Assignment

Please complete the case reading and post responses to the three questions below by the beginning of this class.

In 2005, Walmart’s President and CEO, Lee Scott, launched an ambitious sustainability strategy that he believed would put Walmart on track to substantially reduce the harmful environmental impacts of its operations – and those of the products it sells.

A. What appear to have been the main reasons he decided to undertake this initiative? Were these motivations appropriate in your view?

As Walmart learned in the late 1980s it can be difficult to operationalize initiatives like this. To do so this time around, the company instituted a set of Sustainable Value Networks and ordered them to establish a set of short, intermediate and long term goals.

B. What do you think of this approach to operationalizing sustainability? Which aspects do you think seem most likely to lead to successful outcomes? Which seem less likely to do so? Why?

For our purposes, one of the most important things about this initiative is that it appears to put Walmart on track toward using its market power to induce its suppliers to improve the environmental quality of their products and processes.

C. What tools were individual sustainability networks using to accomplish this goal at the time this case was written? What do you think of this approach? What do you see as the key challenges ahead for Walmart as it tries to induce its suppliers to improve the environmental quality of their products and processes?