



Name- Gurleen Kaur

Unit code- BMMB7013

Title- Global Challenges

Purpose- Internal and External
analysis of Walmart and strategy used
for personalised customer care

Tutor's name- Glenn Behenna

Student number-2216066

Executive summary

The report demonstrates the scenario of a plan which is urgent to the need of strategic management initiating with the meaning of Strategic management in which it takes various measures to achieve the goals of Walmart. After that, there is a concept of hyperpersonalization in which customers are of utmost importance. After that, there is analysis of external and internal analysis of Walmart and how they impact on any organization. Internal analysis include customers, suppliers and competitors. However, the external analysis may include three tools to analyse Walmart along with the impact on the customer care which is personalized. These tools are PESTLE, SWOT and Porter's five forces.

Moving further, there are two strategies used by Walmart which includes personalized care for the customers which are Competitive strategy and Growth strategy. The strategy which works including the personalized care for customers and to gain the competitive advantage is better which will benefit both the customers and the business of Walmart. When there is growth seen in the business, it is also accompanied by the issues which may come across while using the strategic management in the Walmart which are the expenditure of cost and the need for automation in the services as technology is incorporated in every business so it may compete other businesses and may take the first position.

Reinforcing further, there is an operating environment of the business of Walmart which demands an Omnichannel which every customer demands of that implies that company like Walmart should do multi tasks like they should have a variety of channels through they (customers Or buyers) can be served with. This is through social media, applications e-stores and so on. The complex issues that are addressed in Walmart are tough competition, low prices and awful image. The low prices are kept by the Walmart which is as a part of personalized care. The others issued are the tough competition that other businesses give to Walmart and lastly the bad image of Walmart because of the previous cases. There are some organizational, functional and stakeholders interest in the Walmart. Finally yet importantly, there is a business model of Walmart which has a specialized feature to fulfil the customer care objective that is personalization.

Introduction

The report is about the definition of strategy and strategic management. It is followed by the Hyperpersonalization methodology. Then, analysis of external and internal factors are accomplished in the company of Walmart. There are two strategies of Walmart

which it uses like Competition strategy and Growth strategy. But Walmart chooses Competition strategy as it keeps in the customer care that is personalised and gives the products and services at low cost. Then, it addresses the problems which it faces in implementing strategic management like cost of production and the technology it uses in its services. It is followed by an Omnichannel which insists on giving channels in discrete ways. There are problems that are caused in the organization like neck to neck competition and the low prices which it has to provide to its customers. At last, there is a business model which again has one of the factors of personalization of customer to give them contentment through its services to its fullest.

Main Findings

Strategy

Strategy is the investigation of the current position of the business and alterations can be made when required. One can also know the resources and the way they should be or like is indulged in it (Drucker, 1954)

It is also about the long term goals and the way of achieving it and has an influence on the system holistically (Ackoff, 1974).

Strategic Management

It is the art as well as science of analysis, fabrication, putting into action and evaluation of discrete decisions that assist the organization to accomplish its goals is called Strategic Management (David, 2016).

Walmart

Walmart is an American based company which is a multinational company. It has its chains in the form of department stores, grocery stores and many more. This business is founded by Sam Walton. All the business is handled and managed by Walton family. In the year 2022, net remuneration of Walmart is almost 13 billion dollars (Wikipedia).

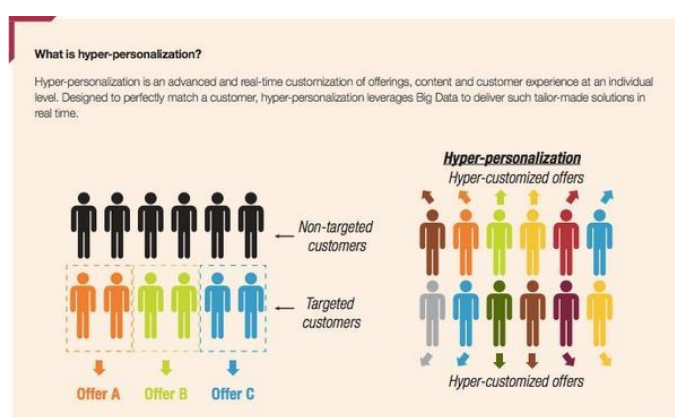


There are three segments in which the business of Walmart is segregated which is as follows (Pratap, 2018)

- Sam's Club
- Walmart US
- Walmart International

Hyper personalization

This word gained momentum during the pandemic of Covid-19 as there was no one allowed to meet others and go for their work or jobs. At that time, hyper personalization came into play as everything was available and customers can shop from Walmart through online sites. It is a combination of deal time data and behaviour of the customers is called Hyper personalization. For example- If an individual is searching some specific product, the site provides links and other items that are available on the web page. (Akinwumi, 2018).



To add on, the brand like Walmart needs to find the appropriate technology which support the techniques of hyper personalization .

External analysis of Walmart

The external environment includes the influence which does not arise from within the organization and is not close to it. However, it is the impact which comes from the external sources. The first external analysis is by PESTEL tool :

PESTEL analysis of Walmart in accordance with hyperpersonalization

In the business of Walmart, leaders as well as managers which put the factors in the priority list in the strategic development.

P- Political factors

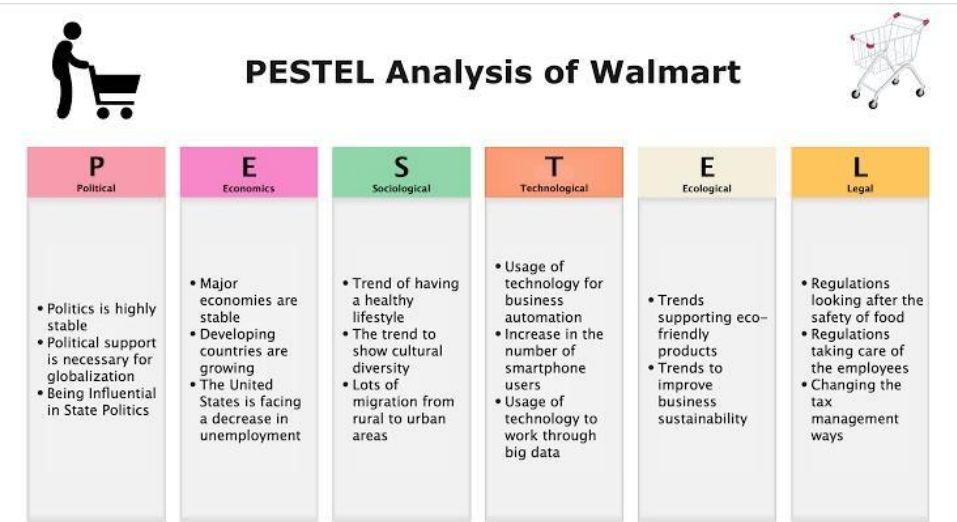
E- Economic factors

S- Social factors

T- Technological factors

E- Environmental factors

L- Legal factors



Political factors

There are multifarious policies of the regimen which Walmart must follow so that no hurdles can be created in the operations of the business. The policies are made by the government for the welfare of people and company can not ignore such rules. (Frue, 2022).

In terms of customer care, political factors are needed to be followed. For instance- Walmart suffering a great loss when it tried to merchandise its products in Chongqing, a place in the country of China. One of the store sold prohibited items to this specific area, of

China. It was only because government cares for the public. Not only the authorities were fast enough to halt the merchandising but also they can even stop the products sold by Walmart.

Economic factors

There are some factors that affect the economy and they are also macro by nature. The stability of the economy is necessary to sell the products at low price.(Frue,2022) It is interesting to note that the company is already providing the products at a low price to its customers which is a care so that they can afford easily. But this solely depends upon the state or position of economy. The other reason from the economy point of view is the taxes as well as the rates of interest. If it is high, the company is in favourable terms. In contrast, if the business is noticing low taxes and interests, there will be more chances to gain profit by Walmart.

Social factors

Society's taste and preferences are the ones that Walmart need to keep in mind for the success for the company. The business needed to keep the customer's preference in mind which may benefit both the customer as well as the business. To elaborate-elaborate-if the business sell products according to it's profit or which may give them more revenue will not result in good sales as they are not according time the customers. However, if the customer get the desired products or items, there will be more sales and Walmart will be benefitted at its optimum. This is also a part of care for the customers.

Technological factors

Walmart is also involving technological factors in its operations so that the customers can do shopping by having a good experience of the technology. Also automation to get the products online and performing online transactions can assist a great way for the customers to do shopping conveniently and with ease. Moreover, Robots can handle unimportant tasks, in contrast, Decision makers or management can focus on increasing sales by introducing strategies to burgeon the profit margins.

Environmental factors

Walmart is influenced by other macro factor which is environment. It needs to focus on keeping the environment safe by spreading less pollution. To add on, as a part of customer care, Walmart also exercise to give pollution free environment in which customers don't face any environmental issues by air, water or noise pollution as it is keeping in mind the factors that may affect the climate as well as

the individuals. Customers also get influenced by the companies which care for the environment and avoid things or activities that may harm the environment.

Legal factors

Legal factors are all about laws, norms and regulations. There are different laws that Walmart needs to abide by like labour laws, health laws, safety laws and many more (Fure, 2022).

If we talk about the customer care, safety laws are made for the safety of customers like use of hazardous items or usage of unhealthy stuff which may put the health of the customers in jeopardy. Therefore, if Walmart will follow the legal procedures, not only the government will promote and support Walmart, but the customers will also be impressed by such move.

SWOT

As we already know that SWOT is all about Strengths, Weaknesses, Opportunities and Threats. This analysis tells us about the areas which are favourable and the arenas on which we need to work for better functioning (Wilson, 2019). It is all about the holistic nature of customer care and the way it operates in Walmart. The analysis include:

- Revert from customers- It is crucial time know what are the likes and dislikes which are apparently the strengths and weakness of the customer care provided by them. Also after the analysis of SWOT, they can be aware of the new methods to give them services and the services which were not upto expectations can be seen as opportunities and threats.
- Grabbing the opportunities- It is essential to take opportunity in the form of feedback give by the customer for improvement in the product or by looking what other rivals are doing to give contentment to customers.
- Analysis of threats- If company like Walmart does not work on suggestions given for amelioration is other threat for the company and the rivals are using automation for their services and goods is the welcoming of threat for the business (Wilson, 2019).
- Fabrication of goals- After being aware of the strength, weakness, opportunity and threats, it is crucial to make some goals that can meet the customer requirements.

Porter's five forces of Walmart

There are five forces of Walmart stated by Porter which are:

- Rival's entry- It is a strong approach which can turn the game of Walmart. The company has to be smart enough time to formulate strategy of competition to compete with this force Greenspan, 2019).
- Power of purchasers- The other force is the purchasers power to bargain product of Walmart. If the force of customers is large, it may influence Walmart.
- Power of suppliers- The force that has on the Walmart above the suppliers who bargain is again weak on the operations of Walmart.
- Replaceable items- This is a weak force as there are less of few substitutes of the products offered by Walmart (Greenspan, 2019).
- New companies- This is actually the fifth force which has a strong impact on Walmart as it may shake the goodwill by providing improved and automated services and goods.

Internal analysis of Walmart

- Customers

The customers are kept at the topmost priority by the Walmart. The prices at which the products are sold are quite low which is affordable for the customers (UkEssays,2018). To add on, Not only they have to spend less, but also they can say their money which is used for more productive purpose. Moving further, they also have the data which also displays the taste of the customers which makes it clear that customer is of utmost importance. Also, their needs are also prioritized by the Walmart

- Suppliers

The other internal factor is the supplier which possess the obligation to supply the raw materials and other items for the fulfilment of order of the customers. Suppliers are more reliant on retailers than the retailers more need them(UkEssays, 2018).

Moreover, the suppliers also ask retailers to send those products which are according time the customer needs because only those products will be purchased which are actually needed by the customers. The suppliers have to follow some norms like Retail link and RFID technology (UkEssays, 2018).

- Competitors

The other internal factor is the competitor. All the companies are giving tough competition to get a success and to outweigh all other business. It is only possible if the business is able to give good quality products by fulfilling the needs and wants of the customers. The only motive of the competitors is to give the best goods and services which is the only factor which will provide prosperity to the business. Competition strategy is the cost leadership. Growth strategy is about market and product growth with the innovation in the company's products.

Strategies for Customer Care



- Competitive Strategy

There is a strategy named Competitive strategy exercised by Walmart (Ferguson, 2018). This strategy is based on leadership of cost. Michael Porter gave a strategy on leadership cost. He focuses on a competitive strategy which focuses to achieve low cost. Walmart can compete with other brands on the basis of low cost that it provides to its customers. Also, it is a basic strategy

for the formulation of pricing strategy. A company like Walmart focuses on low costs which will in return result in low prices of the items. (Ferguson, 2018)

For instance- A company like Walmart can use automation technology in which services are available online and the person or the customer does not have to travel to the in store for buying items which is time saving procedure.

- Development strategy

Development strategy has a variety of 4 discrete intensive strategies like:

- Penetration in the market
 - Market growth
 - Product growth
 - Innovation
-
- Penetration in the market- Strategy which focuses on the growth of the business is called development strategy. It is also known as growth strategy. There is a model introduced by Igor Ansoff. It sells the products which can be sold in the current market(Ferguson, 2018). Moreover, this strategy is all about trading in the market where it's operations still exist. The products are given to the present customers by satisfying them with discounts as, well as coupons. This strategy is applied just to increase the market share. The services provided by Walmart are online which is customer care or personalization of buyers where they can easily purchase without any inconvenience. This strategy is for market penetration where the low prices are the key strategy to give contentment to customers
 - Market growth- This strategy is not primary as the products that are remaining are sold in the new markets(Ferguson, 2018). For instance- Walmart opens a store in the area where there is no availability of Walmart stores. Then, the products of Walmart are sold at low prices so that the customers can get impressed by such low prices and hyper personalization comes to play as customers are given such importance again.
 - Product growth- This is a secondary strategy that is intensive by nature. It focuses on giving or selling new products where is existence of operations of Walmart (Ferguson, 2018).This strategy of development does not focus on the product, but on the

marketing of the products. Also, there is more concentration of Research and Development. The sole purpose of this strategy is to sell those new products that are not quite exorbitant.

- Innovation- Innovation is the intensive strategy which is not vital as the company of Walmart focuses more on the retail business as compared to introducing any innovation or some novelty in the business. For instance- Walmart entered in the video business in 2010 and joined content and media company which is Vudu. At that time, Walmart made it a part of their business(Ferguson, 2018).

If we have to critically analyse the strategies that is convenient for the customer care or hyper personalization is the competitive strategy. In this strategy, cost leadership comes into play. This type of strategy is beneficial to both customer as well as the company of Walmart. The retailing company- Walmart gives the items or products to the customers directly by eliminating the need of middleman to deal with the trading. That is why that cost is not paid by the customers and even such payment is not made by the Walmart to the middleman as his role is already eliminated. The customer is treated as a king in such process and it also promote better relationship between the company (Walmart) and the customer. (Mahato, 2022)

Issues in the application of Strategic Management

There are two main predicaments that are faced while using various strategies in the company of Walmart (Executiveplatforms,2021) which are:

- Cost optimisation in the Omnichannel globe

It is quite challenging to incur cost in different channel Or we can say mediums while using the strategies in the company of Walmart. Also, it is quite complex to manage or sort the delivery mediums, sort of inventory and many more.

- Need for technology

The secondary issue which is faced by the Walmart company is the use of technology to give the latest service or e-services (Executiveplatforms,2021). To add on, automation has gained popularity since the start of an ailment named Covid19. It was a pandemic which resulted in the advent of automation of services provided by Walmart for a better customer experience and convenience. Funds play a major role to put the concept of automation in its services by Walmart.

Operating environment of Walmart

It is a well known fact that digitization is already indulged in the business operations to keep it innovative and match with the trends of the market. There is a modification which involves switching from traditional commerce to e-commerce. This change is just owing to the demand of the purchasers (Etail, 2022).



A customer needs a mobile, website, in store . A research was done by Accenture in which a survey of 750 purchasers were done who belonged to America. A surveil of 32 retailers was accomplished in USUS. In that research, it was apparent that 45% of the intellects or purchasers like to get real time promotions, in contrast, the retailers who delivered that service was 28 percent.

Dave Richards, MD of Accenture:

It is a fact that every customer want real time promotion in their cell phone. This also signifies that the retail owners have full power over the mobile phone. Also, these channels of sales should be uniform for all customers and one channel should not be preferred on the basis of satisfaction but take convenience into consideration.

Demand for Omni channel

Multichannel is something which is old but Omnichannel is something which is demanded by every customer (Etail, 2022).



For instance, if the customer is choosing or selecting any product of Walmart from a Walmart store or surfing it online . The search history is being followed and noted by the Walmart. The word ‘personalization’ comes into play. Walmart can easily comprehend the taste, preference and the behaviour as well. Accenture revealed in one of the studies that 32% of the customers need an amelioration in physical store, website and cell phone as well.

Components of Omni Channel

There are multifarious parts of this channel which is as follows:

- Trading on social media
 - Online stores
 - Digital places
 - Cell phone apps
-
- Trading through social media- The products are sold of Walmart through the social media platform like Instagram, WhatsApp, Facebook, Twitter and many more.
 - Online stores- It refers to the website on which the products or items of Walmart are sold which involves the, delivery, after sales service and so on. (Shift4shop, 2021)
 - Digital places- There are different places or areas to shop online. In such areas, a number of products and items are available under one area. The example of such areas are Amazon and eBay.
 - Cell phone apps- There are different applications on cell which helps to get interaction with the products as well as company. These apps also provide discounts ,coupons, customer service and many more.

Strategy of Omni channel

Omni channel needs to have four areas in which strategy can be applied like:

- Platforms- Every platform is quintessential to make an effective Omni channel. There are discrete platforms like website, service, mobile application, social networking sites and so on to have a better experience (Shift4ship, 2021).
- Methodology- It is the plan which is accomplished with the help of tools and resources. This combination is chosen for better customer experience.
- Employees- The other strategy is to hire workers so that they can combine both platforms and methods to fabricate a connection between them and that is possible because of the staff (Shift4shop, 2021) .
- Putting into action- Now is the time to put platforms, methods and the workers to analyse whether they provide customer experience in relation with Omni channel. All these strategy should be good for it to be implemented in the company of Walmart effectively.

Complex issues of Walmart

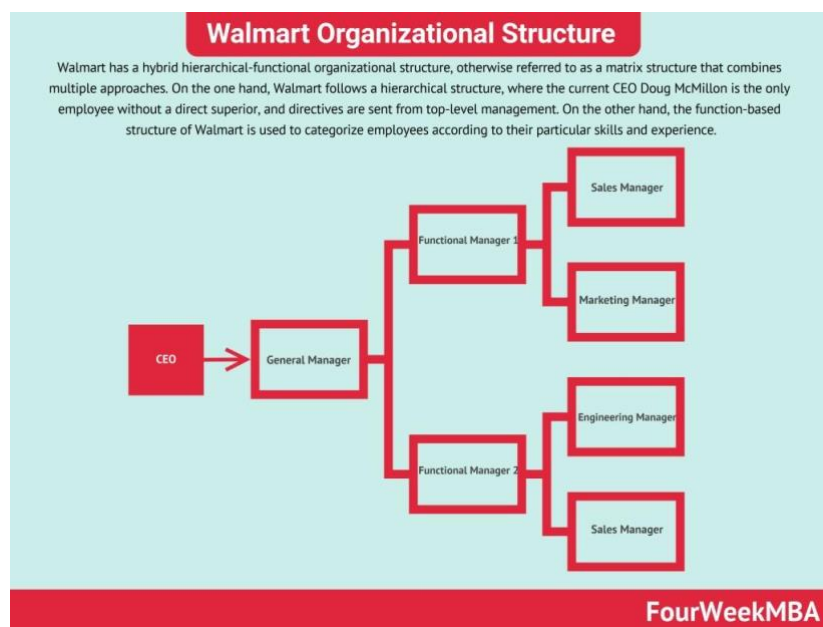
There are numerous issues which are faced by Walmart in terms of its strategic framework. When the business is achieving its targets, it is obvious that the hurdles will surely accompany with its opportunities. The predicaments that come up while fabricating strategies in the structure of Walmart are:

- Neck to neck competition- The first issue faced in the structure of Walmart is that it has to face tough competition given by other businesses to Walmart. For instance- Walmart is getting tough competition from companies like Giant tiger, Shop Co, , Kmart, Soriana, Meijer and many more (Kneer, 2009). The countries that are trying to move forward of Walmart are Canada, Mexico and so on. Foreign markets are the point of stiff competition that exists (Panda, 2022).
- Negative reputation- Walmart has a reputation which is a bad in the eyes of public as many cases have come up against Walmart (Panda, 2022). The cases are related to low remuneration, sexual abuse and many more. The case of sexual assault has made the growth of the company stagnant as it has not been allowed to open its stores in some specific areas on the basis of the rigorous culture and tradition (Robert and Berg, 2012)

- Low pricing- Although the company focuses on giving their services at low process, but the gain or profit is too low to manage the expenditure of business (Peterson,2015).The low price is just that Walmart can remain ahead of the competition. But the profit that it gets is too low. In return, company faces issue while making decisions regarding charging the price of the product.

Organizational and Functional Structure

Walmart is that company which has a combination of functional and organizational structure which is a mixture of different approaches. In the chart, McMillion is the sole worker and the top level management is responsible for sending the directives. In contrast, if the functional structure is taken into consideration, the employees are segregated on the basis of skills or expertise that the workers possess (Cuafano, 2022).



Organizational Structure

The organizational structure is something that is a hierarchical setup and there are a variety of functions that relate to certain group.

Walmart has a matrix organization structure as it includes two types of structure in its framework (Cuafano, 2022). Not only

Walmart has gained it's significance because of it's multi purpose nature, but the other realms are also imitating the structure of

Walmart. It is because the framework is able to work in distinct arenas.

Hierarchy

As it is already mentioned above that Walmart has a structure that follow hierarchy in which only one person or CEO is an employee. Directors are moved from the primary level to the store managers, store team managers, district managers, regional managers according to the need. This makes it quite easy to have their impact on the organization and also keeps a check on the influence of the decisions. This framework makes work easy to manage members of Walmart which accounts for more than 2 millions.

To add on, there are board of directors that are 12 in number with the members of the Walton family as well. Committee of Executives are the ones that are controlled by the Board of directors. Also, this committee comprises of Chief financial officer, Chief legal officer, Chief Technology officer and so on (Cuafano, 2022).

When moving towards the bottom, there is leadership which is senior that involves 30 executives that work in the field of health, ethics, trading, technology and many more.

Functional Structure

This structure is all about marketing, human resource, fabrication and customer care. Customer is all about hyper personalization by Walmart in which customers are of utmost importance and are never neglected.

Each group has a manager that leads the group and a store is given to each of them to accomplish their objectives or aims that are assigned to them. For instance- Sam's Club is composed of functional group which is absent in Discount arena (Cuafano, 2022).

Stakeholders interest in Walmart's strategic framework

There are different stakeholders in the business of Walmart and they are the members of the company. Every member has distinct interest which are as follows:

- Investors
- Buyers

- Workers
 - Suppliers
-
- Investors- Investors are given the primary position in the business of Walmart (Meyer, 2017). It is obvious that they want to get most of the profit which is possible if the company earns more revenue. They also want that the cost of operation should be low as the cost is low will result in high prices.
 - Buyers- Purchasers are interested because they want to get the product at low price. This is the reason Walmart keeps purchasers at second position.
 - Workers- Workers are at the third priority. The interest of workers as stakeholders is not much interested in profits as it only requires two main things like security of job and handsome wages (Meyer, 2017).
 - Suppliers- They are not considered much in the list and that is the reason they are at the bottom list of stakeholders as they just want that the company purchase their products in high quality and in bulk.

Business Model of Walmart

A business model of retail should have three factors (Sorescu and Bridges, 2011) which are:

- Structure
- Operations
- Governing body

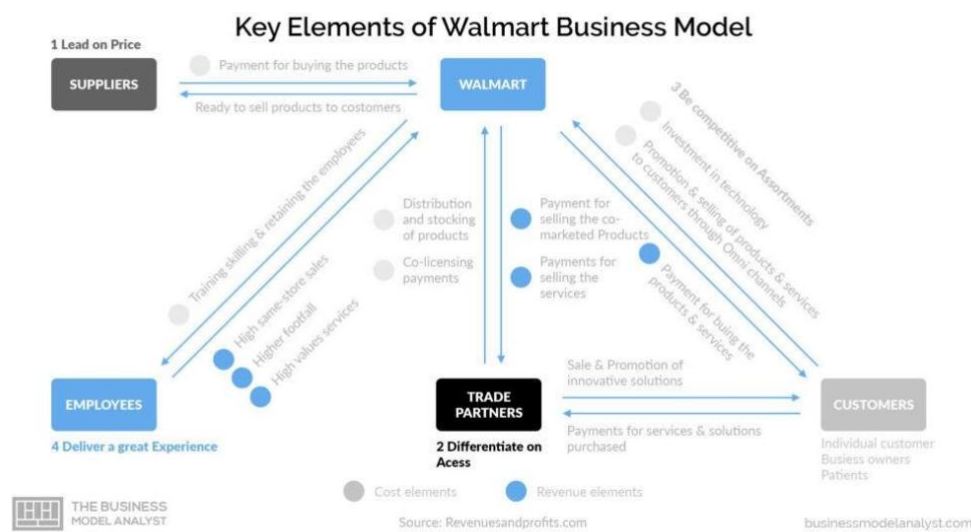
Walmart is a company which is known for its global e-commerce business and possess these factors in its model. It has designed a model called Business Model to give a tough competition to its rivals (Vamanan, 2022)

It has a goal of EDLP-(Every Day Low Prices).

There are two main business keys in which Walmart has gained popularity that are:

- Everything under one roof- Walmart is all about giving millions of products under one roof. Also, customer does not have to move from one place to another and finds it convenient to get things from one place.
- EDLC Or EDLP- Walmart has always tried to control the expenditure so that it can give its products and services at lower prices. That is why it has adopted the strategy named EDLP . This has a factor of omnipresence in EDLP. This makes the customer allured to Walmart because of the inexpensive services (Vamanan, 2022).

Business Model of strategy



- Top on price list- Walmart is chosen by its customers because they want to lead from other rivals. In order to keep the price low, they get in contact with suppliers from all over the world so that they can buy in bulk and have discount on the purchased items (Periera,2020).This is called the bargaining power of Walmart. In this way, the price of goods and services are low.
- Discrete access- There are different stores and supermarket where one can shop. The company is having a strategy to make the products accessible by discrete ways. For this reason, it has the decision to invest in various arenas.

SALE SALE SALE **SAVE OVER \$1,268 TODAY WITH OUR SUPER GUIDES BUNDLE INCLUDING 40+ GUIDES AND LIFETIME UPDATES !!!**

➔ GET BUNDLE WITH LIFETIME UPDATES

- Firstly it has made up the mind to give fresh food in the small shops.
- Connecting with two types of customers who want an online facility and the other one wants a physical store for shopping purpose.
- The plan to open a store which is not accessible. For instance- A pharmacy store can be opened in an area where there is no medical facility.

- Compete on the basis of variety – The other aspect of business model is that the strong aspect of Walmart is that it keeps on giving a variety to its customers so that there is a sense of novelty that can be experienced by its customers (Periera, 2020).
- Top notch experience- It has a strategy that the customer is given much attention plus the experience that he or she has while shopping should be phenomenal which clearly decides whether the customer is satisfied or not and whether he will come up for the shopping again or not (Periera, 2020). This is something which focus on hyper personalization so that the customer get the best thing.

Therefore, this is the model which can be used by the business so that innovative strategy can be fabricated by the business for an effective working of the business. As a part of personalization care of the customers, Walmart model of business focuses on giving the best of its services with low price which is only possible if the production cost is low and strategies are also formulated to decrease this cost. The aim of giving customer care is achieved by Walmart.

Conclusions

It can be concluded that Walmart has initiated to give customer with services which are in sync with the technology. The best strategy which work for customers is the Competitive strategy which focus on giving items at low prices as they get benefit of low cost from suppliers which is why they pass the benefit to its customers. Also, EDLC is the Everyday low cost which signifies and keep the customers in mind and the care it shows to its customers by giving them services at low cost which keeps the customers contented.

Recommendations

The only recommendations that can be given is that Walmart can make their customers jubilant, contented and have the capability to fulfil the needs of the customers which is a part of personalized care of the purchasers. It will only work in the

long run if its services are given with the assistance and touch of technology and automation. This way of providing services to the customers by Walmart is quite alluring and will keep the customers stick to the services of Walmart.

Bibliography

UKEssays. November 2018. Walmart: Internal and External Analysis. [online]. Available from: <https://www.ukessays.com/essays/management/introduction-wal-mart-stores-inc-dominating-management-essay.php?vref=1> [Accessed 14 December 2022].

Levine, N. *Wikipedia*. [Viewed 12 November 2022]. Available from: <https://en.m.wikipedia.org/wiki/Walmart>

Pratap, A. *Strategic Analysis of Walmart*. [Viewed 25 May 2018]. Available from: <https://www.notesmatic.com/strategic-analysis-of-walmart/>

CherylBridges, A., (2011). Innovations in Retail Business Models . *Journal of Retailing*. **87**(1 July), 3-16. Available from: <https://www.sciencedirect.com/science/article/abs/pii/S0022435911000340>

Ferguson, E., (2018). Walmart's Generic Competitive Strategy and Intensive Growth Strategies [online]. Available from: <https://panmore.com/walmart-generic-competitive-strategy-intensive-growth-strategies>

Akinwumi, T., (2018). Hyper-Personalization: 4 Examples of Retailers Doing it Right [online]. [Viewed 14 December 2022]. Available from: <https://www.shopify.com/in/retail/hyper-personalization-4-retail-examples>

Series, T. L., (November,2021). Two Strategic Issues Currently Confronting Walmart's Supply Chain [online]. Available from: <https://epthoughtleaders.com/two-strategic-issues-currently-confronting-walmarts-supply-chain/>

Periera, D., (2020). Walmart Business Model [online]. Available from:
<https://www.google.com/amp/s/businessmodelanalyst.com/walmart-business-model/amp/%3fv=7516fd43adaa>

Definition of Strategy by Different Authors | Best Definition of Strategy [online]. *Expertpreviews*. [Viewed 14 December 2022].
 Available from: <http://expertpreviews.com/definition-of-strategy-by-different-authors-best-definition-of-strategy/>

How Walmart Is Leading The Omnichannel Charge [online]. *eTail*. [Viewed 14 December 2022]. Available from:
<https://etailwest.wbresearch.com/blog/how-walmart-is-leading-the-omnichannel-charge>

Shift4shop. [Viewed 14 December 2022]. Available from: <https://www.shift4shop.com/lp/ecommerce-university/what-is-omnichannel/>

(July,2022). Walmart Problems and Solutions Essay [online]. *IvyPanda*. Available from: <https://ivypanda.com/essays/walmart/>

Cuofano, G., (October,2022). The Walmart Business Model (2022 Update [online]. *Fourweekmba*. Available from:
<https://fourweekmba.com/walmart-business-model/>

Vamanan, D., (November,2022). 10 Walmart New Selling Strategies That Can Help Drive More Sales [online]. *Sellerapp*. Available
 from:<https://www.sellerapp.com/blog/walmart-selling-strategies/>

Cuofano, G., (August,2022). What is Walmart's Organizational Structure? The Walmart Organizational Structure In A Nutshell [online].
Fourweekmba. Available from: <https://fourweekmba.com/walmart-organizational-structure/>

Meyer, P., (March,2017). Walmart's Stakeholders: Analysis & Recommendations [online]. *Panmore.com*. Available from:
<https://panmore.com/walmart-stakeholders-analysis-recommendations>

Wilson, D. B., (July,2019). SWOT Analysis for Customer Service [online]. *Bizfluent.com*. Available from: <https://bizfluent.com/about-6715604-swot-analysis-customer-service.html>

Greenspan, R., (February,2019). Walmart Inc. Five Forces Analysis (Porter's Model), Recommendations [online]. *Panmore.com*.

Available from: <https://panmore.com/walmart-five-forces-analysis-porters-model-case-study>