrastructure. Products and services are mostly related to an electrochemical form of corrosion control called cathodic protection (CP). MESA is headquartered in Tulsa, OK.

This is the third Baldrige Award for MESA; the company was a 2006 and 2012 recipient in the small business category.

Leadership with Results

- MESA cultivates a family-like, community culture called ONEMESA. That approach embodies servant-based leadership principles while focusing the organization on profitability and excellence; employees can share in the profits, and the workforce is supported in being entrepreneurial.
- Since 2017, according to Employee Engagement Survey results, more than 85% of the workforce feel that they are part of a team and MESA has a culture of integrity.
- Results from the 2020 Employee Engagement Survey show that 90% of the workforce recognizes safety as part of MESA's culture. The objective of world-class safety is woven into the MESA culture and supports the Purpose to deliver safe, innovative solutions for the protection of people, property, and the planet. Every work process is embedded with a safety focus and a priority to protect the public and MESA's employees, and every meeting starts with a safety moment. Safety is an identified workforce, subcontractor, and customer requirement. A safety team is responsible for creating preventive programs and tracking leading indicators.
- As a strategic priority, diversity and inclusion are embedded in MESA's culture, workforce, and leadership processes and actions. Cycles of learning led to Principle Moment discussions at meetings, and a diversity and inclusion (D&I) initiative led to changes in communication styles and awareness.
- MESA uses its 6D process framework to integrate and deploy its Purpose, Path, and Principles across the organization, as well as ensure their alignment with the Vital Few Objectives.
- MESA responded quickly to the COVID pandemic by offering a Pandemic Bonus, Pandemic Pay Program, and generous leave options, as well as committing to no layoffs. Senior leaders prioritized workforce safety by providing transparent communication; implementing temperature checks and mask requirements; providing guidance for safe practices; deploying personal protective equipment crew kits; and making values-based decisions.



Highlights

- New market growth has increased from \$14 million in 2018 to \$16 million in 2019. MESA's cumulative growth relative to competitors has improved 40% over five years, with growth outpacing five separate competitors.
- MESA's overall revenue per employee has exceeded multiple benchmarks since 2016, improving from about \$320,000 in 2014 to \$370,000 in 2019, nearly \$100,000 more than a competitive benchmark.
- MESA has retained 100% of key customers in its Services segment since 2018 and 97% of key customers in its Materials segment from 2017 to 2019.
- Matching the Great Places to Work 90th percentile benchmark, 95% of MESA's employees agreed that the safety culture was a top organizational priority.
- Average customer satisfaction for services has trended at more than 4.5 out of 5 since 2017.



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- Relationship building is woven into MESA's culture. Workforce actions are aligned to the needs of key customers. Relationship building includes engaging suppliers who are vetted and integrated as members of the crew.

Financial Results

- New market growth has increased from \$14 million in 2018 to \$16 million in 2019. MESA's cumulative growth relative to competitors has improved 40% over five years, with growth outpacing five separate competitors.
- Identifying and taking intelligent risks in new markets has produced over \$250 million in revenue from 2009 to 2018.
- MESA's long-term market growth has increased almost 5,950% since 1980, compared to U.S. gross domestic product growth of 850%. Short-term market growth has improved almost 150% from 2008 to 2019; in 2017, industry growth was at just about 2%.
- Overall revenue has continuously grown nearly \$30 million since 2015, with base revenue reaching \$90 million in 2019. The small business has achieved a 10% average revenue growth since embarking on its Baldrige journey in 2002.
- Materials revenue has shown consistent growth from under \$30 million in 2016 to \$40 million in 2019. In addition, MESA's return on equity of more than 10% in 2019 has outperformed major industry competitors since 2016.

Customers with Results

- Average customer satisfaction for services has trended at more than 4.5 out of 5 since 2017. MESA's 2019 customer satisfaction index rating outperformed the American Customer Satisfaction Index benchmark by 15%.
- An on-time rate for service deliverables has been maintained at 100% for the years of 2017, 2019, and 2020 (year to date [YTD]), with a slight dip to 98% in 2018.
- MESA has retained 100% of key customers in its Services segment since 2018 and 97% of key customers in its Materials segment from 2017 to 2019.

Workforce with Results

- Hires from referrals—an indicator of workforce engagement—improved from 16% in 2015 to 41% in 2019, exceeding national, competitor, and Baldrige Award recipient benchmarks.
- Matching the Great Places to Work 90th percentile benchmark, 95% of MESA's employees agreed that the safety culture was a top organizational priority in 2019. In addition, in 2020, 94% of employees considered themselves highly engaged.
- Since 2014, in overall workforce retention, MESA has exceeded industry competitors and benchmarks, including the benchmark for the U.S. Bureau of Labor Statistics.

Operations with Results

- MESA's total recordable incident rate is significantly better than the construction industry comparison. MESA outperforms the U.S. Bureau of Labor Statistics rate from 2013 to 2017 and in 2019 is equal to the top performer in a North American trade industry survey.
- MESA's overall revenue per employee has exceeded multiple benchmarks since 2016, improving from about \$320,000 in 2014 to \$370,000 in 2019. This level exceeds the Society for Human Resource Management benchmark of just over \$300,000 in 2017.

Citizenship with Results

- MESA supports its key communities through corporate sponsorships; hosting classes; and leadership at local, regional, and national levels, including board service. Senior leaders participate in industry associations, while employees support industry endeavors by attending conferences and training. MESA matches employees' charitable donations and uses a defined process to vet sponsorship of employee passion projects.
- A premier sponsor for more than 25 years, MESA contributes to the Cystic Fibrosis Foundation annually. Since 2015, MESA has also contributed annually to the Make-a-Wish Foundation.

Strategic Planning

- MESA uses performance reviews and key comparative data to project future performance. Measures along with rolling targets for strategic objectives are cascaded to managers as appropriate.
- Multiple sources of data shared on electronic dashboards—including the capacity viewer for Manufacturing, the business bingo dashboard for Support Services, and Salesforce—inform the identification of initiatives at the organization and operational unit levels.

For more information:

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Baldrige Performance Excellence Program

The Baldrige Program educates organizations of all sizes and from all sectors in organizational performance management and improvement. We also administer the Malcolm Baldrige National Quality Award. Our key services are to identify and recognize role-model organizations, share best management practices, and help organizations achieve best-in-class performance levels. We are the only public-private partnership and Presidential award program dedicated to improving U.S. organizations.

For more information on the Baldrige Program:
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