For this assignment, I chose MidwayUSA because it was the Malcolm Baldrige National Quality Award 2021 Award Recipient.

**Company Overview:**

MidwayUSA is a prominent organization headquartered in Columbia, Missouri, and operates in the firearms and hunting accessories retail sector and operates online. Is definitively an industry-leading internet retailer of nearly 200,000 Shooting, Hunting, and Outdoor products (MidwayUSA, 2023). Some of the best highlights described by the Baldrige Excellence Program include this company ranking in the top 3% of the best U.S. performers in Customer satisfaction out of 3,500 internet retailers and the company has averaged 39% net income growth every year over the past 12 years (NIST, 2021). The company was honored with the Malcolm Baldrige National Quality Award for its exemplary performance in quality management and operational success.

**Challenges Faced by the Organization:**

At the time that MidwayUSA received the award it was facing several challenges, and also key changes that were providing them with great opportunities for growth. They described that market volatility was the key change affecting them. They described their industry as being one that is very impacted by political and social uncertainty and that those factors can result in large swings in demand for their products. Related to this matter, in their SWOT analysis they included the legislation affecting the shooting and hunting industry as one of the biggest threats for them. Another key challenge from them was that these big swings could create a gap between their suppliers’ capacities to produce the products and the current demand. Another big challenge and threat they described was their huge dependency on only one shipping partner, from which basically they rely on their business model to run efficiently.

**Quality Management Processes and Standards Employed and Positive Outcomes:**

MidwayUSA successfully implemented a great range of quality management processes and standards and as a result, they have experienced positive outcomes thanks to their efforts.

The first one was Leadership, where they decided to share their vision “to be the best-run business in America, and the most successful, most respected business in our industry, for the benefit of our customers” with all their stakeholders and employees and revise with their board on their Strategic Planning Process to see if they are living according to their goals. As a result, the assessment of employees, indicating the alignment of leaders and colleagues with the organization's mission, vision, values, and culture, demonstrated a notable increase from 79% in 2017 to a remarkable 90% in 2021, surpassing the highest benchmark recorded in a national survey.

Another remarkable success they had was in the area of Operational Results and Technology where they comprehended that the challenges previously mentioned could cause a shortage of their products or an overstock. So, in collaboration with its Supplier and Partner, the company successfully obtained a significant product allocation (a strategic inventory approach employed when product availability is limited) achieving an impressive 65% product availability rate, surpassing the performance of its closest industry rival.

In the same area, they implemented a session replay technology for their website that enables employees to view customers' on-site interactions and anticipate potential areas of the page that might cause negative reactions from their customers in the future. Also, through their Customer behavior and a Product Recommendation Engine, they understand their customers’ needs, values, and preferences and only send advertisements for things that are predicted to be interesting to them. Thanks to these efforts the NIST (2021) stated that “MidwayUSA significantly outperforms the next-best online retail competitor in overall Supplier and Partner satisfaction with a 94% satisfaction rate in 2020 and 2021.” They have achieved great success in this specific area thanks to their strategies.

References:

“Baldrige Performance Excellence Program.” *NIST*, 7 Sept. 2023, www.nist.gov/baldrige.

MidwayUSA. “About Us.” *MidwayUSA*, www.midwayusa.com/about-midwayusa. Accessed 29 Oct. 2023.