The University of Western Ontario



907D01

SUPPLY CHAIN MANAGEMENT AT WAL-MART¹

Professor P. Fraser Johnson wrote this case solely to provide material for class discussion. The author does not intend to illustrate either effective or ineffective handling of a managerial situation. The author may have dispulsed certain happens and other identifying information to protect confidentiality.

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INTRODUCTION

With US\$312.4 billion in 2006 sales from operations spanding 15 countries, Wal-Mart Stores, Inc. (Wal-Mart) was the world's largest retailer. Wal-Mart's supply chain, a key enabler of its growth from its beginnings in rural Arkansas, was long considered by many to be a major source of competitive advantage for the company. In fact, when Wal-Mart was voted "Retailer of the Decade" in 1989, its distribution costs were estimated at 1.7 per cent of its cost of sales, comparing favorably with competitors such as Kmart (3.5 per cent of total sales) and Sears (five per cent of total sales).

But by 2006, competitors were catching up. Many of Wal-Mart's management techniques, which it borrowed and refined after having seen them in action at innovative retailers, were now being copied by others. By 2006, most scualers were using bar codes, shared sales data with suppliers, had in-house tracking fleets to enable self distribution, and possessed computerized point-of-sale systems that collected item-level data, in real-time.

Although Wal-Man continually searched for cost saving initiatives, in the most recent quarters the company had been unable to meet its self-imposed target of holding inventory growth to half the level of sales growth. Wal-Mart's new executive vice-president of logistics, Johnnie C. Dobbs, wondered what he could do to ensure that Wal-Mart's supply chain remained a key competitive advantage for his firm.

RETAIL INDUSTRY

U.S. retail sales, excluding motor vehicles and parts dealers, reached US\$2.8 trillion in 2005. Major categories in the U.S. retail industry included the following:

¹ This case has been written on the basis of published sources only. Consequently, the interpretation and perspectives presented in this case are not necessarily those of Wal-Mart or any of its employees.

Discount Store News, "Low distribution costs buttress chain's profits", 18 December 1989.

^{*} www.census.gov, accessed 23 August 2006.

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