Year ended January 31, 2013 (\$M)	Wallmart	Macy's		
Net operating revenues	469,162	27,931		
Cost of goods sold	352,488	16,725		
Gross profit	116,674	11,206		
Selling, general, and administrative expense	88,873	8,440		
Other costs		88		
Operating income	27,801	2,678		
Interest expense	2,251	388		
Other income(loss)—net	187	134		
Income before income taxes	25,737	2,290		
Income taxes	7,981	804		
Net income	17,756	1,486		
Assets				
Cash and cash equivalents	7,781	1,836		
Net receivables	6,768	371		
Inventory	43,803	5,308		
Prepaid expenses and other	1,588	361		
Total current assets	59,940	7,876		
Property, plane, and equipment	116,681	8,196		
Goodwill	20,497	3,743		
Other intangible assets		561		
Other assets	5,987	615		
Total assets	203,105	20,991		
Liabilities and Stockholder Equity				
Accounts payable	59,099	4,951		
Short-term debt	12,719	124		
Total current liability	71,818	5,075		
Long-term debt	41,417	6,806		
Other liabilities		3,059		
Total liabilities	121,367	14,940		
Stockholder equity	81,738	6,051		
Tax rate	35%			
Weeks/year	52			
Performance Metrics	Wallmart	Macy's	Amazon.com	Nordstrom Inc.
Return on Equity (ROE), -	21.72%	24.56%	2.81%	38.42%
Return on Assets (ROA), -	9.46%	8.93%	0.91%	10.37%
Accounts Payable Turnover (APT), -	5.96	3.38	2.48	7.35
Accounts Receivable Turnover (ART), -	69.32	75.29	15.62	5.71
Inventory Turnover (INVT), -	8.05	3.15	7.31	5.46
Property, Plane, and Equipment Turnover (PPET), -	4.02	3.41	6.80	4.71
Cash-to-Cash Cycle (C2C), weeks	-1.51	1.80	-10.53	11.56

	Trips from	Trips from	Trips from	Trips from	Total # of	Unmet	
State	LA	Tulsa	Denver	Seattle	trips	needs	
Washington	-	-	40	-	40	-	
Oregon	-	-	35	-	35	-	
California	-	-	100	-	100	-	
Idaho	-	-	25	-	25	-	
Nevada	-	-	40	-	40	-	
Montana	-	-	25	-	25	-	
Wyoming	-	-	50	-	50	-	
Utah	-	-	30	-	30	-	
Arizona	-	-	50	-	50	-	
Colorado	-	-	65	-	65	-	
New Mexico	-	-	40	-	40	-	
North Dakota	-	-	30	-	30	-	
South Dakota	-	-	20	-	20	-	
Nebraska	-	-	30	-	30	-	
Kansas	-	-	40	-	40	-	
Oklahoma	-	-	55	-	55	-	
Total # of trips	-	-	675	-			
Open(=1) or closed(=0)	-	-	1	-			
Leftover capacity	-	-	-	-			
Total # of consultants	0	0	27	0			
Fixed cost, \$	165,428	131,230	140,000	145,000			
Facility Cost, \$	140,000						
Travel Cost, \$	79,500						
Total Cost, \$	219,500						

	Trips from	Trips from	Trips from	Trips from	Total # of	Unmet	
State	LA	Tulsa	Denver	Seattle	trips	needs	
Washington	-	-	-	40	40	-	
Oregon	-	-	-	35	35	-	
California	-	-	-	100	100	-	
Idaho	-	-	-	25	25	-	
Nevada	-	-	15	25	40	-	
Montana	-	-	-	25	25	-	
Wyoming	-	-	50	-	50	-	
Utah	-	10	20	-	30	-	
Arizona	-	-	50	-	50	-	
Colorado	-	-	65	-	65	-	
New Mexico	-	40	-	-	40	-	
North Dakota	-	-	30	-	30	-	
South Dakota	-	-	20	-	20	-	
Nebraska	-	30	-	-	30	-	
Kansas	-	40	-	-	40	-	
Oklahoma	-	55	-	-	55	-	
Total # of trips	-	175	250	250			
Open(=1) or closed(=0)	-	1	1	1			
Leftover capacity	-	75	-	-			
Total # of consultants	0	7	10	10			
Fixed cost, \$	165,428	131,230	140,000	145,000			
Facility Cost, \$	416,230						
Travel Cost, \$	62,500						
Total Cost, \$	478,730						

		Northwest	Southwest	Upper Midwest	Lower Midwest	Northeast	Southeast	Capacity	Open (=1) or closed (=0)	Facility usage	Leftover capacity	
	Chicago	500	700	900	800	1,000	600	5,000	1	4,500	500	
	Princeton, NJ	0	0	0	0	0	0	2,000	0	0	2,000	
Wipes	Atlanta	0	0	0	0	0	0	2,000	0	0	2,000	
	LA	0	0	0	0	0	0	2,000	0	0	2,000	
	Unmet Demand	0	0	0	0	0	0					
	Chicago	50	90	120	65	120	70	1,000	1	515	485	
	Princeton, NJ	0	0	0	0	0	0	1,000	0	0	1,000	
Ointment	Atlanta	0	0	0	0	0	0	1,000	0	0	1,000	
	LA	0	0	0	0	0	0	1,000	0	0	1,000	
	Unmet demand	0	0	0	0	0	0					
	Wipes	Ointment										
Fixed cost, \$	5,000,000	1,500,000										
Production cost, \$	45,000,000	10,300,000										
Transportation cost, \$	23,464,000	2,697,400										
Total cost, \$	87,961,400											

		Northwest	Southwest	Upper Midwest	Lower Midwest	Northeast	Southeast		Capacity	Open (=1) or closed (=0)	Facility usage	Leftover capacity	
	Chicago	0	0	900	800	0		0	5,000	1	1,700	3,300	
	Princeton, NJ	0	0	0	0	0		0	2,000	0	0	0	
Wipes	Atlanta	0	0	0	0	1,000	6	500	2,000	1	1,600	400	
	LA	500	700	0	0	0		0	2,000	1	1,200	800	
	Unmet Demand	0	0	0	0	0		0					
	Chicago	50	90	120	65	120		70	1,000	1	515	485	
	Princeton, NJ	0	0	0	0	0		0	1,000	0	0	0	
Ointment	Atlanta	0	0	0	0	0		0	1,000	0	0	0	
	LA	0	0	0	0	0		0	1,000	0	0	0	
	Unmet demand	0	0	0	0	0		0					
	Wipes	Ointment											
Fixed cost, \$	9,400,000	1,500,000											
Production cost, \$	45,000,000	10,300,000											
Transportation cost, \$	17,524,000	2,697,400											
Total cost, \$	86,421,400												

		Northwest	Southwest	Upper Midwest	Lower Midwest	Northeast	Southeast		Capacity	Open (=1) or closed (=0)	Facility usage	Leftover capacity	
	Chicago	500	700	900	800	1,000		600	5,000	1	4,500	500	
	Princeton, NJ	0	0	0	0	C		0	2,000	0	0	0	
Wipes	Atlanta	0	0	0	0	C		0	2,000	0	0	0	
	LA	0	0	0	0	C		0	2,000	0	0	0	
	Unmet Demand	0	0	0	0	C		0					
	Chicago	50	90	120	65	120		70	1,000	1	515	485	
	Princeton, NJ	0	0	0	0	C		0	1,000	0	0	0	
Ointment	Atlanta	0	0	0	0	C		0	1,000	0	0	0	
	LA	0	0	0	0	C		0	1,000	0	0	0	
	Unmet demand	0	0	0	0	C		0					
	Wipes	Ointment											
Fixed cost, \$	5,000,000	1,500,000											
Production cost, \$	45,000,000	10,300,000											
Transportation cost, \$	11,732,000	1,348,700											
Total cost, \$	74,880,700												

		Northwest	Southwest	Upper Midwest	Lower Midwest	Northeast	Southeast		Capacity	Open (=1) or closed (=0)	Facility usage	Leftover capacity	
	Chicago	0	0	900	800	0		0	5,000	1	1,700	3,300	
	Princeton, NJ	0	0	0	0	0		0	2,000	0	0	0	
Wipes	Atlanta	0	0	0	0	1,000	6	500	2,000	1	1,600	400	
	LA	500	700	0	0	0		0	2,000	1	1,200	800	
	Unmet Demand	0	0	0	0	0		0					
	Chicago	50	90	120	65	120		70	1,000	1	515	485	
	Princeton, NJ	0	0	0	0	0		0	1,000	0	0	0	
Ointment	Atlanta	0	0	0	0	0		0	1,000	0	0	0	
	LA	0	0	0	0	0		0	1,000	0	0	0	
	Unmet demand	0	0	0	0	0		0					
	Wipes	Ointment											
Fixed cost, \$	9,400,000	1,500,000											
Production cost, \$	45,000,000	10,300,000											
Transportation cost, \$	35,048,000	5,394,800											
Total cost, \$	106,642,800												

		Northwest	Southwest	Upper Midwest	Lower Midwest	Northeast	Southeast	Capa	acity	Open (=1) or closed (=0)	Facility usage	Leftover capacity	
	Chicago	0	0	0	0	0		0 5	5,000	0	0	0	
H	Princeton, NJ	0	0	900	0	1,000		0 2	2,000	1	1,900	100	
Wipes	Atlanta	0	0	0	800	0	60	0 2	2,000	1	1,400	600	
	LA	500	700	0	0	0		0 2	2,000	1	1,200	800	
	Unmet Demand	0	0	0	0	0		0					
	Chicago	0	0	0	0	0		0 1	1,000	0	0	0	
	Princeton, NJ	0	0	0	0	0		0 1	1,000	0	0	0	
Ointment	Atlanta	0	0	0	0	0		0 1	1,000	0	0	0	
	LA	50	90	120	65	120	7	<mark>0</mark> 1	1,000	1	515	485	
	Unmet demand	0	0	0	0	0		0					
	Wipes	Ointment											
Fixed cost, \$	6,600,000	1,500,000											
Production cost, \$	45,000,000	10,300,000											
Transportation cost, \$	19,068,000	2,986,800											
Total cost, \$	85,454,800												

		Northwest	Southwest	Upper Midwest	Lower Midwest	Northeast	Southeast	Capaci	y Open (=1) or closed (=0)	Facility usage	Leftover capacity	
	Chicago	0	0	0	0	0	(5,00	00 0	0	0	
-	Princeton, NJ	0	0	900	0	1,000	(2,00	00 1	1,900	100	
Wipes	Atlanta	0	0	0	800	0	600	2,00	00 1	1,400	600	
	LA	500	700	0	0	0	(2,00	00 1	1,200	800	
	Unmet Demand	0	0	0	0	0	()				
	Chicago	0	0	0	0	0	(1,00	00 0	0	0	
	Princeton, NJ	0	0	0	0	0	(1,00	00 0	0	0	
Ointment	Atlanta	50	90	120	65	120	70	1,00	00 1	515	485	
	LA	0	0	0	0	0	(1,00	00 0	0	0	
	Unmet demand	0	0	0	0	0	()				
	Wipes	Ointment										
Fixed cost, \$	6,600,000	1,500,000										
Production cost, \$	45,000,000	10,300,000										
Transportation cost, \$	9,534,000	1,317,200										
Total cost, \$	74,251,200											

		Northwest	Southwest	Upper Midwest	Lower Midwest	Northeast	Southeast	Capaci	ty Open (=1) or closed (=0)	Facility usage	Leftover capacity	
	Chicago	0	0	900	800	0		5,0	00	1,700	3,300	
	Princeton, NJ	0	0	0	0	0		2,0	00	0	0	
Wipes	Atlanta	0	0	0	0	1,000	60	2,0	00	1,600	400	
	LA	500	700	0	0	0		2,0	00	1,200	800	
	Unmet Demand	0	0	0	0	0)				
	Chicago	0	0	0	0	0		1,0	00	0	0	
	Princeton, NJ	0	0	0	0	0		1,0	00	0	0	
Ointment	Atlanta	50	90	120	65	120	7	1,0	00	<mark>1</mark> 515	485	
	LA	0	0	0	0	0		1,0	00	0	0	
	Unmet demand	0	0	0	0	0)				
	Wipes	Ointment										
Fixed cost, \$	9,400,000	1,500,000										
Production cost, \$	45,000,000	10,300,000										
Transportation cost, \$	35,048,000	5,268,800										
Total cost, \$	106,516,800											