



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.



