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Table of contents

Executive summary	3
Introduction	3
1.The research background.....	3
2.Research significance.....	6
3.Company background and profile in China.....	6
Wal-Mart's business strategy	8
SWOT analysis	11
1.Strengths analysis.....	11
2.Weaknesses analysis.....	13
3.Opportunity analysis.....	16
4.Threat analysis.....	17
Recommendation	18
Conclusion	22
Reference List	24

Executive summary

Affected by the epidemic and the advent of the digital economy, the traditional retail industry is undergoing a transformation. As a traditional retail giant wal-mart has been for its excellent customer care is great, now face the new environment and new challenges, in this article, through reviewing the development of wal-mart in China, the choice of business strategy and the current situation of SWOT analysis, said the need in the Chinese market to improve its original business model and marketing strategy, through the new Chinese localization development strategy and speed up the personalized customer service, digital transformation to improve wal-mart's core competitiveness, promote the wal-mart in China high quality development vision in the future.

Introduction

1.The research background

1.1.The impact of the epidemic on Wal-Mart's strategy

As the epidemic spreads around the world, the economies of every country are severely affected. The impact has been even more dramatic for large multinational companies such as Wal-Mart, whose share price has fallen somewhat since the outbreak. For Wal-Mart, the epidemic is a key factor to consider as it prepares for a new strategy in 2020. As a global company, no matter in any market, a decline in globalization can have a negative impact to the enterprise trade, this may mean that multinational enterprises in the

international trade cost rise, at the same time, the relatively mature enterprise supply chain management of Wal-Mart, Wal-Mart may have to rethink how to be more reasonable to reshape its supply chain, especially on the production and procurement. At the same time, affected by the outbreak, the safety of the customer to buy goods with higher demands, Wal-Mart China so must put forward higher requirements of customer care to meet the requirements of customers on the security front, it also requires the Wal-Mart to live at the same time it is also one of the most important offline business corresponding reform, how to combining online and offline business, better to develop and strengthen the e-commerce is Wal-Mart China and Wal-Mart worldwide challenges when doing business.

1.2.The importance of customer care to Wal-Mart

Customer care for Wal-Mart has always been regarded as the enterprise's core values, while in the process of the development of Wal-Mart China, because the pursuit of rapid expansion, Wal-Mart was in pursuit of cost and reduce the input in the customer care, this is in a period of time proves that this strategy under the management of sustainability, therefore, for the traditional retail giant Wal-Mart, customer care must also always need is the enterprise's core values. Sam Walton, the founder of Wal-Mart, has also been raising and emphasizing the importance of customer care in various interviews and reports. He has said many times that superior customer care is what sets Wal-Mart apart from all other companies. "Give them what they need -- and a little more

service," he says. "Let them know you value them. Learn from your mistakes and don't make any excuses. Instead, apologize to the customer. Whatever you do, you should yield. I once wrote the four most important words on the first Wal-Mart sign -- satisfaction guaranteed." In 2014, Wal-Mart incorporated the concept of "serving customers" into its business strategy. Wal-Mart's actions in customer service can be summarized in four aspects: 1. Treat customers as the real bosses; 2. Guarantee satisfaction and try our best to satisfy customers; 3. Sunset rule. This rule means that all Wal-Mart employees are required to respond to calls from customers, suppliers or other employees by sunset the same day. This is an example of Wal-Mart's commitment to customer friendliness. Even though it may not be possible to solve every problem or task before sunset, it is important to stay in touch and show concern; 4. Hospitality: providing hospitality to meet customer needs and exceed customer expectations. Through reviewing the past twenty years, we can find that customer care has always been one of the most important areas of Wal-Mart's business strategy in China.

1.3.Transformation and upgrading of customer care

Service is the communication bridge between customers and enterprises, is the eternal theme of enterprises. For Wal-Mart, customer care is the embodiment of its core competitiveness. Now, as the social economy enters the digital economy era, new technologies and applications such as 5G, Internet of Things, big data, cloud computing and artificial intelligence intersect

with each other. Digital technologies are being integrated into the processes of production, sales and service, and customer care, as the core competitiveness of enterprises, is also facing digital transformation.

2. Research significance

Today, influenced by new crown in a global epidemic, global trade is facing more and complex environment, Wal-Mart's business strategy will be affected, through the analysis of Wal-Mart's business strategy in the different background, and the analysis of the existing environment and strategy, hoping to find in the long run, the development of high quality new Wal-Mart in China strategy, as well as the need to take new measures in the field of customer service, new changes to cope with such emergencies happen, customer service strategies to adapt to the era of digital economy of the new changes.

3. Company background and profile in China

Wal-Mart was founded in Arkansas in 1962 by American retail legend Sam Walton. After 50 years of development, Wal-Mart has become the world's largest private employer and retailer chains, repeatedly topped fortune global 500 and became the most valuable brand the company is committed to through the entity stores, online electronic stores, as well as mobile devices on different platforms such as mobile terminal different ways to help people all over the world wherever they save money, and live a better life. Every week, more than 265 million customers and members visit more than 11,500 Wal-Mart stores and e-commerce sites under 56 brands in 27 countries.

Wal-Mart's global revenue reached \$524 billion in fiscal 2020 and it employs more than 2.2 million people worldwide.

In 1996, Wal-Mart entered the Chinese market and opened its first Walmart store and Sam's Club store in Shenzhen. Adhering to the basic principles of "respecting individuals, serving customers and pursuing excellence", Wal-Mart China has made a series of brilliant achievements in various fields through years of unremitting efforts. Until now, Wal-Mart has operated different formats and brands in China, including Wal-Mart stores and Sam's Club stores. Wal-Mart has opened more than 400 stores, 21 distribution centers and about 100,000 employees in more than 170 cities across China. As an omni-channel retailer, Wal-Mart focuses on customer experience. It integrates physical stores and multiple e-commerce channels to provide customers with more convenient shopping solutions by accelerating the digitalization and scale of retail innovation. At the same time, it actively seeks for extensive cooperation, expands the layout of integration and communication, and builds the all-channel retail ecosystem for win-win development, so as to realize the goal of saving customers money and enabling them to live a better life. In the future, Wal-Mart will continue to invest and develop in China for a long time and provide better service to customers both online and offline. Meanwhile, Wal-Mart will continue to upgrade its existing stores, enhance food safety, and develop win-win cooperation with local suppliers. Wal-Mart hopes to create more jobs and become an excellent

corporate citizen trusted by consumers while developing with China's economy.

Wal-Mart's business strategy

Wal-Mart China's business strategy has been constantly changing and adjusting in the past 20 years since its entry into China. The different business strategies Wal-Mart adopts in these different periods also come largely from the judgment of the internal and external environment in which its organization is located.

The first stage(1996-2007)

Wal-Mart entered China is in the first decade of the first stage of its operation and development in China, the external environment facing the enterprise was limited competition and low labor standards of a new market environment, Wal-Mart believes that "the privilege" of developed countries and people oriented human resource policies and practices help to attract staff, adhere to and emphasis on Wal-Mart's corporate culture, in the United States attaches great importance to staff training, so this one phase, Wal-Mart China take the characteristics of business strategy is sticking to its original operation and management methods. But this stage of development, the Chinese market is not well accepted Wal-Mart's American business model, its membership fees, purchase centralization and variety of goods, is relatively small, and the product due to regional differences and customer tastes do not match, have led to the development of the short of Wal-Mart China has been belong to loss

stage. By contrast, Carrefour and RT-Mart are more flexible and diverse in their product categories and distribution models. As a result, both rivals are ahead of Wal-Mart in sales. By 2007, Wal-Mart had only 97 stores in China, compared with 112 at rival Carrefour and 85 at RT-Mart, which entered the market after Wal-Mart.

The second stage(2007-2012)

Due to poor management of the first phase of the, in order to change the operations of Wal-Mart China, Wal-Mart in 2007, chose to the Asian market and retail business more understand the new chief executive, and rethinking the enterprise environment, this time from retail industry market competition becomes increasingly fierce, consumer demand is also becoming increasingly complex and diverse, small suppliers and professional supplier of increase in the number, in the face of different environment and culture, with the United States market of Wal-Mart China chose the cost leading strategy, at this stage of more emphasis on market growth and cost control in the operation and development, improve the efficiency of the procurement; With the adoption of low cost and high efficiency in all aspects of operation, the number of newly opened stores of Wal-Mart increased rapidly during this period, which also brought economies of scale in procurement and distribution, and Wal-Mart gradually realized profits in some cities during this period. But at the same time, the change of business strategy at this stage not only brought about rapid expansion, but also brought about a series of problems. For example, the

excessive pursuit of the increase of the number of stores led to the decline of the opening standards of stores, and in order to reduce costs and pursue performance, there also appeared many opportunistic behaviors that did not conform to the core values of Wal-Mart itself, such as selling fake commodities and changing the production date of goods. These behaviors against the corporate culture led to the rapid decline of Wal-Mart's reputation in the later stage of its development in China, resulting in the gradual reduction of customers, which seriously deviated from the values of customer service and integrity that Wal-Mart has always emphasized, and had a bad impact on the corporate culture.

The third stage(2012-)

Faced with many problems caused by its rapid expansion, Wal-Mart China replaced a new CEO in 2012. During this period, the power of retailers in the Chinese market was further increased, and online shopping behaviors emerged and grew rapidly, leading to intensified competition during this period. During this period, Wal-Mart in the business strategy emphasizes to introduce and strengthen the enterprise's core values, to restore the image of Wal-Mart, emphasize standardized management, streamlining the organizational structure, by emphasizing the quality of the product in an effort to restore customer service, the concept of "customer service" should be brought into the enterprise management strategy, strengthen the cooperation of vendor at the same time, through partnership to further improve the quality of products,

supplier satisfaction also got a boost, emphasis on customer and product new business strategy also help Wal-Mart China implement 16 quarterly earnings in 2012-2016.

SWOT analysis

1.Strengths analysis

1.1 strengths in the number of stores and types of goods

Wal-Mart has currently more than 170 cities in China set up more than 400 offline store, for the customer, under the influence of the outbreak, Wal-Mart offline store can provide a more comprehensive, but also relatively cheaper goods, this means that the customer can be more convenient and faster to get the required goods, is a great attraction for consumers. Wal-Mart also responds to different customer groups by setting up different types of retail stores. In most Wal-Mart stores, it has a full range of products and even many private brands. These national brands and private brands give it a dominant position in the retail market. The positioning of Wal-Mart's products is mainly to ensure the maximum file and give consideration to both high and low crotches. The specific performance is as follows: for low-income customers, it mainly provides basic daily necessities; At the same time, Wal-Mart has also built many Sam's Club stores in China for middle and high-end consumers.

1.2. Service strengths

Wal-Mart's customer service has always been one of the company's most

important strategies. Wal-Mart has always advocated by the customer as the center, fully respect customers, increases unceasingly in the practical operation service standards of the customers, the pursuit of the best quality service, eventually bring unique and wonderful shopping experience for customers has always been Wal-Mart's leaders are demanding both leaders, management personnel and grass-roots staff must have a customer in the heart, sincere and harmonious service atmosphere, to help customers succeed can help you succeed. The company provides high quality service for customers, seeks the recognition of customers, and continuously improves customer loyalty. The ultimate goal of customer service is to provide high quality service, and the competitive Strengthsof customer first depends on providing high quality service for customers. The concept of customer first requires enterprises to establish comprehensive and standardized service standards. Meanwhile, The starting point of Wal-Mart's differentiated product strategy for different groups in China is always the same. Focus on the needs of customers, provide customers with the goods they really need; Always consider reducing operating costs, as far as possible to reduce commodity prices; Create a friendly and pleasant shopping environment, create the ultimate user experience. The principles of "service with a smile" and "service with Excellence" promoted by Wal-Mart also ensure that customers can get high-quality services during the whole shopping process, bringing great psychological satisfaction to customers.

1.3. Strengths of supply chain

Wal-Mart has always pursued a low price, large scale, and centralized procurement to improve the bargaining power of suppliers. Walmart has implemented buy-outs of its stock purchases and settled at a fixed time without delay. Can greatly reduce the purchase cost, increase the enthusiasm of suppliers to cooperate. Despite the impact of the epidemic, Wal-Mart established a direct partnership with manufacturers to purchase its own brands to bypass middlemen and directly order goods from manufacturers, so as to maximize profits while ensuring the quality of goods. Wal-Mart's advanced information technology and developed logistics system enable the real-time tracking of the transportation, sales, storage and other logistics information of every commodity. Information technology has also enhanced Wal-Mart's efficient procurement process and reduced procurement costs.

2.Weaknesses analysis

2.1. Location weaknesses

Wal-Mart's localization strategy in China is insufficient, and its location selection also deviates from China's consumption viewpoint and development status, resulting in a certain location disadvantage. Although the living standard of the masses has been significantly improved compared with the past, China is still a developing country, which is different from the United States and other developed countries in terms of basic national conditions, living standards and consumption attitudes. The land price in the suburbs of

the United States is cheap, and the cost of building a store in the suburbs is relatively low, which is aimed at the middle and low-income people who are very sensitive to the price. The low-price strategy can easily attract a large number of consumers. In addition, American consumers like to buy a large number of goods at one time, and they drive to the large shopping mall in the suburb to store the goods needed for a week, which greatly accelerates the operation efficiency of supply chain and logistics system. On the contrary, compared with the United States, China's transportation system is still underdeveloped, which will lead to traffic jams and inconvenience. Moreover, Wal-Mart's location in China is mostly located in prosperous urban areas, which will directly affect the performance of the logistics system. And as in recent years, wanda, Yintai large commercial complex rise, Chinese consumers shopping habits also upgrade year by year, and U.S. residents in different shopping mode, high quality, convenient as Chinese consumers, especially young consumers, consumers tend to buy fewer shopping mode for many times, such as auchan, yong hui relying on the syntheses of supermarket in China can offer more traffic, more competitive advantage. In the future, whether Wal-Mart can add more localized features that are in line with consumers' preferences and develop personalized customer service strategy is one of the problems that China must face in building its core competitiveness. Wal-Mart China should have a deeper understanding of consumers and combine the characteristics of China's urban areas to provide

different types of consumers with better shopping experience that combines the characteristics of the crowd.

2.2. Weaknesses of informatization

Affected by the epidemic, many traditional retail industries have gradually begun to develop towards new retail such as e-commerce, while Wal-Mart's online e-commerce services have begun to lag behind its competitors in the Chinese market. This is mainly reflected in the defects of Wal-Mart's logistics information system. The logistics system is a key part of Wal-Mart's operation in China, but the imperfection of the logistics information system in China undoubtedly leads to the increase of the company's operating costs and the decrease of its efficiency, thus hindering the sustainable development in the future to a certain extent. Although Wal-Mart has made some achievements in the logistics distribution system, for example, when it expanded its offline stores in a large number, it realized the fast arrival of goods through the advanced logistics management system, enabling consumers to purchase goods in the first time, greatly reducing storage costs and achieving high turnover of funds. But one of the core competitiveness of the information technology system lost its function in China, the global procurement system and logistics system is difficult to share, to the Chinese market into the information system, can't supplier in China, the logistics service provider for information management, information systems can not effectively support offline logistics and supply chain system, China can not be offline store daily

and monthly sales turnover analysis, enters sells saves the management of the retail outlets, commodity procurement and distribution can not timely and efficiently, large logistics center is idle state, so its logistics advantage cannot embody in China. China's regional characteristics and restrictions on information technology system have greatly increased The operating costs of Wal-Mart in China and restricted the cross-province development of Wal-Mart's offline stores in China.

3.Opportunity analysis

3.1. Policy opportunities

In November 2016, The General Office of the State Council issued the Opinions on Promoting The Innovative Transformation of Physical Retail, which clarified the guiding ideology and basic principles for promoting the innovative Transformation of Physical retail in China. The guideline pointed out that standards, norms and competition rules should be established to promote integrated development, and the integration of logistics, business, capital and information flow should be accelerated to improve the level of information, so as to form a new intelligent and networked layout. Wal-mart China is also able to meet the innovation and transformation needs of physical retail, and has a good development prospect.

3.2. Demand opportunities

With the continuous development of logistics industry, many commodities that were difficult to obtain have become ordinary commodities that can be

bought at will. In addition, with the continuous development of E-commerce in China in recent years and the safety considerations of shopping during the epidemic period, consumers' willingness to spend online has also been gradually increased and the categories they buy have been gradually enriched. Consumers are spending more and more, which provides a bigger opportunity for Wal-Mart to develop new online retail.

4. Threat analysis

First of all, the emergence of a large number of domestic supermarket giants in China has put great pressure on Wal-Mart China. These competitors include: First, China Resources Vanguard. It is one of the top retail companies in China. To acquire regional enterprises to expand. Vanguard sticks to the development strategy of "national development, regional leadership and multi-format collaboration". At present, vanguard has nearly 3,000 stores in China, large and small, but only heilongjiang, Xizang, Taiwan, Macao and other places have no stores. Second, Rt-Mart. It is an enterprise founded and developed by Taiwan compatriots. The main characteristic of Rt-Mart is its low price. No matter from the type, price, taste of the goods can meet different needs of customers to the greatest extent, the realization of one-stop can be sufficient to buy the required goods. Third, Yonghui supermarket. This supermarket was established in Fuzhou, Fujian Province in 1998. It is a commercial retail enterprise mainly dealing with fresh agricultural products, daily necessities, clothing, shoes and trousers. At present, it has also started

the collaborative development of multiple formats. These local Chinese retailers are more in line with the consumption habits of Chinese consumers, more easily accepted, and have a natural competitive advantage. Meanwhile, in The Chinese market, it also faces competition from Metro and Carrefour, which are also giants in the traditional retail industry. Today, with the rapid development of the Internet of Things, the traditional retail model is gradually impacted by the new retail model, such as jingdong online supermarket. New retailers such as Tmall and hema also threaten wal-mart's further expansion in China.

Recommendation

After the swot analysis of Wal-Mart's current business situation in China, the following suggestions are put forward for wal-mart to improve its business model in the field of customer service and enhance its core competitiveness by improving the quality of customer service

1. Reshape the business model suitable for China

1.1 Implement a flexible procurement programme that takes account of both headquarters and region.

To a certain extent, Wal-Mart should give up the top-down decision-making control of the headquarters and delegate power appropriately. It should take into account the characteristics of China's vast territory and large regional market differences, and purchase goods appropriately according to its own conditions, so as to give more autonomy to stores in different regions. Each

store can give play to its subjective initiative according to the personalized needs of local consumers, and improve the operating efficiency and save operating costs for the store with targeted commodities. At the same time, the headquarters should establish an inspection and supervision mechanism for the stores in each region to ensure that the power of the stores can be exercised within the company's rules and regulations, so as to avoid problems such as regional corruption caused by the abuse of the power of the stores. In the end, a localized purchasing plan that not only conforms to the overall strategy of Wal-Mart, but also conforms to the local market is formed.

1.2 Implement the operation plan of personalized products and services.

Service is a special kind of commodity. For different customer groups, the service should have some differences in the whole process, because the customer's own needs are different. Therefore, when providing business services, Wal-Mart should provide different services for different customer groups, develop targeted personalized services for target customers, and implement personalized service marketing strategies. The construction of Wal-Mart's own brand can be combined with the preferences of consumers in different regions of China to establish a Chinese-style assembly line. Wal-mart needs to expand its service ideas to carry out service innovation. For example, it can also provide personal shopping guide service for its own brand products of exquisite products. Expand the scope of member services from Sam's Club to key regional stores, so as to open a gap with its peers in terms of service;

Strengthen cooperation with China's high-speed e-commerce, control offline operation costs, and effectively integrate existing stores. In line with China's social development trend of the operation mode, to achieve operational innovation, promote localized transformation. As one of the important channels of consumer experience and personalized service, it can not only improve customer satisfaction and get higher evaluation, but also promote Wal-Mart to establish a more perfect service system.

2. Improve logistics supply chain system and optimize logistics management through scientific and technological innovation

In terms of the current situation of Wal-Mart in China, if wal-mart wants to establish a solid foothold in China, it must adapt to the Chinese market, change the original supply chain management system, restructure the business process methods, innovate in the structure, eliminate the estrangements between various departments as far as possible, and strengthen the coordination and cooperation between different departments. At the same time, increase the intensity of science and technology, promote modern logistics distribution system. Ensure cost control capability in procurement, logistics, information technology application and store management.

Build intelligence logistics system. "Intelligence Logistics System" is a concept first proposed by IBM to build a supply chain with advanced, connected and intelligent characteristics for the future. Logistics is the dynamic

change process of commodities and materials in time and space, while physical management is the management of spatial information and attribute information of commodity data. Facing the problem of inventory allocation and resource integration, Wal-Mart must improve the level of logistics supply chain, and use big data, artificial intelligence and other technical means to solve the trans-regional problem of commodity allocation. Although the available resources are scattered, Wal-Mart can integrate products from different channels and transform and upgrade every link of logistics.

3. Digital transformation of customer service and service quality

In the future development, Wal-Mart will redefine digital services in terms of service consciousness, service ability and service experience, and quickly promote the transformation and upgrading of digital services.

Service consciousness refers to the desire and consciousness of all employees to provide enthusiasm, weekness, and active service, which is a kind of concept and desire to do service work consciously and initiatively, which is reflected in the communication with all the people or enterprises related to the interests of the enterprise. First of all, the service objects have shifted from serving people to serving "people + things". For Wal-Mart, it needs to deliver the right products to the right people at the right time. The service system has shifted from the physical channel to the online channel. Facing the competition of new retail and e-commerce development, Wal-Mart needs to develop the online sales channel and improve the intelligence of customer

service.

The transformation and upgrading of digital services do not mean a complete transformation. The transformation does not mean that the original businesses will disappear, but that they will be improved on the original scale. Providing personalized intelligent services for customers has become the primary task of digital service transformation in the era of digital economy. Wal-mart needs to improve the ability to build personalized service design, enhance the ability to deliver personalized service, and transform from "passionate solution" to "intelligent solution".

Digital transformation of service experience: from result management to whole-process experience management. Customer experience is the key word in the digital service era. Service quality is the basis of customer satisfaction, and customer experience is the key to digital service competition. In the future digital service transformation, Wal-Mart should pay more attention to the customer experience of the whole service process on the basis of paying attention to the service operation results, establish a quantitative monitoring and improvement mechanism of customer experience, and realize dynamic tracking.

Conclusion

Customer care has always been the most important strategic area of wal-mart. Now, under the new era background and new challenges, after conducting a SWOT analysis of wal-mart China, the following suggestions are

proposed for improvement of wal-mart's business strategy :(1) reshape the localized business model suitable for China; (2) Improve logistics supply chain system and optimize logistics management; (3) Realize the digital transformation of customer service and service quality.

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