

**Wisconsin Challenger**

**Application & instructions**

Refer to the 2017-18 Baldrige Excellence Builder for more guidance  
https://www.nist.gov/document/2017-2018-baldrige-excellence-builderpdf

**Updated July 2018**

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| About theWisconsin Challenger Application | The Wisconsin Challenger application a starting point for the Wisconsin Forward Award application process, which is administered by the Wisconsin Center for Performance Excellence.  The Wisconsin Challenger application adheres to the same Criteria used in the Baldrige Performance Excellence Program/Wisconsin Forward Award process. *However, the Wisconsin Challenger asks organizations to address only the Organizational Profile questions and some key results.*  Here are our primary goals in offering the Wisconsin Challenger:   * An organizational profile is a required element of Baldrige-based applications, and is an ideal starting point for organizations using the Baldrige Framework. The questions seem straightforward, yet will likely prompt significant discussion within the organization. * We wanted to offer a less time-intensive way for organizations to receive feedback to drive action planning and performance improvement. * Although the Wisconsin Challenger is a shorter and less rigorous application process, the feedback from external review will sharpen your focus and significantly help your organization address the factors that contribute towards your organizational performance. * As a successful applicant of the Wisconsin Challenger, your organization will be formally recognized during WFA’s annual award ceremony and reception. |
| The Benefits of Participating | Organizations that apply for the Wisconsin Challenger will realize many important benefits. They include:   * A basic self-assessment of your strengths and opportunities for improvement based on the most current Criteria from the Baldrige Performance Excellence Program. There is no higher standard for performance excellence than the Baldrige Criteria. * Recognition at WFA’s annual award ceremony and reception and public relations exposure for successfully completing the application process. * Increased opportunities for customer loyalty by demonstrating your commitment to excellence and quality service. * Accelerated change, growth, and improvement in your organization. * The opportunity for your people to be part of the solution as well as process improvement teams. * The opportunity to recommend candidates from your organization to serve as members of the WFA Board of Examiners. * The options for the Wisconsin Center for Performance Excellence Executive Director to personally present your award at your site for the benefit of those employees and stakeholders who are not able to attend the award ceremony and reception. |
| How to Apply | Each applicant of the Wisconsin Challenger must complete the Application form and submit it to WCPE with your completed application, or up to 30 days prior to submitting your application.  The purpose of completing your Application form is to allow WCPE to assemble an impartial Examiner Team that will receive and review your application. *Each application is treated confidentially.* Each Examiner signs an affidavit stating he or she has no conflict of interest with your application or organization. Furthermore, each Examiner assigned to your application agrees in writing to hold all information in your application in complete secrecy and confidentiality. In this regard, WCPE follows the highest ethical standards regarding confidentiality of application and removing any direct conflicts of interest. |
| Public Recognition | Each Wisconsin Challenger applicant who successfully completes this process can choose to be formally recognized at WFA’s award ceremony and reception. This recognition includes media exposure and an award from WCPE signifying recognition. |
| Application Fee | **The application fee for the Wisconsin Challenger is $750 The fee for current WCPE members is $575**. This fee must accompany submission of your application. This fee covers all aspects of your application including an executive briefing following receipt of your feedback report. |
| Application Timetable | The Wisconsin Challenger timetable is as follows: applicants may submit their completed application and Application form at any time during the year. A feedback report is completed and returned within approximately six weeks. |
| Application Length | The Wisconsin Challenger application should include your Organizational Profile. While there is no page limit, the application often will be between 8 and 20 pages in length. Please submit three (3) copies of your bound application, electronic copy, and application fee to WCPE. |
| Questions or Comments | If you have any questions or comments about the Wisconsin Challenger Application program, please call us at (608) 663-5300. We can also be reached by e-mail at [info@wisquality.org](mailto:info@wisquality.org) |

# The Wisconsin Challenger Review Process

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| Examination Team Review and Feedback Report | Upon receipt of your organization’s application, the WFA Examiner Team thoroughly reviews your application and prepares a written Feedback Report, which goes through additional review by the WFA staff. This process will take approximately six weeks. The Feedback Report will include strengths and opportunities for improvement for your organization. |
| Executive Briefing | A Senior Examiner or WFA representative may be available to you for an executive briefing. This service is customized to each applicant. Contact WCPE to discuss your needs. |

**Importance of your Organizational Profile**

Your Organizational Profile is critically important because:

* It is the most appropriate starting point for self-assessment and for writing any application.
* It helps you identify potential gaps in key information and focus on key performance requirements and results.
* It is used by the Examiners and Judges in application review to understand your organization and what you consider important. You will be assessed using the Criteria requirements in relation to your organization’s environment, relationships, influences, and challenges as presented in your Organizational Profile.
* It also may be used for an initial self-assessment. If you identify topics for which conflicting, little, or no information is available, it is possible that the Organizational Profile can serve as your complete assessment, and you can use these topics for action planning.

**Core Values and Concepts**

*The Baldrige Excellence Framework and Wisconsin Challenger application are based on these core values and concepts. For more detailed explanation, see the Baldrige Excellence Framework* [*(www.nist.gov/baldrige/publications*](file:///C:/Data/Next%20Big%20Thing/WCPE/2017%20Planning/www.nist.gov/baldrige/publications)*/baldrige-excellence-framework).*

**Systems perspective.** A systems perspective means managing all the parts of your organization as a unified whole to achieve your mission and strive toward your vision.

**Visionary leadership.** Your organization’s senior leaders should set a vision for the organization, create a customer focus, demonstrate clear and visible organizational values and ethics, and set high expectations for the workforce.

**Customer-focused excellence.** Your customers are the ultimate judges of your performanceand of product and service quality. Thus, your organization must consider all product and service characteristics, and modes of customer access and support, that contribute to customer satisfaction, loyalty, positive referrals, and ultimately your organization’s ongoing success.

**Valuing people.** A successful organization values its workforce members and the other peoplewho have a stake in the organization, including customers, community members, suppliers and partners, and other people affected by its actions.

**Organizational learning and agility.** Organizational learning includes both continuousimprovement of existing approaches and significant change or innovation, leading to new goals, approaches, products, and markets. Organizational learning must allow for agility, a capacity for rapid change and for flexibility in operations.

**Focus on success.** Ensuring your organization’s success now and in the future requires under­standing the short- and longer-term factors that affect your organization and its marketplace, managing uncertainty and risk in the environment, and balancing some stakeholders’ short­ term demands with the organization’s and stakeholders’ need to invest in long-term success.

**Managing for innovation.** Innovation means making meaningful change to improve yourproducts, services, programs, processes, operations, and business model, with the purpose of creating new value for stakeholders. Innovation requires a supportive environment, a process for identifying strategic opportunities, and the pursuit of those that are intelligent risks.

**Management by fact.** Management by fact requires you to measure and analyze your organization’s performance, both inside the organization and in your competitive environment. Analysis of performance measures and indicators should support organizational evaluation, alignment, and decision making.

**Societal responsibility.** Your organization’s leaders should stress responsibilities to the publicand the consideration of societal well-being and benefit. Your leaders should be role models for the well-being of your communities.

**Ethics and transparency.** Your organization should stress ethical behavior by all workforcemembers in all stakeholder transactions and interactions. Senior leaders should be role models of ethical behavior, including transparency, characterized by candid and open communication on the part of leadership and management and by the sharing of accurate information.

**Delivering value and results.** Performance results should be chosen and analyzed for youto deliver and balance value for your key stakeholders. Thus, results need to include not just financial results, but also product and process results; customer and workforce satisfaction and engagement results; and leadership, strategy, and societal performance.

**Organizational Profile**

The ***Organizational Profile*** is a snapshot of your organization, the KEY influences on HOW you operate and the KEY challenges you face. Feel free to use lists or charts as you prepare your responses. This section should be around 5-6 pages, typically.

**P.1** **Organizational Description: What are your key organizational characteristics?**

1. **Organizational Environment**
   1. **Product Offerings** What are your main product offerings\*? What is the relative importance of each to your success? What mechanisms do you use to deliver your products?
   2. **Mission, Vision, and Values** What are your statedmission,vision, andvalues?What are your organization’s core competencies, and what is their relationship to your mission?
   3. **Workforce Profile** What is yourworkforceprofile? What recent changes have youexperienced in workforce composition or your needs with regard to your workforce? What are
      * your workforce or employee groups and segments,
      * the educational requirements for different employee groups and segments, and
      * the key drivers that engage them in achieving your mission and vision?

What are your organized bargaining units (union representation)? What are your organization’s special health and safety requirements?

* 1. **Assets** What are your major facilities, technologies, and equipment?
  2. **Regulatory Requirements** What is the regulatory environment under which you operate? What are the key applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, and product regulations?

1. **Organizational Relationships**
   1. **Organizational Structure** What are your organizational structure andgovernancesystem? What are the reporting relationships among your governance board, senior leaders, and parent organization, as appropriate?

*(Continued on the next page)*

*Terms in small caps are defined in the Glossary of Key Terms towards the end of this document.*

*\*\*For health care organizations, “customers” are the users of your health care services (e.g., patients, families, insurers, and other third-party payors).*

*For education organizations, “customers” are the users of your educational programs and services (e.g., students and parents).*

1. **customers\*\* and stakeholders** What are yourkeymarketsegments,customergroups, and stakeholder groups, as appropriate? What are their key requirements and expectations for your products, customer support services, and operations? What are the differences in these requirements and expectations among market segments, customer groups, and stakeholder groups?
2. **Suppliers and Partners** What are yourkeytypes of suppliers,partners, andcollaborators? What role do they play:
   * in your work systems, especially in producing and delivering your key products and customer support services; and
   * in enhancing your competitiveness?

What are your key mechanisms for two-way communication with suppliers, partners, and collaborators? What role, if any, do these organizations play in contributing and implementing innovations in your organization? What are your key supply-chain requirements?

**P.2** **Organizational Situation: What is your organization’s strategic situation?**

1. **Competitive Environment**
   1. **Competitive Position** What is your competitive position? What are your relative sizeand growth in your industry or the markets you serve? How many and what types of competitors do you have?
   2. **Competitiveness Changes** Whatkeychanges, if any, are affecting your competitivesituation, including changes that create opportunities for innovation and collaboration, as appropriate?
   3. **Comparative Data** Whatkeysources of comparative and competitive data are availablefrom within your industry? What key sources of comparative data are available from outside your industry? What limitations, if any, affect your ability to obtain or use these data?
2. **Strategic Context**

What are your key strategic challenges and advantages in the areas of business, opera­ tions, societal responsibilities, and workforce?

1. **Performance Improvement System**

What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes?

*Terms in small caps are defined in the Glossary of Key Terms towards the end of this document.*

**Wisconsin Challenger: Supplementary Questions**This section should be around 7 – 10 pages, typically.

1. **What are the key changes you are trying to make in the next one to three years?** (Some organizations refer to these as their strategic objectives.)
2. **How do you assess how well your organization is doing?** (These are your key measures.) How often are these measures reviewed? Who takes action based on these measures?
3. **What are the results from last year that you are most proud of? Which results need the most improvements?** You may present results in a graph or table format, or describe them in a narrative form. Page 13 of the Baldrige Excellence Builder has suggested results areas.

**Glossary of Key Terms**

*The terms below are those in small caps in the Baldrige Excellence Builder/Wisconsin Challenger Application, as well as terms in the scoring rubric. For additional definitions and examples, see the Baldrige Excellence Framework booklet (Business/ Nonprofit, Education, or Health Care; www.nist.gov/baldrige/publications/baldrige-excellence-framework).*

**ACTION PLANS.** Specific actions that your organization takes to reach its short- and longer-term strategic objectives. These plans specify the resources committed to and the time horizons for accomplishing the plans. See also strategic objectives.

**ALIGNMENT.** A state of consistency among plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses that support key organization-wide goals. See also integration.

**APPROACH.** The methods your organization uses to carry out its processes.

**BENCHMARKS.** Processes and results that rep­ resent the best practices and best performance for similar activities, inside or outside your organization’s industry.

**COLLABORATORS.** Organizations or individuals who cooperate with your organization to support a particular activity or event or who cooperate intermittently when their short-term goals are aligned with or are the same as yours. See also partners.

**CORE COMPETENCIES.** Your organization’s areas of greatest expertise; those strategically important, possibly specialized capabilities that are central to fulfilling your mission or that provide an advantage in your marketplace or service environment.

**CUSTOMER.** An actual or potential user of your organization’s products, programs, or services. See also stakeholders.

**CUSTOMER ENGAGEMENT**. Your customers’ investment in or commitment to your brand and product offerings.

**DEPLOYMENT.** The extent to which your organization applies an approach in relevant work units throughout your organization.

**EFFECTIVE**. How well a process or a measure addresses its intended purpose.

**ETHICAL BEHAVIOR.** The actions your organization takes to ensure that all its decisions, actions, and stakeholder interactions conform to its moral and professional principles of conduct. These principles should support all applicable laws and regulations and are the foundation for your organization’s culture and values.

**GOALS.** Future conditions or performance levels that your organization intends or desires to attain. See also performance projections.

**GOVERNANCE.** The system of management and controls exercised in the stewardship of your organization.

**HIGH PERFORMANCE**. Ever-higher levels of overall organizational and individual performance, including quality, productivity, innovation rate, and cycle time.

**HOW.** The systems and processes that your organization uses to achieve its mission requirements.

**INNOVATION**. Making meaningful change to improve products, processes, or organizational effectiveness and create new value for stakeholders. The outcome of innovation is a discontinuous or breakthrough change.

**Glossary**, *continued.*

**INTEGRATION.** The harmonization of plans, processes, information, resource decisions, work­ force capability and capacity, actions, results, and analyses to support key organization-wide goals. See also alignment.

**KEY.** Major or most important; critical to achieving your intended outcome.

**KNOWLEDGE ASSETS.** Your organization’s accumulated intellectual resources; the knowledge possessed by your organization and its workforce in the form of information, ideas, learning, understanding, memory, insights, cognitive and technical skills, and capabilities.

**LEARNING.** New knowledge or skills acquired through evaluation, study, experience, and innovation.

**LEVELS.** Numerical information that places or positions your organization’s results and performance on a meaningful measurement scale.

**MEASURES AND INDICATORS.** Numerical information that quantifies the input, output, and performance dimensions of processes, products, programs, projects, services, and the overall organization (outcomes).

**MISSION.** Your organization’s overall function.

**PARTNERS.** Key organizations or individuals who are working in concert with your organization to achieve a common goal or improve performance. Typically, partnerships are formal arrangements. See also collaborators.

**PERFORMANCE.** Outputs and their outcomes obtained from processes, products, and customers that permit you to evaluate and compare your organization’s results to performance projections, standards, past results, goals, and other organizations’ results.

**PERFORMANCE EXCELLENCE**. An integrated approach to organizational performance management that results in

(1) delivery of ever­ improving value to customers and stakeholders, contributing to ongoing organizational success;

(2) improvement of your organization’s overall effectiveness and capabilities; and (3) learning for the organization and for people in the workforce.

**PERFORMANCE PROJECTIONS.** Estimates of your organization’s future performance. See also goals.

**PROCESS.** Linked activities with the purpose of producing a product or service for a customer (user) within or outside your organization.

**RESULTS.** Outputs and outcomes achieved by your organization.

**SEGMENT.** One part of your organization’s customer, market, product offering, or workforce base.

**SENIOR LEADERS.** Your organization’s senior management group or team.

**STAKEHOLDERS.** All groups that are or might be affected by your organization’s actions and success.

**STRATEGIC ADVANTAGES.** Those marketplace benefits that exert a decisive influence on your organization’s likelihood of future success. These advantages are frequently sources of current and future competitive success relative to other providers of similar products.

**Glossary**, *continued.*

**STRATEGIC CHALLENGES**. Those pressures that exert a decisive influence on your organization’s likelihood of future success. These challenges are frequently driven by your organization’s anticipated competitive position in the future relative to other providers of similar products.

**STRATEGIC OBJECTIVES.** The aims or responses that your organization articulates to address major change or improvement, competitiveness or social issues, and business advantages. See also action plans.

**SYSTEMATIC.** Well-ordered, repeatable, and exhibiting the use of data and information so that learning is possible.

**TRENDS.** Numerical information that shows the direction and rate of change of your organization’s results or the consistency of its performance over time.

**VALUES.** The guiding principles and behaviors that embody how your organization and its people are expected to operate.

**VISION.** Your organization’s desired future state.

**VOICE OF THE CUSTOMER**. Your process for capturing customer-related information.

**WORK PROCESSES.** Your organization’s most important internal value-creation processes.

**WORK SYSTEMS.** How your organization’s work is accomplished, consisting of the internal work processes and external resources you need to develop and produce products, deliver them to your customers, and succeed in your marketplace.

**WORKFORCE.** All people actively supervised by your organization and involved in accomplishing your organization’s work, including paid employees (e.g., permanent, part-time, temporary, and telecommuting employees, as well as contract employees supervised by your organization) and volunteers, as appropriate.

**WORKFORCE CAPABILITY.** Your organization’s ability to accomplish its work processes through its people’s knowledge, skills, abilities, and competencies.

**WORKFORCE CAPACITY.** Your organization’s ability to ensure sufficient staffing levels to accomplish its work processes and deliver your products to customers, including the ability to meet seasonal or varying demand levels.

**WORKFORCE ENGAGEMENT**. The extent of workforce members’ emotional and intellectual commitment to accomplishing your organization’s work, mission, and vision.

**Wisconsin Challenger Organizational Profile Application**

**1. APPLICANT ORGANIZATION**

Applicant Organization Official Name

Other or Previous Applicant Organization Name

Applicant Organization Headquarters Street Address

City County ZIP Code

**2. SIZE OF ORGANIZATION**

**2. SIZE OF ORGANIZATION**

Total number of Total FTEs

sites in Wisconsin  in Wisconsin

**3. ORGANIZATION TYPE**

**3. ORGANIZATION TYPE**

Manufacturing  NAICS Code (3 or 4 digits from pgs 5-7)

Health Care  :

Government

Service

Education

Other (Specify):

**4. HIGHEST RESPONSIBLE OFFICIAL**

**4. OFFICIAL ORGANIZATIONAL CONTACT**

Name of Official Contact

Title

Street Address

City County ZIP Code

Telephone Number Fax Number

Email address

**This is fun**

**4. HIGHEST RESPONSIBLE OFFICIAL**

**7. ASSURANCES AND AUTHORIZATION**

**5. ASSURANCES AND AUTHORIZATION**

***On Citizenship:*** We certify that our organization is a good community citizen, and that there are no current allegations, investigations, or violations of laws/regulations related to civil rights, health, safety, finances, tax status, environment, labor relations or similar issues that could be embarrassing to the Wisconsin Center for Performance Excellence (WCPE) or Wisconsin Forward Award.

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Authorized Signature

Name (please type or print)

Title Date

**6. FEE, DUE DATE, AND ADDRESS**

$ 750 application fee

$ 575 members of Wisconsin Center for Performance Excellence

Fee Enclosed $

Please make checks payable to the Wisconsin Center for Performance Excellence or go to PayPal.com to arrange credit card payment.

Due date: Wisconsin Challenger applications are accepted throughout the year.

**Mail/Delivery Address:**

Wisconsin Center for Performance Excellence

2909 Landmark Place

Madison, WI 53713

**Important Information**

One copy of your Wisconsin Challenger narrative should be included with this Application Packet, along with an electronic version. The Organizational Profile narrative should respond to the 2017-18 *Excellence Builder* standard organizational profile plus supplementary questions. As a way to encourage organizations to focus on the most key information, we recommend your response limited to 20 pages.

Inclusion of a glossary of terms and abbreviations, as well as an organizational chart is strongly recommended. The glossary and organizational chart **do not** count in the 20-page limit.

The Organizational Profile should follow these guidelines:

* Must Respond to a 2017-2018 version of the Criteria (also found in the Baldrige Excellence Builder)
* Must be typed, using a font size no smaller than 10 points**.**
* Charts and graphs should be legible, including differentiations in series by pattern or color where applicable.

**Instructions for Completing the**  
**Wisconsin Challenger Application Form**

1. **Applicant Organization:** Provide the official name, business address, and all other information requested for the organization applying for the Wisconsin Forward Award.
2. **Size of Organization:** Give the number of sites and the number of full-time equivalent employees of the applicant organization as of the date you submit the form. This refers to sites and employees within Wisconsin. A site is considered a single site if the organization has offices or other works areas located near each other and if the organization considers them one location for business and personnel purposes.
3. **Organization Type:** Check the type of organization as applicable, the appropriate NAICS Code for your organization from pages and , and whether your organization is a Friend of the Wisconsin Center for Performance Excellence.
4. **Highest Responsible Official:** Provide the name and all contact information requested for the highest responsible official of the applicant organization (Owner, Chair of the Board, President, CEO, Plant Manager, etc.). This is the person in Wisconsin with authority to commit your organization to the requirements of the Fast Forward process.
5. **Official Organizational Contact:** Provide the name and all other information requested for the applicant organization official who will serve as the primary contact throughout the evaluation process. Please designate a person who is knowledgeable about your organization and your application who will be able to provide additional information, answer inquiries if necessary.
6. **Organizational Chart:** Include as a separate attachment a line and box organizational chart or charts for your organization. If your organization is a subunit of a larger organization, also attach a line and box organizational chart showing your organization’s relationship to the highest management level of the parent organization, including intervening levels.
7. **Fees:** The fee for Wisconsin Challenger application is $**750** or **$575** for WCPE members. Please contact us if you’re not sure of your membership status.
8. **Assurances and Authorization:** The signature of your organization’s highest responsible official in Wisconsin or designee is required. This indicates that your organization is a good citizen and will comply with the terms and conditions associated with being a Fast Forward participant and recipient.

**Mailing Checklist:** The preparer of the application packet should review this checklist to ensure that all required items are included in the mailing package.

**Important Information**

**Please notify WCPE two weeks before the submission of your Wisconsin Challenger application.**

Please make check payable to the Wisconsin Center for Performance Excellence or call us at (608) 663-5300 to arrange credit card payment vis PayPal.

Mail the Application Packet and your check (if applicable) to:

**Wisconsin Forward Award, Inc.**  
**c/o Wisconsin Center for Performance Excellence**

**2909 Landmark Place**  
**Madison, WI 53713**

**NAICS Three and Four Digit Codes**

**NAICS**

**Code 2002 NAICS Title**

**11 Agriculture, Forestry, Fishing and Hunting**

111 Crop Production

112 Animal Production

113 Forestry and Logging

114 Fishing, Hunting and Trapping

115 Support Activities for Agriculture and Forestry

**21 Mining**

211 Oil and Gas Extraction

212 Mining (except Oil and Gas)

213 Support Activities for Mining

**22 Utilities**

221 Utilities

**23 Construction**

236 Construction of Buildings

237 Heavy and Civil Engineering Construction

238 Specialty Trade Contractors

**31-33 Manufacturing**

311 Food Manufacturing

312 Beverage and Tobacco Product Manufacturing

313 Textile Mills

314 Textile Product Mills

315 Apparel Manufacturing

316 Leather and Allied Product Manufacturing

321 Wood Product Manufacturing

322 Paper Manufacturing

323 Printing and Related Support Activities

324 Petroleum and Coal Products Manufacturing

325 Chemical Manufacturing

326 Plastics and Rubber Products Manufacturing

327 Nonmetallic Mineral Product Manufacturing

331 Primary Metal Manufacturing

332 Fabricated Metal Product Manufacturing

333 Machinery Manufacturing

334 Computer and Electronic Product Manufacturing

335 Electrical Equipment, Appliance, and Component Manufacturing

336 Transportation Equipment Manufacturing

337 Furniture and Related Product Manufacturing

339 Miscellaneous Manufacturing

**42 Wholesale Trade**

423 Merchant Wholesalers, Durable Goods

424 Merchant Wholesalers, Nondurable Goods

425 Wholesale Electronic Markets and Agents and Brokers

**NAICS**

**Code 2002 NAICS Title**

**44-45 Retail Trade**

441 Motor Vehicle and Parts Dealers

442 Furniture and Home Furnishings Stores

443 Electronics and Appliance Stores

444 Building Material and Garden Equipment and Supplies Dealers

445 Food and Beverage Stores

446 Health and Personal Care Stores

447 Gasoline Stations

448 Clothing and Clothing Accessories Stores

451 Sporting Goods, Hobby, Book, and Music Stores

452 General Merchandise Stores

453 Miscellaneous Store Retailers

454 Nonstore Retailers

**48-49 Transportation and Warehousing**

481 Air Transportation

482 Rail Transportation

483 Water Transportation

484 Truck Transportation

485 Transit and Ground Passenger Transportation

486 Pipeline Transportation

487 Scenic and Sightseeing Transportation

488 Support Activities for Transportation

491 Postal Service

492 Couriers and Messengers

493 Warehousing and Storage

**51 Information**

511 Publishing Industries (except Internet)

512 Motion Picture and Sound Recording Industries

515 Broadcasting (except Internet)

516 Internet Publishing and Broadcasting

517 Telecommunications

518 Internet Service Providers, Web Search Portals, and Data Processing Services

519 Other Information Services

**52 Finance and Insurance**

521 Monetary Authorities - Central Bank

522 Credit Intermediation and Related Activities

523 Securities, Commodity Contracts, and Other Financial Investments and Related Activities

524 Insurance Carriers and Related Activities

525 Funds, Trusts, and Other Financial Vehicles

**53 Real Estate and Rental and Leasing**

531 Real Estate

532 Rental and Leasing Services

**NAICS**

**Code 2002 NAICS Title**

**54 Professional, Scientific, and Technical Services**

541 Professional, Scientific, and Technical Services

**55 Management of Companies and Enterprises**

551 Management of Companies and Enterprises

**56 Administrative and Support and Waste Management and Remediation Services**

561 Administrative and Support Services

562 Waste Management and Remediation Services

**61 Educational Services**

611 Educational Services

6111 Elementary and Secondary Schools

6112 Junior Colleges

6113 Colleges, Universities and Professional Schools

6114 Business Schools and Computer and Management Training

6115 Technical and Trade Schools

6116 Other Schools and Instruction

6117 Educational Support Services

**62 Health Care and Social Assistance**

621 Ambulatory Health Care Services

6211 Offices of Physicians

6212 Offices of Dentists

6213 Offices of Other Health Practitioners

6214 Outpatient Care Centers

6215 Medical and Diagnostic Laboratories

6216 Home Health Care Services

6219 Other Ambulatory Health Care Services

622 Hospitals

623 Nursing and Residential Care Facilities

624 Social Assistance

**71 Arts, Entertainment, and Recreation**

711 Performing Arts, Spectator Sports, and Related Industries

712 Museums, Historical Sites, and Similar Institutions

713 Amusement, Gambling, and Recreation Industries

**NAICS**

**Code 2002 NAICS Title**

**72 Accommodation and Food Services**

721 Accommodation

722 Food Services and Drinking Places

**81 Other Services (except Public Administration)**

811 Repair and Maintenance

812 Personal and Laundry Services

813 Religious, Grantmaking, Civic, Professional, and Similar Organizations

814 Private Households

**92 Public Administration**

921 Executive, Legislative, and Other General Government Support

922 Justice, Public Order, and Safety Activities

923 Administration of Human Resource Programs

924 Administration of Environmental Quality Programs

925 Administration of Housing Programs, Urban Planning, and Community Development

926 Administration of Economic Programs

927 Space Research and Technology

928 National Security and International Affairs



2909 Landmark Place Madison, WI 53713

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