

## Service: Graniterock Company

I love organizations that, in pursuit of serving their customers, do things that are absolutely outrageous. You kind of have to—to make a difference. It's got to really stand out. There's a company that's in northern California that does road rock, cement mixers, asphalt—all that incredibly unexciting stuff. It's called the Graniterock Company. It's in a place called Watsonville, California. Amazingly enough, this little contractor won one of the famous Baldrige Awards. But that's not what I'm going to talk about.

You are a customer of Graniterock, a contractor, presumably. You get 20 orders from Graniterock that they deliver for you in the course of the last 30 days. So now your invoice comes from Graniterock. And there it is: Order 1, Order 2, and so on, and so on, to Order 20. But down at the bottom, you see this sentence, and it says, "If you were not happy with any of these orders (service, or what have you) ... if you were not happy with any of these orders, just scratch them out and don't bother to pay." I mean, that is the most outrageous thing I've ever heard in my life.

But what an incredible thing to say to a customer. Needless to say, you wouldn't say that if you were a bunch of bozos, but they do fabulous work. And then they remind the customer of their fabulous work by saying, "Hey, you weren't happy? Don't pay." Love it.