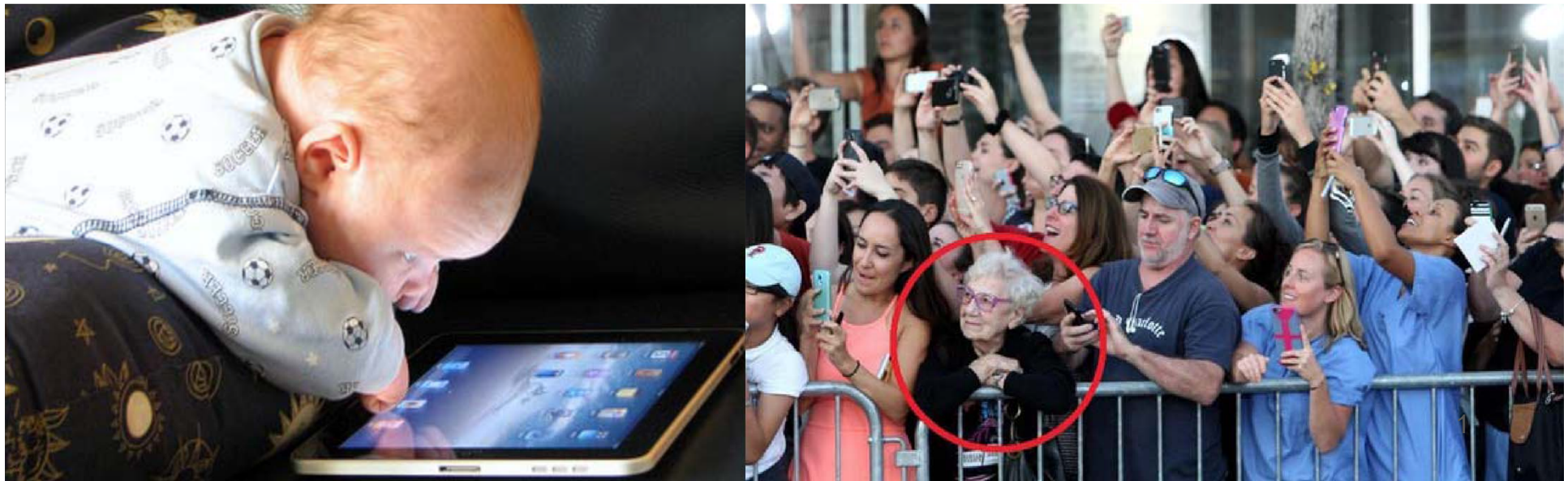
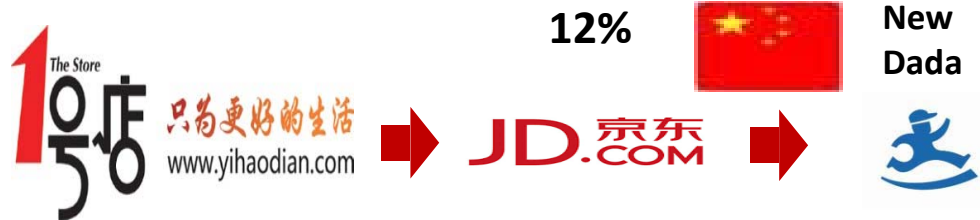


El Cliente Omnicanal: **Walmart**
vs.
amazon.com

Jaume Hugas, November 14th, 2017





Dough McMillon
President & CEO
Wal-Mart



2017 amazon Prime



+ 20 m SKU's

+10 m SKU's +

\$99
Per year

FREE 2DAY SHIPPING

amazon.com Prime

Prime now

ShippingPass
PILOT

Unlimited
2-day shipping
FREE 30 Jan 17

\$49
per year

BONOBOS hayneedle



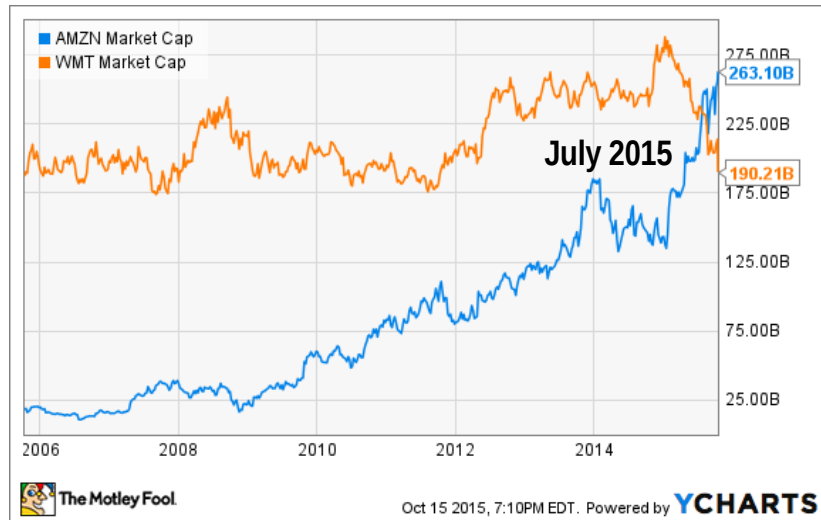
Marc Lore
CEO
Wal-Mart E-commerce

Moosejaw shoebuy

ModCloth

2017

Walmart vs amazon.com



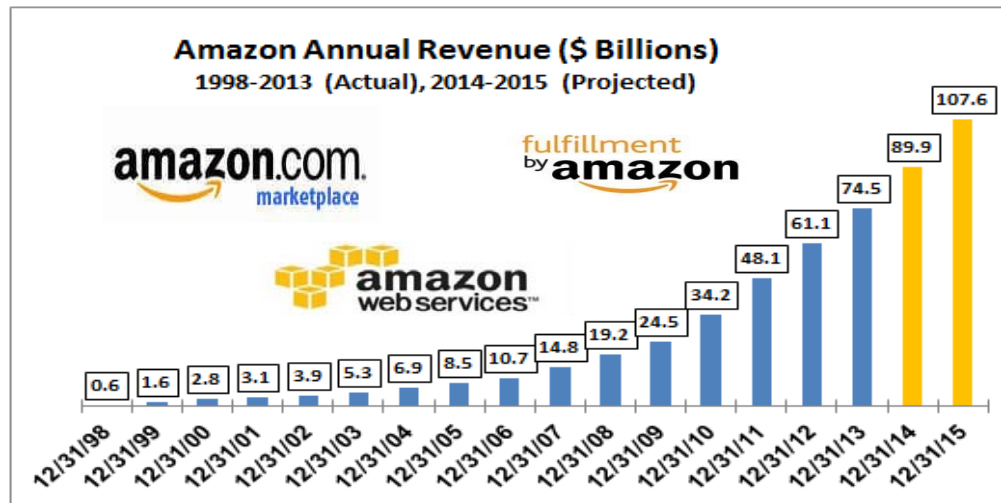
Market value as of December 30, 2016



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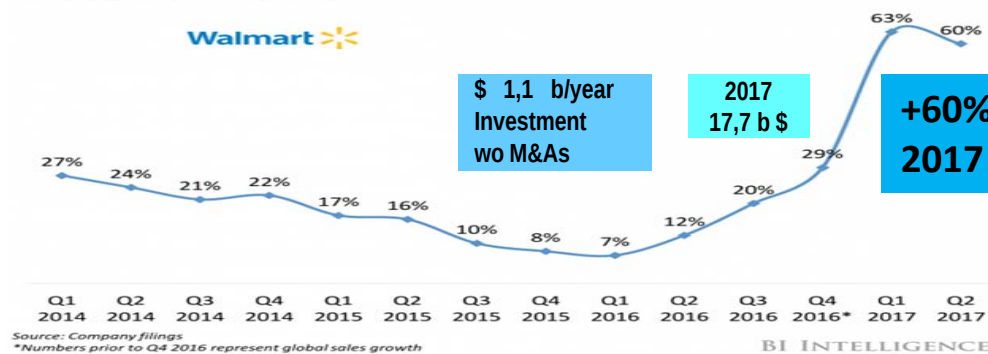


2017 Rev \$136 b + 27%

Net Inc b \$ 2,4 b + 400 %

2017 AWS Rev \$ 12,2 b + 55%

**Walmart US E-Commerce Sales
Year-Over-Year Growth**



**\$ 1,1 b/year
Investment
wo M&As**

**2017
17,7 b \$**

**+60%
2017**

2017 Rev \$481 b +0,6%

Net Inc \$ 22,8 b < 5,6% >

2017 Rev Ecom \$17,7 b + 29%





Retailers 2017 “Stores Closing”



**Office
DEPOT**

400



160

jcpenny

138

Walmart 

269 (2016)



★ macy's

68

**CVS
pharmacy**

70

**POLO
RALPH LAUREN**

50

STAPLES

70



60

GUESS

60

SEARS

42



108

RadioShack.

552

THE LIMITED

250

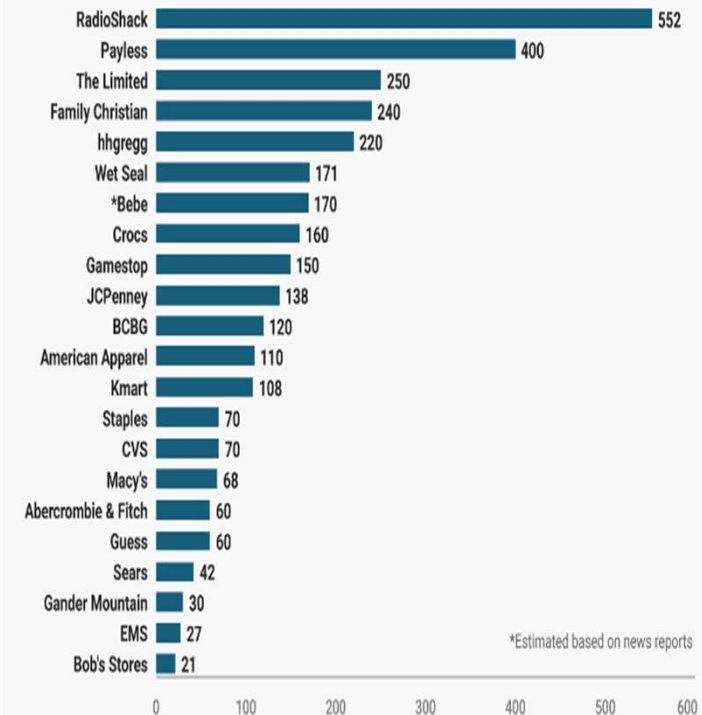
**SPORTS
AUTHORITY**

140

**American
Apparel**

110

NUMBER OF RETAIL STORES CLOSING IN EARLY 2017



SOURCE: Company data

BUSINESS INSIDER

After E-commerce Apparel, Food is coming!

NEW LOGISTIC PARADIGM



Walmart 

Total 317 DC's
US 181 DC's

+

New US 13 FC's

CLASSIC LOGISTIC DC's

Centralized

Externalized

+10 meters high

Pallets

Thousands of SKU's

Full Truck Load

Delivery days

Fork Lift

Stores

NEW LOGISTICS FC's

Decentralized

Internalized

+3 meters floors

Units, Cases

Millions of SKU's

Vans & Motorcycles

Delivery hours

Robots

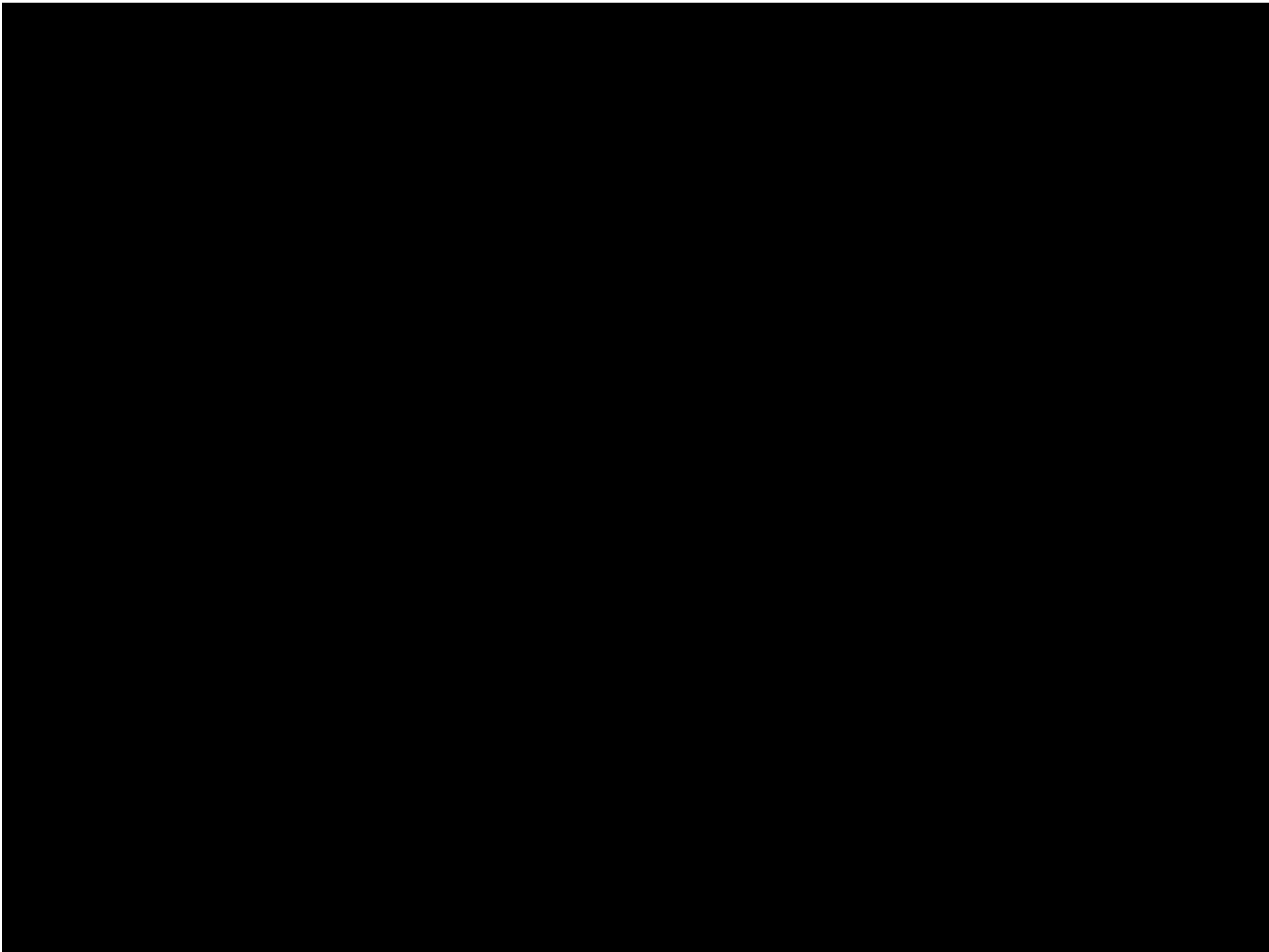
Population

amazon 

Total 457 Facilities
US 297 Facilities

+

New US 101 FC's

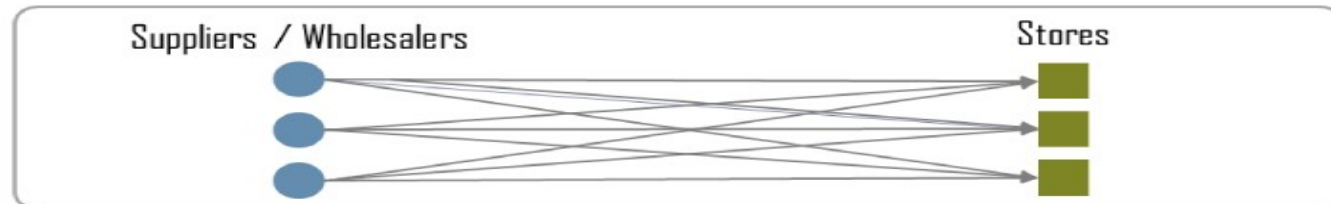




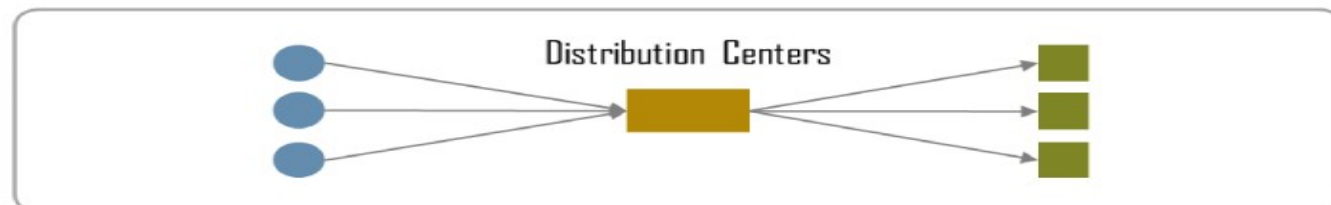
E-commerce Logistics en los 2000's

E

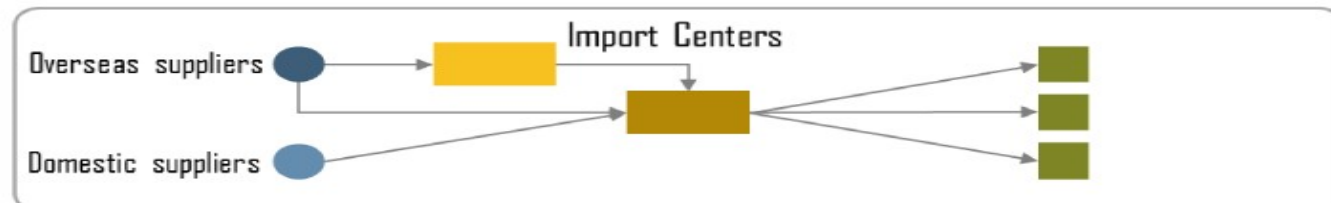
1970s
Direct
replenishment



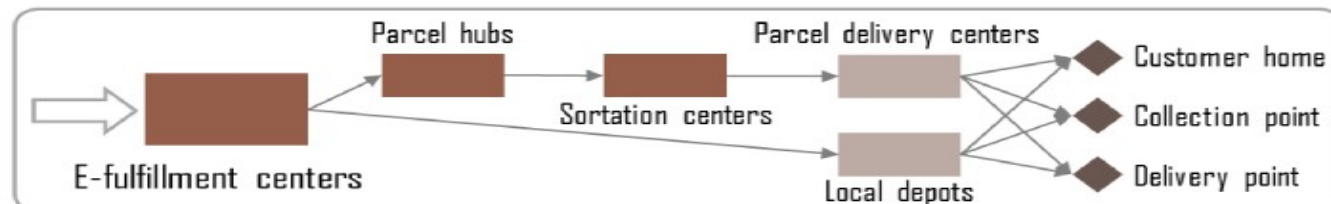
1980s
Rationalization



1990s
Global sourcing



2000s
E-commerce



Walmart Global eCommerce



SHIP FROM STORE 
Get FREE Shipping with **site to store**







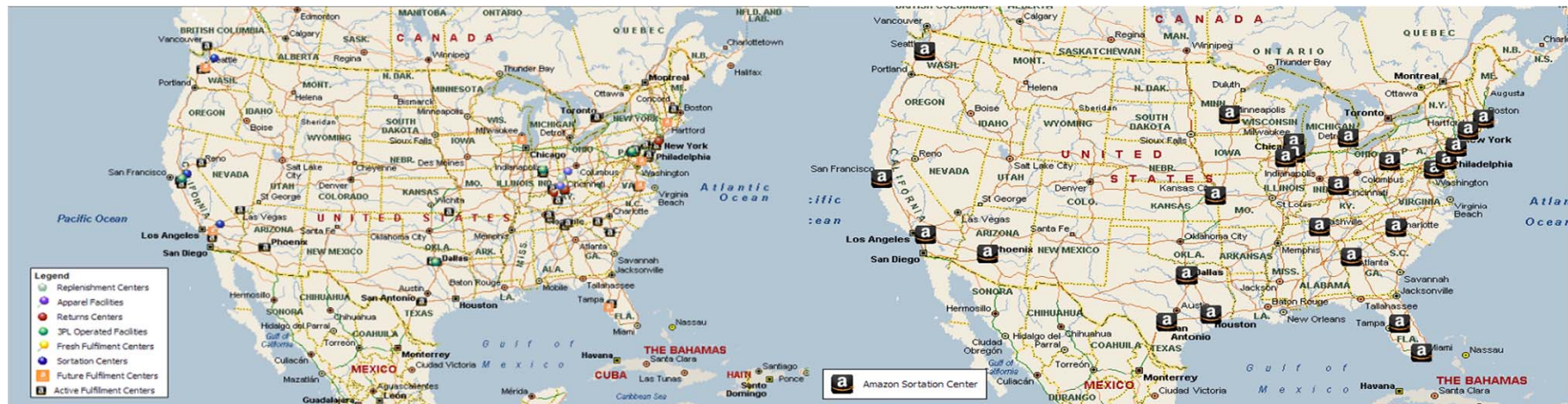
US 2017

101 Fulfillment Centers + 80 Sorter Centers + 47 Delivery Station

18 Pantry & Fresh + 51 Prime Now Hubs



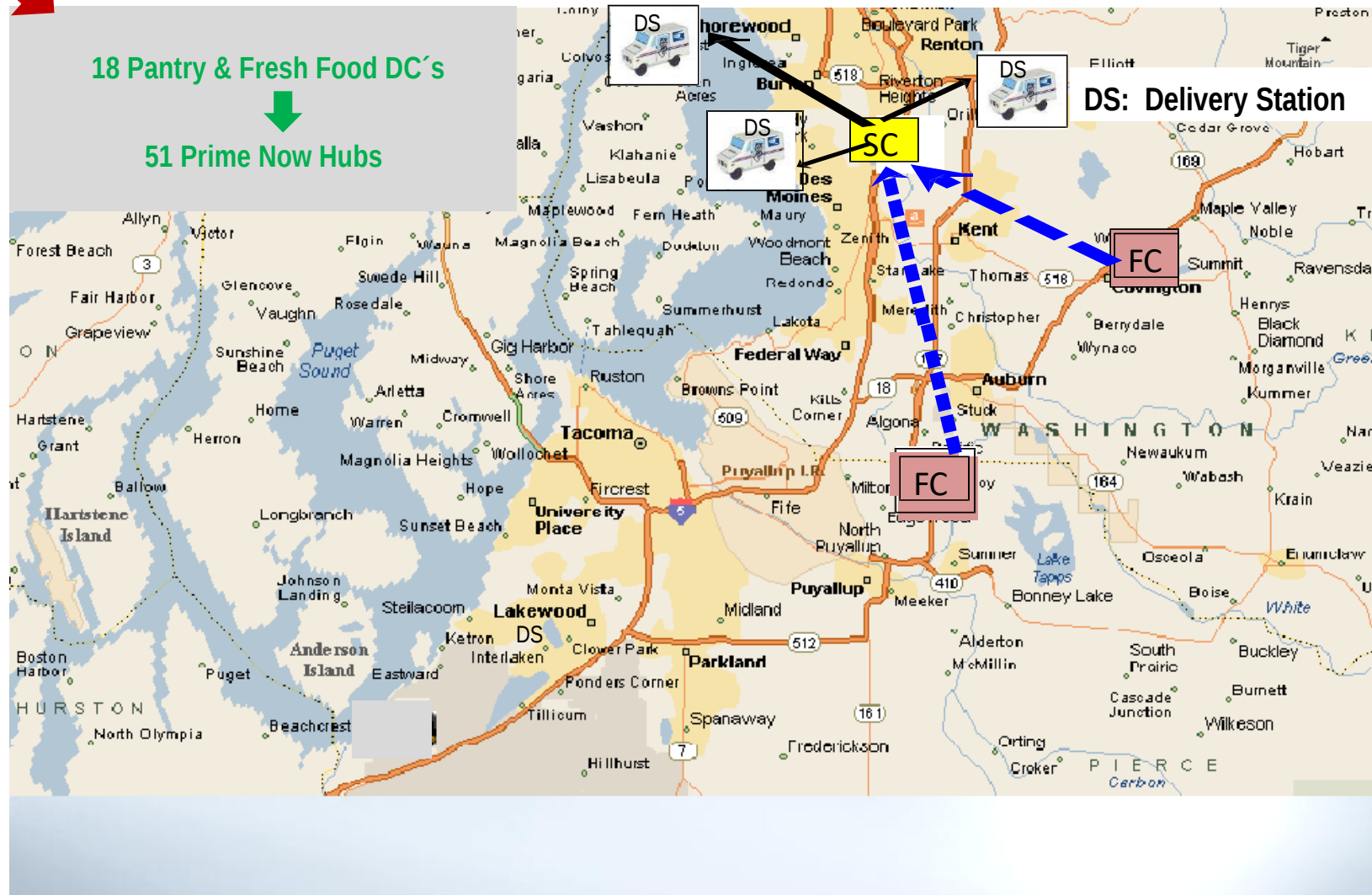
TOTAL 297



Fulfillment Centers 101

Sorter Centers 80

Pantry & Fresh 18





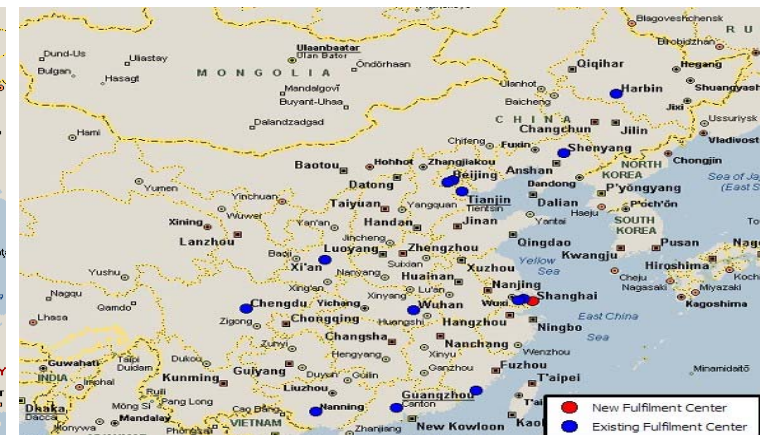
EUROPA **36** FC's, **3** SC's GE+ FR,
36 DS / PRIME NOW HUB'S (UK 26 + GE+ FR+ IT + SP)



Japan Fulfillment Centers (10) + PNH 4



China Fulfillment Centers (17)



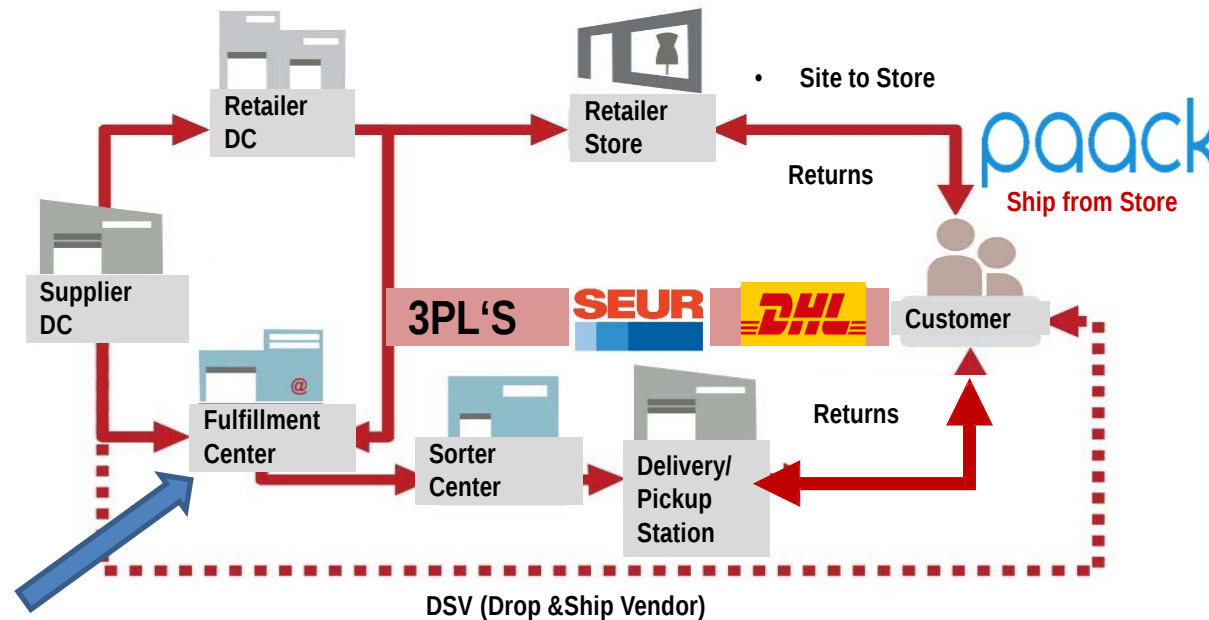
India Fulfillment Centers (**41**) + DS 4



OMNICHANNEL

E

Modelo Logístico Omnicanal



El Corte Inglés

DECATHLON

Media Markt

fnac

EL GANSO

TASCÓN

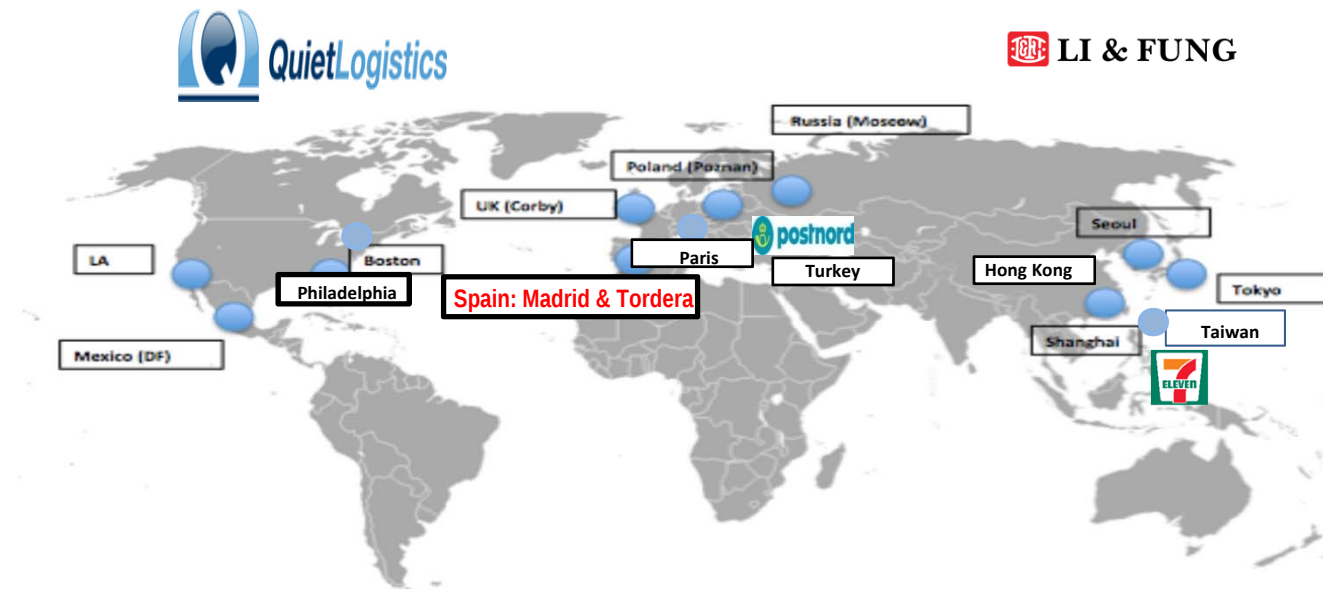
Norauto

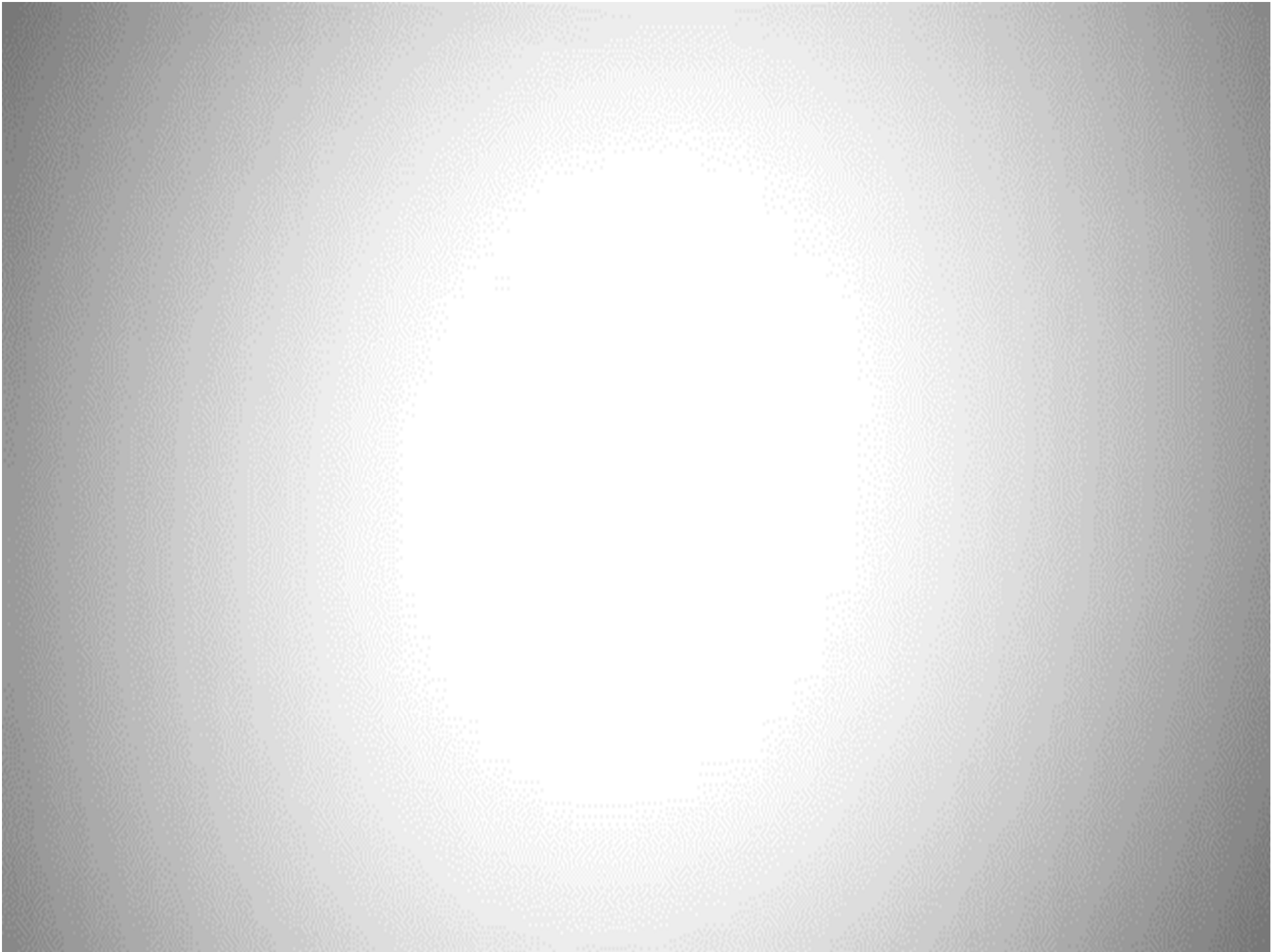
L'ORÉAL

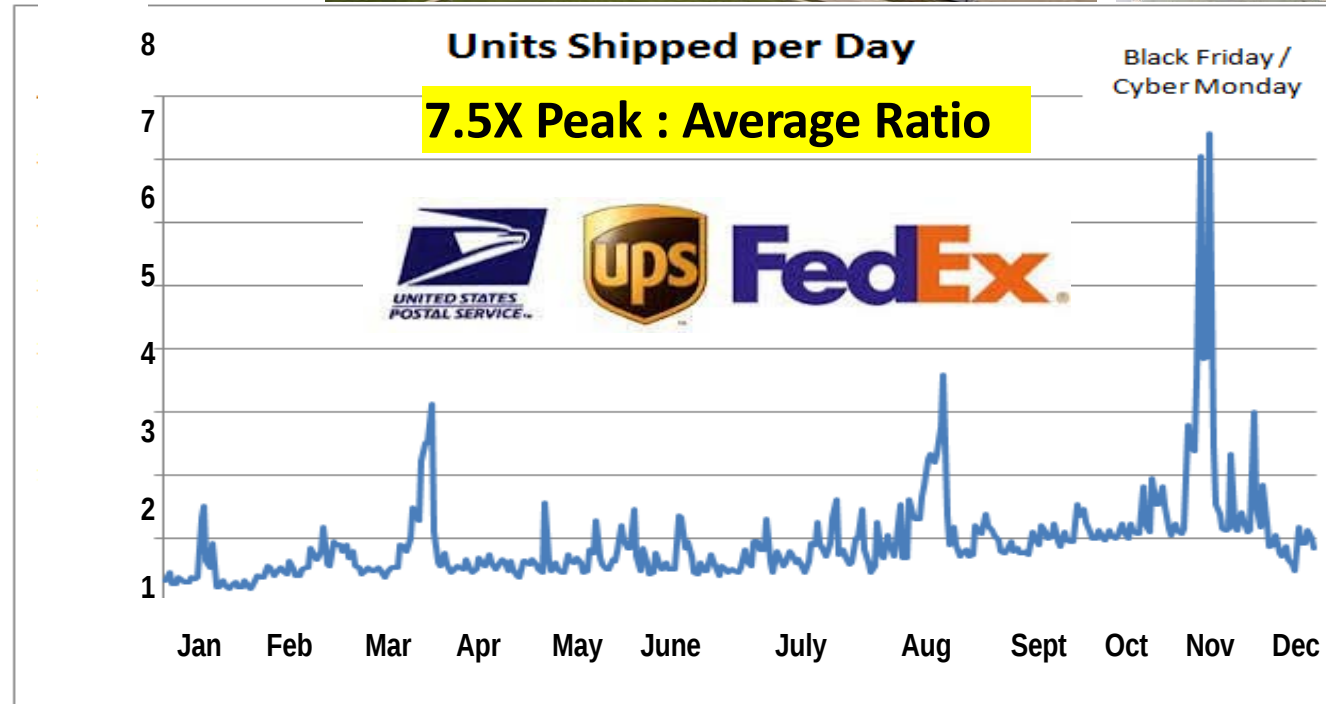
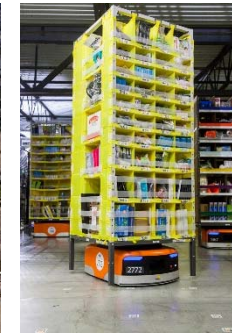
E-Commerce 'Fulfillment Centers' Model

- Set up a Second Logistical Network with **16 Fulfillment Centres (FCs)** with 3PLs:

Side To Store & Ship from FC's



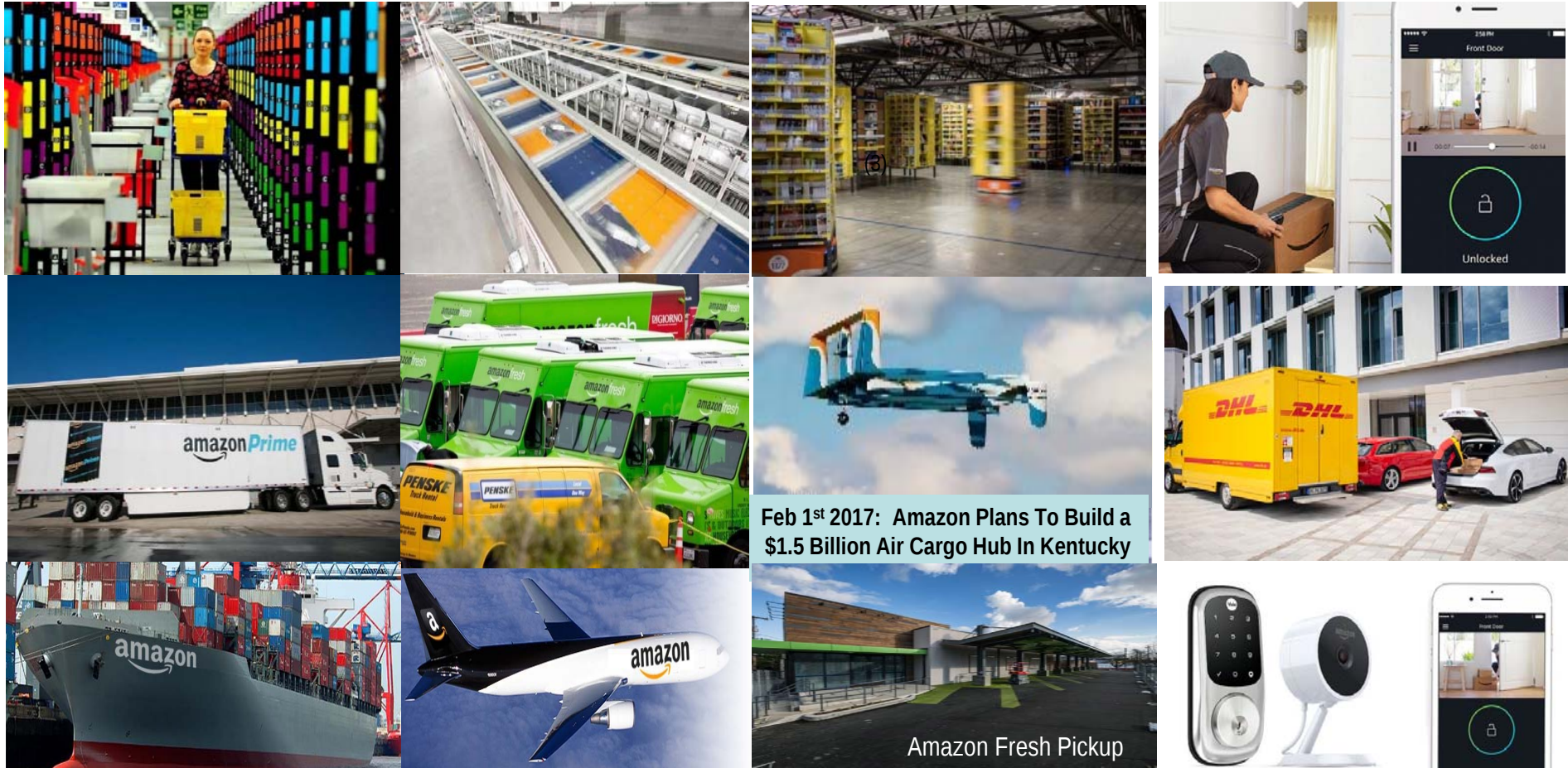




www.mwpl.com



Trailers & Vans & Drones & Lease Planes & Hub & Freight Forwarder





Report Feb 2nd, 2017



Total Logistics Cost 24,8 % of Sales (FC 12,9% + Shipping Cost 11,9 %)

SHIPPING	2016	2015	2014
Shipping revenue (1)(2)(3)	\$ 8,977	\$ 6,520	\$ 4,486
Shipping costs (4)	(16,168)	(11,539)	(8,709)
Net shipping cost	\$ (7,191)	\$ (5,019)	\$ (4,223)
YoY Percentage:			
Shipping revenue growth	38 %	45 %	45 %
Shipping costs growth	40%	32%	31%
	43%	19 %	19 %
Net shipping cost growth Percent of Net Sales (5):			
Shipping revenue	6.6 %	6.5 %	5.3 %
Shipping costs	(11.9) %	(11.6) %	(10.3)%
Net shipping cost	(5.3) %	(5.1) %	(5.0) %

(1)Excludes amounts charged on shipping activities by third-party sellers where we do not provide the fulfillment service.

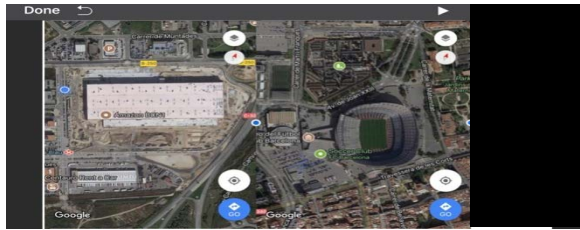
(2)Includes a portion of amounts earned from **Amazon Prime** memberships.

(3)Includes amounts earned from **Fulfillment by Amazon** programs related to shipping services.

(4)Includes **sortation and delivery center costs**.

(5)Includes North America and International segment net sales.

Source: Amazon Annual report 2015/6



amazon.es



- Launch Amazon.es Sep'11 from Paris
- FC San Fernando de Henares Jul'12



- Organized Chaos
- 77.000 m²
- FC San Fernando de Henares Madrid

11
FACILITIES
SPAIN
2018



- Prime Now HUB Legazpi Madrid 2000 m²



- Prime Now Hub Ensanche Barcelona 3.800 m²

SEUR



Castellbisbal "PANTRY" 17,000 sm SPAIN
 Martorellas "FBA" 30,000 sm South EUR
 Illescas (Toledo) 200,000 sm South West
 Los Gavilanes (Getafe) 58,000 sm Peaks
 Alcobendas(Madrid) 15,000 sm Nord
 Peterna (Valencia) 15,000 sm South East
 Sevilla (10,000 m²) South



FC Barcelona (El Prat): 65,000 m² x 4 floors = 260,000 m². Opening Oct 17. 3,500 Kivas

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E-COMMERCE

↖ The last mile



Spain

SEUR
e-solutions

ASM  **GLS**
transporte urgente General Logistics Systems

MRW

XPOLogistics



ID
LOGISTICS

 **shargo**

paack

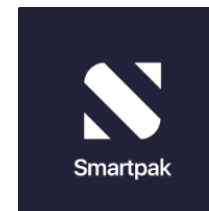
 **Redyser**
Transporte Urgente



 **stuart** **aravinc**



celeritas 



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Jaume Hugas 2017

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天猫 TMALL.COM

Alibaba.com
阿里巴巴

淘宝网
Taobao.com



Alibaba Group and Yintai Group & Fosun Conglomerate

yintai.com 银泰
银泰百货集团连接在线购物中心

FOSUN 复星



S.F. Express

(SF) EXPRESS

百世
BEST LOGISTICS

Couriers Zhong Tong, Shentong, Yuantong and Yunda.

ZTO
中通快递
ZTO EXPRESS

STO 申通快递
SHENTONG EXPRESS

YTO 圆通速递
YUANTONG EXPRESS

YUNDA 韵达速递

Alibaba Global Revenue
Billions (\$)



Source: Company Filings

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23 b \$ Growth 56% 2016

3,000 logistics partners
1.7 million delivery personnel,
5,000 warehouses
176,000 delivery stations across China
300,000 pick-up stations
190 Chinese cities.
400,000 vehicles
200 airplanes
5,000 brands



Jack Ma

.comertia

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腾讯
Tencent



Baidu 百度

新达达
NewDada



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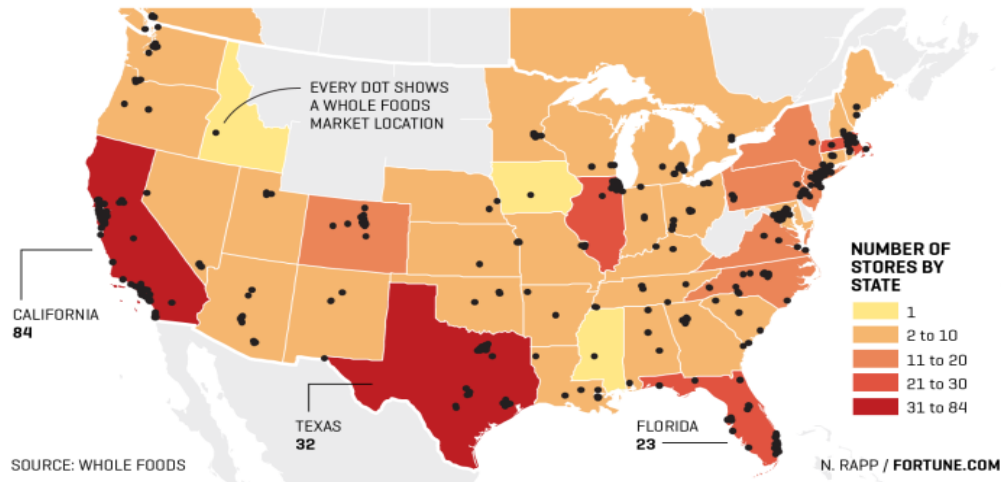


CHANGING STRATEGY!
Not Building Own Stores !!)

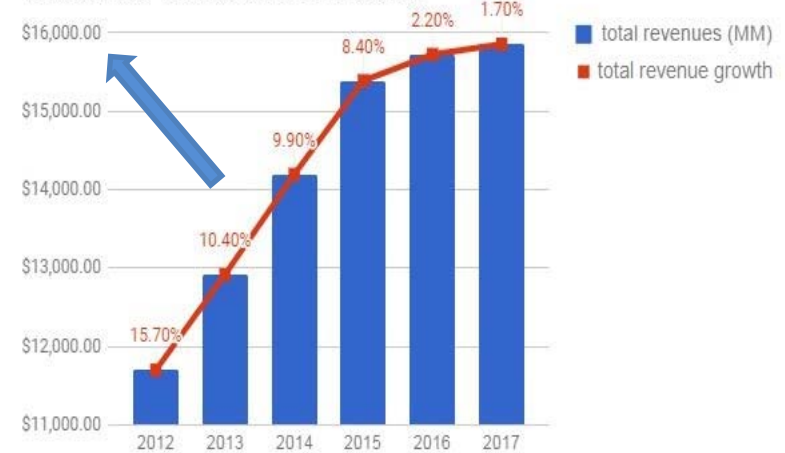


June 23rd, 2017 **\$13.7B in cash**
465 Stores
443 Stores US+ 13 Canada+9 UK
(98 in Development)

WHOLE FOODS MARKET LOCATIONS IN NORTH AMERICA



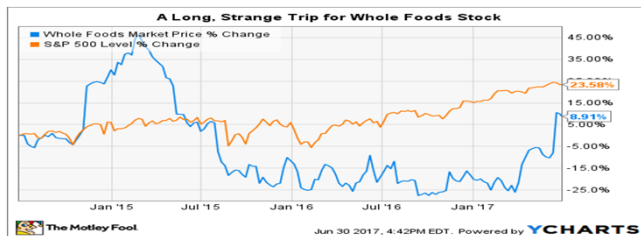
Whole Foods' Total Revenues and Growth



Source: eMarketer Retail

California 84, Massachusetts 33, Texas 32, Florida 23, Illinois 23

Market Growth 1,7 % (8,4 % 2015)
Profit Margin 2,0 % (6,6 % 2015)

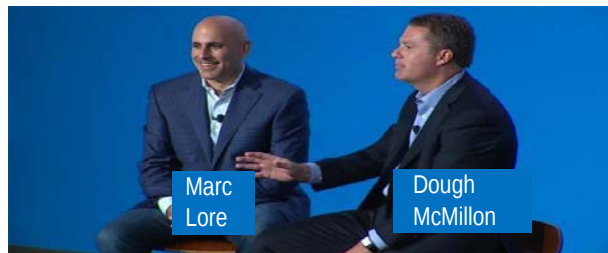


Revenues 15,7 b \$
Net income 0,5 m \$



Walmart 
VS
amazon.com 

Walmart 



JD.COM 京东

Lord+Taylor

Jet

Moosejaw

shoebuy

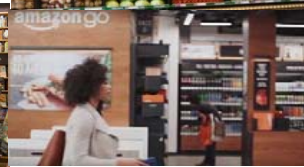
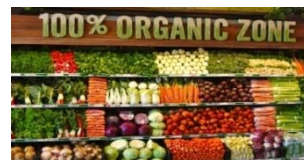
ModCloth



hayneedle

BONOBOS

WHOLE FOODS MARKET



amazon 

Jeff Bezos

SOUQ.com

amazon Prime 

% Stores ?



% E-commerce ?

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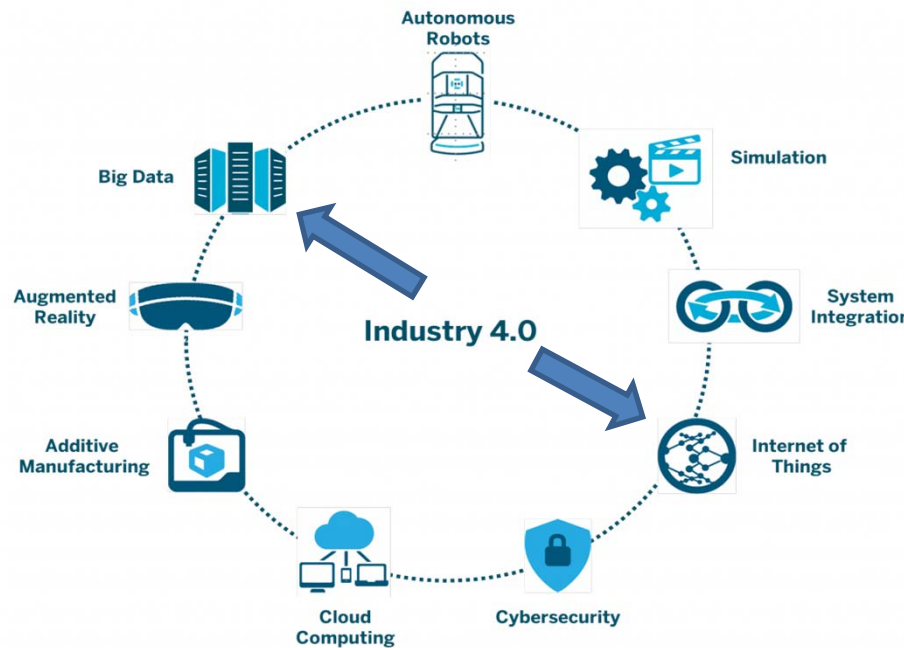
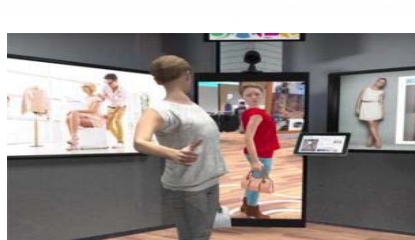
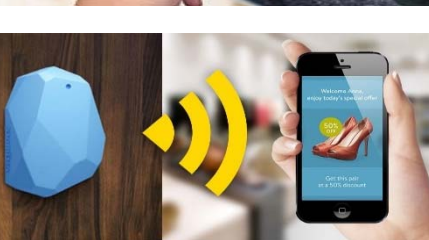
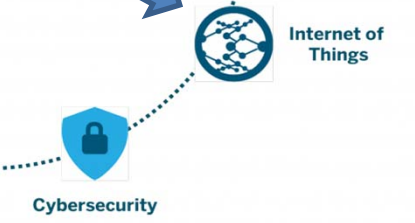
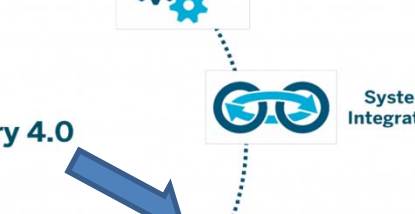
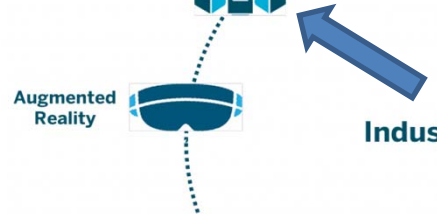
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.comertia

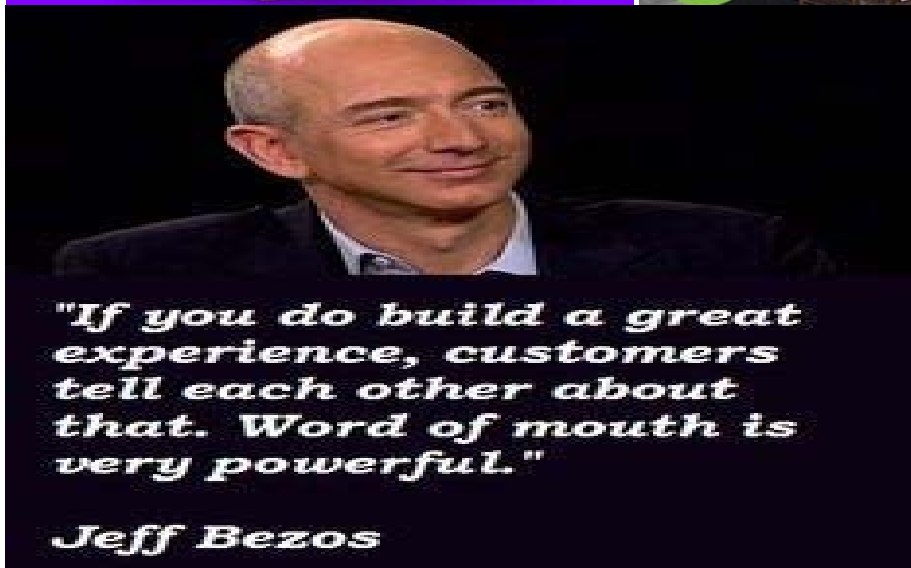
Fuente: Hugas J. 2017



+  **BLOCKCHAIN** +



Walmart VS



Barcelona

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Madrid



Sant Cugat

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