

Case Title: Walmart**Unique ID: MHE-FTR-045-1259927628**

REV: March 18, 2017

Abstract: The case details the changes Walmart CEO Doug McMillon implemented to address the competitive threat of e-commerce, including the closing of stores and the \$3.3 billion acquisition of Jet.com. Walmart struggles with a maturing and over-saturated U.S. market, where it had to close almost 300 stores (in 2016), a first in Walmart's history. The ecommerce threat is continuing to gain in strength. Doug McMillon needs to develop future growth, and is contemplating a hybrid retail strategy between physical stores and an online presence. Finally, Walmart continues to struggle internationally, especially in China and Brazil, which are potentially huge markets.

Concepts: Intended and Emergent Strategy; International Strategy; Core Competencies; Core Rigidities; Competitive Advantage; Diversification (especially geographic but also online); Firm Growth; Family-Controlled Business; Value Chain; VRIO Analysis; Implementation of Strategic Initiatives.

Context:

- Protagonist: Doug McMillon (CEO)
- Countries: USA, global (28 countries, especially China)
- Sector: Retail
- Company Employee Count: 2.2 million
- Company Revenues: \$486 billion
- Ticker Symbol: WMT
- Event Year Begin: 1971
- Event Year End: 2017