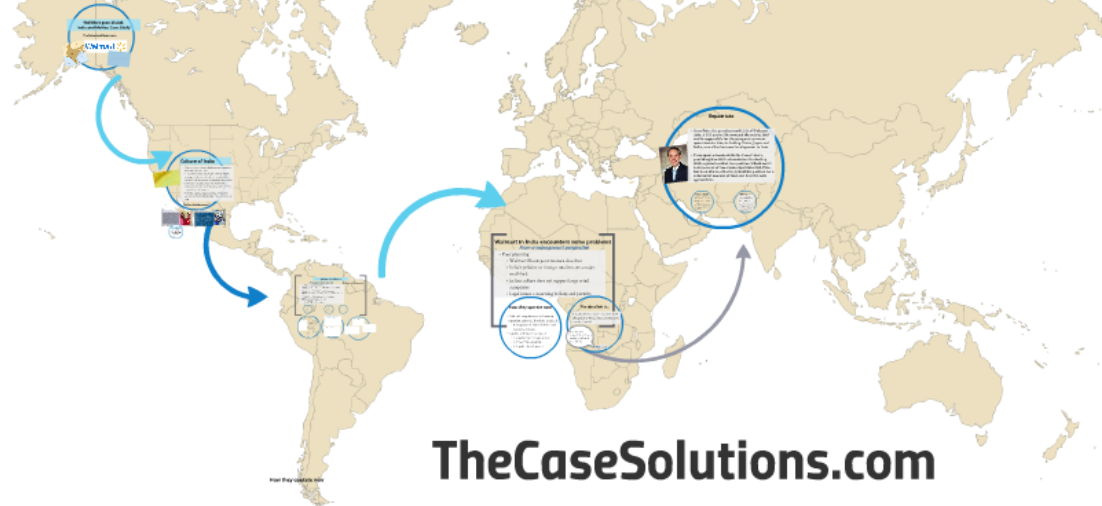
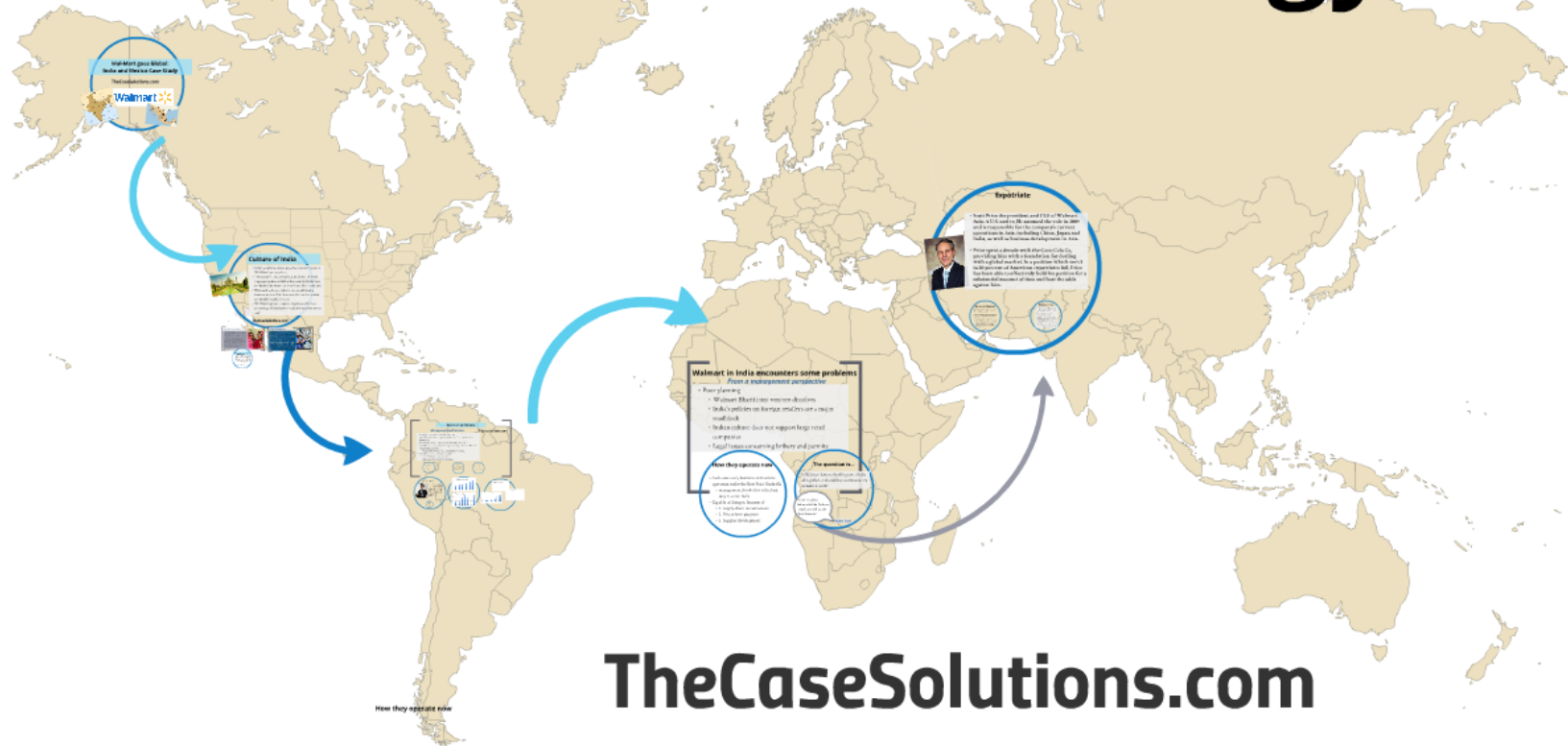


ONGC India: In Search of a New Growth Strategy



TheCaseSolutions.com

ONGC India: In Search of a New Growth Strategy



TheCaseSolutions.com

Wal-Mart goes Global: India and Mexico Case Study

TheCaseSolutions.com

Walmart 



Culture of India

- India's extensive culture plays has a major impact on Wal-Mart's success there.
- The culture is very complex, with several different languages spoken as well as the country divided into the North (the Aryan) and the South (the Dravidian).
- With such a diverse culture, one would think a business such as Wal-Mart would do well to satisfy the people's needs, however
- Wal-Mart's global consistency policy and India's governing policies clash to make things rather not so easy.

TheCaseSolutions.com

Role of Women in India

- India is known as the fourth most dangerous country in the world for women, ranging from gender discrimination to gang rapes and domestic violence
- Gender discrimination goes across the board from education to the right to vote.
- Where 85% of men in India are educated, only 65% of women are known to be literate in India. Crime against women has been increasing at a rate of 6.4% a year in India, with the numbers only going up.
- Wal-Mart would like to enter into India with a main focus on empowering women to bring more to the work force.
- Their Bharti Training center in India has helped over 8,000 women to train to obtain skills suitable for a professional career.



TheCaseSolutions.com

**Wal-Mart's Mission Statement in
Empowering Women**

Wal-Mart's Mission Statement in Empowering Women

“In 2011, Wal-Mart launched the Global Women's Economic Empowerment Initiative. By using our unique size and scale, we are empowering women around the world.”

Global Consistency

- India's new governing foreign investment sector in retail sales in the past year has made it rather difficult for any foreign business to make its way into India's markets.
- Wal-Mart has to think about its establishment maintaining their global consistency when entering India's market.
- Since American law requires top executives to ensure that their international operations remain free of corruption, executives in the United States have taken an increasingly dim view of doing business in India, with its low profits and constant legal worries.
- With local adaptation to such rules and regulation, Wal-Mart would like to go into India with adjustments to their overall plan keeping in mind the cultural and political diversity of the country.

TheCaseSolutions.com



Walmart de Mexico

Management and Success

TheCaseSolutions.com

- Sam Walton opened the first Walmart in 1960
- 1991 Walmart's first store opened outside of the U.S - a Sam's Club in Mexico City.
- Walmart became WALMEX (Walmart de Mexico) in 2000.
- 2006 Walmex received a license to organize and operate a bank. Banco de Walmart opened in 2007.
 - Operates with sixteen branches in five states in Mexico
- 2009 Walmart Centro-America was added.
 - Expanded Walmart to six countries
 - Walmart de Mexico took on this name.

Continuing
As of October 31, 2013

- 3,137 units
- 241,516 Associates
- 6 countries with presence
- 526 cities with presence

TheCaseSolutions.com

2013 Quarterly
Financial Info-Increase
April 23/July 25/October 23

Billions Pesos

	1st	2nd	3rd
Total Income	101,975.2%	100,433/2%	101,271/1.9%
Gross Margin	22.77%	22,900/3.6%	22,542/4.3%
General Expenses	15,777.7%	15,737/4.3%	15,137/3.8%
Operating Income	6,975.2%	7,188/3.1%	7,374/4.9%
EBITDA	9,274.1%	9,425/4%	9,553/5.3%
Net Income	5/5.5%	5,147/4.3%	5,295/7.9%

21 Different Units

- Sam's Club
- Supercenter
- Bodega Aurrerá
- Bodega Aurrerá Express
- Mini Pab
- Pali
- El Punto
- La Unión
- Maxi Dispensa
- Más y Menos
- Hueland
- VIPS Restaurantes
- Furracía Walmart
- Dispensa Familiar
- La Dispensa de Don Juan
- Súperbar
- Walmart Supercenter

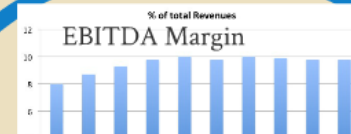
Scot Rank

- Joined Walmart de Mexico y Centro America in 2000

Number of Associates



% of total Revenues EBITDA Margin





Continuing
As of October 31, 2013

- 3,137 units
- 241,536 Associates
- 6 countries with presence
- 526 cities with presence

TheCaseSolutions.com