

Risk Management and Resiliency: Evaluating Walmart's Global Supply Chain Leadership Using the Supply Chain Resilience Assessment and Management Framework

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Abstract : This paper assesses Walmart's supply chain resiliency amidst continuous supply chain disruptions. It aims to evaluate how Walmart can use supply chain resiliency theory to retain its status as a global supply chain leader. The Bloomberg terminal was used to organize Walmart's 754 Tier-1 suppliers by the size of their relationship to Walmart. Additional data from IBISWorld and Statista was also used in the analysis. This research focused on the top ten Tier-1 suppliers, with the greatest percentage of their revenue attributed to Walmart. This paper also applied the firm's information to the Supply Chain Resilience Assessment and Management (SCRAM) framework for supply chain resiliency to evaluate the firm's capabilities, vulnerabilities, and gaps. A rubric was created to quantify Walmart's risks using four pillars: flexibility, velocity, visibility, and collaboration. Information and examples were reported from Walmart's 10k filing. For each example, a rating of 1 indicated "high" resiliency, 0 indicated "medium" resiliency, and -1 indicated "low" resiliency. Findings from this study include the following: (1) Walmart has maintained its leadership through its ability to remain resilient with regard to visibility, efficiency, capacity, and collaboration. (2) Walmart is experiencing increases in supply chain costs due to internal factors affecting the company and external factors affecting its suppliers. (3) There are a number of emerging supply chain risks with Walmart's suppliers, which could cause issues for Walmart to remain a supply chain leader in the future. Using the SCRAM framework, this paper assesses how Walmart measures up to the Supply Chain Resiliency Theory, identifying areas of strength as well as areas where Walmart can improve in order to remain a global supply chain leader.

Keywords : supply chain resiliency, zone of balanced resilience, supply chain resilience assessment and management, supply chain theory.

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