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In the case, Kerr cites Walmart's investments in wages and training for employees of \$1.2 billion and \$1.5 billion in 2015 and 2016—part of a move that boosted starting pay for frontline associates from \$9 per hour in 2015 to \$10 in 2016 (it hit \$11 per hour in early 2018). One foundational move to beef up its technology was Walmart's \$3.3 billion acquisition of online retailer Jet.com in 2016, an investment that immediately improved its e-commerce infrastructure. In 2021, one-fourth of retailers reported revenue gains of more than \$100 million from their media networks. But that size and dominance doesn't make Walmart immune to pressures faced by any other retail operation. "...we're now a tech company as much as a retail company," McLaughlin said. Walmart has even crossed over with the gig economy by partnering with platforms including DoorDash, Postmates, Uber, and Lyft for package and grocery delivery. This may be the thinking of many retailers now packaging up and selling their own in-house innovations, from last-mile fulfillment processes to touchless checkout technology. In 2030, what will your workforce look like? The customizable service is part of Walmart's broader strategy to diversify its revenue sources, Walmart said in a press release. ... It will be our humanity that drives our creativity, powers our competitive spirit, and keeps us out in front." Technology changes the nature of work But at the same meeting, McMillon also acknowledged how technology changes the nature of work itself, a perspective echoed by Walmart Chief Sustainability Officer and Walmart Foundation President Kathleen McLaughlin. Image: Starbucks When the customer is your toughest competitor, it's crucial you get everything right. But it's too soon to tell whether they have established themselves in a way that will allow them to truly excel. ThredUp has learned the value of repurposed goods - it's reselling its resale platform and related in-house technologies. You can bet retailers are measuring the beyond-cash benefits of selling their innovations, even if it's to competitors. It's a dynamic that lays bare for MBA students the consequences of senior leadership's choices, says Kerr. Those purchase patterns, meanwhile, are likely benefitting Amazon in the form of customer behavior outside its own brand. Image courtesy of LG Second Life Tour Walmart WMT in August 2021 began commercializing its last-mile delivery platform in the form of GoLocal, a fulfillment service that provides white-label delivery for any business, from a neighborhood chocolate shop to a national chain. Macy's, Lowe's and Kroger KR are among retailers selling ad placement on their own websites, apps and other digital platforms, using their in-house shopper data as the selling point. How much of your sales will be in-store, and how much online? As of November 2021, the cost of operating Just Walk Out was \$159,000 in a 1,000-square-foot location, which covers the cost of Amazon's cloud technology and of remote employees (to verify checkout accuracy and other tasks), but not marketing and merchandising. You're the CEO of Walmart? So, is Walmart making the right investments for its future? While Walmart planned for 500,000 employees to go through Pathways in 2016, the initial rollout was considerably lower; as a result, Walmart needed to revamp some parts of the program to speed up its completion rate. Any discussion of the future of retail—or how we work—has to include Walmart. Widely hailed in the press for the opportunity it offers workers to graduate from college debt-free, the program has seen 7,500 employee enrollments in its first year. "This digital transformation creates new jobs, but, more important, it changes the nature of jobs, even entry-level ones." Those demands require more of workers—and an equivalent commitment to re-skilling and compensation. (Walmart closed 2,214 discount stores or converted them into other formats from 1993 to 2018, with 2,576 supercenters opening during that time.) In addition to increasing Walmart's supercenter footprint, CEO Doug McMillon's omnichannel strategy focuses on a seamless approach to the customer experience, with an emphasis on employee training and improved e-commerce and automation technology, both on the floor and in back office roles. Workers who completed the program received a raise and had increased job opportunities; however, many complained that it lacked clarity and that it took too long to move through the various modules. Recognizing the value of these competitive advantages, a range of retailers, from ThredUp to Amazon AMZN AMZN, are turning their proprietary tech into revenue streams, and other retailers are the buyers. They are still defining the Walmart of the future." About the Author Julia Hanna is an associate editor of the HBS Alumni Bulletin [Image: artran] Related Reading: Are You a Digital Manager? (Its Academies program, focused on training and empowering hourly supervisors to directly manage team members, faced similar challenges). In another move to build a more skilled, educated workforce, Walmart introduced a program in 2018 that offered workers the opportunity to enroll in online degree programs for \$1 a day in business, technology, and supply chain management at three different universities; in June 2019, the program expanded to six universities and 14 areas of study, including cybersecurity and computer science. Its "Resale-as-a-Service" is ready-to-wear, with included product inspections, fulfillment, price analysis and listings to identify the best-fit buyers. From some putting all their chips on e-commerce to others who see Walmart as having a powerful position, particularly in more rural areas, where it can be the one place you go to get your prescriptions, do your shopping, and pick up your e-commerce packages—so building on that, rather than trying to become Amazon." Analysts generally give Walmart strong marks for how its investments in technology and training have set it up to compete. In October, Home Depot signed up as GoLocal's first client, followed by fashion retailer Chico's. [+] the checkout lanes in stores, just as shoppers do in Amazon Go locations. "It's easy to be critical and say that Walmart should be doing more, but when students review the company's actions over the past five years, they have to confront the fact that every time the minimum wage went up, the stock price went down—and meanwhile, competitors have better margins." The case also outlines Walmart's approach to training its workers, including its focus on building long-term, transferable skills through efforts such as Pathways, a program that teaches associates about the retail business model, explains the "why" behind the work they're asked to do, and helps develop the soft skills that are useful in any field. In the second-year Harvard Business School course Managing the Future of Work, Professor William Kerr explores how technology and demographics are changing the way companies like Walmart, and their workers, operate. The technology also is, not surprisingly, at some of Amazon's Whole Foods and Amazon Fresh locations. This is what one of the toughest industries in business demands. The bundled tech, called "Just Walk Out," is now installed in retail settings in Starbucks (in New York), Hudson Nonstop airport stores, TD Garden MRKT Stores (a Boston stadium) and at the supermarket giant Sainsbury's (UK). Some industry observers project the new business could become more lucrative than ThredUp's secondhand clothing, with revenue projected to reach \$300 million by 2025 (its client list rose a reported 30% in 2021). As in the case of Walmart, this service-as-a-business is part of Amazon's game plan to monetize in-house capabilities. But public statements by senior executives made it clear that Walmart was equally committed to the complex, costly effort required of train its human workers. "I'll say, 'You're the CEO of Walmart. All of those added sales generate specific shopper insights that should help ThredUp more accurately promote its own resale brands and goods.' "The pace of change in the retail sector is truly extraordinary," says Kerr, the D'Arbeloff Professor of Business Administration and co-director of Harvard's Managing the Future of Work initiative. But the sellers likely see something of even greater value than sales in some of these collaborations - the shared data and telling customer insights they yield. Walmart has also piloted and invested in robots to perform a variety of functions, from unloading trucks to scrubbing floors to scanning shelves and bringing items out of storage for curbside delivery orders. According to ThredUp, its RaaS platform has listed 1.73 million items. Chart, and more Cloud architecture design tool: AWS, Azure, Google Cloud, IBM, Oracle, Alibaba, Tencent Powerful Flowchart, Floor plan, Mind map and Venn diagram tool Process Map Designer with templates like Customer Journey Mapping, Competitor Analysis, Root Cause, etc Amazon in 2020 began selling its cashier-free technology to retailers so their customers can bypass ... Why Employers Must Stop Requiring College Degrees For Middle-Skill Jobs How to Hire a Millennial What's your take on the future of work? ThredUp's growing list of customers includes Madewell, Athleta, LG, Adidas, Everlane, Hollister and ... But it makes retailers tougher, and working together may be the glue that cements the value they can bring. Here is how six big-name retailers are boning up their business-to-business portfolios. During the same time period, revenue at Walmart's "supercenters" (larger stores that also sell groceries and often include services such as eye care, beauty salons, and photo studios) increased by 16 percent, from \$409.9 billion to \$476.2 billion. And even if data insights are not part of the equation, the analysis of how their "clients" use their innovations generates valuable intelligence. These retail media networks are attractive because the outsourced data is expected to more accurately reach target customers, delivering a higher return on marketing dollars. "The progress that they've made and the strength they still possess has been working out for them to a good degree," says Kerr. The RaaS's growing list of customers includes Madewell, Athleta, LG, Adidas, Everlane, Hollister and Rent the Runway. "I want to be clear that we don't believe technology is the answer to everything," McMillon stated in a 2017 annual shareholder meeting. (As long as it adds value and consumers are willing to share their data in these environments.) And those insights in turn lead to more effective sales opportunities. Nearly 50% of brands had experienced at least a 4% sales bump from sharing their data with retailers, according to Coresight research (nearly 27% saw a gain of at least 8%). No matter who the customer is, retailers know that getting the relationship right takes an optimal understanding of consumers and their needs and then, using that knowledge to create the right experiences. Through it, retailers can access Walmart's cloud-based services for pickup and delivery and reach customers via the Walmart Marketplace, a community of professional sellers. "An early indication of the uncertainty of the future is that, with a bunch of smart MBAs, we had a wide, wide range of opinions as to what the future looks like. These retail services therefore will be tasked with the same challenges customer services face: a seismic-sensitive gauge to predict operational shifts, a constant eye toward next-stage needs and providing what the customer wants and sometimes what they don't expect - at a value. Competition is tough. Models differ - Macy's offers clients the data capabilities of its Star Rewards program; Lowe's combines its data insights and behavioral predictions for customized ad placement on its digital outlets; and Kroger allows brands to access its customer data on their own or third-party platforms. The bundled tech, called "Just Walk Out," is now installed in retail settings in Starbucks (in New York). "That requires a lot of re-skilling of employees and hard choices, in an uncertain environment, in terms of how to deploy capital." "This digital transformation creates new jobs, but, more important, it changes the nature of jobs, even entry-level ones." Kerr captures that dilemma by detailing the scope of Walmart's operations and current strategies in the case "Walmart's Workforce of the Future." Published in April, it offers an overview of the considerable investments the retail giant is making in its e-commerce infrastructure, in its employee training and support, and in technological innovations such as robot workers and in-house incubators. [+] Rent the Runway. "There's so much to unpack in the choices that Walmart is making," Kerr says, remarking that management has also introduced virtual reality goggles to train employees as well as an app, Spark City, that uses a game-type simulation to teach workers about store processes and customer service. What would you have done differently? Amazon in 2020 began selling its cashier-free technology to retailers so their customers can bypass the checkout lanes in stores, just as shoppers do in Amazon Go locations. Technical diagrams: UML, ERD, DFD, PERT, Network diagram, Wiring, PFD, PKID, and more Business diagrams: ArchiMate, BPMN, SWOT, Value Chain, Value Stream Mapping, Org. "That's where the jury is still out. Walmart fights a revenue drop The case details how the rise of e-commerce (and the success of Amazon in particular) affected Walmart's discount stores (which sell general merchandise but limited grocery items), resulting in a decrease in annual revenue at those stores from \$142.5 billion in 2009 to 97.7 billion in 2018. "We spend a lot of time in conversation in this class," says Kerr. "The secret to success will always be our people. Share your insights below. Other initiatives in the strategy include Walmart Fulfillment Services and - announced in July 2021 - a partnership with Adobe Commerce that integrates Walmart's online, in-store and Marketplace fulfillment technologies. These media packages are expected to generate a lucrative return-on-investment: eMarketer projects the industry to generate \$50 billion by 2023. Yet in 2015, announcement of a wage increase resulted in a share price drop the following day of 10 percent, on news that the increase would cut earnings per share by 6 to 12 percent in 2016. As of 2017, 90 percent of the US population lived within 10 miles of a Walmart store; with 11,766 locations worldwide and \$514 billion in annual revenues, the discount store also has the distinction of being the largest private employer in the United States, with 1.5 million workers (2.2 million worldwide).





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