Does Wal-Mart strategic management have advantages in comparison with Iranian Shahrvand chain stores strategic management?
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ABSTRACT
Importance of chain stores is about their competition with each other to reduce the cost of Supply chain, various overhead costs, and the final price of goods and its a great service to both the producer and the consumer. In fact, they enhance productivity, product distribution cycle and also by focusing on economies of scale to spread costs due to large-scale sales leads and it can provide Growth on household welfare in the society. In this paper, we examine two chain stores, Wal-Mart chain stores as a chain stores in USA and Shahrvand chain stores as a chain stores in Iran and we will focus mainly on the internal and external factors of stores that are favorable to achieving the objective by using SWOT analysis. The aim of this research is to help the chain stores and retailers company which they want to be successful. This would allow achievable goals or objectives to be set for the stores in the local and international markets.

Keywords: Walmart, strategic management, Iranian chain stores.

1. Introduction
Today, citizens in the cities and countries buy goods and services based on different factors in comparison with past. People had to look at factors such as price and quality and they usually spend much time when purchasing or shopping for various goods. The late 1990s witnessed a powerful wave of retail internationalization as leading retailers from Europe and the USA entered new growth markets, especially in developing countries (Wrigley, 2000; Coe, 2004; Dawson, Larke and Mukoyama, 2006). This process has two faces strongly interrelated: the internationalization of stores and the globalization/ regionalization of supply net works (Coe and Hess, 2005; Dawson et Mukoyama, 2006).

The burst of retail foreign direct investment (FDI) occurs when the domestic growth of the retail sector slows down (for France see Moati, 2001). It is pulled by a significant wave of FDI liberalization in developing economies and other reglementary changes (Reardon and Hopkins, 2006). Chain stores, as a solution to organize and increase the efficiency of goods distribution system was formed from early this century in industrialized societies. Although the time of birth, forms and growth stages of these stores, depending on the social conditions of countries, very different and sometimes that is associated with fluctuations, Rather in general, expected in the post-industrial societies, chain stores (various forms), not only will be able to maintain its position, but as the most efficient means of delivering goods to the consumption of produce grown. The multidimensional embeddedness of retail activity implies a high sensitivity of international retailers to the institutional context when they try to
expands abroad. (Coe and Wrigley, 2007; Durand, 2007). The purpose of this paper reviews the characteristics of Wal-Mart stores as a successful company, compared with Shahrvand chain store as the developing company in Iran by the matrix of SWOT.

2. Literature Review

Definition of chain stores: Chain stores are retail outlets that share a brand and central management and usually have standardized business methods and practices. E. Thomas defines a Multiple Shop, as “is one of a chain of similar shops owned and controlled by a single business firm” (Dhanapal et al., 2004). North et al. (2003) define chain stores as “organization that own and operate several retail store units that sell similar lines of merchandise by a standardized method and function under a centralized from of organizational structure, centralized distribution and standardized store décor and layout (store image).

3. History of chain stores in Iran

“Sepah consumer cooperative store” was established for the first time in Tehran in early 1949 to meet the needs of society and to provide general supplies, lower prices for goods, high quality goods, price stability and finally raise the living standards of people (Parsianzafar, 2004). “Etka chain stores” covered by the war department to facilitate the purchase of military families are established in 1960. Korosh started its activity in private section industry about thirty years ago. In Iran, other stores like “Sepah”, “Shahr-o-Rosta” has also existed for long period (Bagherpour, 2008). In recent ten years, government has implemented some programs for the improvement of retail section and make it same as other countries. Therefore, with the help of ministry, a huge super store called “Shahrvand” has established (Bagherpour, 2008).

3.1 Framework

Shahrvand Supermarkets is an Iranian supermarket chain based that was found by City Hall with the help of state ministry in Tehran in the early 1990. The establishment has currently 25 branches across in Tehran. Shahrvand, along with Refah supermarket, and Carrefour-owned Hyper star Market, create the bulk of the Iranian retail industry. In 2008, the company teamed with Russian supermarket NEVA-RUS to incorporate the two company's management techniques. Shahrvand is a full service retail chain, with about 30,000 to 50,000 items at each of its different locations available to be purchased by customers. Over 20 million customers visit Shahrvand's different Branches annually and the company's annual sale is well over $100 million (Aghaei, 2013) Wal-Mart Stores Inc. is the largest retail company in the United State; the company was founded by Sam Walton in 1962, incorporated on October 31, 1969, and publicly traded on the New York Stock Exchange in 1972. It is headquartered in Bentonville, Arkansas. Wal-Mart is also the largest grocery retailer in the United States. In 2009, it generated 51 percent of its US$258 billion sales in the U.S. from grocery business. (Wal-Mart, 2013) Wal-Mart has 8,500 stores in 15 countries, under 55 different names. The company operates under the Wal-Mart name in the United States, including the 50 states and Puerto Rico. It operates in Mexico as Walmex, in the United Kingdom as Asda, in Japan as Seiyu, and in India as Best Price. It has wholly owned operations in Argentina, Brazil, and Canada. Wal-Mart’s investments outside North America have had mixed results: its operations in the United Kingdom, South America, and China are highly successful, whereas ventures in Germany and South Korea were unsuccessful. (Wal-Mart, 2013) There are three periods of Wal-Mart's internationalization (Burts and Spark, 2006). Initially, between 1991
and 1994, Wal-Mart entered the adjacent Mexican and Canadian markets when they integrated the agreement of Free Trade Agreement of North America (NAFTA). The second phase (1994-1999) is a resolute opening to the rest of the world. During this period the firm from Bentonville has rather tested new markets than tried to establish a dominant position. After 1999, a third phase starts characterized by a higher attention to financial performances. The new strategy allows the acquisition of strongly established firms. It also leads the group to sell its assets in South Korea and Germany. It is not the first time that Wal-Mart is constrained to withdraw from a country, but the preceding retreat concerned only a small number of stores: in Hong-Kong in 1996 and in Indonesia, in 1998, after one of its stores had been burned during the social riots that followed the financial crisis (Steidtmann, 2003). The company does business in nine different retail formats: supercenters, food and drugs, general merchandise stores, bodegas (small markets), cash and carry stores, membership warehouse clubs, apparel stores, soft discount stores and restaurants. (Reardon and Hopkins, 2006).

3.1.1 Wal-Mart Market

Wal-Mart's operations are organized into five divisions.

3.1.1.1 Local stores

Wal-Mart Stores U.S. is the company's largest division, accounting for $258 billion, or 63.8 percent of total sales for financial year 2010. It consists of three retail formats that have become commonplace in the United States (Wal-Mart, 2013).

3.1.1.2 Supermercado de Wal-Mart

The store was a conversion of an existing Wal-Mart. The opening was Wal-Mart's first entry in the Hispanic grocery market in Houston (Wal-Mart, 2013)

3.1.1.3 Wal-Mart Express

Wal-Mart Express is a smaller discount store, with a range of services, from simple grocery shopping, to check cashing, and even gasoline service. (Wal-Mart, 2013)

3.1.1.4 Sam's Club

Sam's Club is a chain of warehouse clubs which sell groceries and general merchandise, Sam's Club stores are "membership" stores and most customers buy annual memberships. It has found a niche market in recent years as a supplier to small businesses All Sam's Club stores are open early hours exclusively for business members and their old slogan was "We're in Business for Small Business and the sales during 2010 were $47 billion, or 11.5 percent of Wal-Mart's total sales(Wal-Mart, 2013).

3.1.1.5 Wal-Mart International

Wal-Mart's international operations currently comprise 4,263 stores and 660,000 workers in 15 countries outside the United States. In the financial year 2010, Wal-Mart's international division sales were $100 billion, or 24.7 percent of total sales. (Wal-Mart, 2013)
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3.1.2 The Company attributes

Wal-Mart store's mission statement and advertising slogan are the same – people saving money and a better life. Sam Walton, eponymous founder of the world’s biggest retailer, Wal-Mart, spent his life practicing what he called “the ten-foot rule”. The rule is simple: if you come within 10 feet (about 3 meters) of a customer, look him or her in the eye, smile and ask if you can help. On store visits, Walton would encourage his sales associates to take the “ten-foot rule pledge”. And in Wal-Mart's headquarters in Bentonville, it was de rigueur to flash the pearly whites when you came within smiling distance of anyone. The smile became part of the Wal-Mart culture. (Durand, 2005). In order to fulfill its mission, Wal-Mart has developed some unique, policies, principles, rules, processes and procedures, the sum total of which form the Wal-Mart stores corporate culture.

1. Open Door Policy - Managers' doors are open to employees at all levels
2. Sundown Rule - Answering employee, customer, and supplier questions on the same day the questions are received
3. Grass Roots Process - Capturing suggestions and ideas from the sales floor and front lines
4. 3 Basic Beliefs & Values - Respect for the Individual, Service to our Customers, Striving for Excellence
5. Servant Leadership - Leaders are in service to their team
6. Wal-Mart Cheer - An actual structured chant that was created by founder Sam Walton to lift morale every morning
7. The rollback (as Wal-Mart calls its price cutting) is back. (Steidtmann, 2003)

3.1.3 Wal-Mart's business model

Wal-Mart is one of the most successful business models on the hosting company. In fact, today, Wal-Mart is the largest company in the world. A few decades ago, the idea of selling off in America was used. The store used a few sellers. The result in these stores was many benefits which came to be due to a very low price. Wal-Mart had recognized the importance of being different from other competitors, so it tried to offer their services to different groups of customers in different segments of the market. Largest Discounters will focus on densely populated areas like New York City. (Dawson et al., 2006) Wal-Mart decided to establish its stores in small towns that may have been forgotten, it has a very unique competitive environment. Competitors primarily are included large retailers, wholesale centers, warehouses and stores that put the Wal-Mart under competitive pressure. (North et al. 2003) A discount store which sells products at prices lower than those asked by traditional retail outlets and offers a wide assortment of goods and their sales are impressive in size and constantly growing and changing. The main competitors in this industry are competing both in national and international market.

Their main competition is on pricing, positioning, size of store layout and environment, technology, innovation, and their overall image in Society. The main characteristic of the market in this industry is economies of scale (Prorated costs due to large-scale high). In such activities that are carried out on a large scale, due to prorate costs, the main competitors have a significant advantage against smaller competitors. (North et al. 2003)

K-Mart "and" Target "are main competitors of Wal-Mart in the chain stores industry."Beyond " and " Beth "," Syarikat City "is another huge chain-like top competitors of the Wal-
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Mart. According to a research done, most people are preferred Wal-Mart to other chain stores. According their claims, Wal-Mart offers products at lower prices, greater choice and variety and higher quality. It is important to know which characteristics of the product (e.g. price, variety, quality, etc) encourage buyers to select a vendor from the other competitors. (Burts, 2006).

3.1.4 Wal-Mart's position in the market

Wal-Mart's position is very strong as the largest chain store in the world. Even though the market of this industry is saturated, but Wal-Mart has the lowest cost and highest profit and market share. Moreover, the threat of substitute goods is weak for Wal-Mart goods. Wal-Mart buys its products at rock-bottom prices, exchanges high purchase volumes for low cost while passing the savings onto its customers. The bargaining power of suppliers is weak. Many suppliers even give in to Wal-Mart's pressure because they depend on the discount retailer for the majority of their sales. For most producers, Wal-Mart is their largest account. Obviously, they would do what Wal-Mart wanted them to do if they hoped to maintain their sales. Furthermore, the bargaining power of buyers is also weak because there is a very broad base of customers and a significant demand for low prices. Due to such large scale of Wal-Mart operation, new companies who want to enter the market are not considered a serious threat, because new companies have to work for years or even decades to reach the level of work at Wal-Mart. (Reardon and Hopkins, 2006).

3.1.5 Wal-Mart's strategy

Offering goods at low prices is just one of the Wal-Mart strategies. Value chain of company shows activities related to know how to achieve a variety of Wal-Mart strategies. Firstly, Wal-Mart supply chain management is extremely efficient. For example, Wal-Mart is known for imitating successful business concepts of its competitors. In addition, employees are also welcome comments and even be rewarded. Another way to reduce costs in the supply chain management is their ability to follow the movement of product throughout the entire value chain. Wal-Mart can follow up the product information anytime at each stage of production (e.g., cargo, warehouse, distribution center, warehouse or store shelves or in boxes). Wal-Mart's ability to simplify the procurement process, helps its to keep maintain appropriate inventory levels and tracking products sold or not sold. (Wrigley, 2000)

Wal-Mart's operations and distribution strategies have helped its to achieve lower prices. In fact, Wal-Mart's strategy is to launch its store outside major cities. In larger cities, Wal-Mart uses the cluster (established branches close together) with its word of mouth advertising to attract customers. In addition, Wal-Mart seeks to meet the needs of different customers using two different types of chain stores, including stores selling cheap goods, large chain stores, clubs and local markets. Each of these stores in terms of size, number of employees and estimated sales are different. (Wrigley, 2000)

Wal-Mart spent on advertising much lower cost than rivals. One of the reasons is that the group of Wal-Mart stores is in the short distance from each other. In this way they can spend on advertising for the entire region once to prorate the cost of the stores in the area and then the total cost is minimized. (Wang and Zhang, 2005).

One of the best Wal-Mart strategies is to provide excellent service for customers. One person in each store is in login site to welcome customers and give them Shopping carts and guide
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them to part of the store where the goods are located. Eight of the ten rules of Sam Walton to build a business is (going beyond the expectations of customers), and according to Sam, if they do so, customers will return again and again to their store. (Romer, 1993)

Activities to support the strategy of Wal-Mart are related to main activities what above mentioned. Such activities or costs are used including technologies to track the product (and its distribution operations), relationships between suppliers, staff training and policies to encourage and reward them. Wal-Mart's revenues and profits in recent years is the proof of the success of this activity. (Durand, 2005)

The fact of being or not preceded by another multinational is also a key factor in developing countries. Indeed, the entry of a foreign actor has deep and rapid effects on the sector as a whole. The first mover is thus much more likely than the second to benefit from the ideas-gap which separates multinationals from local firms (Romer, 1993; Durand, 2005). The disadvantage of the second-mover may however be compensated by a strategic acquisition of a local actor. Moreover, an ancient entry implies that the foreign retailer has been a pillar of the modernization of the retail sector. Finally, a precocious entry relatively to the development of retailing means a quasi absence of pre-exiting regulation of the sector. Thus, a study on the establishment of foreign retailers in Shanghai shows that multinationals can take advantage of the conflicts between local and national authorities that occurs in the course of ex-post regulation building processes (Wang and Zhang, 2005).

3.1.6 Shahrvand and Chain stores

In Iran, chain stores Work for a long time such as Shahrvand, Refah, Ghods and .... But the growth is very slow and no special attraction for customers, never succeeded in competing with distribution network of smaller retail monopoly. To understand the volume turnover in retail is sufficient to suppose that each family once a month, ten percent of their income to spend in the store. In other words, ten percent of the total income in a year (the total GDP per year) obtained from the cashier passes. (Bultan news, 2013) Only one percent increase in productivity in this enormous financial turnover will profit enormous benefit to all those involved in the distribution network and customers and also will be a great service to the society economy. It seems that in this area, there is great potential for investment and in this way, attention to information technology will be particular importance. (Shahrvand, 2013)

3.1.7 Shahrvand position in the market

Shahrvand Chain stores Company as well as the most extensive distribution network of new products aimed at preparation, supply, distribution and sale of basic commodities has been registered in years and as a leader was used in innovative motion distribution structure and durable consumer goods at the retail level. (Bultan news, 2013)

Since normal distribution of the most important preconditions for sustainable economic development is social justice and economic security of the people, therefore, Shahrvand store chain enterprise with a mission to provide the required goods, modified intake and support the production of basic items, began its activities. (Jamali et al, 2010)

Shahrvand chain store as a loop distribution system plays an important role in controlling costs and reducing distribution costs on the final price and has been succeed With stabilized prices in urban areas, provides public goods with standards, national code and quality and
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appropriate packaging. Because these stores are effective in providing public goods, government offers that the development of chain stores is the key in the reform of distribution and commodity price controls. (bKhabar news, 2013)

Today, using modern methods of Shahrvand store chain in line with the government's economic plans as market basket of goods-producing sector continued to supply goods and services to the families of people across the country. (Parsianzafar, 2004)

3.1.8 The company strategy

1. This new company has been empowered to build, promote and manage a full scale chain of stores at different part of the city for the citizen convenience. (Bagherpour, 2008)
2. Shahrvand is indeed indebted To the Municipality of Tehran for its continuous support, and attribute its achievement to its Loyal customer, dedicated staff, and competent suppliers. (Bagherpour, 2008)
3. Preparation, supply, production and sale of goods required by the public through chain stores, do business with new services and exports and imports of goods. (Bagherpour, 2008)
4. Partnerships with other natural or legal persons to provide corporate goals. (Bagherpour, 2008) The Shahrvand chain stores has currently 25 branches across in Tehran to provide goods and services with the slogan "high quality, lower prices, best services". (Bagherpour, 2008)

4. The Methodology

4.1 Strategy Analysis

Using SWOT Analysis (is a method for Strategic planning for measuring the, S, strengths, W, weaknesses, O, opportunities and T, threats in a project or organization) can be pointed some of the strengths, weaknesses, opportunities and threats that Wal-Mart faces with them. Furthermore, by evaluating the company situation and compared with other competitors, it becomes clear that company needs in which areas should work more and to have the better implementation to surpassed the competitor.

4.2 Wal-Mart chain stores SWOT Analysis

4.2.1 Strengths

The strength of Wal-Mart is that they have developed a loyal customer and employee base. This base is extremely loyal. They achieved this loyalty with good customer service for their customers, great pricing for the products they sell and by moving to areas of the country that are often ignored by other retailers. As for their employees they offer flexible hours, competitive wages, health insurance and discounts for their purchases. (Wal-Mart SWOT analysis, 2013)

Wal-Mart is a powerful retail brand. It has a reputation for value for money, convenience and a wide range of products all in one store. Wal-Mart has grown substantially over recent years, and has experienced global expansion (for example its purchase of the United Kingdom based retailer ASDA). Wal-Mart is operating in 14 countries with 2,980 stores.
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The company has a core competence involving its use of information technology to support its international logistics system. For example, it can see how individual products are performing country-wide, store-by-store at a glance. IT also supports Wal-Mart's efficient procurement. (Wal-Mart SWOT analysis, 2013)

A focused strategy is in place for human resource management and development. People are key to Wal-Mart's business and it invests time and money in training people, and retaining a developing them and stock ownership and profit-sharing with employees.

1. It is the world largest company in term of revenues.
2. It is well known for lowest cost products.
3. Wal-Mart has the largest employee base.
4. The company covered most of the US market and having a huge market share.
5. Wal-Mart offers variety of products in their stores.
6. It sells 40% of private brands which are produced through contracts with manufactures.
7. The SAMs Club customers are able to buy the products in bulk quantity and getting the advantage of low prices.
8. A Wal-Mart super store offers non stop shopping for their customers.
9. Satisfaction guaranteed programs promoting customer goodwill
10. Buy from local merchants when possible (Miao-Que, 2007)

4.3 Weaknesses

There is however weaknesses found in the SWOT analysis of Wal-Mart. For example, in order to keep their pricing down they need to buy in large quantities. This need can lead to their inventory being a little unreliable. This means that you may not always be able to find certain things that you normally buy all the time or perhaps they will have it but you will need to buy a much larger size then you actually need. Another often mentioned weakness is that they tend to keep more part time employees than they do full time. Wal-Mart is the World's largest grocery retailer and control of its empire, despite its IT advantages, could leave it weak in some areas due to the huge span of control. (Wal-Mart SWOT analysis, 2013)

Since Wal-Mart sell products across many sectors (such as clothing, food, or stationary), it may not have the flexibility of some of its more focused competitors. Suppliers are always under pressure with regard to price and their ability to supply when required. Many communities dislike Wal-Mart because they put their small business out of business. The market share is low outside the US market. (Wal-Mart SWOT analysis, 2013)

4.4 Opportunities

The opportunities for the SWOT analysis of Wal-Mart end only where their resourcefulness ends. Wal-Mart needs to focus on the future and improve their perception. America consumer is driven by cost however that is now starting to change. People in America perceive the larger picture and Wal-Mart needs to start promoting positive ideals. To take over, merge with, or form strategic alliances with other global retailers, focusing on specific markets such as Europe or the Greater China Region. (Miao-Que, 2007)
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The stores are currently only trade in a relatively small number of countries. Therefore there are tremendous opportunities for future business in expanding consumer markets, such as China and India. New locations and store types offer Wal-Mart opportunities to exploit market development. They diversified from large super centers, to local and mall-based sites. Opportunities exist for Wal-Mart to continue with its current strategy of large, super centers. Home delivery of orders placed through the internet is a big opportunity. Most stores are on the edge of town and as fuel costs rise people are less likely to want to travel. (Miao-Que, 2007)

4.5 Threats

One of the biggest growing threats to SWOT analysis of Wal-Mart is Washington D.C. where currently there is a brewing trade war between the U.S. and China that could lead to higher prices and tit-for-tat tariff charges that could negatively impact their bottom line. (Miao-Que, 2007) There is also a push to get Wal-Mart employees to unionize which will have a ripple effect all the way through the company, costing more in labor and not getting anything in return for it. Being number one means that you are the target of competition, locally and globally. Being a global retailer means that you are exposed to political problems in the countries that you operate in. The cost of producing many consumer products tends to have fallen because of lower manufacturing costs. Manufacturing cost has fallen due to outsourcing to low-cost regions of the World. This has lead to price competition, resulting in price deflation in some ranges. Intense price competition is a threat. Wal-Mart Stores, Inc. is the world's largest retailer, with $256.3 billion in sales in the fiscal year ending Jan. 31, 2004. The company employs 1.6 million associates worldwide through more than 3,600 facilities in the United States and more than 1,570 units. (North et al, 2003)

-Local competing vendors hate the possible arrival of Wal-Mart and a lot opposition is likely. Also competition from local convenience stores is likely to increase as travel costs to Wal-Mat increase.

-In Europe the expansion of the German retailers, Aldi and Lidl, is growing fast. These companies offer limited stock but are local and are cheap. ALDI is the Southwest Airlines of the grocery business, with efficiency being the name of the game with only 1000 or so stock items against the normal 20,000 to 30,000 items in Wal-Mart.

-Being successful, they are open to attack on any ethical stance - low pay and poor work conditions, supply of goods from 'poor' cheap labor countries, and environmental issues. (Durand, 2007)

4.6 Shahrvand chain stores SWOT Analysis

4.6.1 Strength

1. The high diversity of products available in stores
2. Extensive stores
3. Good financial condition
4. The possibility of sales by installment and by credit
5. E-commerce
6. Experienced managers and skilled manpower (Keivanfar, 2013)
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4.6.2 Weakness

1. Approximately high price of goods
2. High number of staff
3. Shareholder dissatisfaction with the lack of interest payments
4. Weaknesses in research and development
5. Low international position
6. Lack of retail branches in other cities (Keivanfar, 2013)

4.6.3 Opportunity

1. State support
2. Economic Development
3. Large consumer market
4. Demands for new products
5. Market Demand and Elasticity for the establishment of new branches (Keivanfar, 2013)

4.6.4 Threats

1. Increasing the number of competitors
2. Increasing limitative law
3. Rising prices and inflation
4. Retailers and vendors (Keivanfar, 2013)

4.7 Result

4.7.1 Comparing SWOT matrix of Shahrvand with Wal-Mart

first and perhaps the most interesting point that can be picked is that In each of the indicators matrix, foreign companies have paid great attention to the development of cross-border market But Iranian's due to the numerous restrictions and unwillingly entering global markets are very far away and impossible to imagine, thus the role of SWOT matrix is not strong enough in them. The result of the survey on two companies shows that Brand creation and brand reputation for foreign companies is considered very important and essential. But in Iranian companies, branding probably has not been considered so that. It might seem that the Wal-Mart brand might do much more familiar for Iranians in comparison to Shahrvand. The Shahrvand chain store is suffering from weakness in finding position itself on the world market.

Another important part of the SWOT matrix of Wal-Mart is human resource strategies and its position that reflect in the Wal-Mart company. As it was studied, Wal-Mart has several training programs for employees which it is ignored by The Shahrvand chain stores. And Wal-Mart is looking for its customers needs more than shahrvand.

In The successful chain stores, all processes of production and distribution of goods among the branches to sale and receive payment from customers that have been done by integrating information systems and real-time control. Wal-Mart chain stores with a total sale of $444 billion in 2012 are the most successful of its kind in the world, as well as high-income companies in the world. Of course, Objective information systems, particularly software,
enterprise resource planning (ERP) in this type of market, respond quickly to customers, filling shelves with goods on time and at the same time keeping levels down caches being through planning and Greater control of supply networks is extremely complex and difficult task. The Shahrvand chain store in comparison with Wal-Mart Company failed to use IT technology, and this has led to the loss of a large part of the market.

Therefore, quality of products and services beside the low price are more important factors to make chain stores successful in their market and this is the most competitive advantage of Wal–Mart in comparison with Iranian Shahrvand chain stores.

5. Conclusion

Wal-Mart is a US based multinational retail company that sells general merchandise and groceries. It is the world’s largest retailer and one of the most valuable companies in the world. Success of Wal-Mart appears to be related to the existence of strategy management elements. Shahrvand is the famous chain stores in Iran which is aimed at preparation, supply, distribution and sale of basic commodities that has been registered in years. Comparing Wal-Mart SWOT with Shahrvand shows that Iranian companies have a long road ahead to success. It's necessary that by use of Benchmarking and studying the experiences of successful business, they make a fundamental change in the attitudes and especially in the field of international markets and analyze their qualification. at the same time, there are also numerous opportunities Shahrvand can make good use of.

The SWOT as the core strategy can be a scale and good model matrix for the development of chain stores, in term that Iranian organizations, in update and change based on market conditions, is diligent and they use The SWOT as a compass to find their way in the market. The key point is how to look into the future and come up with corporate level strategies and utilize the resources maximally to generate optimal margins. According to fundamental studies, the most important internal and external factors related to attractiveness and capability of Shahrvand chain stores is presented. So it is understand that Wal-Mart strategy plan has some advantages in comparison with shahrvand strategy plan. However, the industry of the chain stores is full of positive potential and negative drawbacks. by implementing strategic plans and setting high expansion goals, Shahrvand will give other competitors the fiercest competition possible.

5.1 Suggestions

Shahrvand can establish customers club, presenting loyalty card, etc. and modifying physical environment of the store and things like: Inside decoration of the store, clothing and speech of cashiers and supervisors of the store. it is recommended to create a proper organizational culture and customer orientation of the organization to promote a spirit of criticism. Open branches in the cities. Start to enter the market of the nearest countries such as Afghanistan, Iraq first by exporting goods then as a chain store. Therefore, it is recommended to renewing strategy plan of the company and using innovative idea to make and implement it.

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