



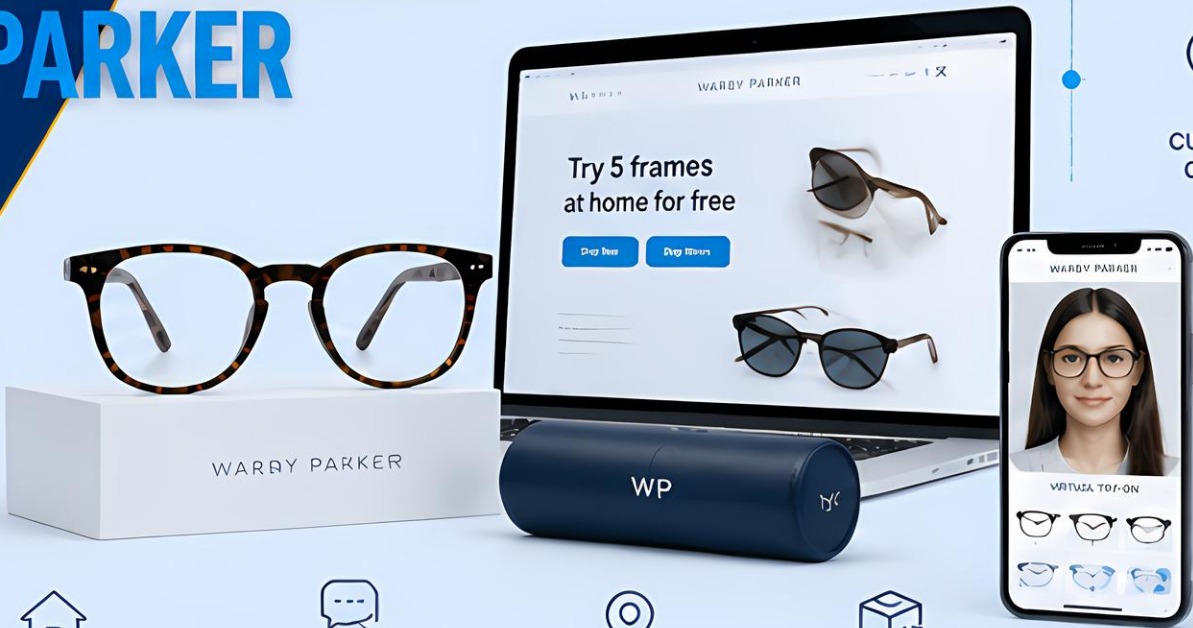
WARBY PARKER

- PROCUREMENT
- SUPPLIER DATA
- INBOUND LOGISTICS
- INVENTORY
- DISTRIBUTION
- REPLENISHMENT
- FULLFILLMENT



# OMNICHANNEL OPERATIONS AT WALMART & DISRUPTIVE INNOVATION AT WARBY PARKER

- STYLISH EYEWEAR
- ONLINE SHOPPING
- OMNICHANNEL EXPERIENCE
- CUSTOMER CENTRIC



- HOME TRY-ON
- PERSONALIZED RECOMMENDATIONS
- STORES
- EASY RETURNS

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## 2. Companies Overview

- Walmart (Overview, Objectives, Omnichannel Operations)
- Warby Parker (Overview, Objectives, Disruptive Innovation)

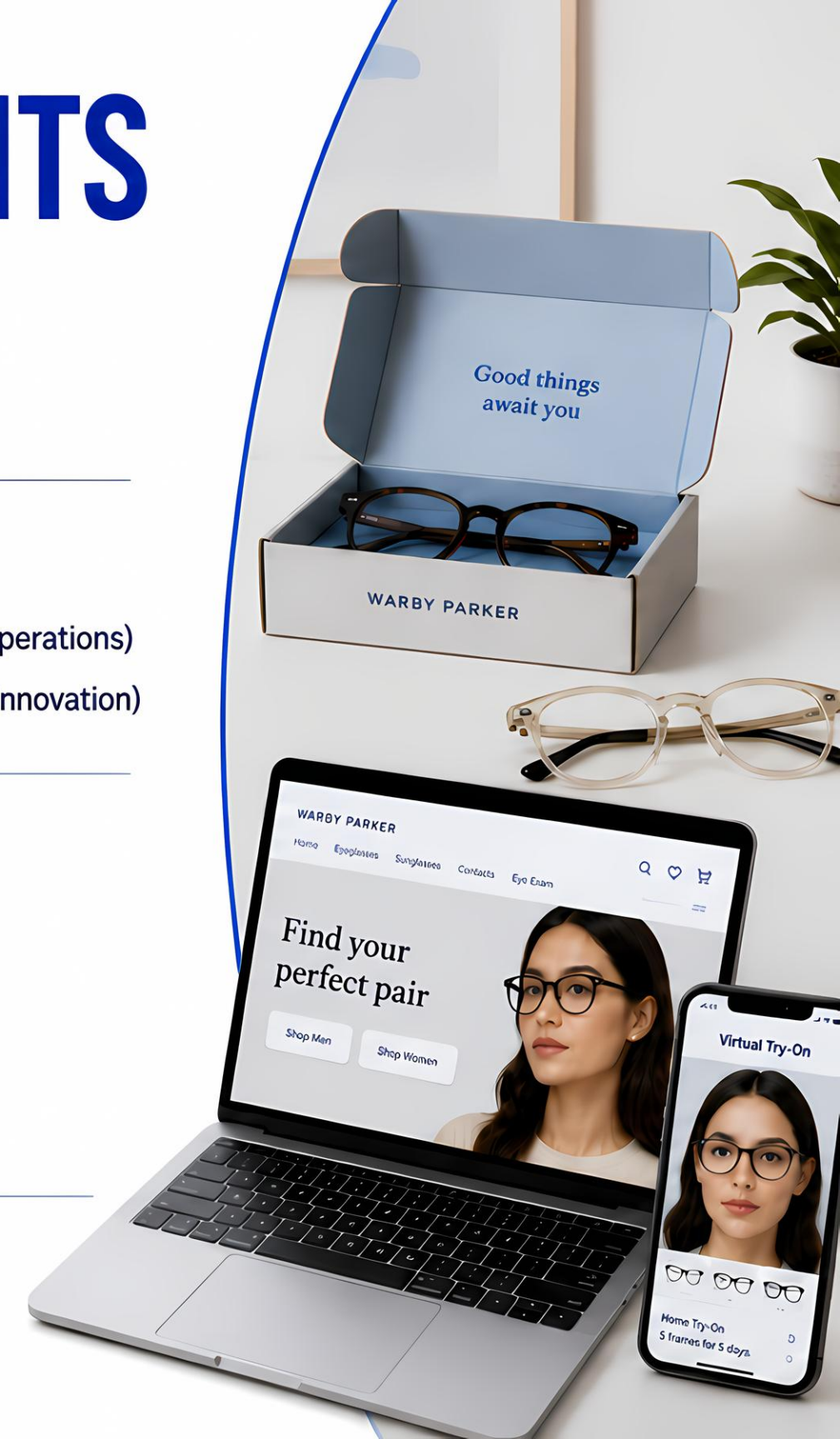


## 3. Lessons Learned & Applications

- Q1 → Key Insights
- Q2 → Application to My Work
- Q3 → Entrepreneurial Opportunities
- Q4 → Career Development



## 4. Reference



# METHODOLOGY

## TEN TYPES OF INNOVATION

|               |                                                                                     |                     |
|---------------|-------------------------------------------------------------------------------------|---------------------|
| CONFIGURATION |    | Profit Model        |
|               |    | Network             |
|               |    | Structure           |
|               |    | Process             |
| OFFERING      |    | Product Performance |
|               |   | Product System      |
|               |  | Service             |
| EXPERIENCE    |  | Channel             |
|               |  | Brand               |
|               |  | Customer Engagement |



### Buy-side / Sell-side framework (Chaffey)

→ overall structure of the two cases



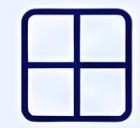
### Value Chain Analysis

→ **Walmart**: where digital creates operational value



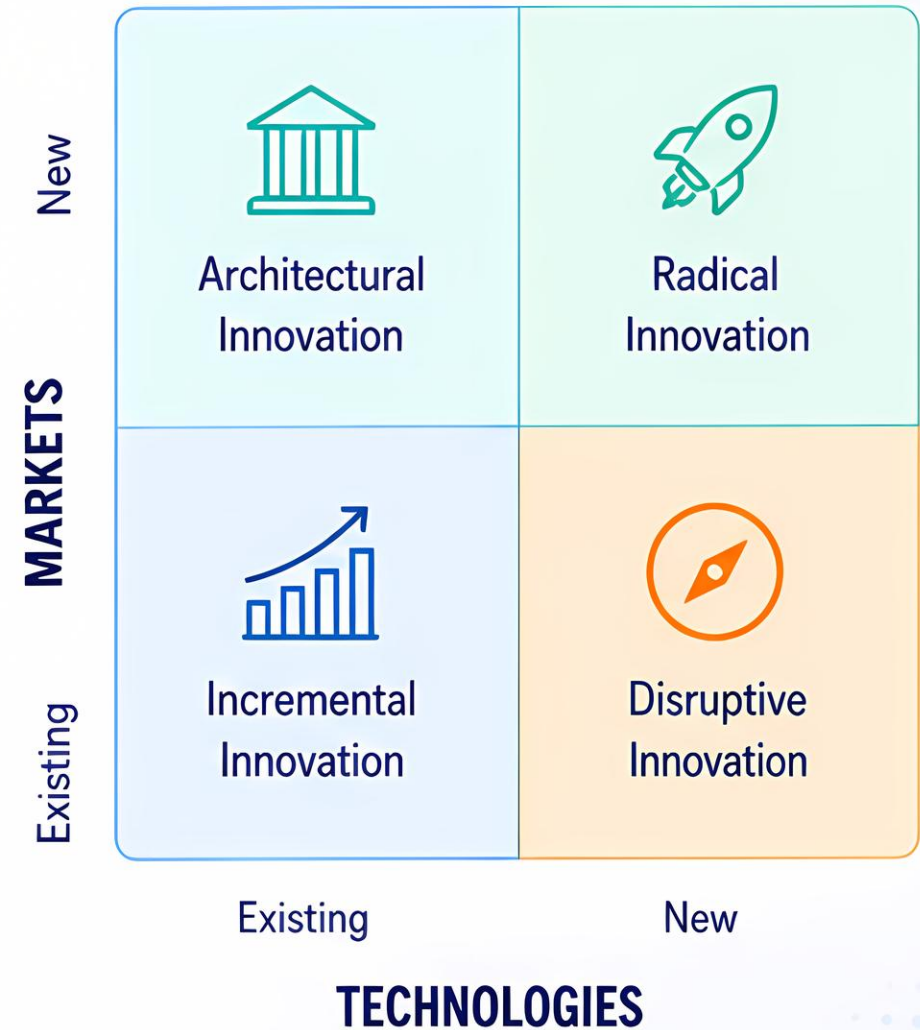
### Customer Journey Map

→ **Warby Parker**: identify customer friction points



### Ten Types of Innovation + Technology-Market Matrix

→ compare and classify both



# OMNICHANNEL OPERATIONS AT WALMART

## COMPANY OVERVIEW



**1962**

Founded by  
Sam Walton



**10,750+**

Stores across  
19 countries



**\$681B**

Revenue  
FY25



**#2**

Global retailer  
by revenue



First retailer to use barcode chain-wide (1970s)

**Own satellite network (1987)**

to connect stores, warehouses, and suppliers in real time.

## OBJECTIVES



To discover how digital innovation change in  
Walmart's value chain, from **procurement**,  
**warehousing**, to **fulfillment**



# DISRUPTIVE INNOVATION at Warby Parker

Why do glasses cost \$700?

\$700 → \$95

Industry markup  
3.5x on lenses

Direct-to-consumer  
online price



OBJECTIVE

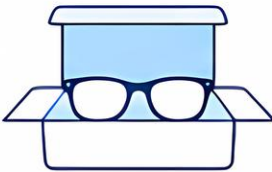
Through a customer journey map, to understand how Warby Parker uses disruptive innovation to redefine the customer experience in the eyewear market.

2010



4 MBA students  
see an opening

2010



Home Try-On  
5 frames, free

2011



Physical stores  
data-driven expansion

2016+



Face-mapping app  
virtual try-on

2026



Google partnership  
AI glasses



3 WEEKS

Hit first-year sales target



20,000+

Customers on the waiting list



\$598M

Revenue by 2022



2M+

Active customers

# RETAIL TRANSFORMATION THROUGH TECHNOLOGY PARTNERSHIPS

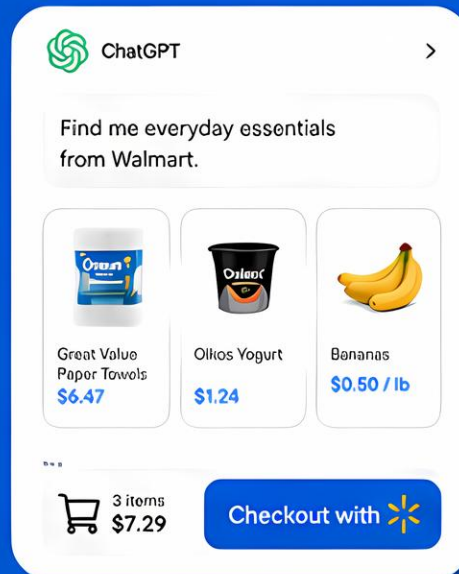
Digital innovation is reshaping retail from the buy-side to the sell-side.

Walmart  |  OpenAI

**Walmart × OpenAI**  
“Commerce becomes agentic”

 14 Oct 2025

Customers can chat, shop and check out inside ChatGPT via Instant Checkout.



 Conversational Shopping

 Instant Checkout

 Seamless Experience

BUY-SIDE

SELL-SIDE

WARBY PARKER |  | SAMSUNG | GENTLE MONSTER

**Warby Parker × Google × Samsung × Gentle Monster**  
“Eyewear becomes intelligent”

 Google I/O 2026

Google and Samsung showcased intelligent eyewear designed with Warby Parker and Gentle Monster.

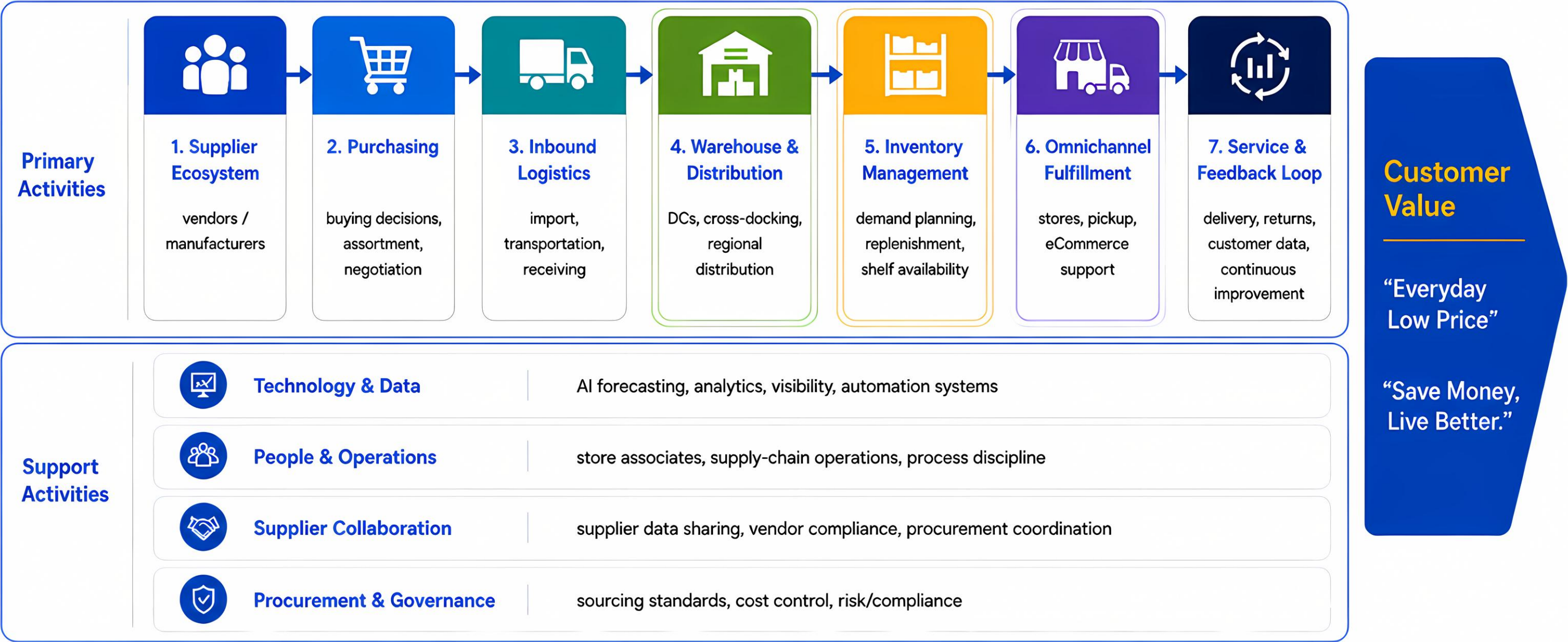


 AI-Powered Assistance

 Context-Aware Vision

 Seamless Connectivity

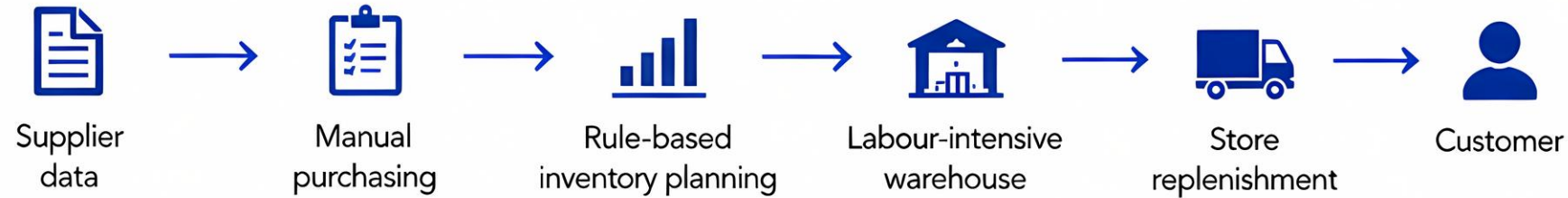
# WALMART: VALUE CHAIN ANALYSIS



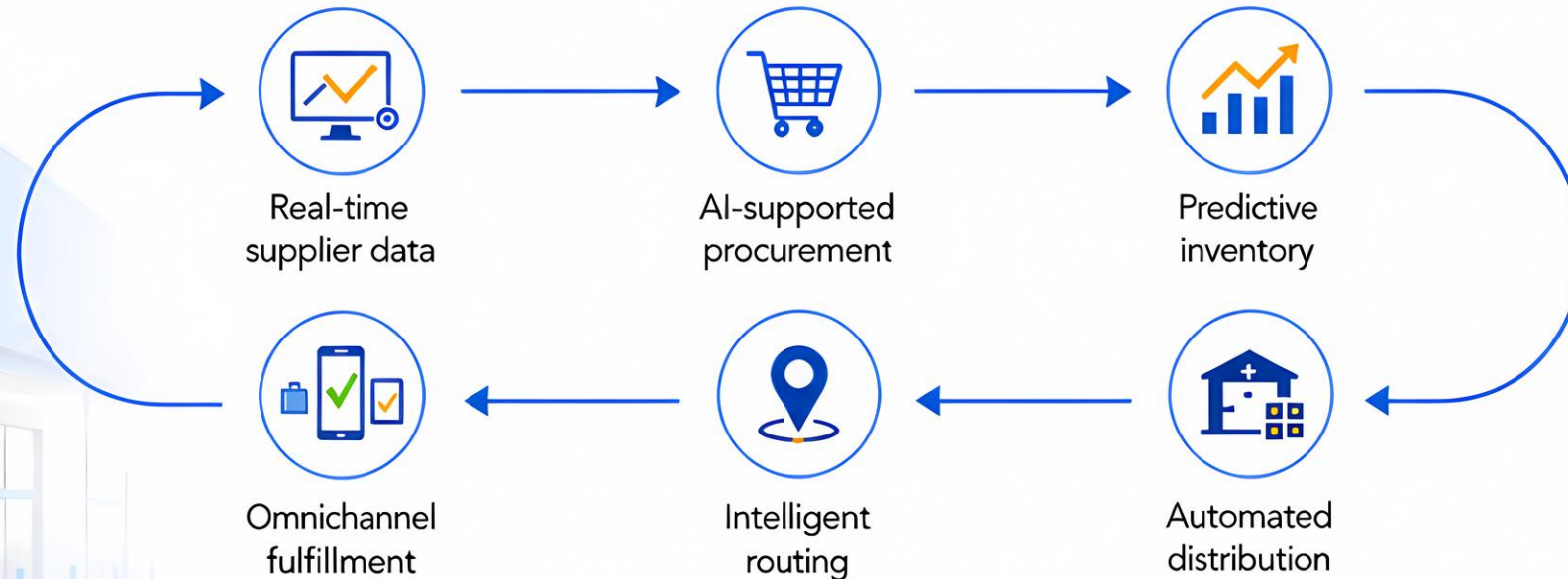
# Q1. What are the most valuable insights about digital business innovation from the cases?

Digital innovation creates value by removing friction across the entire value chain.

## TRADITIONAL FLOW



## DIGITALLY TRANSFORMED FLOW



## OUTCOMES

**65%** of stores served by automated facilities

Lower fulfillment cost → average unit cost down **20%**

Faster delivery

Less excess inventory

## INCREMENTAL INNOVATION:

Existing market x existing technology  
→ executed at incumbent scale

## TEN TYPES OF INNOVATION (CONFIGURATION GROUP)

process

network

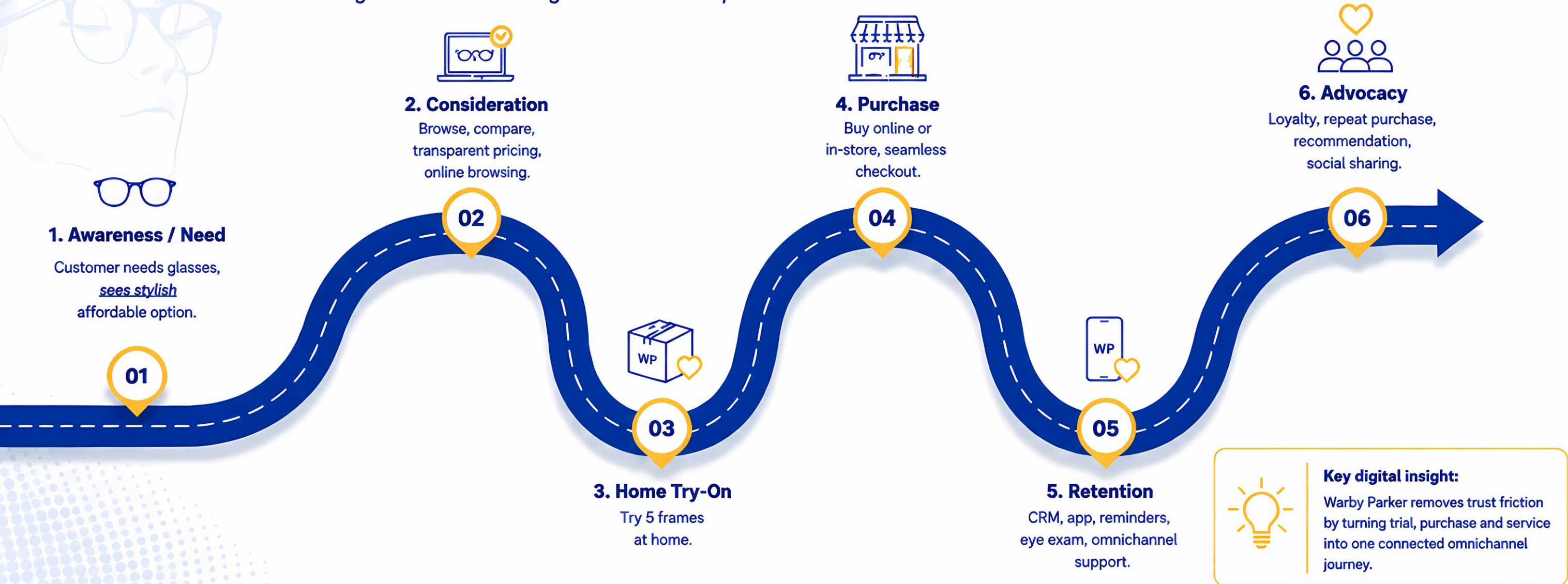
structure

profit model

## Q1. What are the most valuable insights about digital business innovation from the cases?

# CUSTOMER JOURNEY MAP

*Sell-side digital innovation through the customer experience*



# Q1. What are the most valuable insights about digital business innovation from the cases?

Digital innovation creates value by **removing friction** across the entire value chain.

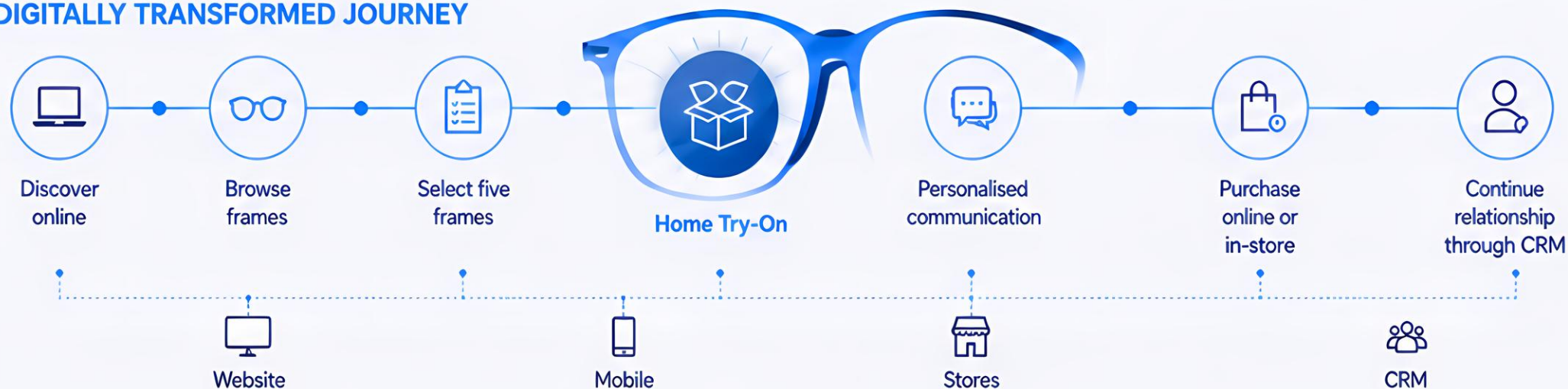
## DISRUPTIVE INNOVATION

## WARBY PARKER

### TRADITIONAL CUSTOMER JOURNEY



### DIGITALLY TRANSFORMED JOURNEY



## OUTCOMES



1st-year sales target achieved in **3 weeks**



**20,000**-customer waiting list



Q3 2025: **313** stores



**2.66M** active customers

Q2. How can I apply the lessons learned from these cases to current work experience?

# SALES CHANNEL DIVERSIFICATION

To run omnichannel efficiently, the logistics department manages inventory, pricing, and fulfillment, while the sales, marketing, and customer service side operates like a seller on the platform.

| FIRST-PARTY                                                                                                        |                                                                                                                   |                                                                                                                     |                                                                                                                                                | THIRD-PARTY                                                                                               |                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| COMPARISON                                                                                                         | 1P DSV                                                                                                            | 1P WM WH                                                                                                            | 1P DI                                                                                                                                          | 3P MKP                                                                                                    | 3P WFS                                                                                                           |
|  Who buys from Yes4All?           | <br>Yes4All   Walmart   Customer | <br>Yes4All   Walmart   Customer | <br>Yes4All   Walmart   Customer                            | <br>Yes4All   Customer | <br>Yes4All   Customer        |
|  Who owns inventory before sale? | Yes4All                                                                                                           | Yes4All                                                                                                             | Yes4All                                                                                                                                        | Customer buys from Yes4All on Walmart Marketplace                                                         | Customer buys from Yes4All on Walmart Marketplace                                                                |
|  Who sets retail price?         | Yes4All                                                                                                           | Yes4All                                                                                                             | Walmart (after import)                                                                                                                         | Yes4All                                                                                                   | Yes4All (inventory stored in WFS)                                                                                |
|  Who fulfills delivery?         | Walmart                                                                                                           | Walmart                                                                                                             | Walmart (after import)                                                                                                                         | Yes4All                                                                                                   | Yes4All (inventory stored in WFS)                                                                                |
|                                                                                                                    | Yes4All ships direct to customer                                                                                  | Walmart warehouse / Walmart fulfillment                                                                             | Walmart warehouse / Walmart fulfillment<br> Direct import |  Seller fulfilled    |  Walmart fulfils for seller |

# Q2. How can I apply the lessons learned from these cases to current work experience?

## 1 Innovation through machine-learning for inventory decisions

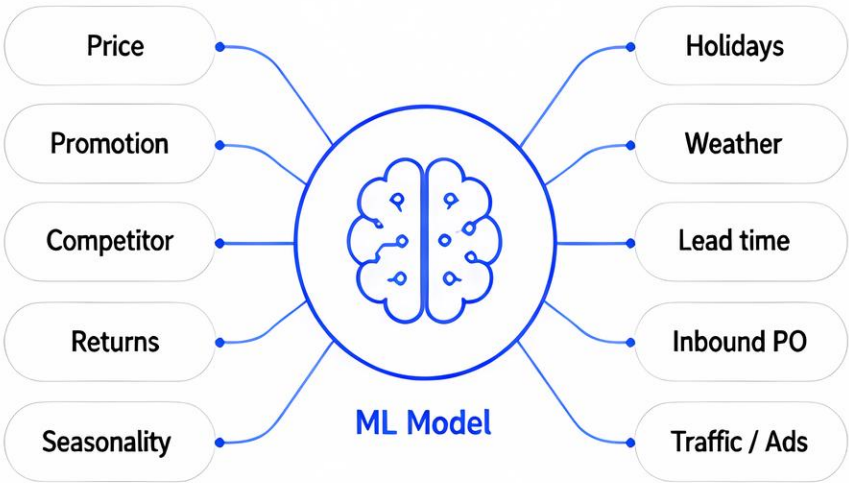


Use scenario planning

| Scenario  | Demand        | Sales | WOS | Inventory impact |
|-----------|---------------|-------|-----|------------------|
| Base      | Stable demand |       |     | Stable           |
| Promotion | Higher sales  |       |     | Lower WOS        |
| Risk      | Slower demand |       |     | Excess stock     |



Add external & commercial variables

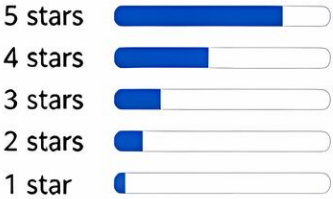


Slam Ball, 10–40lb  
Medicine Ball, Durable  
PVC Sand Filled  
Workout Ball  
4.9 out of 5 (32)  
\$28.25



4.9 out of 5

32 ratings



Reviews summary

Pros

- Secure grip
- Durable
- Versatile

Neutral

- Portability
- Weight distribution

Generated by AI

## 2 Expand Direct Import for high-revenue SKUs



Direct Import  
from factory



Fewer  
intermediaries



Lower landed  
cost



No inventory  
fees



Increase  
margin

### What to focus

- High volume & stable demand
- Accurate forecast & long-term plan
- Supplier compliance & quality control
- Efficient container utilization
- Lower total landed cost



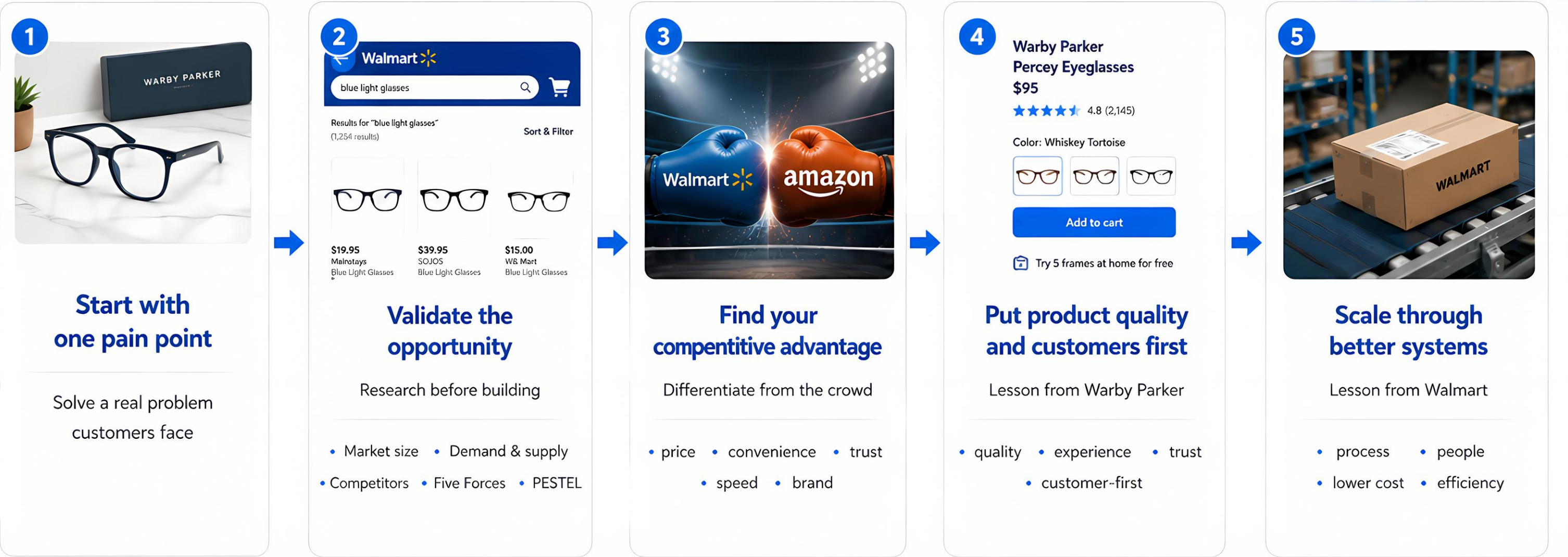
Neoprene Dumbbell Set with Rack  
5–10–15 LBS Pair  
4.9 out of 5 (29)  
\$119.99



Rubber Hex Dumbbells  
5–50–LBS Pair  
4.9 out of 5 (517)  
\$59.27

**Q3.** In what ways have the cases enhanced my understanding of **entrepreneurial opportunities** in the digital economy?

The biggest startup opportunities come from solving real customer pain points first, then building a scalable advantage.



## Q4. How could the insights learned from the cases influence future career development?

1

### MULTIPLE STAKEHOLDER PERSPECTIVES



BUY SIDE



PROCUREMENT



SALES



MARKETING



CUSTOMER SERVICE



LOGISTICS

Understand different stakeholders, departments from both buy and sell side.

Understand the full eCommerce operating model and the friction points faced by each department.

2

### ADAPTABILITY



DIGITAL TOOLS



PLATFORMS



CHANNELS

Digital tools, platforms, and channels will continue to evolve.

Build a continuous learning mindset.

# REFERENCES



WP

Key sources used for analyzing Walmart and Warby Parker cases



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FRAMEWORKS &  
METHODOLOGY

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Note: Slide 11,12 based on [training material](#) and [author's analysis](#) from professional experience at Yes4All.