

**CREATING SHARED VALUE IN MARKETING
"WAL-MART RETAILING COMPANY MODEL "**

خلق القيمة المشتركة في مجال التسويق نموذج شركة Wal-Mart في قطاع تجارة التجزئة

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Abstract:

The purpose of this paper is to clarify how the concept of shared value creation can be used in marketing, we provide Wal-Mart company model in retail business sector. Authors analyze a single case study of Wal-Mart company. We found that Wal-Mart create a shared value for business and society in retail sector by using the ESG model.

Keywords: Creating shared value, marketing, retail business sector, Wal-Mart, business and society.

JEL Classification Codes: M14, M31 L81

ملخص:

هدفت هذه الدراسة إلى توضيح كيفية استخدام مفهوم خلق القيمة المشتركة في مجال التسويق قمنا بتقديم نموذج شركة Wal-Mart في قطاع تجارة التجزئة، قام الباحثين باستخدام منهج دراسة الحالة المنفردة لشركة Wal-Mart لأن تحليل الدراسة يتطلب جمع العديد من المعلومات حول المبادرات و البرامج المتبعة من طرف الشركة لتطبيق مفهوم خلق القيمة المشتركة في مجال التسويق. توصلت الدراسة إلى أن شركة Wal-Mart تمكنت من خلق القيمة المشتركة في مجال التسويق من خلال تطبيق نموذج ESG البيئة، المجتمع والحوكمة . كلمات مفتاحية: خلق القيمة المشتركة، التسويق، تجارة التجزئة، شركة Wal-Mart، المؤسسة و المجتمع.

تصنيفات JEL : M14, M31 L81

1. INTRODUCTION

Most researchers used to analyze the concept of shared value in term of business, society and environment, while there is an increasing demand and need to address social and environmental issues in marketing. Few researchers addressed the concept of shared value in terms of marketing activities. There is a lack of knowledge about the process of creating shared value and marketing and the link between these two concepts.

Because society's expectations of companies have changed dramatically, corporate social strategy was used as a marketing tool, when creating shared value

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provided by porter it gave more value and meaning for social and environmental activities, so creating shared value becomes like a marketing enhancement approach and consumers well being in the same time.

We choose to link marketing with shared value creation because both concept are based on taking advantage of business opportunity in market place in order to create value for the brand, society and environment.

The fundamental problem of this study is related to the process and the way shared value created in marketing in general and the retail company Wal-Mart in particular, so the question is: **How retail company Wal-mart created shared value in marketing?**

2- What is shared value creation?

Creating Shared Value is really about competitive strategy, positioning and creating new opportunities for companies to make money (Shared value impact lab, 2018, p6). Shared Value strategies define leading brands and build their legacies with a higher order. Innovators and industry leaders create Shared Value to bring campaigns to life, capturing hearts and minds, and inciting action (Shared value impact lab, 2018, p18)

From an economic point of view, the shared value concept rests on the premise that both economic and social progress must be achieved. However, businesses have rarely approached societal issues from a commercial perspective, often treating them as peripheral matters, additional costs or, at best, community investment. In the social sector, thinking in value terms is even less common. Social organizations and government entities often evaluate community programs in terms of the benefits generated or investments made. As governments and NGOs begin to think more in value terms and recognize how Shared Value strategies are more economically sound and sustainable, their interest in collaborating with business will inevitably grow (Shared value impact lab, 2018, p19)

3- Steps to create shared value:

There are three major activities used for the concept's implementation (Krzyżanowska.M, Tkaczyk.J, 2014, p154):

1. Reconceiving products and markets, this consists of identifying and solving problems of local communities through products taking social needs into consideration (for example, in the field of health and nutrition).
2. Redefining productivity in the value chain through the implementation of organizational and technological solutions that allow the reduction of unfavorable environmental and societal influences.
3. Developing supportive industry clusters at company locations by undertaking initiatives that support entities engaged in the value chain or entities that have such potential. CSV represents a change of mentality involving human resources, core processes/goods and services and communication.

4- Creating shared value in marketing:

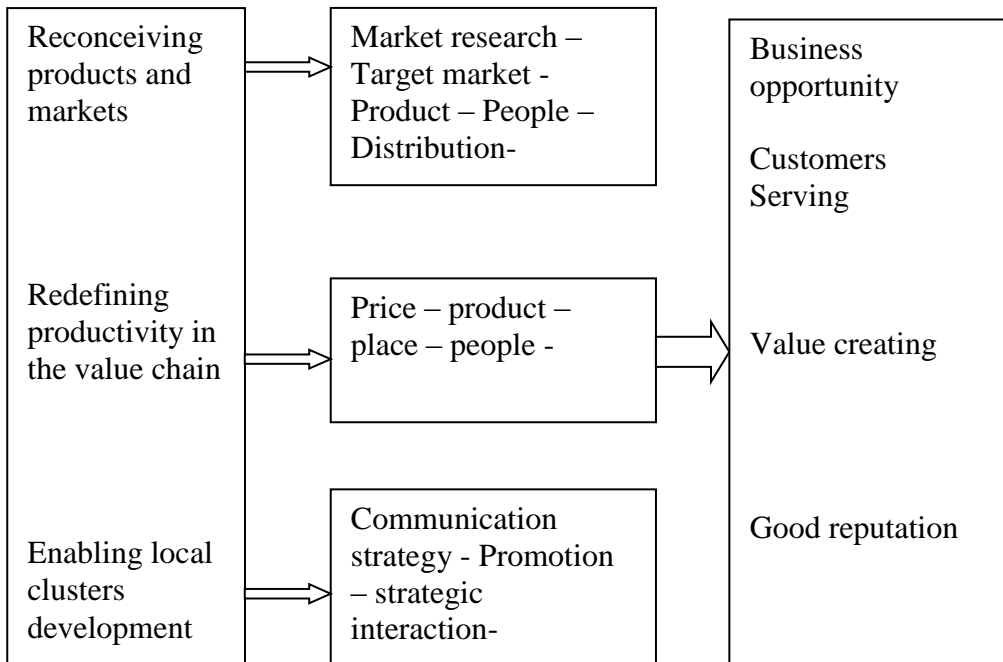
Creating shared value in marketing is new topic in marketing management, porter showed that shared value could be created through three main pillar; by reconceiving product and market, redefining the productivity in the value chain and building local clusters development, we mostly find the application of shared value in field of business and strategy, we trying to analyze the concept in term of marketing. In the same time we trying to show how marketing is a part of value creation in corporate value chain, in other terms companies can use marketing to create shared value.

The practice of creating shared value is fundamentally about capitalizing on the connections and mutual interdependencies between business and society. A business needs the community to provide demand for its product natural resources, a supportive regulatory environment and the employees to bring their product and services to market efficiently and effectively. A community needs successful businesses to provide helpful products, jobs and wealth creation opportunities for its citizens However, without considering the power and influence of brands and the full participation and co-creativity of consumers, community members and other stakeholders, we're leaving tremendous opportunities for engagement, collaboration, cultural influence and value generation off of the table (D'heur.M, 2015, p15).

Global analysis of the retail market indicates sales growth in brands that declare on their labels that they support sustainable development and actively promote efforts in the field of social responsibility (Krzyżanowska.M, Tkaczyk.J, 2014, p154).

As we see in figure 1; for the first pillar of shared value creation company has to do some market research to find a target market in order to makes some change and innovation on the product level, people and place to take advantage of business opportunity.

Figure 1- Creating shared value in marketing



Source: Authors (2019).

The second pillar of shared value company need to provide changes in the value chain in term of value creating for the environment these changes contribute in the improvement of the product, place ,people and price reaching value creating and customers serving. In addition to reconceiving product and markets and redefining the productivity in the value chain, company need to build clusters development by using and improving its communication strategy and strategic interaction with stakeholders.

Companies are asked to implement and increase the communication of certain activity almost compulsorily and give more and more evidence of their efforts towards the community through plans clearly and concretely reporting on investments and social returns (Casalegno.C, Civera.C, 2015, p106).

Wal-mart case study:

In order to investigate the idea of shared value in Wal-Mart Company; we used the qualitative research. The qualitative research can be defined as an approach that seeks to describe, decode and translate phenomena in terms of meaning rather than frequency .Qualitative research allows the researcher to gather information and do an in-depth exploration of issues, and therefore follows a less structured format with fewer respondents than quantitative methods (Bellenger et al, 1989). Within the qualitative research, we use a case study approach to investigate the idea of shared value in marketing. We collect data and information based from Wal-Mart reports, online meeting with Wal-Mart

marketing managers, and observations; the authors analyze a single case study of Wal-Mart company.

5- Who is Wal-mart?

The start of this research case company Wal-mart, was as a single discount store founded in 1962 in the United States by Sam Watson. The single store strategy was selling more for less. This store has grown over the last fifty years and became the largest retailer in the world operating in 28 countries and e-commerce website in 11 countries and receiving around 260 million customers per week.(Wal-Mart 2019 About :corporate.walmart.com/our-story. Consulted on: 10 /11/2019)

Now Wal-mart is one of the greatest operational and logistic giants. The products of this retail giant made in seventy countries worldwide, and it is managing 32 billion US dollars in inventory. With such huge numbers, an excellence in supply chain management system and strategy is definite. From the stand point of enabling the customers to save money, the whole organization successfully built and implemented the required business model to accomplish this goal (Jawad.S, 2016, p1).

6- Walmart ESG approach to create shared value:

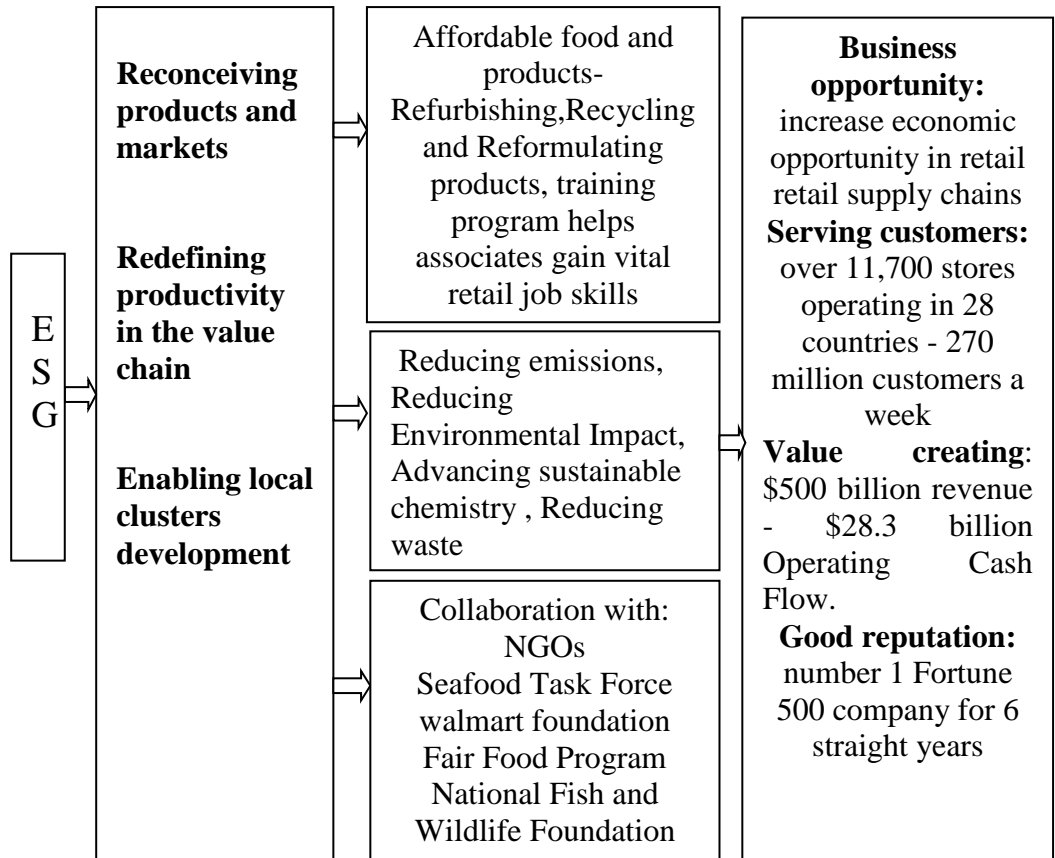
walmart approach to environmental, social and governance (ESG) issues goes beyond minimizing our own footprint or mitigating risk. Walmart takes a more assertive approach: sparking collective action to transform the retail sector for environmental, social and economic sustainability (Skype and telephone calls with wal-mart responsible 05/01/2019).

Good ESG practices go beyond risk management or corporate responsibility—they can generate additional value for business and for society. For example, better ESG practices can enhance customer trust, catalyze new product lines, increase productivity, reduce costs and secure future supply, while simultaneously improving livelihoods, advancing economic mobility and opportunity, reducing emissions and waste, and restoring natural capital (Wal-Mart, 2018, p7).

To create and maximize shared value, Wal-Mart aim not only to run a good retail business as retail and marketing company but also to make large-scale and lasting improvements to the ecosystems most salient to Wal-Mart business, that's why Wal-Mart developed ESG to create shared value. The ESG programs established with collaboration with other leaders and stakeholders. Wal-Mart's environmental, social and governance (ESG) priorities include economic opportunity, sustainability and local community, as well as good governance.

As we see in Figure 2, Walmart developed ESG approach to create value in society and environment by following the shared value piullar; reconceing products and markets, redefining the productivity in the value chaine, enabling local clusters development.

Figure2 – Walmart ESG approach to create shared value



Source: authors (2019).

6-1- Reconceiving products:

Using the ESG approach; Wal-Mart followed the first pillar of shared value creation to reconceive product by following a lot of initiatives to create value for society such as Refurbishing products, donating products, recycling products and secondary packaging, using reverse logistics to recycle, reformulating our products, improving ingredients in the U.S reducing sodium in Canada, identifying nutritious choices in store. These initiatives had impact on the target market, Product, People and Distribution (Wal-Mart, 2018, p81):

6-1-1- Refurbishing products:

Wal-Mart utilizes four refurbishing centers across the U.S., where Wal-Mart send returned and damaged phones, tablets, TVs, computers and game consoles so they can be repaired and resold at a discount. In 2017, Walmart sent more than 7.5 million electronic items for refurbishing.

6-1-2- Donating products:

Since Wal-Mart hate waste, Wal-Mart look for the highest-value purpose for unsold goods. If they are usable, that usually means donating them for charitable purposes. In the U.S., donation of durable goods is centralized through six return centers, where goods are picked up by charities like Good 360, Harvest Time and United Way. In 2017 Wal-Mart donated 8,600 tons of unsold products.

6-1-3- Recycling products and secondary packaging:

Some products and packaging simply can't be refurbished or donated. The last step for materials like cardboard packaging and plastic shrink wrap is recycling. Store managers are motivated to support Wal-Mart recycling programs for two reasons. First, the income generated from recycling comes back to the store P&L. Second, they have the satisfaction of knowing that their operations are helping us to achieve our zero waste goals.

6-1-4- Using reverse logistics to recycle:

In multiple markets globally Wal-Mart use reverse logistics to enable recycling. Stores collect cardboard, plastics and metals and send them back to distribution centers—in trucks that would otherwise return emptywhere they are picked up by recycling vendors. Reverse logistics allows us to use trucks more efficiently, to recycle materials from remote stores that don't have recycling infrastructure nearby and to include difficult-to-recycle materials like glass. In FY2017, Wal-Mart recycled more than 421,000 tons of cardboard and plastics and more than 34,000 tons of food waste globally through reverse logistics. In 2017, Wal-mart recycled 421,000 tons of cardboard and plastics and more than 34,000 tons of food waste globally through reverse logistics.

In addition to that, Wal-Mart made some change and innovations in the product line (Wal-Mart: sustainability, corporate.walmart.com, consulted on 02/12/2018):

6-1-5- Reformulating Wal-Mart products:

Wal-Mart work with suppliers to reduce the level of sodium, added sugars and saturated fats in Wal-Mart prepackaged foods. Additionally, Wal-Mart work to remove artificial ingredients where Wal-Mart customers don't expect to find them.

6-1-6- Improving ingredients in the U.S:

From 2011 to 2015 Wal-Mart drove an initiative with suppliers to reduce sodium, added sugar and trans fat. After making progress, Wal-Mart announced new goals in 2016 that included reducing sodium by 20 percent and bringing added sugar and saturated fats to less than 10 percent of calories, as well as removing certified synthetic colors and artificial flavors from products in which customers don't expect to find them.

6-1-7- Reducing sodium in Canada:

In Canada, Wal-Mart worked to reduce sodium in products across all private-brand food categories. In a portfolio of over 1,200 SKUs, 410 SKUs required reformulation to reduce sodium to meet Health Canada voluntary guidelines; in 38

SKUs, sodium could not be reduced below the target as it was needed for functional or performance reasons. The remaining products meet the target sodium levels.

6-1-8- Identifying nutritious choices in store:

Wal-Mart spent several years working with regulators and experts to develop Great For You, an on-pack icon to identify more-nutritious options. Great For You products have met rigorous nutrition criteria, informed by the latest science and developed in consultation with food and nutrition experts. Wal-Mart is working to support similar nutrition-guidance programs in selected international markets.

6-2- Reconceiving markets:

In addition to products, Wal-Mart reconceiving markets by Sourcing from smallholders in Mexico, India and Africa and addressing systemic market barriers through philanthropy. According to market research; many people living in rural areas around the world survive on less than \$2 a day and are not part of the formal economy. Wal-Mart and the Wal-Mart Foundation are working on livelihoods and strengthen the agriculture and production sectors in emerging markets. These activities not only strengthen economies, they also increase supply security and offer locally-relevant product for customers (Wal-Mart, 2018, p65):

6-2-1- Sourcing from smallholders

Sourcing in Mexico: Wal-Mart de México continues to strengthen its relationships with produce growers in Mexico by establishing direct and long-term sourcing programs with local farmers. Since beginning this program in 2011, 9,300 farmers have been trained.

Sourcing in India: Wal-Mart has been working to provide small and marginal farmers in India with knowledge and opportunity to become part of the regional and interregional retail supply chain. This project enhancing the income of more than 500 farmers.

Improving market access in Africa: Wal-Mart is also working to improve market access for small and medium sized manufacturing entrepreneurs in Africa. Wal-Mart Massmart-led Supplier Development Program (SDP) in South Africa, which was launched in 2012 provides small and emerging suppliers especially black and black women-owned enterprises access to Massmart Wal-Mart's supply chain.

6-2-2- Addressing systemic market barriers through philanthropy

Wal-Mart Foundation's philanthropic investments in India, Mexico, and South Africa are helping small producers increase their income by improving their business acumen, by strengthening market-information flows and by forging closer linkages to buyers. These investments are also supporting farmers in adding value to their produce, improving their post-harvest practices and increasing their access to financing.

To help smallholders in emerging markets improve their incomes and increase and strengthen their crop yields, Wal-Mart and the Wal-Mart Foundation funded

training to 1 million farmers and farm workers between 2011 and 2016, half of whom would be women. At the end of 2017, just over 1.2 million farmers and workers had received training, of which more than 600,000 were women. The training focused on improving market access by improving business skills, agricultural practices, and access to infrastructure and financing.

Walmart reconceived product and market by making some change in product and market, Walmart made some innovations in product such as: Refurbishing products, recycling products and secondary packaging, using reverse logistics to recycle, reformulating Wal-Mart products, improving ingredients, Identifying nutritious choices in store and providing training for employees and smallholders. In addition to that Wal-Mart did some market research and found that there are some markets that need to be served considering it a marketing opportunity, Wal-Mart reconceiving markets by Sourcing from smallholders in Mexico, India and Africa and addressing systemic market barriers through philanthropy.

6-3- Redefining productivity in the value chain:

become more efficient in their daily processes and routines Wal-Mart worked on their value chain to create environmental value by following initiatives Reducing greenhouse gas emissions, Scaling more affordable, renewable energy, Increasing the energy efficiency of Wal-Mart facilities maximizing the sustainability and safety of Wal-Mart trucking fleet, reducing waste from non-food items and packaging, Reducing Environmental Impact, eliminating waste. These initiatives had impact on the product, Price, place and people (Wal-Mart, 2018, p53):

6-3-1- Reducing greenhouse gas emissions: Wal-Mart became the first retailer with an emissions reduction plan approved by the Science Based Targets initiative, a program that champions science based targets to transition to a low-carbon economy.

6-3-2- Scaling more affordable, renewable energy: As of 2017, an estimated 28 percent of Wal-Mart electricity needs globally are now supplied by renewable sources.

Wal-Mart has helped to develop 800 megawatts of new renewable energy generation capacity around the world—enough power to charge all of the smart phones in the U.S.

Wal-Mart has over 480 renewable energy systems installed in Wal-Mart stores, clubs and distribution centers worldwide. These onsite systems, including solar and fuel cells, provide renewable electricity and heat directly to Wal-Mart buildings. Combined, these onsite systems make up 9 percent of Wal-Mart total renewable energy portfolio.

6-3-3- Increasing the energy efficiency of Wal-Mart facilities: Wal-Mart China, recently completed 1,400 retrofit projects across its more than 440 stores and clubs to help reduce emissions and create a better shopping experience for Wal-Mart customers.

Wal-Mart has now installed more than 1.5 million LED (light emitting diode) fixtures across more than 6,000 stores, parking lots, distribution centers and corporate offices in ten countries.

6-3-4- Maximizing the sustainability and safety of Wal-Mart trucking fleet :

In 2015, Wal-mart announced that Wal-mart had exceeded Wal-Mart goal of doubling the efficiency of Wal-Mart trucking fleet, saving nearly \$1 billion and avoiding emissions of almost 650,000 metric tons of CO2 in 2015 as compared to the 2005 baseline.

6-3-5- Reducing waste from non-food items and packaging:

To reduce material waste in Wal-Mart operations, in 2017 Wal-Mart refurbished 280,000 tons of decks, shelves, uprights and other store fixtures in the U.S. This has helped us to prevent 14,944 kWh of electricity consumption and 4,993,562 lbs. material to produce new fixtures.

6-3-6- Reducing emissions: At the close of 2017, more than 800 factories have joined the RedE system; active users report saving more than and reducing 270,000 metric tons in total CO2 equivalent emissions in the calendar year.

6-3-7- Eliminating waste: By widening Wal-Mart specifications on carrots and other produce, Wal-Mart U.K. Asda stores were able to sell an additional 690 tones of produce in 2017.

In addition to that Wal-Mart made more efforts to create value for the environment by making business more sustainable in area of solar energy, materials, chemistry, logistics and water (Wal-Mart: sustainability corporate.walmart.com consulted on 04/11/ 2019):

6-3-8- Scaling solar internationally : Wal-Mart India expanded its use of rooftop solar power to 90 percent of Wal-Mart buildings in FY2017. Total renewable generation in South Africa is approximately 3 million kWh per year.

6-3-9- Reducing waste and usable materials:

By the end of 2017, Wal-Mart diverted from landfills 81 percent of unsold products, packaging and other waste materials in the U.S. and 78 percent globally.

6-3-10- Reducing Environmental Impact

90 percent of Wal-Mart total emissions come from Wal-Mart value chain; therefore, Wal-Mart launched Project Gigaton to work with suppliers to reduce emissions. To date, over 400 suppliers have formally signed on to the project. In the first year of reporting, more than 200 of these suppliers reported emissions reductions that totaled over 20 million metric tons.

Wal-Mart addressed both economic and social needs by reducing its packing and rerouting truck to cut 100 million miles in 2009. By doing so Wal-Mart lowered their carbon emissions and saved \$200 million even as they shipped more products (Skype and telephone calls with Wal-Mart responsible, 05/11/2019).

Walmart redefined the productivity in the value chaine to make business more sustainable and to create value for the environment by following initiatives such

as reducing greenhouse gas emissions, Scaling more affordable, renewable energy, Increasing the energy efficiency of Wal-Mart facilities maximizing the sustainability and safety of Wal-Mart trucking fleet, reducing waste from non-food items and packaging, Reducing Environmental Impact, eliminating waste. These initiatives made some innovations that affect the product, the price, and people.

6-4- Enabling local clusters development:

After reconceing products and markets, redefining the productivity in the value chain, Wal-Mart realized the need for collaboration with stackholders in order to build industrial clusters. Using its

Communication strategy in term of strategic interaction; Wal-Mart Collaborated with NGOs, Seafood task force, Wal-Mart foundation, fair food program, National fish and wildlife foundation.

6-4-1- Cooperation with Wal-Mart foundation:

Wal-Mart corporate giving and the Wal-Mart Foundation programs complement Wal-Mart's business initiatives to help accelerate social and environmental transformation. In FY2018, through a combination of in-kind and cash gifts, Wal-Mart and the Wal-Mart Foundation gave over \$1 billion to projects that create opportunity enhance sustainability and strengthen community (Wal-Mart: news.walmart.com, 07/01/2019).

6-4-2- Collective action:

Since Wal-Mart believe that collective action is essential to transforming systems, Wal-Mart shape Wal-Mart ESG programs in collaboration with other leaders and stakeholders. Project GigatonTM, the Retail Opportunity Network and the Sustainability Index are just a few examples of large-scale, system-wide collaborations Wal-Mart has helped create (Walmart,2016 Collective action: corporate.walmart.com consulted on 07/11/2019).

6-4-3- Working with associates to improve stability:

Wal-Mart believes when associates have stability in areas like pay and benefits, scheduling, leave and paid time off (PTO), they're better able to take advantage of the education and training opportunities Wal-Mart offer. Stability lays the foundation for lifelong learning and skill development which ultimately leads to economic mobility and a better quality of life (Wal-Mart, 2018, p22).

6-4-4- Sparking a movement across retail:

Through the end of FY2018, Walmart and the Walmart Foundation have invested more than \$80 million in grants and collaborated with leading nonprofits, employers, government agencies and educational institutions to identify and implement innovations aimed at increasing the economic mobility of retail and related-sector workers (Almart and the Wal-Mart Foundation Announce, 2018: Nearly \$4 Million in Grants: news. Wal-Mart. com consulted on 08/11/2019).

6-4-5- Building effective and innovative approaches to retail training and advancement:

Walmart and the Walmart Foundation have provided funding for training or related services such as coaching or tech tools to more than 50,000 prospective and current retail workers beyond Walmart supporting innovative new approaches that can enhance the economic mobility of workers (Wal-Mart, 2018, p39).

6-4-6 Following a joint program to help women:

In 2017, Walmart China and China Women's Development Foundation announced a joint program in order to provide help for women in various industries achieve economic independence by leveraging many of Walmart's business resources (and telephone calls with Wal-Mart responsible, 05/11/2019).

6-4-7- participating in annual ESSENCE Festival:

Wal-mart have leveraged Wal-Mart relationship with Essence Communications and collaborated with Walmart's marketing team to create development opportunities for numerous African American suppliers at the annual Essence Festival, which attracts thousands of attendees to New Orleans every Fourth of July weekend (Wal-Mart, 2018, p51).

6-4-8- Walmart collaborate with solar facility:

Walmart worked with the utility Alabama Power on a long-term agreement that allowed the utility to build a 72 MW solar facility in Chambers County. The Alabama solar facility was completed and began supplying power in December 2017. The 1,100 acre site has 338,000 solar panels and will generate 190,000 megawatt hours annually, the equivalent of energy needed to serve 18,000 homes (Chambers County solar project now serving Wal-Mart, www.alabamane.wscenter.com consulted on 09/11/2019).

6-4-9- collaborate with water management company:

In 2008, Walmart U.S. worked with an independent water management company to use real-time monitoring and independent validation to promote more efficient water consumption across Walmart's portfolio of 403 utility water cooling systems at 227 stores (Wal-Mart, 2018, p86).

In 2015, Wal-Mart renewed its commitment to the program by pledging an additional \$35 million over 10 years, with a goal of protecting an additional 1 million acres across the nation. As of 2016, Acres for America has leveraged more than \$40.7 million in contributions from Wal-Mart, in addition to more than \$482 million in matching contributions from grant recipients (Wal-Mart, 2018, p92).

6-4-10- Wal-Mart collaborated with the National Fish and Wildlife Foundation:

In the U.S., Wal-Mart collaborated with the National Fish and Wildlife Foundation (NFWF) to help establish the Acres for America program in 2005. The program began with an initial 10-year, \$35 million commitment from Wal-Mart to support the purchase and preservation of one acre of wildlife habitat in the

U. S (National Fish and Wildlife Foundation and Wal-Mart corporate.walmart.com consulted on 15/11/2019).

We can say that Wal-Mart ESG approach to created shared value especially for environment and society. Wal-Mart provided new product and services, served new target market by reconceiving products and markets. Wal-Mart made some change and innovations in term of product, price and people and creates value for the environment by redefining the productivity in the value chain.

In addition to that Wal-Mart used its strategic interaction with stackholders to build clusters development and to make some improvement in terms of communication strategy.

The ESG programs and initiatives created social and environmental value as we seen in previously. In addition to that , the previous programs in social and envirenment sector allowed Walmart to create a business value as follows: (Wal-Mart, 2018, p3):

- over 11,700 stores operating in 28 countries.
- Serve nearly 270 million customers a week.
- Total revenue surpassed \$500 billion for the first time.
- Walmart U.S. eCommerce sales grew 44 percent;
- Walmart returned \$14.4 billion to shareholders through dividends and share repurchases.
- \$28.3 billion Operating Cash Flow.
- \$10.1 billion Capital Expenditures.

Conclusion:

Shared value approach provide huge opportunity to marketing managers to identify new markets, developing new product, serving new market segment and also to make relationships with media and every effective part in business, in the same time marketing is a part of value creation in company value chain.

The paper makes a number of significant theoretical contributions to the literature. First, we make useful analyses for shared value creation and marketing. Second, this study demonstrates why shared value linked to marketing.

The results of this study enrich the shared value creation literature by suggesting that shared value could be created within marketing activities, we linked the three pillar os shared value with the marketing mix. company has to do some market research to find a target market in order to makes some change and innovation on the product level, people and place to take advantage of business opportunity. company need to provide changes in the value chain in term of value creating for the environment, these changes contribute in the improvement of the product, place ,people and price reaching value creating and customers serving. In addition to reconceiving product and markets and redefining the productivity in

the value chain, company need to build clusters development by using and improving its communication strategy and strategic interaction with stakeholders.

In addition, we make a number of empirical contributions; we provided and analyzed the Walmart ESG approach to create value for society and environment and set of initiatives for reconceiving product and markets, redefining the productivity in the value chain and to building clusters development.

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