

Achieving competitive advantage through Porter's Generic Competitive Strategies: Wal-Mart case study

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Abstract: Michael Porter presented three generic strategies namely cost leadership, differentiation, and focus that a firm can use to overcome the five forces and achieve a competitive advantage. This study discussed the role of Porter's generic strategies on Wal-Mart's Competitive Advantage. As the descriptive and analytical approach was used to address the problem of the study.

A company like Wal-Mart Stores, Inc (referred to as Walmart henceforth) is a wholesale/retail business that operates through: Walmart US, Walmart International and Sam's Club, and operates in a highly competitive industry; It has integrated some strategies that enable the company to compete effectively. The purpose of this article is to analyze Wal-Mart's competitive advantage and explain how it has achieved a competitive advantage through its strategies, knowledge and resources.

Keywords: Competitive advantage, Porter's generic competitive strategies, Wal-Mart .

Jel Classification Codes :L25, L81, N20.

1. INTRODUCTION

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The American academic Michael Porter defined the so-called Porter's generic strategies in 1980, detailing a company's pursuit of competitive advantage across its chosen market scope. 40 years later, although with some slight modifications and new perspectives, they are still widely applicable to any size or form of business.

Today's business world is highly competitive as more organizations continue to join the market and strive to get their share of the market. For a business organization to make it in today's market, it needs to have a competitive advantage that will put it a step ahead of its competitors. The term competitive advantage can be defined as a benefit that a business has over its competitors. Some factors can give businesses a competitive advantage. Among the factors include the natural resources available to the firm, human resources, geographical locations, access to technology, and the strategies that the business has in place for achieving its goals.

Walmart is the perfect example of a company that builds a clear competitive strategy and turns it into a competitive advantage. Its competitive strategy has made it the largest and most powerful retailer in the world. Walmart's success in local and international markets is entirely due to its effective strategic planning. The strategy of "targeted opportunism" allows Walmart to take advantage of all available opportunities, even flexibility, through effective strategies.

This article aims to analyze the different definitions of competitive advantage and discuss how Porter's competitive strategy affects them.

2. Research Problem

As such, Walmart is one of the largest multinational companies operating in the retail sector. The question is –"How can Walmart create competitive advantages in the marketplace that are unique, valuable, and difficult for rivals to copy or substitute?". And "what are the most important factors that are driving Walmart's growth"?

3. Literature Review

3.1 Concept of competitive advantage

The international school of management (2012), defined competitive advantage as "An advantage over competitors gained by offering consumers greater value, either by means of lower prices or by providing greater benefits and service that justifies higher prices". (Al-Zoubi, 2012, p. 237)

"In theory, competitive advantage is the delivering of superior value to customers and, in doing so, earning an above average return for the company and its stakeholders." (McGee, 2015; Wang, Chu, & Lin, 2011)

Therefore, "cost leadership and differentiation strategies may address customer needs efficiently; they may be more difficult to imitate; and generate a more flexible, wider view. The pursuit of hybrid competitive strategies may help obtain several sources of advantage and thus make it possible to achieve higher performance levels". (Al-Zoubi, 2012; Wang, Chu, & Lin, 2011)

"Competitive advantage emerges from the creation of superior competencies that are leveraged to create customer value and achieve cost and/or differentiation advantages, resulting in market share and profitability performance." (Bahi, 2017)& (Bakhouch, 2020)

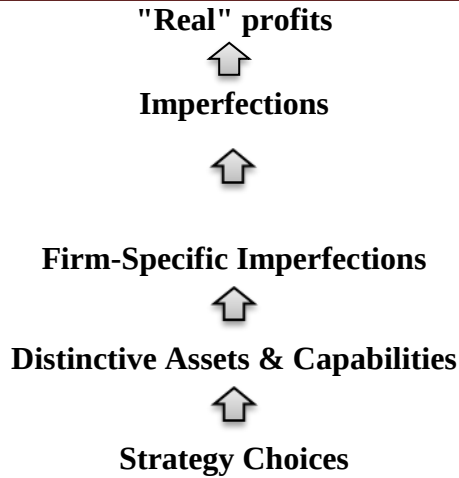
Competitive advantage is a company's ability to consistently offer a unique value proposition in the marketplace. If this value proposition is highly valuable to customers, then the company achieves superior performance (e.g., higher profitability) than its competitors. (Axaroglou, 2015, p. 1)

When a firm is implementing a value-creating strategy not simultaneously being implemented by any current or potential competitors, then we can say the firm has a competitive advantage. And when a firm is implementing a value-creating strategy not simultaneously being implemented by any current or potential competitors and when these other firms are unable to duplicate the benefits of this strategy, then we can say the firm has a sustained competitive advantage. (Jassim, 2014, pp. 388-389)

3.2 Competitive Advantage and Strategy:

In the entry on strategy, we drew the connection between strategy choices and profitability. We argued that strategy choices are resource allocation decisions that enable the firm to create distinctive assets and capabilities (this is the language of core competencies, as we shall see below). These enable the firm to create imperfections in markets that are specific to itself and therefore the firm can capture the benefits of this positioning in terms of higher prices or lower costs or both. Figure 1 illustrates the point. (McGee, 2015, p. 1)

Fig 1: Firm-Specific Imperfections as the Source of Profits.



Source: (McGee, 2015, p. 1)

A successful strategy can earn superior financial returns because it has an unfair advantage that is: it creates, exploits, and defends firm-specific imperfections in the market vis-à-vis competitors. We deliberately use the term unfair advantage as a colloquial simile for competitive advantage to underline that such advantages are achieved in the teeth of organized opposition both from competitors who wish to emulate your success and from customers who would like to exercise bargaining power to achieve lower prices. (McGee, 2015, p. 1)

A company can achieve higher profitability than its competitors by offering either an (almost) identical product or service in a lower price (Cost Leadership) or a differentiated product from its competitors in such a way that customers are willing to pay a price premium for it (Differentiation Advantage). (Axarloglou, 2015) As M.E. Porter (1980) suggests “The firm stuck in the middle is almost guaranteed low profitability. It [either] loses the high-volume customers who demand low prices... it also loses high-margin business- the cream- to the firms who focus on high-margin targets or have achieved differentiation overall.” (Gregory G. Dess, Lumpkin, , Alan, & Gerry , 2014, p. 142)

3.3 Porter's Generic Competitive Strategies (ways of competing)

Michael Porter presented three generic strategies that a firm can use to overcome the five forces and achieve a competitive advantage. 2 Each of

Porter's generic strategies has the potential to allow a firm to outperform rivals in their industry. The first, overall cost leadership, is based on creating a low-cost-position. Here, a firm must manage the relationships throughout the value chain and lower costs throughout the entire chain. Second, differentiation requires a firm to create products and/or services that are unique and valued. Here, the primary emphasis is on "nonprice" attributes for which customers will gladly pay a premium. 3 Third, a focus strategy directs attention (or "focus") toward narrow product lines, buyer segments, or targeted geographic markets and they must attain advantages either through differentiation or cost leadership. 4 Whereas the overall cost leadership and differentiation strategies strive to attain advantages industrywide, focusers have a narrow target market in mind. Exhibit 2 illustrates these three strategies on two dimensions: competitive advantage and strategic target. (Gregory G. Dess, Lumpkin, , Alan, & Gerry , 2014, p. 142)& (Stankevičiūtė, Grunda, & Bartkus, 2012)

Figure 3 summarizes generic strategies based on the nature of the strategy, the nature of the benefits, the skills required, and the risks that must be faced. This should reinforce the idea that strategy is about commitment, about conscious calculation and risk-taking.

Fig 2: Porter's Generic Strategy : Source of Competitive Advantage

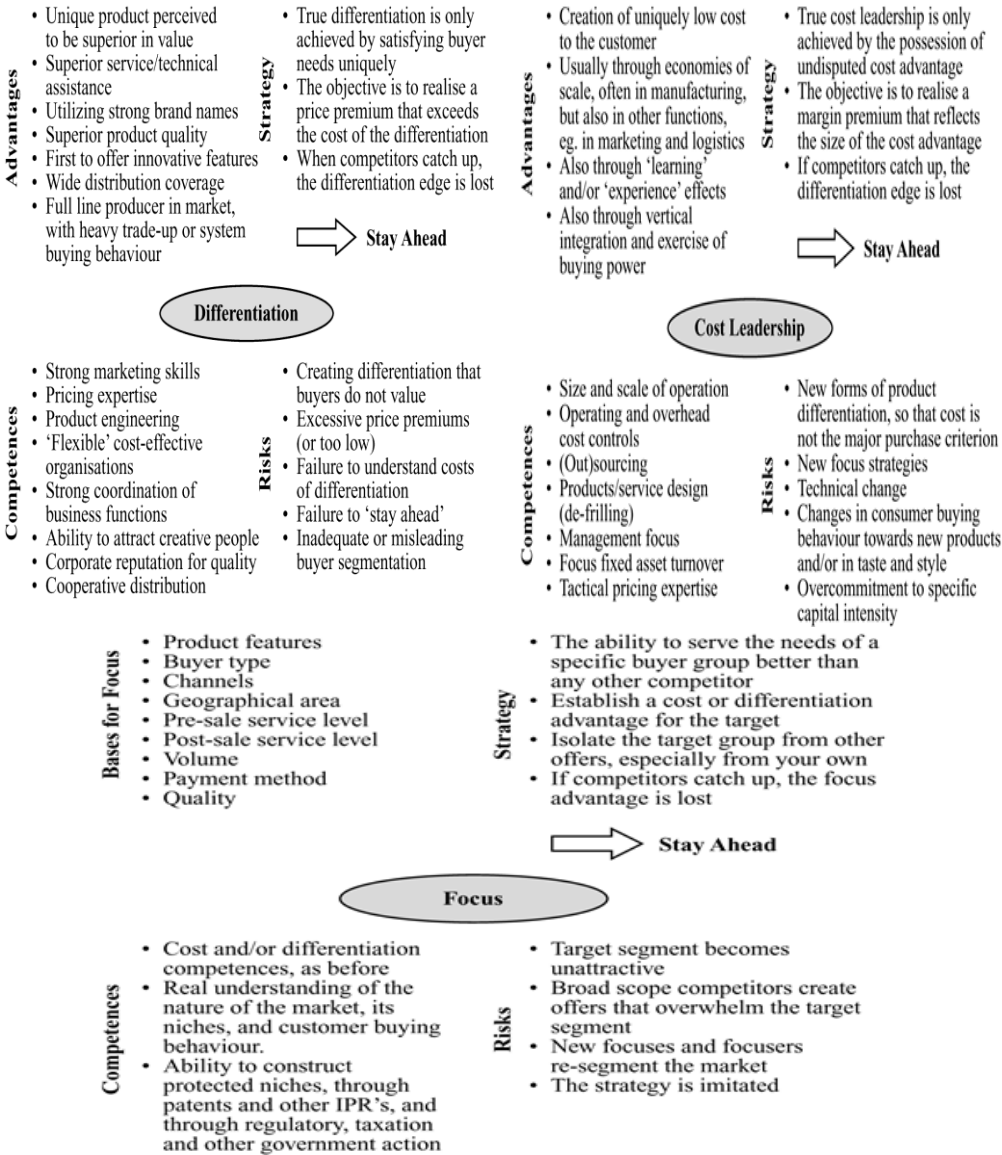
		Uniqueness Perceived by the Customer	Low Cost Position
Strategic Target	Industrywide	Differentiation	Overall Cost Leadership
	Particular Segment Only	Focus	

Source: (Gregory G. Dess, Lumpkin, , Alan, & Gerry , 2014, p. 142)

Fig 3: The three generic types of competitive strategy.

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Source: (McGee, 2015, pp. 4,5)

4. Methodology

4.1 Case Study: Introduction of the Company

Walmart is an American multinational corporation that operates grocery stores, convenience store chains, and department stores. Sam Walton founded the company in 1962 and is headquartered in Bentonville,

Arkansas. The company started its international business in 1991 and launched its first e-commerce initiative in 2000 by creating both walmart.com and samsclub.com. It has expanded internationally, operating in 23 countries as of 2022. Every week they serve approximately 230 million customers who visit more than 10,500 stores and numerous e-commerce sites under 46 banners in 24 countries. In fiscal 2022, the company's total revenue is \$572.8 billion, which mainly includes \$567.8 billion in net sales (Walmart, 2022)& (Kumar, 2016)

Walmart operates retail, wholesale and other store formats in the United States, Africa, Argentina, Brazil, Canada, Central America, Chile, China, India, Japan, Mexico and the United Kingdom. It operates through three reportable segments, namely Walmart U.S., Walmart International and Sam's Club. The largest segment of these is Walmart USA, which accounts for about 64% of the brand's total sales and has offices in all 50 U.S. states, Washington, D.C. and Puerto Rico. (walmart, 2022, p. 7)

4.2 Top Walmart competitors

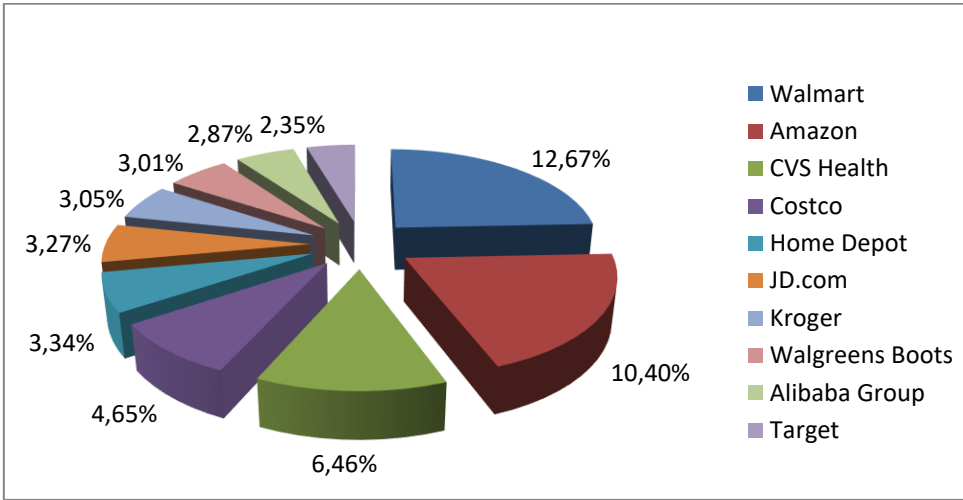
We've highlighted the top 10 companies claiming a huge share of the retail market pie by looking at the percentage of market share and its impact on overall sales, and where these companies are investing that money to stay ahead of the competition. Impressively, the top 10 earned the equivalent of \$2.3 trillion. (dominguez, 2022)

Table1 : Top 10 Retailers and their share of the retail market in 2022.

	COMPANY	% share of the retail market
1	Walmart	12.67%
2	Amazon	10.40%
3	CVS Health	6.46%
4	Costco	4.65%
5	Home Depot	3.34%
6	JD.com	3.27%
7	Kroger	3.05%
8	Walgreens Boots	3.01%
9	Alibaba Group	2.87%
10	Target	2.35%

Source: (dominguez, 2022)

Fig.4: Top 10 Retailers and their share of the retail market in 2022.



Source: Authors' calculations based on (dominguez, 2022).

As it is seen in the table, Walmart once again leads the pack, claiming a 12.67% retail share of the market, equating to \$572 billion in sales. In last year's ranking, Walmart's market share has decreased over the last year. At the time of 2021 ranking, Walmart owned 16.9% of the market. (dominguez, 2022)

The company has taken several steps to strengthen its technical talent and focus its recruitment strategy, such as: B. Remove the word "buyer" from jobs and use "reseller" instead, understand job expectations. "It's very important to have people who do things in great detail," Anthony Soohoo, executive vice president of Walmart's U.S. division, said during Shoptalk in March. We found it best to be clear about what the roles are. In addition, the company plans to improve working conditions, increase starting wages for truck drivers to \$110,000, and launch its private fleet development program (Walmart-Midway-Greenhouse-Gas Reduction Target raises starting wages for truck drivers by \$110,000). The company also addresses issues plaguing today's consumers and uses strategies to strengthen its loyalty offerings. For example, Walmart recently added fuel savings to its membership benefits (Walmart members offer new ways to save money), and prices are skyrocketing every month. (dominguez, 2022)

4.3 Walmart's strategy and its Competitive Advantage :

Walmart strategy can be described as low cost generic competitive strategy. In its annual statements and various publications Walmart emphasizes low prices and saving money for customers. (Tan, Jiaqi, Si , & Xingchen, 2018)

Several recent studies have found that Walmart's prices are lower than those of its competitors. A 2002 survey by UBS Warburg examined 100 grocery and non-grocery items at 5 grocery stores in three markets, with and without Walmart grocery stores shop. Compared to supermarkets, mass market and club stores (SMC), Walmart's comparable product prices are 17-39% lower than those of its competitors. (Marcilla, 2014)

Walmart's competitive advantage lies in several factors, but the main source of Walmart's competitive advantage is its pricing strategy. Walmart's EDLP pricing strategy attracts a large number of customers from low- and middle-income groups. However, the main factor that helps the company maintain its EDLP pricing strategy is its operating model. (Stankevičiūtė, Grunda, & Bartkus, 2012) The efficiency of a company's improving operating model over time is also a source of strong competitive advantage. Its efficient operating model helps reduce operating costs, including transportation and inventory costs. In addition to this, the supply chain management strategy implemented by Walmart also helped the company manage lower prices. The company purchases directly from the manufacturer. by eliminating middlemen, lower prices can be achieved. Because the company buys in bulk, the manufacturer sells to Walmart at very low prices, and the company sells to customers at a lower price than its competitors. In addition to this, Walmart has a large fleet of trucks, one of the largest in the entire United States by a single company. Managing logistics also helps companies control operating costs and save money. Since its inception, Walmart has been introducing and continually improving cost-saving practices. As a result, its competitive advantage has grown over time. (Walmart, 2022)& (Stankevičiūtė, Grunda, & Bartkus, 2012)

4-3-1 Business-Level Strategy: Combined Strategy

Walmart combines a Cost-Leadership and Differentiation strategies because:

- Allowed to achieve a large scale and an efficient supply chain.
- has its low priced brands like Great Value.

- The unique cost structure allows Walmart to achieve the lowest prices and gain a competitive advantage. (best value/price combination).
- Exists in many different industries and markets with efficient distribution channels.
- Emulate a very difficult strategy by offering a wide variety of products at low prices.

4-3-2 The Financial Perspective

The Balanced Scorecard retains the financial perspective, because the financial measures summarize the calculable economic effects of past activities, extremely well. The financial measures show that implementation and execution of the strategy, contribute to improving a company's economic performance. Financial goals are usually formulated in relation to; for example, operating profit, rate of return on capital employed and, in the final period, economic added value. On the other hand, a fast growth of sales or positive cash flow can be some of the alternative financial objectives. (Pindelski, 2016, pp. 155,156)

A look at a business from a financial point of view, allows, in its life cycle, the generation of three phases:

- Growth Phase (increase in sales).
- Maintenance Phase (increase in profitability).
- Maturity Phase (increase in flow of funds).

According to the latest annual report released by the U.S. Commerce Department in 2022, The report show the financial highlights of Walmart during the five year period 2018-2022.(see in the Appendices).

4.4 Walmart Theoretical Drivers

In the argument of Jeston and Nelis (2014), Business drivers are the conditions, processes, and resources that are critical to the company's growth and long-term success. Internal and external business drivers can be distinguished. The capacity of the organization to identify and analyze its main drivers is crucial to increasing profitability and expanding its competitive advantage. As a result, corporations must identify their drivers and strive to govern those under their control. (John Jeston & Johan, 2014)

Walmart key drivers that have significantly impacted on its performance

include the following;

❖ **Cash flow drivers**

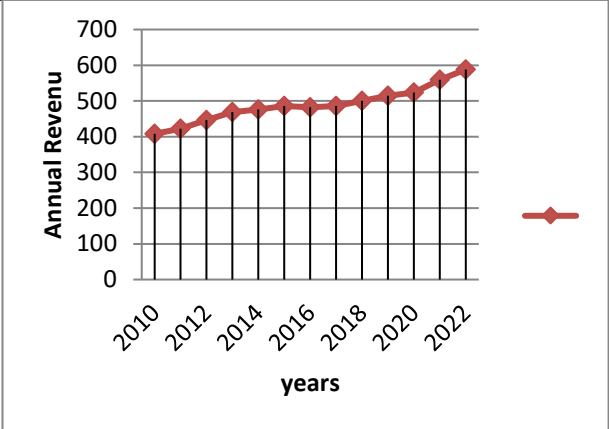
Cash flow is an important metric for a business, so it is crucial for any business to have healthy cash flow. Positive cash flows are important to businesses because they allow the company to invest, grow, operate and work towards its goals. Analysis of Walmart's financial statements shows cash and cash equivalents of \$8.705 million at the end of 2021. (Walmart, 2022). As a result, Walmart has positive cash flow, which is critical to ensuring the company's continued operations and growth. Additionally, positive cash flow is a source of Walmart's competitive advantage, as the company has enough cash to pursue innovation and invest in activities such as technological advancements that positively impact its efficiency and customer experience. Therefore, Walmart should address cash flow drivers such as gross margin, accounts payable and receivable, sales volume and inventory levels to maintain positive cash flow and adequate liquidity levels. (Marcilla, 2014)

❖ **Supply chain drivers**

In the argument of Pindelski (2016), the product cycle theory explains that explains every product is likely to lose its market share to the competitors unless appropriate strategies that will guarantee its competitiveness in the market are put in place. Therefore, one of the strategies a company can put in place is to create an effective supply chain. As such, supply chain drivers play a critical role in determining the efficiency and responsiveness of the company's entire supply chain. Walmart's creation and maintenance of an effective supply chain have various benefits such as an increase in revenues and a decline in the cost of sales. For example, Walmart's total revenue in 2022 was US \$572.754 Millions and US \$559.151 Millions in 2021 (Walmart, 2022). Further analysis of the financial statement shows revenue increase is between 7.0% and 0.7% from 2010 to 2022 that can be associated with efficient supply chain management. As such, the supply chain is a key driver for the success and long-term growth of the company.

Table2: Walmart Annual Revenue (Millions of US \$)

Walmart Annual Revenue (Millions of US \$)	
2022	587.824
2021	559,151
2020	523,964
2019	514,405
2018	500,343
2017	485,873
2016	482,130
2015	485,651
2014	476,294
2013	468,651
2012	446,509
2011	421,849
2010	408,085



Source: Authors' calculations based on
(Walmart Revenue 2010-2022, 2022)

Source: (Walmart Revenue 2010-2022, 2022)

Walmart annual/quarterly revenue history and growth rate from 2010 to 2022. Revenue can be defined as the amount of money a company receives from its customers in exchange for the sales of goods or services. Revenue is the top line item on an income statement from which all costs and expenses are subtracted to arrive at net income. (Walmart Revenue 2010-2022, 2022)

Walmart revenue for the quarter ending July 31, 2022 was US **\$152.859 millions**, a **8.37%** increase year-over-year.

- Walmart revenue for the twelve months ending July 31, 2022 was **\$587.824B**, a **3.83%** increase year-over-year.
- Walmart annual revenue for 2022 was **\$572.754B**, a **2.43%** increase from 2021.
- Walmart annual revenue for 2021 was **\$559.151B**, a **6.72%** increase from 2020.
- Walmart annual revenue for 2020 was **\$523.964B**, a **1.86%** increase from 2019

❖ **Information Technology driver**

Analysis of the financial statement indicates the importance of information technology to Walmart as it intends to invest over US\$ 1 billion in e-commerce initiatives in the year 2017 to improve its technology capacity. In imperfect markets, information technology is seen as the cornerstone of

modern business success, driving critical innovation, improving organizational efficiency and reducing operating costs. Imperfect markets are characterized by the ability of buyers and sellers to influence output and prices. Therefore, it can be assumed that Walmart operates in an imperfect market, as it largely controls the prices that its products offer to customers. Walmart, for example, sets its prices lower than its competitors, thanks to the use of information technology in nearly all of its operations. Therefore, information technology is a major driver for Walmart, as its use significantly reduces operating costs, enables the company to offer products at lower prices, and is a source of Walmart's competitive advantage. (Bahi, 2017)

❖ **Political drivers**

Analysis of the Walmart annual report indicates that the company operates more than 11,500 retail locations in different countries. Walmart's operations in different countries expose it to increased political risks as different countries have different political climates. Walmart operations are influenced by different political factors that include taxation laws and policies, labor laws, minimum wage requirements, and health regulations.

Additionally, Walmart operations and investment in countries other than the United States exposes the company to foreign currency exchange fluctuations and thus, exposing it to increased foreign exchange risk. Analysis of the Walmart financial statement indicates that the foreign exchange fluctuations in the year 2016 in countries like Chile, Japan, Canada, UK, and Mexico were the primary cause of the company net loss of US\$4.7 billion (Kumar, 2016) As such, the political factors have a significant impact on the company operations and profitability.

4.5 Measuring Impacts of Walmart's Drivers on its Strategy

business drivers are significant factors that cause and determine major improvement and increase in the value of an organization. As such, the company's key drivers have a direct impact on its growth and performance. Additionally, a company should identify its key drivers and integrate them with the company strategies. Also, the company needs to evaluate the impacts of the identified drivers of its strategy. In the case of Walmart, the impacts of identified key drivers on the company strategy can be measured by considering the following;

❖ **Company growth**

The impacts of the company's key drivers can be evaluated by considering its growth in terms of the investments made and the market share acquired. During the year 2022, Walmart made a global capital investment of US\$11.5 billion that consisted of investments primarily made to add new clubs and stores, investment in technology, and construction of company distribution centers (Walmart, 2022). The increased investments indicate a growth of the company in terms of the asset base as well as area of operation. As such, the growth of the company indicates that its key drivers have a positive impact on its strategy.

❖ Company Returns

The company's main driver also places a strong emphasis on increasing the company's returns to ensure the right balance with the company's growth. Therefore, ROI can also be used to measure the impact of business drivers on its strategy. Return on investment (ROI) is calculated by dividing the return on an investment by its cost, usually expressed as a ratio or percentage. Therefore, ROI is a measure of the profitability of a company's investment. A company's primary driver positively affects its strategy when it provides a positive ROI. Walmart's annual report indicates that its ROI was 14.9% and 14.0% for fiscal 2022 and 2021, respectively, which increased primarily due to the increase in operating income. (Walmart, 2022, p. 36)., Walmart's key drivers have a positive impact on the company strategies as they have caused a positive ROI.

❖ Consequences of Enhanced Shareholder Value:

Shareholder value is a term used to refer to the value that management generates to shareholders from the ability to increase the company's free cash flow, profits, and top-line revenue. A company's shareholder value is significantly affected by management's strategic decisions. Shareholder value is also influenced by a company's ability to generate high ROI and management's ability to invest wisely. Thus, increased shareholder value can be determined by high ROI, increased cash flow, increased capital investment, and high earnings per share. (Pindelski, 2016)

According to Schremppf-Stirling (2012) enhanced shareholders value has the following consequences; (Schremppf-Stirling, 2012)

❖ Increased risk

To increase shareholder value, the corporation is expected to take more risks than usual. For example, the firm would be obliged to incur additional debt capital, increasing the danger of bankruptcy and making it unstable. Furthermore, abundant debts are claimed to be a more favorable approach for the firm to raise the wealth of its shareholders; yet, this would be damaging to the organization's stability.

❖ Financial Instability

Enhancing shareholder's value is likely to result in financial instability because the company's efforts are usually directed at investment opportunities that increase the shareholder's value rather than those that will guarantee the company's future growth and success. Also, though increased debt financing has the capability to enhance the shareholder's value, it could result in cash constraints due to high-interest rates thus, causing financial instability. Therefore, increased debts are likely to put the business at the danger of collapse and bankruptcy.

5. RESULTS AND DISCUSSION:

Walmart is a corporation. The company's strategy revolves around a cost leadership plan. According to Porter's model, cost leadership is a general competitive strategy aimed at obtaining low prices. Walmart can compete with other retailers for retail services and associated business outputs due to its cheap selling prices.

Cost leadership has been a retailer's biggest competitive advantage for years, but the strategy Walmart employs in targeting the market also matters. Implement IT resources in the store to track customer buying habits to tailor the offerings to the specific needs of that segment.

Walmart requires efficiency in all facets of its business in order to implement a low-cost strategy. In addition, Walmart published its environmental goals in 2005, which are as follows:

- To be supplied 100 percent by renewable energy;
- To create zero waste;
- To sell products that sustain people and the environment.

The company's key strength is the size of its operation, which allows it to profit from economies of scale. Walmart's investments in information technology and logistics have enabled the corporation to lower prices to the point where it is the lowest alternative on the market. Opening new stores

near existing ones within a radial network allows merchants to save money and time on shipping and warehousing, resulting in cheaper end pricing for the firm.

Wal-Mart has been expanding as a retailer, entering new markets such as groceries, gas stations, electronics, and auto maintenance. Every year, Wal-Mart discovers new ways to expand and attract new customers, while unions and other businesses that have been forced out of business file more claims against the retailer. When Wal-Mart moves into town, it is often able to offer lower prices than many local industries, causing local businesses to lose revenue and close down.

Walmart's supply chain management strategy has resulted in various long-term competitive benefits, including lower supplier prices, lower inventory carrying costs, and more in-store variety and selection while giving very competitive pricing to customers.

6. CONCLUSION:

To summarize, Wal-Mart is the largest retailer in the United States and the world's largest employment. It is at the top of the Fortune 500 list and operates in over 27 countries throughout the world, with new nations added every year.

Using as much resources as possible while constantly attempting to enhance performance and efficiency. As previously stated, Walmart's business model serves as a model for its competitors. In terms of financial returns, Walmart's business strategy is quite successful. However, Walmart effects are not always positive.

On the other hand, Walmart's disadvantages include its poor reputation, a lack of differentiation strategy, international obstacles, and competition. These threats can be mitigated by employing strategies such as donating to charities, assisting local retailers, investing in green energy, being less aggressive with suppliers, allowing employees to join labor unions, opening new stores abroad, thoroughly researching foreign markets before entering, finding local partners when opening new stores overseas, and continuing to work in e-commerce.

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8. Appendices

Walmart Income Statement 2018-2022 | WMT

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Annual Data Millions of US \$ except per share data		2022-01-31	2021-01-31	2020-01-31	2019-01-31	2018-01-31
Revenue	link	\$572,754	\$559,151	\$523,964	\$514,405	\$500,343
Cost Of Goods Sold	link	\$429,000	\$420,315	\$394,605	\$385,301	\$373,396
Gross Profit	link	\$143,754	\$138,836	\$129,359	\$129,104	\$126,947
Research And Development Expenses		-	-	-	-	-
SG&A Expenses	link	\$117,812	\$116,288	\$108,791	\$107,147	\$106,510
Other Operating Income Or Expenses		-	-	-	-	-
Operating Expenses	link	\$546,812	\$536,603	\$503,396	\$492,448	\$479,906
Operating Income	link	\$25,942	\$22,548	\$20,568	\$21,957	\$20,437
Total Non-Operating Income/Expense	link	\$-7,246	\$-1,984	\$-452	\$-10,497	\$-5,314
Pre-Tax Income	link	\$18,696	\$20,564	\$20,116	\$11,460	\$15,123
Income Taxes	link	\$4,756	\$6,858	\$4,915	\$4,281	\$4,600
Income After Taxes	link	\$13,940	\$13,706	\$15,201	\$7,179	\$10,523
Other Income		-	-	-	-	-
Income From Continuous Operations	link	\$13,940	\$13,706	\$15,201	\$7,179	\$10,523
Income From Discontinued Operations	link	-	-	-	-	-
Net Income	link	\$13,673	\$13,510	\$14,881	\$6,670	\$9,862
EBITDA	link	\$36,600	\$33,700	\$31,555	\$32,635	\$30,966
EBIT	link	\$25,942	\$22,548	\$20,568	\$21,957	\$20,437
Basic Shares Outstanding	link	2,792	2,831	2,850	2,929	2,995
Shares Outstanding	link	2,805	2,847	2,868	2,945	3,010
Basic EPS	link	\$4.90	\$4.77	\$5.22	\$2.28	\$3.29
EPS - Earnings Per Share	link	\$4.87	\$4.75	\$5.19	\$2.26	\$3.28

Walmart Financial Ratios for Analysis 2018-2022 | WMT

Annual Data		2022-01-31	2021-01-31	2020-01-31	2019-01-31	2018-01-31
Current Ratio	link	0.9278	0.9722	0.7945	0.7989	0.7598
Long-term Debt / Capital	link	0.2985	0.3397	0.3706	0.3867	0.313
Debt/Equity Ratio	link	0.4661	0.5583	0.6679	0.7287	0.5752
Gross Margin	link	25.0987	24.8298	24.6885	25.0977	25.372
Operating Margin	link	4.5293	4.0325	3.9255	4.2684	4.0846
EBIT Margin	link	4.5293	4.0325	3.9255	4.2684	4.0846
EBITDA Margin	link	6.3902	6.027	6.0224	6.3442	6.189
Pre-Tax Profit Margin	link	3.2642	3.6777	3.8392	2.2278	3.0225
Net Profit Margin	link	2.3872	2.4162	2.8401	1.2966	1.971
Asset Turnover	link	2.3391	2.2145	2.2155	2.3457	2.4464
Inventory Turnover Ratio	link	7.5914	9.3509	8.8805	8.7036	8.5283
Receiveable Turnover	link	69.1732	85.812	83.3807	81.8725	89.1242
Days Sales In Receivables	link	5.2766	4.2535	4.3775	4.4582	4.0954
ROE - Return On Equity	link	15.1702	15.6585	18.6396	9.015	13.02
Return On Tangible Equity	link	22.1703	23.4099	30.1135	14.8164	16.8153
ROA - Return On Assets	link	5.693	5.4282	6.4276	3.2737	5.1452
ROI - Return On Investment	link	10.6414	10.3385	11.7316	5.5292	8.9446
Book Value Per Share	link	33.2818	31.0284	28.7966	27.6699	27.3787
Operatinn Cash Flow Per Share	link	-4.0502	3.8651	-0.618	0.0095	-0.7634
Free Cash Flow Per Share	link	-5.0524	3.9561	-0.9025	-0.1131	-0.1113