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This case study examines Walmart's unsuccessful entry into the German market, highlighting the challenges faced due to regulatory restrictions, cultural differences, labor relations, and competitive dynamics. Key factors included limited store hours, high labor costs, and consumer preferences favoring local retailers, which impeded Walmarts ability
to implement its successful US strategies. Despite its efforts to improve customer service and store design, Walmart struggled with higher prices and a lack of market acceptance, ultimately leading to its withdrawal from Germany? Walmart struggled with higher prices and a lack of market acceptance, ultimately leading to its withdrawal from Germany? Walmart struggled with higher prices and a lack of market acceptance, ultimately leading to its withdrawal from Germany?
Germany. In 1997, Walmart entered the German market with the acquisition of the Wertkauf and Interspar hypermarket chains. But Walmarts German stores struggled because its business model wasnt working there. It tried hard, but after 9-years,
Walmart sold its 85 outlets in Germany in 2006 resulting in a $3 billion loss. There were several factors that contributed to Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected Walmarts Failure in Germany. From the very start, amazing management oversights have affected walmarts for the very start, amazing management oversights have affected walmarts for the very start, amazing management oversights have affected walmarts for the very start, and the very start in the v
Walmart wanted to follow the below-cost strategy, But the German business owners didnt like Walmarts low-cost pricing tactic as well as the German Unions Were
Incompatible: In the United States, Walmart is notorious for playing low wages and suppressing unions. In Germany, unlike in the US, unions are very much a part of the culture and have broad support amongst the government, the community, and even businesses. Walmart didnt understand that in Germany, companies and unions are closely
connected. Also, The German workforce is accustomed to negotiating their pay with their union. This caused friction between the workers and the company. When Walmart refused to join Germanys regional wage bargaining system, the workers union went on strike. Walmart was taken aback for this reason. This also gave them a bad reputation in
the community and likely affected their sales. 3. Walmart Underestimated Their Competition: In the USA, Walmart has primarily been considered a low-cost, one-stop shop for just about anything a person could need. In Germany, however, the people value the quality of products as much as they value the price. They werent about to abandon the
small grocery chains they had always shopped at. Walmart did not expect such resilience from the 14 hypermarket chains that were popular across Germany, and they failed to adapt even after they found out. 4. Retail Chains Were Already Doing Poorly in Germany: Part of the problem with Walmarts transition into Germany is that retail chains were
growing at an alarmingly low rate at the time. In fact, when Walmarts journey towards sustainable growth in the country. 5. Employees Felt Uncomfortable With Walmarts Practices: It wasnt just the pay and lack
of worker rights that upset Walmart employees. It was also some team-building practices that many Germany, they are entirely unexpected and only
served to make the employees uncomfortable. 6. Employees Felt That Walmart Overreached Into Their Personal Lives: In the United States and in many countries, it is taken as a given that employees that work in the same department cannot engage in romantic relationships. In Germany, however, this is not the standard. In fact, it is considered a
huge overstep in a persons life. 7. Walmart Failed to Take Into Account Cultural Differences Surrounding Shopping: In the United States, it is considered commonplace or almost by default that people like to drive out to one store and buy everything they need there at a reduced price. This is part of why Walmart has been so successful in the US. In
Germany, on the other hand, shoppers have different habits, and the way the economy is structured lends more significance to smaller discount chains. Below are just a few differences in culture, which caused fewer Germans to go to smaller discount chains. Below are just a few differences in culture, which caused fewer Germans to go to smaller discount chains.
idea of service with a smile is not as emphasized in Germany and came across as odd and uncomfortable. Smaller discount chains in Germany can sell goods at lower prices than big retail chains were in line with their
beliefs. 8. Walmart Didnt Focus Their Services Enough: Walmart sells just about anything a person would need; food, clothes, entertainment, car parts, gardening supplies, and more. Given the German populations tendency to shop at smaller, more focused stores, this didnt work on a cultural level. It also didnt work on an economic level. Part of the
reason Walmart can sell so many goods at such a low price in the US is that they receive tax subsidies and pay workers a lower wage. As weve seen previously, they tried a more focused approach, perhaps on groceries or home goods, they could have carved out a corner of the market. 9. Walmart
Failed to Adapt to Germanys Economy: You put all this together, you get the primary reason why Walmart failed to gain any steam in Germany and eventually in the EU due to a variety of factors including the inability to adapt to german
retail market conditions, lack of competitive prices against Garman stores, underestimated local competition, environmental cultural differences, and differences, and differences, and corporate cultural differences, and differences, and consumer habits, their stores
might not have failed. We hope that you understand why Walmart failed in Europe. If you have found our conversation helpful, please leave a comment, share our post, and subscribe to our blog. Walmarts face-plant in Germany stands as a cautionary case study in international commerce. The chains 2006 exit from Europes largest economy after
sustaining over $1 billion in losses came as a stunning setback from a global retail juggernaut that enjoyed near-hegemonic dominance back home. This article analyzes Walmarts myriad failures in understanding the German shopper psyche and consumer environment and its unwillingness to adapt in the face of them. We will reference extensive
market data, German media reports and industry expert perspectives to understand why a seemingly unstoppable retail force couldnt conquer Germany. The Walmart Model Collides with discount merchandise across
every category imaginable. By the late 1990s, with domestic growth stagnating, Walmart looked to take its model global. But while Walmart reigned supreme stateside, particularly in suburban and rural areas where land was cheap and car culture reigned, Germany offered infertile soil. Germans favor smaller specialized grocery chains near where
they live and use of public transport. Store presentation is paramount. Strict zoning regulations also constrain development of large-format stores common in America. And German labor laws favor unions, pay scales and worker rights not Walmart strengths. Rather than adapt to these differences, Walmart essentially tried forcing American big-box
shopping values onto German soil. The Core Elements of Walmarts US ModelMassive superstores up to 250,000 square feet offering one-stop discount shopping for everythingLocated on urban periphery with acres of parking and dependency on car access Everyday low pricing achieved by pressuring suppliers to cut costs Weekly specials across
categories to drive store traffic Non-union labor, motivated via bonuses, profit sharingContrasting Features of German Retail Sector Smaller neighborhood supermarkets (3,000 15,000 sq ft) with specialized offeringsStores embedded within residential areas and shopping districts Shoppers often walk/take public transport and buy more
frequently Pricing secondary to product quality; less price-driven purchases Higher wages with worker unions and collective bargaining Rather than creatively explore adaptations to bridge these differences, Walmart attempted what the Handelsblatt business journal termed a "forced Americanization" of German shopping culture and paid a heavy
price.By the Numbers: Walmarts German DebacleSome key metrics capture the magnitude of Walmarts Germany in late 1997, envisioning 200 stores by 2010Quit Germany entirely by mid 2006 amidst spiraling losses Accumulated over $1 billion in losses by time of exitAt peak operated just 21 stores employing 11,000 workers
Average store size under 60,000 sq ft, tiny by Walmart US standards Market share never surpassed an anemic 1.5% despite huge investmentAs the data shows, Walmart utterly failed to transpose its American retail formula to German soil. Its anticipated local empire never came remotely close to materializing. Consumer reception was so hostile
stores were actually scaling back hours before closing for good. Next we analyze Walmart attempted essentially the same playbook that steamrolled the American retail landscape for years. It didn't take long to learn that what works a charm
in Arkansas doesnt translate across cultures. Some major areas where Walmart strategic assumptions backfired in Germany: Misreading the MarketGermans like neighborhood supermarkets with specific specialtiesDid not flock to sterile 200,000 square foot box simply because it was big & cheap Supply ChainSignature practice of buying huge
volumes direct from manufacturers didnt work given German shopping habits Many stores faced empty shelves and insufficient German regulations against predatory below-cost markdownsStill didnt understand that Germans balance price AND product
qualityLocationsDifficulty securing appropriately-zoned land for large stores given German regulations Many stores in inconvenient suburban locales assuming shoppers would drive when German regulations Many stores in inconvenient suburban locales assuming shoppers would drive when German regulations Many stores in inconvenient suburban locales assuming shoppers would drive when German regulations Many stores in inconvenient suburban locales assuming shoppers would drive when German regulations Many stores in inconvenient suburban locales assuming shoppers would drive when German regulations Many stores in inconvenient suburban locales assuming shoppers would drive when German regulations Many stores in inconvenient suburban locales assuming shoppers would drive when German regulations Many stores in inconvenient suburban locales assuming shoppers would drive when German regulations Many stores in inconvenient suburban locales assuming shoppers would drive when German regulations are suburban locales assuming shoppers would drive when German regulations are suburban locales assuming shoppers would drive when German regulations are suburban locales assuming shoppers would drive when German regulations are suburban locales assuming shoppers when German regulations are suburban locales as 
accordingly. Germans dont buy a weeks worth of groceries in one trip," summarized one retail sector commentator. "Theyre happy to trade big stores for smaller, quicker shopping."But broken strategies were just part of the story. Equally damaging was Walmarts cultural and political tone-deafness. Clueless in Germany: Cultural Missteps Galore For
German shoppers, Walmarts unfamiliar retail model was bizarre enough. Making matters worse, the chain brought over American employee policies and motivational gimmicks that played extremely poorly locally. Some notably cringeworthy examples: "Walmart Cheers" BombedCorporate mandated staff engage in morale-building cheers and
calisthenics Germans found these mandatory rowdy activities demeaning No Romance AllowedRelations between co-workers forbidden under company dating policyGermans resented such puritanical intrusion into private lives service with a Smile BackfiredFailure to understand that German retail culture less centered around deferential customer
labor traditions, Walmart alienated its customer base and workforce alike. Fouling Up German Labor Relations around worker rights. Predictably, this brought the wrath of German unions and politicians while earning terrible press that
further stained its reputation. Most provocatively, Walmart proudly refused to join collective union wage negotiations as is customary in America, workers felt exploited by low wages, sparking strikes at over half of stores. Walmart was taken aback by the fury in America, workers lack protections to even unionize. We will not accept the sort of
capitalism Walmart is famous for, declared one union leader during 2005 strikes. Stubbornly holding out, Walmart tried various illegal or shady tactics to suppress wages like using offshore accounts to deny German tax obligations. Authorities took aggressive legal action that challenged viability of the entire operation. Far from its commanding
position dealing with workers back home, Walmart was outflanked politically amidst unfamiliar German labor relations. The chain even faced state government court challenges over non-payment of owed worker bonuses. By the Numbers: Walmart vs German Unions50%+ of German Walmart workers walked out regularly over wage & scheduling
disputes Fines incurred over illegal union surveillance Hundreds of millions paid in back wages and penalties by 2006 exit Outfoxed politically amidst sustained profit losses, Walmart ultimately surrendered its German aspirations rather than adapt its authoritarian labor playbook. In Sum: A Failure of Strategic VisionWalmarts German implosion
 resulted from some fatal blind spots around cross-cultural retail expansion: Refusal to understand that a model delicately calibrated to American shopping psychology and economics unlikely to transplant seamlessly overseas Inability to grasp German shopping psychology and economics unlikely to transplant seamlessly overseas Inability to grasp German shopping psychology and economics unlikely to transplant seamlessly overseas Inability to grasp German shopping psychology and economics unlikely to grasp 
around ingrained areas like store format, pricing, sourcing, locations, and labor relations In the end, Walmart Germany collapsed under the weight of accumulated strategic errors, cultural tone-deafness and political miscalculations rooted in an unwillingness to adapt. Its failure offers a world-class lesson in why multinational companies must
approach new regions with humility rather than just force-feeding what succeeded back home. In Germany, Walmart finally met its match a proud retail culture unwilling to be colonized by foreign big box imperialism. Other companies looking overseas should first ask why Walmart retreated so ignominiously from the fatherland. Photo by Markus
Spiske on UnsplashWalmart is a money-making machine (in a good way). From east to west, the American retail chain has around 11,200 outlets in 27 countries. I might be exaggerating, but Walmart decided to head for Germany
and bought two German retail chains Wertkauf, for 750 million and Interspar, for a whopping (Deutsche Mark) DM 1.3 billion. But Walmarts global fame and aggressive entry into foreign markets didnt work out well in Deutschland. In 2006, after losing around $1 billion, Walmart had to leave Germany. Lets understand why this happened. 1. Walmart splots around $1 billion. But Walmart had to leave Germany. Lets understand why this happened. 1.
Messed Up the PricingPhoto by Waldemar Brandt on UnsplashIf you dont have a marketing Product, Place, Promotion, and Price. Consider these the four pillars of any retail business. A company needs to intelligently strategize all of the 4 Ps in order to succeed. I dont know about the other 3 Ps
but Walmart definitely made a questionable decision with Price. In pricing, theres this thing called penetration pricing, which involves offering products for cheap to penetrate a new market and win fresh customers by helping them save money. That was a questionable decision with Price and win fresh customers by helping them save money. That was a questionable decision with Price and win fresh customers by helping them save money. That was a questionable decision with Price and win fresh customers by helping them save money. That was a questionable decision with Price and win fresh customers by helping them save money. That was a questionable decision with Price and win fresh customers by helping them save money. That was a questionable decision with Price and win fresh customers by helping them save money. That was a questionable decision with Price and win fresh customers by helping them save money. That was a questionable decision with Price and win fresh customers by helping them save money. The price are a questionable decision with Price and Pr
German business owners didnt like Walmart realized that the German market wouldnt accept their domination and that they were prepared to fight it out in court if Walmart tried to aggress upon them again. Photo by Shawn Tung on
German employees to do the same. The cashiers were told to smile at customers during checkout. Oh boy, did that backfireSmiling at random strangers and acting like you know them isnt really German. I mean, it might happen every once in a while, but its certainly not an integral part of the German culture. Hans-Martin Poschmann, a renowned
union secretary, said: People found these things strange; Germans just dont behave that way. Walmarts German customers friend if youre not really their friend thats not how Germans operated during that era, at least. Photo by Luan Cabral on
UnsplashA regular day at a Walmart outlet in Germany started with light exercise and an almost cultish type of chant. Yes, the employees were made to chant Walmart! Walmart! Walmart! Walmart! Walmart! Walmart! Walmart! Walmart! while doing light jumping and calisthenics. Maybe the reason behind this was to get them all excited about their shift and make them feel like a part of the Walmart
family. However, the employees likely found this to be somewhat embarrassing. Also, the employees were not allowed to date or be romantically involved with each other. Well, the chances of not developing feelings for someone who you work with 40 hours a week are pretty low. Maybe this was intended to save employees from office politics. But this
restriction by Walmart was simply over the top. To make things more unfriendly, Walmart made it mandatory for its employees to report if any coworker broke a rule. If they failed to report it negring saying: I think Ben and Greta are sleeping with each other to your manager (or getting fired if you fail to report it). Once again, a
German court had to step in and remind Walmart that they were in Germany. In 2005, an industrial court ordered Walmart failed to empathize with the locals and marched to its own drumbeat. The German unions didnt like Walmarts organizational culture
They were like oil and water and never really got along. They didnt understand that in Germany, companies and unions are closely connected. They thought we were communists, said Hans-Martin Poschmann. Walmart was kind of micromanaging its employees including keeping an eye on whos dating who. This, along with some other practices,
probably made Walmart look like a heartless employee who only cared about profits and not its employees job satisfaction and overall happiness. A big no-no in the eyes of the unions, of course. Photo by Michael Longmire on UnsplashThe resentment was growing. First of all, Walmart tried to bankrupt local German businesses by predatory pricing
tactics. Secondly, they had these unusual rules and regulations for their employees. Remember, there were both local and foreign competitors present in the market. While the competitors enjoyed a massive share of the market. Walmart only controlled around 3% of it. Also, Walmarts profit margin in Germany was a measly 12%. So instead of waiting
and wasting time, Walmart decided to leave Germany in 2006 and passed on its 85 outlets to a local competitor, Metro. Free market capitalism dictates the majority of markets around the world. But this doesnt mean that a business can go to
foreign countries and antagonize the locals. As Niccol Machiavelli said, The best fortress is to be found in the love of the people, for although you may have fortresses, they will not save you if you are hated by the people. Moral of the story: No matter how much money you have or how successful your business is in your home country, never
underestimate the power of the locals. Be on good terms with them, and genuinely try to make their lives better. US-based Wal-Mart, the worlds largest retail firm, announced in 2006 that it would sell its 85 stores in Germany to its Germany to it
What lessons can Wal-Mart gain from its experience in Germany to help it succeed in other international markets? The history of Wal-Mart bad nearly 8,970 stores and wholesale clubs across 27 countries. In 2011, its global revenue rose to more than
US $419 billion, with nearly US $15.4 billion in net income.[ii] The key to its success is the Wal-Mart culture, particularly its every day low price (EDLP) philosophy and its so-called exceptional service. EDLP is based on efficient processes with
suppliers. The so-called exceptional service includes smiling at customers, assisting them and exceeding their expectations. Wal-Mart has expanded rapidly into countries such as Argentina, the UK, China, Brazil, Canada and Germany by
transferring its domestic retailing model and corporate culture to each country while trying to adapt to local conditions. Wal-Mart entered Germany by taking over 21 Wertkauf stores in 1997 and 74 Interspar hypermarkets in 1998. However, unique features of the German market meant that Wal-Mart could not just replicate its US model. Unique
characteristics of the German market for US retailers the German market for US retailers the destance between the headquarters of the two former chains brought additional
problems. Fierce competition based on priceIn the early 1990s, German retailers profits varied between only 0.5
per cent and 0.8 per cent of sales. Parsimonious consumers became used to shopping based strictly on price. For example, they might go to one store to buy soap and then to another one to buy better-priced laundry detergent. Although Germany is a highly developed country with affluent
consumers, many Germans have shifted a large share of their expenditures to non-retail products such as housing and travel. That desired spending patterngives them another reason to try to spend as little as possible on products typically found in retail stores, such as packaged household products. German consumers have become very
parsimonious. RegulationsThree major regulations affecting the German zoning laws, German laws required retail facilities larger than 1,200 square metres (12,903 square feet) to be located only in zoned areas where their likely
impact on the surrounding facilities and population has been assessed as minimal. Because of these regulations, opening a new hypermarket in Germany could take five years or more. Wal-Mart used precisely this kind of very large store: the average size of a traditional Wal-Mart supercentre in the US was 187,000 square feet.[iii] Second, the Germany
government limited store hours to a maximum of 80 hours per week. Stores had to be closed on Sundays and holidays, and after 4 pm on Saturdays. Third, Germanys fair trading and antitrust laws prohibited retailers from selling products below cost on a permanent basis. Unionization and the co-determination system The high prevalence of worker
unionization and the co-determination system in Germany were also new for Wal-Mart. Co-determination means that companies and unions are closely connected, and employees participate in corporate decision making that might affect working conditions. Geographic locations of warehouses and headquartersThe geographic locations of warehouses
and headquarters also affected Wal-Mart. Wal-Mart relied on only two warehouses, located in the eastern and southern parts of the country. Furthermore, the physical distance between the headquarters of the two former companies forced Wal-Mart to consolidate and shut
down one of the former headquarters, leading some infuriated executives to quit. Wal-Mart model. To make things worse, Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced inner the German market hindered the replication of the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced inner the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced inner the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced inner the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced inner the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced inner the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced inner the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced inner the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced inner the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of foreignness it faced in the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of faced in the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of faced in the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of faced in the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of faced in the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of faced in the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of faced in the successful Wal-Mart was not sufficiently prepared to cope with all the liabilities of faced in the successful Wal-Mart was not suff
Germany. Beth Keck, an international spokeswoman for Wal-Mart, commented shortly after Wal-Marts retreat from Germany; isnt this great? [iv] Germanys uniqueness affected key parts of Wal-Marts successful business model, including
EDLP and the so-called exceptional service approach. The impact of Germanys uniqueness on EDLPBecause Wal-Mart Germany and its inability to expand rapidly made it impossible to reduce costs so as to provide everyday low prices. In addition, Wal-Mart
Germanys loss-leader strategy (a pricing strategy in which one item is sold below cost in order to stimulate other, profitable sales) was judged illegal, making it very difficult to create an EDLP image. Many products had to be purchased from local or regional producers. For example, food like bratwurst and beer was primarily local, and many European
brands in the non-food area, such as Fischer bicycles and Vernel fabric softener, were very different from what Wal-Mart did not command as much market power in Germany as in the US, although it benefited from scale economies and low-cost products such as Fischer bicycles and Clothing imported from scale economies and low-cost products such as Eigher bicycles and Clothing imported from scale economies and low-cost products such as Eigher bicycles and Clothing imported from scale economies and low-cost products such as Eigher bicycles and Clothing imported from scale economies and clothing imported from scale economies and low-cost products such as Eigher bicycles and Clothing imported from scale economies and clothing imported from scale economie
countries like China and India. In 2003, Wal-Mart had only 92 stores in Germany, much less than the equivalent Aldistore, Wal-Mart had less market power. The small size of its German operations prevented Wal-Mart from
exercising power over suppliers when purchasing German or other European products. For example, when Wal-Mart Germany asked its suppliers to switch to a new supply system and to supply directly to its centralized warehouse, a number of suppliers to switch to a new supply system and to supply directly to its centralized warehouse, a number of suppliers to switch to a new supply system and to supply directly to its centralized warehouse, a number of suppliers to switch to a new supply system and to supply directly to its centralized warehouse, a number of suppliers to switch to a new supply system and to supply directly to its centralized warehouse, a number of suppliers to switch to a new supply system and to supply directly to its centralized warehouse, a number of suppliers to switch to a new supply system and to supply directly to its centralized warehouse, and the suppliers did not comply with the request. In its effort to switch to a new supply system and to supply directly to its centralized warehouse, and the suppliers did not comply with the request. In its effort to switch the suppliers did not comply with the request. In its effort to switch the suppliers did not comply with the request. In its effort to switch the suppliers did not comply with the request. In its effort to switch the suppliers did not comply with the suppliers did not
hampered by German zoning laws. Because the planned stores were so large, the zoning laws required that the stores impact be assessed. In 2000, Wal-Mart Germany announced the construction of another 50 stores within the next three years, but by August 2003, it had opened only four new stores. Unable to expand rapidly, the relatively small size
of its German operations affected the firms purchasing power, negatively influenced its operating costs and ultimately diminished its ability to keep prices low for consumers. Furthermore, Wal-Mart was not allowed to replicate the loss-leader strategy that had been so successful in the US. Wal-Mart was not allowed to replicate the loss-leader strategy that had been so successful in the US. Wal-Mart was not allowed to replicate the loss-leader strategy that had been so successful in the US.
products as lossleaders by pricing them below cost to lure shoppers, but in September 2000, the Germany was not only unable to supply truly low-cost products it was also unable to provide customers.
service perceived as particularly good. A survey in 20022003 conducted by Germany, reported that only 8.7 per cent of customers viewed Wal-Mart staff as friendly and helpful.[v] The reason was simply that several of WalMarts basic operating principles were only partially compatible with German stakeholder
expectations. First, Wal-Mart required sales clerks to smile at customers when they came within ten feet (the so-called ten foot rule). However, the smile was interpreted as flirting by some male shoppers even complained about being harassed. This practice was therefore terminated. Second, Wal-Mart offered services such as
grocery bagging. However, German consumers had been used to self-service bagging for decades, and they therefore assumed, at least initially, that they had to pay for any staff assistance. Indeed, as an important side effect, the additional personnel for such services did increase the labour costs at Wal-Mart Germany. In addition, many German
customers did not like strangers handling their groceries. Third, as noted above, the two retailers bought by Wal-Mart had headquarters in different cities, with Wertkaufs headquarters in Wuppertal. In the US, this
consolidation would have been routine, as being transferred is a common employment practice in the US, and moving is part of the US culture. However, moving to another city was too big a step for some German executives, leading many talented managers to resign. The exodus of these executives made it even more difficult to learn the nuances of
the German marketplace. Finally, to make things worse, Wal-Mart had four local CEOs in the first four years of being active in Germany. The first two one from the UK lacked adequate knowledge about the German market. The second CEO even tried to run Wal-Mart Germany from his office in England. This turnover in
leadership slowed the possible adaptation of Wal-Marts prevailing service routines to German market and is using this experience as a guide for future growth. In 2006, Mike Duke, Head of International Operations and current CEO, realized an
company also shifted its focus to put greater emphasis on the transition and integration stages of the acquisition process after new locations are selected.[vi]The German experience highlighted areas of concern in management functioning and the need to make some decisions locally. For example, product buyers in Walmarts German operations were
actually Americans who may not have fully understood the needs of German consumers. [vii] Wal-Mart now leaves more of its buying functions and management decisions to local personnel. Greater autonomy for local management and more rigid financial goals have also improved Wal-Marts international operations. [viii] When the company bought
the British chain ASDAin 1999, local managers were given substantial autonomy to run the business, allowing it to remain essentially a British operation. Successful executives were moved around and senior executives were brought in from outside to add constructive perspectives. Wal-Mart now focuses on locations with a greater opportunity for
growth.[ix] The German market was already saturated with discount retailers, leaving little room for growth and hindering expectations to gain immediate scale for EDLP. Wal-Mart has since pursued new opportunities in India, Central and South America where the market is less developed and provides an attractive competitive landscape.In 2009
Wal-Mart entered into the lucrative Indian market by partnering with Bharti Enterprisesto establish its wholesale presence as BestPrice Modern Wholesale. Government regulations restricted Wal-Marts ownership of this joint venture to 51 per cent. Learning from its mistakes in Germany, Wal-Mart has paid greater attention to local preferences by
filling 90 per cent of shelf space with products that the Indian population knows and loves.[x] The company has also invested for years building relationships with suppliers and farmers to ensure that the quality and quantity of demand can be met. Responding to industry challenges in supply chain management, whereby wasted fresh produce amounts
to 35 per cent, Wal-Mart has established the rule that fresh fruits and vegetables must be sourced from distribution centres within 200 kilometres of wholesale locations.[xi] Reinforcing Wal-Marts stance on adapting to local markets, Raj Jain, President of Wal-Mart India stated India is not a homogenous market, so ours is not a cookiecutter approach
from the U.S.[xii]It appears that Wal-Mart is successfully moving forward and using its failure in Germany as a positive learning experience. QUESTIONSWhat are some of Wal-Mart is successfully moving forward and using its failure in Germany as a positive learning experience.
Germany? Give examples. How did these distance components affect the exploitation of Wal-Marts international expansion, using materials available on the Web? Notes[i] Ulrike Germany? Did Wal-Mart and Barbara Hahn, Wal-Mart and Barbara Ha
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English Lieutenant-General Henry de Hinuber (17671833) was a Hanoverian army officer who commanded units of the King's German Legion (KGL) during the Napoleonic Wars. Initially serving in the Hanoverian army officer who commanded units of the King's German Legion (KGL) during the Napoleonic Wars. Initially serving in the Hanoverian army officer who commanded units of the King's German Legion (KGL) during the Napoleonic Wars.
brigade in Lord Wellington's Peninsular War army in 1813. Hinuber commanded his brigade at the Battle of Nivelle in 1813 and then at the siege of Bayonne the following year, when he led the response to the French counter-attack. He joined the army of the new Kingdom of Hanover in 1816. He received his last command in 1831, of the 2nd Division
of a corps of the German Federal Army, and died in Frankfurt two years later. (Fullarticle...)Recently featured: Hurricane Claudette (2003)Trinity (nuclear test)ManitobaArchiveBy emailMore featured articlesAboutGlds Perla Viggsdttir... that Glds Perla Viggsdttir (pictured) scored two goals for the Iceland women's national football team the day
before she graduated from university?... that the literary heritage of Nova Scotia includes the first newspaper and the first literary journal in Canada?... that according to the Zoo Miami communications director, 100 men could beat a single gorilla and create a human straightjacket"?... that the memorial for James Bunburya for James for
White, the founder of Whiteville, North Carolina, was knocked down in a car crash 200 years after his death?... that the artist Cady Noland has disavowed artworks that she no longer considered genuine because they were
damaged or altered?... that Christ Church, Amherstburg, a Canadian church built by a Loyalist, features timbers fashioned after a ship's hull?... that an announcer damaged the tower of an Arkansas radio station while driving a moving van? ArchiveStart a
new articleNominate an articleMuhammadu Buhari (pictured) dies at the age of 82. Clashes between Druze militias and the Syrian Armed Forces result in hundreds of deaths. The International Criminal Court issues arrest warrants for Taliban leaders Hibatullah Akhundzada and Abdul Hakim Haqqanie and
over their alleged persecution of women in Afghanistan. Flooding in Central Texas, United States, leaves at least 140 people dead. Ongoing: Gaza warRussian invasion of Ukrainetimeline Sudanese civil wartimeline Recent deaths: Felix Baumgartner Fauja SinghBradley John Murdoch Frank Barrielhor Poklad Glen Michael Nominate an article July 18 Nadia
 Comneci on the balance beam1290 King EdwardI issued an edict to expel all Jews from England.1723 Johann Sebastian Bach directed the first performance of his cantata Erforsche mich, Gott, und erfahre mein Herz in Leipzig.1976 At the Olympic Games in Montreal, Nadia Comneci (pictured) became the first person to score a perfect10 in a modern
Olympics gymnastics event.1989 American actress Rebecca Schaeffer was shot and killed by Robert John Bardo, eventually prompting the passage of anti-stalking laws in California.1995 Selena's album Dreaming of You, instrumental in popularizing Tejano music, was released posthumously. Benito Jurez (d.1872) Richard Branson (b.1950) M.I.A.
(b.1975)Amy Gillett (d.2005)More anniversaries: July 17July 18July 19ArchiveBy emailList of days of the yearAboutPainted batThere are 30 extant kerivoulinae, one of the four subfamilies of Vespertilionidae, itself one of twenty families of bats in the mammalian order Chiroptera, and part of the microbat
suborder. Kerivoulines, or woolly bats, are found in Africa and Asia, primarily in forests and caves, though some species can also be found in grasslands, savannas, or wetlands. They range in size from the least woolly bat, at 2cm (1in) plus a 2cm (1in) plus a 2cm (1in) plus a 2cm (1in) plus a 7cm (3in) tail. The 30 extant species of Kerivoulinea
are divided between two genera, with 26 species in Kerivoula and the remaining four in Phoniscus. (Fulllist...)Recently featured: Accolades received by Inception 1956 Summer Olympics medal tableMunicipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal tableMunicipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal tableMunicipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal tableMunicipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal tableMunicipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipalities in Prince Edward IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipal IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipal IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipal IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipal IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipal IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipal IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipal IslandArchiveMore featured by Inception 1956 Summer Olympics medal table Municipal Islan
the site of the Roman city of Melite. The present church was built between 1653 and 1658, replacing a church that was completed by Francesco Buonamici. The final stages were carried out completed by Lorenzo Gaf. It was elevated to the status of a
minor basilica in 2020. The church features a grotto where, according to tradition, Paul the Apostle lived and preached during his three-month stay in Malta in AD60. This photograph shows the facade of the Basilica of StPaul in 2021. Photograph credit: Diego DelsoRecently featured: Clouded ApolloAnne of ClevesRosencrantz and
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improve this article by adding citations to reliable sources. Unsourced material may be challenged and removed. Find sources: "1290" news newspapers books scholar ISTOR (August 2017) (Learn how and when to remove this message) Calendar year Year Millennium 2 ndmillennium 2 ndmillennium 2 ndmillennium 2 ndmillennium 2 ndmillennium 3 ndmillennium 3 ndmillennium 4 ndmillennium 4 ndmillennium 4 ndmillennium 5 ndmillennium 5 ndmillennium 5 ndmillennium 6 nd
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(MetalTiger)3988 or 3781Coptic calendar10061007Discordian calendar2456Ethiopian calendar12821283Hebrew calendar50505051Hindu calendar5050505051Hindu calendar50505051Hindu calen
calendar12001201Julian calendar1290MCCXCKorean calenda
Julian calendar. July 10 King Ladislaus IV of Hungary ("the Cuman") is assassinated at the castle of Krsszeg (modern Romania). He is succeeded by Andrew III ("the Venetian"), after an election by Hungarian nobles, who is crowned by Archbishop Lodomer as new ruler of Hungary and Croatia in Szkesfehrvr on July 23.[1][2]December 18 King Magnus
III of Sweden ("Birgersson") dies after a 15-year reign. He is succeeded by his 10-year-old son Birger ("Magnusson"). Although, Sweden is an elective monarchy, Birger had already been appointed heir to the throne in 1284. July 18 Edict of Expulsion: King Edward I of England ("Longshanks") orders all Jews (at this time probably numbering around
2,000) to leave the country by November 1 (All Saints' Day[3]). The edict was decreed on Tisha B'Av on the Hebrew calendar, a day that commemorates many calamities. They are eventually allowed back in 1656. September The 7-year-old Margaret, Maid of Norway, queen-designate and heir to the crown of Scotland, dies en route to the British Isles
in Orkney, leading to thirteen competitors for the crown of Scotland, a succession crisis. November 28 Eleanor of Castile, wife of Edward I, dies while traveling in the North. She has been suffering from illness for some time, and the cold and dampness of the winter months probably aggravate her condition. December Edward I travels with the body of
Queen Eleanor from Lincoln to London. Remembering his wife, Edward erects a series of crosses at each location that the body rests overnight. These are known as the twelve Eleanor crosses. Winter The second of the Church. Quia
Emptores, a statute passed by Edward I, puts an end to the practice of subinfeudations. The statute allows land to be sold according to royal approval, as long as the new owner answers directly to his lord or the king. June Genoa concludes a new commercial treaty with the Mamluks; five galleys sent by King James II of Aragon ("the Just") join the
Venetian Crusader fleet (some 20 ships) on its way to Acre. On board the fleet are Italian urban militias and mercenary forces under Seneschal Jean I de Grailly, who have fought for the Papal States in the so-called Italian Crusaders massacre Muslim merchants and peasants, and some local Christians in Acre. Some claim it
began at a drunken party others that a European husband found his wife making love to a Muslim. The barons and local knights try to rescue a few Muslims and take them to the safety of the massacre at Acre take bloodstained clothing to Sultan Qalawun ("the
Victorious") in Cairo, who demands that the leaders of the riot be handed over for trial, but the nobles refuse to send them and Qalawun now obtains legal clearance from the religious authorities in Cairo to break the truce with Crusader states.[6]October Qalawun orders a general mobilization of the Mamluk forces. In a council, it is decided that a
peace delegation be sent to Cairo under Guillaume de Beaujeu, Grand Master of the Knights Templar. However, Qalawun demands huge compensation for those killed in Acre, and sends a Syrian army to the coast of Palestine, near Caesarea.[7]November 10 Qalawun ("the Victorious") dies as the Egyptian Mamluk army sets out for Acre. He is
succeeded by his eldest son Al-Ashraf Khalil as ruler of the Mamluk Sultanate. Khalil orders his allies and tributaries in Syria to prepare for a campaign next spring. Governors and castle commanders are ordered to assemble siege equipment and armor.[8]June 13 Shamsuddin Kayumars, Mamluk ruler of the Delhi Sultanate, is murdered and
succeeded by Jalal-ud-din Khalji (or Firuz Shah I), founder of the Khalji dynasty, ending Mamluk rule and instigating the Khalji nevolution. [9] September 27 The 6.8 Ms Zhili earthquake affects the province of Zhili in China, with a maximum Mercalli intensity of IX (Violent), killing 7,270100,000 people. June 8 Beatrice Portinari, muse of the Italian poet
Dante Alighieri, dies in Florence. In his Divine Comedy (La Divina Commedia), he transforms his memory of Beatrice into an allegory of divine love.[10]"Year without winter" An exceptionally rare instance of uninterrupted transition, from autumn to the following spring, in England and the mainland of Western Europe.[11]March 1 The University of
Coimbra is founded in Lisbon by Denis I ("the Poet King"). He decrees that Portuguese is the official language of Portugal, replacing classical Latin in that capacity. The Dnyaneshwari is written in India. This holy book is a commentary on the Bhagvad Gita and is narrated by Dnyaneshwari is written in India. This holy book is a commentary on the Bhagvad Gita and is narrated by Dnyaneshwari is written in India.
1313) January 6 Otto Bodrugan, English landowner and politician (d. 1331) June 23 Jakushitsu Genk, Japanese Rinzai master and poet (d. 1367) August 4 Leopold I, Duke of Austria ("the Glorious"), German nobleman (d. 1313) December 24 Khwaju Kermani, Persian poet and mystic (d. 1313) June 23 Jakushitsu Genk, Japanese Rinzai master and poet (d. 1367) August 4 Leopold I, Duke of Austria ("the Glorious"), German nobleman (d. 1326) October 15 Anne of Bohemia, queen consort of Bohemia, queen consort of Bohemia (d. 1313) December 24 Khwaju Kermani, Persian poet and mystic (d. 1367) August 4 Leopold I, Duke of Austria ("the Glorious"), German nobleman (d. 1326) October 15 Anne of Bohemia, queen consort of Bohemia, queen
1349)Agnes Haakonsdatter, Norwegian noblewoman and princess (d. 1319)Andrea Pisano (or Pontedera), Italian sculptor and architect (d. 1348)Beatrice of Silesia, queen of Germany (House of Piast) (d. 1322)Buton Rinchen Drub, Tibetan Buddhist religious leader (d. 1364)Daichi
Sokei, Japanese Buddhist monk, disciple and poet (d. 1366)Giovanni Visconti, Italian cardinal, archbishop and co-ruler (d. 1345)Jacopo Dondi dell'Orologio,
Italian doctor and polymath (d. 1359)Johannes de Muris, French mathematician and astronomer (d. 1344)John Maltravers, English nobleman, knight and governor (d. 1350)Ke Jiusi, Chinese landscape painter and
calligrapher (d. 1343)Kitabatake Tomoyuki, Japanese nobleman and poet (d. 1322)Ruj Fusazane, Japanese nobleman, official and regent (d. 1319)Pierre Bersuire (or Bercheure), French translator and encyclopaedist (d. 1362)Rabbenu Yerucham, French rabbi and
scholar (posek) (d. 1350)Richard de Willoughby, English landowner and politician (d. 1362)Rudolf Hesso, Margrave of Baden-Baden, German nobleman (House of Zhringen) (d. 1335)Sesson Ybai, Japanese Buddhist monk, priest and poet (d. 1347)Theodore I, Marguis of Montferrat ("Palaiologos"), Byzantine nobleman and writer (d. 1338)Willem van
Duvenvoorde, Dutch nobleman and knight (d. 1353) January 28 Dervorguilla of Galloway, Scottish nobleman, co-ruler and knight (b. 1235) March 24 John dal Bastone, Italian monk, priest and preacher (b. 1200) March 26 John Kirkby, English bishop, vice-chancellor and
statesmanApril 26 Gaston VII, Viscount of Barn ("Froissard"), French nobleman and knight (b. 1225)May 10 Rudolf II, Duke of Austria, German nobleman (House of Habsburg) (b. 1270)June 8 Beatrice Portinari, Italian muse of Dante (b. 1285)June 13 Shamsuddin II, Mamluk ruler of the Delhi Sultanate (b. 1285)June 23 Henryk IV Probus ("the
Righteous"), High Duke of Poland (b. 1283)November 10 Qalawun ("the Cuman"), king of Hungary and Croatia (b. 1283)November 28 Eleanor of Castile, queen consort of England (b. 1281)December 18Herman
I, German nobleman (House of Henneberg) (b. 1224)Magnus III (or I) ("Birgersson"), king of Sweden (b. 1232)Adelaide, Countess of Auxerre, French noblewoman and ruler (suo jure) (b. 1251)Alice de Lusignan, Countess of Gloucester, French
noblewoman (House of Lusignan) (b. 1236)Cecilia Cesarini (or Caecilia), Italian noblewoman and nun (b. 1203)Eison, Japanese Buddhist scholar-monk, disciple and priest (b. 1201)Elizabeth the Cuman, queen of Hungary (House of Arpad) (b. 1244)Fakhr al-Din Mustawfi, Persian finance minister, advisor and vizier Persian finance minister and vizier P
Stephen: A History of Medieval Hungary, 8951526. I.B. Tauris Publishers. p.110. ISBN1-86064-061-3. Bartl, Jlius; iaj, Viliam; Kohtova, Mria; Letz, Rbert; Sege, Vladimr; kvarna, Duan (2002). Slovak History: Chronology & Lexicon. Bolchazy-Carducci Publishers, Slovensk Pedegogick Nakladatel'stvo. p.34. ISBN0-86516-444-4. Mundill, Robin R.
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Renaissance of the 12th century Millennia 2ndmillennium Century 12th century 12th century 12th century 13th century 13th century 12th century 13th century 12th century 13th c
at the beginning of the 12th century The 12th century is the period from 1101 to 1200 in accordance with the Julian calendar. In the history of European culture, this period is considered part of the High Middle Ages and overlaps with what is often called the "'Golden Age' of the Cistercians". The Golden Age of Islam experienced significant
development, particularly in Islamic Spain. In Song dynasty China, an invasion by Jurchens caused a political schism of north and south. The Khmer Empire of Cambodia flourished during this century, while the Fatimids of Egypt were overtaken by the Ayyubid dynasty. Following the expansions of the Ghaznavids and Ghurid Empire, the Muslim
conquests in the Indian subcontinent took place at the end of the century. Main article: 1100sThe Ghurid Empire converted to Islam from Buddhism.1101: In July, the Treaty of Alton is signed between Henry I of England in exchange for a
yearly stipend and other concessions. The agreement temporarily ends a crisis in the succession of the Anglo-Norman kings.11011103: David the Builder takes over Kakheti and Hereti (now parts of Georgia).1102: King Coloman unites Hungarian Crown.1102: Muslims conquer Seoro de Valencia.11031104: A church
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council is convened by King David the Builder in Urbnisi to reorganize the Georgian Orthodox Church.1104: In the Battle of Ertsukhi, King David the Builder defeats an army of Seljuks.1104: King Jayawarsa of Kadiri (on Java) ascends to the throne.[citation needed]1106: Battle of Tinchebray.11071111: Sigurd I of Norway becomes the first Norwegian

king to embark on a crusade to the Holy Land. He fights in Lisbon and on various Mediterranean isles and helps the King of Jerusalem to take Sidon from the Byzantine Empire, becoming the vassal of Alexius I.1109: On June 10, Bertrand of Toulouse captures the County of Tripoli (northern Lebanon/western Syria).1109: In the Battle of Nako, Boleslaus III Wrymouth defeats the Pomeranians and re-establishes Polish access to the sea.1109: On August 24, in the Battle of Hundsfeld, Boleslaus III Wrymouth defeats Emperor Henry V of Germany and stops German expansion eastward. Main article: 1110s1111: On April 14, during Henry V's first expedition to Rome, he is crowned Holy Roman Emperor.1113: Paramavishnulok is crowned as King Suryavarman II in Cambodia. He expands the Khmer Empire and builds Angkor Wat during the first half of the century. He establishes diplomatic relations with China.1115: The Georgian army occupies Rustavi in the war with the Muslims.1115: In Java, King Kamesvara of Kadiri ascends to the throne. Janggala ceases to exist and comes under Kadiri domination, highly possible under royal marriage. During his reign, Mpu Dharmaja writes Kakawin Smaradahana, a eulogy for the king which become the inspiration for the Panji cycle tales, which spread across Southeast Asia.[1]1116: The Byzantine army defeats the Turks at Philomelion.1116: Death of doa Jimena Daz, governor of Valencia from 1099 to 1102.c. 1119: The Knights Templar are founded to protect Christian pilgrims in Jerusalem.Main article: 1120sA Black and White Photo of the 12th century Cuenca Cathedral (built from 1182 to 1270) in Cuenca, Spain1120: On January 16, the Council of Nablus, a council of ecclesiastic and secular lords in the crusader Kingdom of Jerusalem, establishes the first written laws for the kingdom.1120: On November 25, William Adelin, the only legitimate son of King Henry I of England, drowns in the White Ship Disaster, leading to a succession crisis which will bring down the Norman monarchy of England.1121: On August 12, in the Battle of Didgori, the greatest military victory in Georgians, 15,000 Kipchak auxiliaries, 500 Alan mercenaries and 100 French Crusaders defeats a much larger Seljuk-led Muslim coalition army.1121: On December 25, St. Norbert and 29 companions make their solemn vows in Premontre, France, establishing the Premonstratensian Order.1122: The Battle of Beroia (Modern-day Stara Zagora, Bulgaria) results in the disappearance of the Pechenegs Turkish tribe as an independent force.1122: On September 23, the Concordat of Worms (Pactum Calixtinum) is drawn up between Emperor Henry V and Pope Calixtus II bringing an end to the first phase of the power struggle between the papacy and the Holy Roman Empire. 1122: King David the Builder captures Tbilisi and declares it the capital city of Georgia, ending 400 years of Arab rule. 1123: The Jurchen dynasty of China forces Koryo (now Korea) to recognize their suzerainty.1124: In April or May, David I is crowned King of the Scots.1125: On June 11, in the Battle of Azaz, the Crusader states, led by King Baldwin II of Jerusalem, defeat the Seljuk Turks.1125: In November, the Jurchens of the Jin dynasty declare war on the Song dynasty, beginning the JinSong wars.1125: Lothair of Supplinburg, duke of Saxony, is elected Holy Roman Emperor instead of the nearest heir, Frederick of Swabia, beginning the great struggle between Guelphs and Ghibellines.1127: The Northern Song dynasty loses power over northern China to the Jin dynasty.1128: On June 24, the Kingdom of Portugal gains independence from the Kingdom of Len at the Battle of So Mamede; (recognised by Len in 1143). Main article: 1130sThe temple complex of Angkor Wat, built during the reign of Suryavarman II in Cambodia of the Khmer Era.11301180: 50-year drought in what is now the American Southwest.11301138: Papal schism, Pope Innocent II vs. Antipope Anacletus II.1130: On March 26, Sigurd I of Norway dies. A golden era of 95 years comes to an end for Norway as civil wars between the members of Harald Fairhair's family line rage for the remainder of the century.1130: On Christmas Day, Roger II is crowned King of Sicily, the royal title being bestowed on him by Antipope Anacletus II.1132: The Southern Song dynasty establishes China's first permanent standing navy, although China had a long naval history prior. The main admiral's office is at the port of Dinghai.11321183: the Chinese navy increases from a mere 3,000 to 52,000 marine soldiers stationed in 20 different squadrons. During this time, hundreds of treadmill-operated paddle wheel craft are assembled for the navy to fight the Jin dynasty in the north.1135: King Jayabaya of Kadiri ascends to the throne.[2]11351154: The Anarchy takes place, during a period of civil war in England.1136: Suger begins rebuilding the abbey church at St Denis north of Paris, which is regarded as the first major Gothic building.1137: On July 22, the future King Louis VII of France marries Eleanor, the Duchess of Aquitaine.1138: On October 11, the 1138 Aleppo earthquake devastates much of northern Syria.1139: in April, the Second Lateran Council ends the papal schism.1139: On July 5, in the Treaty of Mignano, Pope Innocent II confirms Roger II as King of Sicily, Duke of Apulia, and Prince of Capua and invests him with his titles.1139: On July 25, the Portuguese defeat the Almoravids led by Ali ibn Yusuf in the Battle of Ourique; Prince Afonso Henriques is acclaimed King of Portugal by his soldiers. Main article: 1140sAverroes in a 14th-century painting by Andrea di Bonaiuto11401150: Collapse of the Ancestral Puebloan culture at Chaco Canyon (modern-day New Mexico).1141: The Treaty of Shaoxing ends the Countries and forcing the Song dynasty to renounce all claims to its former territories north of the Huai River. The treaty reduces the Southern Song into a quasi-tributary state of the Jurchen Jin dynasty.1143: Manuel I Komnenos is crowned as Byzantine emperor after the death of John II Komnenos.1143: Afonso Henriques is proclaimed Kingdom of Len. Portugal also recognizes the suzerainty of the pope.1144: On December 24, Edessa falls to the Atabeg Zengi.11451148: The Second Crusade in response to the fall of the County of Edessa.1147: On October 25, the four-month-long Siege of Lisbon successfully brings the city under definitive Portuguese control, expelling the Moorish overlords.1147: A new Berber dynasty, the Almohads, led by Emir Abd al-Mu'min. takes North Africa from the Almoravides and soon invades the Iberian Peninsula. The Almohads began as a religious movement to rid Islam of impurities.1147: The Wendish Crusade against the Polabian Slavs (or "Wends") in what is now northern and eastern Germany. Main article: 1150s1150: Ramon Berenguer IV, Count of Barcelona marries Petronilla, the Queen of Aragon.1151: The Treaty of Tudiln is signed by Alfonso VII of Len and Raymond Berengar IV, Count of Barcelona, recognizing the Aragonese conquests south of the Jcar and the right to expand in and annex the Kingdom of Murcia.1153: The Treaty of Wallingford, ends the civil war between Empress Matilda and her cousin King Stephen of England fought over the English crown. Stephen acknowledges Matilda's son Henry of Anjou as heir.1153: The First Treaty of Constance is signed between Emperor Frederick I and Pope Eugene III, by the terms of which, the emperor is to prevent any action by Manuel I Comnenus to reestablish the Byzantine Empire on Italian soil and to assist the pope against his enemies in revolt in Rome.1154: On December 27, Henry II is crowned King of England at Westminster Abbey.1155: Pope Adrian IV grants overlordship of Ireland to Henry II of England in the bull Laudabiliter.1156: On June 18, the Treaty of Benevento is entered into by Pope Adrian IV and the Norman Kingdom of Sicily. After years of turbulent relations, the popes finally settles down to peace with the Hauteville kings. The kingship of William I is recognized over all Sicily, Apulia, Calabria, Campania, and Capua. The tribute to the pope of 600 schifati agreed upon by Roger II in 1139 at Mignano is affirmed and another 400 shift is added for the new lands.1158: The Treaty of Sahagn ends the war between Castile and Len. Main article: 1160sThe Liuhe Pagoda of Hangzhou, China, 11651161: the Song dynasty Chinese navy, employing gunpowder bombs launched from trebuchets, defeats the enormous Jin dynasty navy in the East China Sea in the Battle of Tangdao and on the Yangtze River in the Battle of Caishi.1161: Kilij Arslan II, Sultan of Rum, makes peace with the Byzantine Empire, recognizing the emperor's primacy.1161: In the siege of Ani, troops from the Kingdom of Georgia take control over the city, only to have it sold for the second time to the Shaddadids, a Kurdish dynasty.1162: Genghis Khan, the founder of the Mongol Empire, is born as Temjin in present-day Mongolia.1163: The Norwegian Law of Succession takes effect.11651182: Tensions and disputes between the Pagan Empire and the Kingdom of Polonnaruwa causes the Sinhalese under Parakramabahu the Great to raid Burma.1168: King Valdemar I of Denmark conquers Arkona on the Island of Rgen, the strongest pagan fortress and temple in northern Europe.1169: Political disputes within the Pandya Empire sparks the decade-long Pandyan Civil War.1169: On May 1, the Norman invasion of Ireland begins. Richard fitzGilbert de Clare ('Strongbow') allies with the exiled Irish chief, Dermot MacMurrough, to help him recover his kingdom of Leinster. Main article: 1170sThe defense of the Carroccio during the battle of Legnano (1176) by Amos Cassioli (18321891)1170: The Treaty of Sahagn is signed by Alfonso VIII of Castile and Alfonso VIII of Ca provide Alfonso II with three hostages, to be used as tribute payments owed by Ibn Mardan of Valencia and Murcia.1170: On December 29, Thomas Becket is murdered in Canterbury Cathedral.1171: Saladin deposes the last Fatimid Caliph Al-'id and establishes the Ayyubid dynasty.1171: On November 11, Henry II of England lands in Ireland to assert his claim as Lord of Ireland.1172: The Pandyan city of Madurai is sacked by the Sinhalese army due to an attempt to drive off the rival throne claimant, Kulasekara Pandyan city of Madurai is sacked by the Sinhalese army due to an attempt to drive off the rival throne claimant, Kulasekara Pandyan city of Madurai is sacked by the Sinhalese king Parakramabahu the Great gains a decisive victory by invading the Chola Empire as an ally of the Pandyan city of Madurai is sacked by the Sinhalese king Parakramabahu the Great gains a decisive victory by invading the Chola Empire as an ally of the Pandyan city of Madurai is sacked by the Sinhalese king Parakramabahu the Great gains a decisive victory by invading the Chola Empire as an ally of the Pandyan city of Madurai is sacked by the Sinhalese king Parakramabahu the Great gains a decisive victory by invading the Chola Empire as an ally of the Pandyan city of Madurai is sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as an ally of the Pandyan city of Madurai is sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as an ally of the Pandyan city of Madurai is sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as an ally of the Pandyan city of Madurai is sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as a sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as a sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as a sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as a sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as a sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as a sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as a sacked by the Sinhalese king Parakramabahu the Great gains and the Chola Empire as a sacked by the Sinhalese king Parakramabahu the Great gains a William I of Scotland is captured by the English in the Battle of Alnwick. He accepts the feudal overlordship of the English crown and pays ceremonial allegiance at York.1175: The Treaty of Windsor is signed by King Henry II of English in the Battle of Alnwick. He accepts the feudal overlordship of the English crown and pays ceremonial allegiance at York.1175: The Treaty of Windsor is signed by King Henry II of English in the Battle of Alnwick. Conchobair.1176: On May 29, Frederick Barbarossa's forces are defeated in the Battle of Legnano by the Lombard League which results in the emperor's overlordship of the imperial Church.1176: On September 17, The Battle of Myriokephalon (Myriocephalum; Turkish: Miryakefalon Sava) is fought between the Byzantine forces and will be the final, unsuccessful, effort by the Byzantine forces and will be the final, unsuccessful, effort by the Byzantine forces and will be the final, unsuccessful, effort by the Byzantine forces and will be the final, unsuccessful, effort by the Byzantine forces and will be the final, unsuccessful, effort by the Byzantine forces and will be the final forces and will be th papacy and its allies, and Frederick I, Holy Roman Emperor. The Norman Kingdom of Sicily also participates in negotiations and the treaty thereby determines the political course of all of Italy for the next several years.1178: Chinese writer Zhou Qufei, a Guangzhou customs officer, writes of an island far west in the Indian Ocean (possibly Madagascar), from where people with skin "as black as lacquer" and with frizzy hair were captured and purchased as slaves by Arab merchants.1179: The Treaty of Cazola (Cazorla) is signed by Alfonso VIII of Castile, dividing Andalusia into separate zones of conquest for the two kingdoms, so that the work of the Reconquistance. would not be stymied by internecine feuding. Main article: 1180s1180: The Portuguese Navy defeats a Muslim fleet off the coast of Cape Espichel.11801185: the Genpei War in Japan.1181: Parakramabahu the Great conducts a large-scale raid on Burma, after a ship transporting a Sinhalese princess to the Khmer Empire is attacked by Burmese naval fleets.1182: Religious reformations of Theravada Buddhism in Pagan Burma under the patronage of Narapatisithu are continued with the end of the Polonnaruwa-Pagan War.1182: Revolt of the people of Constantinople against the Latins, whom they massacre, proclaiming Andronicus I Comnenus as co-emperor.1183: On January 25, the final Peace of Constance between Frederick Barbarossa, the pope and the Lombard towns is signed, confirming the Peace of Venice of 1177.1183: On September 24, Andronicus I Comnenus strangled.1184: On March 24, Queen Tamar, King of Georgia, accedes to the throne as sole ruler after reigning with her father, George III, for six years.1184: Diet of Pentecost organised by Emperor Frederick I in Mainz.1185: The Uprising of Asen and Peter against the Byzantine Empire.1185: Andronicus I Comnenus is deposed and, on September 12, executed as a result of the Norman massacre of the Greeks of Thessalonika.1185: The cathedral school (Katedralskolan) in Lund, Sweden, is founded. The school is the oldest in northern Europe and one of the oldest in all of Europe.1186: On January 27, the future Holy Roman Emperor Henry VI marries Constance of Sicily, the heiress to the Sicilian throne.1187: On July 4, in the Battle of Hattin, Saladin defeats the king of Jerusalem.1187: In August, the Swedish royal and commercial center Sigtuna is attacked by raiders from Karelia, Couronia, and/or Estonia.[3]1188: The Riah were introduced into the Habt and south of Tetouan by the Almohad caliph, Abu Yusuf Yaqub al-Mansur, and Jochem and Acem were introduced in Tamesna. [4]1189: On September 3, Richard I is crowned King of England at Westminster, 1189: On November 11, William II of Sicily dies and is succeeded by his illegitimate cousin Tancred, Count of Lecce instead of Constance, 11891192: The Third Crusade is an attempt by European leaders to wrest the Holy Land from Saladin. Main articles: 1190s and 1200s Richard I of England, or Richard I of England, or Richard I of England, which ultimately leads to the dissolution of the army.1191: Holy Roman Emperor Henry VI attacked the Kingdom of Sicily from May to August but fails and withdrawn, with Empress Constance captured (released 1192).1191: On September 7, Saladin is defeated by Richard I of England at the Battle of Arsuf.1192: In April, Isabella I begins her reign as Christian Queen of the Kingdom of Jerusalem1192: In the Battle of Jaffa, King Richard the Lionheart defeats Saladin.1192: In June, the Treaty of Ramla is signed by Saladin and Richard Lionheart. Under the terms of the agreement, Jerusalem will remain under Muslim control. However, the city will be open to Christian pilgrims. The Latin Kingdom is reduced to a coastal strip that extends from Tyre to Jaffa.1192: Minamoto no Yoritomo is appointed Sei-i Taishgun, "barbarian-subduing great general", shgun for short, the first Muslim empire in India for 14 years (11921206) by defeating Prithviraj Chauhan.1193: Nalanda, the great Indian Buddhist educational centre, is destroyed.1194: Emperor Henry VI conquers the Kingdom of Sicily.1195: On June 16, the struggle of Shamqori. Georgian forces annihilate the army of Abu Baqar.1198: The brethren of the Crusader hospital in Acre are raised to a military order of knights, the Teutonic Knights, formally known as the Order of the Knights of the Hospital of St. Mary of the Teutons in Jerusalem. 1199: Pope Innocent III writes to Kaloyan, inviting him to unite the Bulgarian Church with the Roman Catholic Church. 1200: Construction begins on the Grand Village of the Natchez, Mississippi. This ceremonial center for the Natchez people is occupied and built until the early 17th century.[5]Eastern Hemisphere at the end of the 12th century China is under the Northern Song dynasty. Early in the century, Zhang Zeduan paints Along the River During the Qingming Festival. It will later end up in the Palace Museum, Beijing.In southeast Asia, there is conflict between the Khmer Empire and the Champa. Angkor Wat is built under the Hindu king Suryavarman II. By the end of the century, the Buddhist Jayavarman VII becomes the ruler. Japan is in its Heian period. The Chj-jinbutsu-giga is made and attributed to Toba Sj. It ends up at the Kzan-ji, Kyoto. In Oceania, the Tui Tonga Empire expands to a much greater area. Europe undergoes the Renaissance of the 12th century. The blast furnace for the smelting of cast iron is imported from China, appearing around Lapphyttan, Sweden, as early as 1150. Alexander Neckam is the first European to document the mariner's compass, first documented by Shen Kuo during the previous century. Christian humanism becomes a self-conscious philosophical tendency in Europe. Christianity is also introduced to Estonia, Finland, and Karelia. The first medieval universities are founded. Pierre Abelard teaches. Middle English begins to develop, and literacy begins to spread outside the Church throughout Europe. [6] In addition, churchmen are increasingly willing to take on secular roles. By the end of the century, at least on the control of the century and literacy begins to spread outside the Church throughout Europe. a third of England's bishops also act as royal judges in secular matters.[7]The Ars antiqua period in the history of the medieval music of Western Europe begins. The earliest recorded miracle play is performed in Dunstable, England. Gothic architecture and trouvre music begin in France. During the middle of the century, the Cappella Palatina is built in Palermo, Sicily, and the Madrid Skylitzes manuscript illustrates the Synopsis of Histories by John Skylitzes. Fire and plague insurance first become available in Iceland, and the first documented outbreaks of influenza there happens. The medieval state of Serbia is formed by Stefan Nemanja and then continued by the Nemanja dynasty. By the end of the century, both the Capetian dynasty and the House of Anjou are relying primarily on mercenaries in their militaries. Paid soldiers are available year-round, unlike knights who expected certain periods off to maintain their manor lifestyles.[8]In India, Hoysala architecture reaches its peak. In the Middle East, the icon of Theotokos of Vladimir is painted probably in Constantinople. Everything but the faces will later be retouched, and the icon will go to the Tretyakov Gallery of Moscow. The Georgian poet Shota Rustaveli composes his epic poem The Knight in the Panther's Skin. Shahab al-Din Suhrawardi founds his "school of illumination". In North Africa, the kasbah of Marrakesh is built, including the city gate Bab Agnaou and the Koutoubia mosque. In sub-Saharan Africa, Kente cloth is first woven. In France, the first piedfort coins were minted. The venice Arsenal of Venice, Italy, is founded. It employed some 16,000 people for the mass production of sailing ships in large assembly lines, hundreds of years before the Industrial Revolution.1106: Finished building of Gelati.1107: The Chinese engineer Wu Deren combines the mechanical compass vehicle of the south-pointing chariot with the distance-measuring odometer device.1111: The Chinese Donglin Academy is founded.1165: The Liuhe Pagoda of Hangzhou, China, is built.1170: The Roman Catholic notion of Purgatory is defined.[9]1185: First record of windmills. Wikimedia Commons has media related to 12th century. Soekmono, R, Drs., Pengantar Sejarah Kebudayaan Indonesia 2, 2nd ed. Penerbit Kanisius Yogyakarta, 1973, 5th reprint edition in 1988 p.57 Britannica, T. Editors of Encyclopaedia (1998, July 20). Kairi. Encyclopaedia (1998, July 20). Ency (May 3, 1989). "National Register of Historic Places Registration: Grand Village of the Natchez Site / Fatherland Plantation Site (22-Ad-501)" (pdf). National Park Service. and Accompanying 3 photos, from 1989. (680KB)^ Warren 1961, p.129. Warren 1961, p.159. Warren University of Chicago Press. ISBN0226470822. Warren, Wilfred Lewis (1961). King John. University of California Press. p.362. ISBN9780520036437. {{cite book}}: ISBN / Date incompatibility (help)Retrieved from " 4The following pages link to 12th century External tools(link countsorted list) See help page for transcluding these entries Showing 50 items. View (previous 50 | next 50) (20 | 50 | 100 | 250 | 500) Antisemitism in Christianity (links | edit) House of Hohenzollern (links | e edit)Sumba (links | edit)Taoism (links | edit)15th century (links | edit)15 edit)1282 (links | edit)7th century (links | edit)9th century (links | edit)9th century (links | edit)9th century (links | edit)5th century (links | edit)6th century BC (links | edit)11st century BC (links | edit)11st (links | edit)11st (links | edit)11oos (links | edit)11oo WhatLinksHere/12th_century"0 ratings0% found this document useful (0 votes)119 views10 pagesThis case study analyzes the failure of Walmart stores in Germany from an organizational behavior perspective. It identifies mismanagement of cultural diversity and inappropriate leadership AI-enhanced title and descriptionSaveSave WHY WALMART FAILED IN GERMANY AN ANALYSI For Later0%0% found this document useful, undefined0 ratings0% found this document useful (0 votes)119 views10 pagesThis case study analyzes the failure of Walmart stores in Germany from an organizational behavior perspective. It identifies mismanagement of cultural diversity and inappropriate leadership styles as key factors. Specifically, Walmart failed to adapt its American-centric approaches to management model, and transformational leadership could have helped Walmart address cultural differences and lead a diverse workforce more effectively. This likely would have avoided some of the issues that contributed to Walmart's ultimate failure and exit from the German market.0 ratings0% found this document useful (0 votes)119 views10 pagesThis case study analyzes the failure of Walmart stores in Germany from an organizational behavior perspective. It identifies mismanagement of cultural diversity and inappropriate leadership AI-enhanced title and description I had to reorder my last order. I placed an order with my kids Christmas gifts on 12/4 it said it would be delivered 12/6. I wasnt in a hurry to get them or anything, I actually thought I had hit Pick Up Order. I got an email and text on 12/6 saying my order would be delivered at 4:07pm. I was worried about my kids seeing the items, so I was waiting for the delivery. At 5pm I look at the app and it says delivery attempted, so I looked at my security cameras, nobody pulled into our drive. So I contacted customer help because I couldn't track the package. They told me it was going to be delivered either before 10pm on 12/6 or during the day on 12/7. I asked if I could just pick it up from the store and was told no. So today I check and theres still nothing. I contacted support again and was told no. So today I check and theres still nothing. I contacted support again and was told no. order and reorder it. I was then told that it could take up to 10 days to get my refund for the order that I didnt get, so I should be refunded immediately also. Money is tight for people right now and \$100 might not be a lot for someone that works for Walmart. Thats not right. I had to pay immediately also. but when thats budgeted for Christmas presents for kids and now I have to move money around to reorder items that it wasnt my fault I didnt get is ridiculous. We sincerely apologize for the inconvenience you encountered with the order delivery. This falls short of our commitment to provide a seamless experience. To better assist you and address this issue promptly, we kindly ask you to contact us at . Walmarts Downfall in Germany: A Case StudyBy: Phoebe Juiln 1997, Wal-Mart had entered in the German retail market through acquiring the failing German retail chain Wertkauf but guickly encountered problems. Wal-Mart had demonstrated phenomenal success in the US by providing an Every Day Low Prices guarantee, inventory control, and efficient distribution. Wal-Marts BackgroundWal-Mart, the mega-retailer, was founded by Sam Walton in 1962 in Bentonville, Arkansas. It started with \$700,000 in its first year and scaled up to \$5.4 million by 1974. The retailer continues to grow while others struggled with inflation and recessions. In 1980, Wal-Mart became the youngest US retailer to exceed \$1 billion in net sales. During the 1980s, Wal-Mart began to further expand and thus pushing some retailers to closing some of their regional stores. The company engaged in diversification by creating membership-stores such as Sams Club, smaller, more conventional pharmacy/grocery stores called Neighborhood Markets, and finally Supercenters with a wide selection of consumer goods. And, in 1991, Wal-Mart became the worlds largest retailer. Wal-Mart became the wor competitors. Wal-Mart had been able to implement its Every Day Low Price strategy by focusing on 1) developing a sophisticated logistics system by placing retail stores close to distribution centers and using RFID technology, and 3) being a non-union employer.Retaile Shift towards GlobalizationWal-Mart was a relative latecomer to international retailing. It started in 1991 by opening two stores through a joint venture in Mexico. Then, by 1997, it had 41 stores in Mexico and had also expanded to Argentina, Brazil, China, Germany, Korea, Japan and the UK. In 2003, Wal-Mart now with 1,288 international stores had sales growth of 18.8% (above investor expectations) because of strong performance in Mexico, Brazil, and the UK. In Britain, Wal-Mart was able to successfully transplant their US strategy after acquiring ASDA. It implemented its supply-chain management technology and was able to provide customers with prices 7% lower than competitors. This ultimately led to Wal-Mart raising its ASDA assets price margins and market share. During that same time, its competitors had also begun expanding. K-Mart entered the European market in 1992 and began expanding. Korea, Japan, and Mexico by 2003. German Market & Retailing Industry With the largest economy in Europe, Germany comprised around 15% of Europes annual retail market in 2001. In 1997, Wal-Mart moved into the German market through acquiring the Wertkauf chain (24 stores) and unprofitable Interspar chain (74 stores). The two chains made up only less than 3% of the market. The Interspar stores were in poor repair and in poor locations. The leading German retailer was Metro Group followed by Rewe Group. Germanys top ten retailers captured 30% of the total retail sales in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in Germany were also low for retailers captured 30% of the total retail sales in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in Germany were also low for retailers captured 30% of the total retail sales in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in Germany were also low for retailers captured 30% of the total retail sales in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in Germany were also low for retailers captured 30% of the total retail sales in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in Germany were also low for retailers captured 30% of the total retail sales in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in Germany were also low for retailers captured 30% of the total retail sales in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in Germany were also low for retailers captured 30% of the total retail sales in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in 2001. Retail market growth rates had averaged at 0.3% per year in the 1990s. Profit margins in 2001. Retail market growth rates had averaged at 0.3% per year in 2001. Retail market growth rates had averaged at 0.3% per year in 2001. Retail market growth rates had averaged at 0.3% per year in 2001. Retail m Bankruptcy filings were numerous. In 2002, 10,000 retail stores filed for bankruptcy. This points towards a competitive landscape that might prove to be challenge for Wal-Mart to succeed in. Wal-Mar market. They would overhaul the supply chain systems, and incorporate new scanning systems, centralized distribution, and high quality customer service. By doing so, Wal-Mart had created a fierce price war in Germany. According to a Goldman Sachs report, Wal-Mart could be trusted to implement its US strategy and gain efficiency, low prices, and inventory control and thus propel the underdeveloped German market into the future. However, to the contrary, an analyst in a DG Bank report warned of many foreign retailers failing in Germany because of land-use restrictions. Germany had limited store hours, price regulations (prohibiting retailers failing in Germany because of land-use restrictions.), and stringent zoning requirements. Also, Unions were more influential than their US counterparts. Zoning In 1977, Germany had enacted strict planning and zoning regulations designed to protect traditional retailers and thus prohibited construction of stores with more than 800m2 sales area in locations not designed to protect traditional retailers and thus prohibited construction of stores with more than 800m2 sales area in locations not designed to protect traditional retailers and thus prohibited construction of stores with more than 800m2 sales area in locations not designed to protect traditional retailers and thus prohibited construction of stores with more than 800m2 sales area in locations not designed to protect traditional retailers and thus prohibited construction of stores with more than 800m2 sales area in locations not designed to protect traditional retailers and thus prohibited construction of stores with more than 800m2 sales area in locations not designed to protect traditional retailers and thus prohibited construction of stores with more than 800m2 sales area in locations not designed to protect traditional retailers and thus prohibited construction of stores with more than 800m2 sales area in locations not designed to protect traditional retailers and thus prohibited construction of stores are a sale of the development being restricted to town/city centers. Yet, even within cities, where retail restrictions were less onerous, the approval process for a new store still could require from 1 to 4 years. Opening a large retail store outside urban area was possible however require multiple steps. The retailer would be required to create a building use plan that would cover a comprehensive development concept that accounted for environmental, conservation, and private legal concerns. An example would be the new site could not sell products that would compete directly with stores in nearby towns. The plan would need to be first approved by the town or city council and then regional planning boards at the state and national level. This resulted in little to no success rate especially since the German government did not want retail businesses to pull away customers to outside of a town leaving old buildings and monuments in the city center vacant. This would be extremely problematic for Wal-Mart because all of its stores in Germany were Supercenters. Labor Union Relations Germany service sector union Ver. di, the largest union in the world, filed a lawsuit against Wal-Mart for not releasing year-end figures that could be used to negotiate wages. This ultimately led brought Wal-Mart for not releasing year-end figures that could be used to negotiate wages. This ultimately led brought Wal-Mart for not releasing year-end figures that could be used to negotiate wages. over negotiated retail-sector levels. Store Hours As of 2003, the Store Closing Law limits store hours to a 6:30 pm closing on weeknights and 8 pm on Saturdays. Stores could not open at all on Sundays with exceptions granted by state government or if they provided essential functions: pharmaceutical drugs and tobacco. It was instituted to protect domestic retailers from larger competitors who could afford to keep their stores open longer with lower expenses. This was also reinforced by religious factions who supported the importance of family time while the left side of the political spectrum believed that retailers working longer than other workers was inherently unfair. The shortened working hours have resulted in higher wages per worker for retailers. For instance, full-time floor staff workers in Germany demanded a 19% premium competitors, Wal-Mart offered credit card payment and free bags for goods purchased, improved store interiors, and friendly customer service. Since German customers were not accustomed to friendly greetings, they focused more on how much more is Wal-Mart charging customers for these additional services. Not having to hire greeters helped mitigate costs from having to pay higher wages per worker compared to the UK. Customers were also loyal to the domestic large players in the retailing industry including Metro, Aldi, and Rewe. Suppliers Wal-Mart experienced great difficulties in dealing with suppliers at low cost and also did not have a reputation of low prices with German consumers. And, upon implemented its centralized distribution system, they experienced high backorder rates (20% vs. industry average of 7%) and thus successfully implemented new scanning systems to better manage inventory. Competitors In 2001, a consumer study showed that Wal-Marts prices were 11-25% higher than its German rivals. This can be explained by many of its competitors simple business model to minimize costs even if it is to reduce customer service and using minimal labor in order to minimize costs. Before Wal-Marts entry, the retailers burdened with high labor costs and the need to keep prices low had decided not to invest in store design, IT systems, or merchandising. However, after Wal-Mart entered, an increasing number of German retailers began utilizing advanced scanner systems and increased their pressure in dealing with suppliers to lower shelf prices. Higher costs, lower margins, smaller stores, undeveloped supply chain relationships, and price sensitive customers loyal to German chains forced Wal-Marts stores to only have a margin of less than 1% while Wal-Marts ASDA had 6-8% in the UK. Yet, this problem also affected other foreign companies such as GAP and Marks & Spencer, who both decided to leave the German market. How should Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts stores to only have a margin of less than 1% while Wal-Marts store Mart do given the current circumstances? Conclusion and Analysis of Wal-Mart Entering Germany Wal-Mart has traditionally been able to set the standard in the retailing industry, especially in the US. However, there are certain advantages that may not be fully transferable to other countries. And Wal-Marts venture into Germany is no exception to this fact.Rather than engaging in acquisitions as Wal-Mart has done to gain presence in Germany, Wal-Mart should have considered the other options prior to entry: 1) greenfield investing would subject Wal-Mart to similar risks (if not more risks) associated with the acquisition of Wertkauf. Therefore, this option should be ruled out. Franchising and licensing with local retailer would not contribute too much value to a German customers. The final option would be to launch a joint venture with a local retailer. This would have allowed Wal-Mart to have time to adjust to the steep learning curve associated with the German market. Since Wal-Marts entry, the retailer might as well have worked with a local partner to create a German venture under the terms of a 50-50 equity stake. Wal-Mart could bring its expertise in improving retailing efficiency while its partner could provide Wal-Mart its local supplier and labor union relationships, brand recognized by customers for low prices, and local market and legal knowledge. The joint venture would greatly reduce the risk profile of the foray into Germany and provide Wal-Mart a better platform on which to analyze the German market, which greatly differs from the UK market despite their close proximity. The risks of working with a partner could include the partner could include the partner learning Wal-Marts core competencies and implementing them beyond the joint venture project to capture a dominant foothold of the market. However, as seen in the case study, this has already been the case when Wal-Mart entered the market. The competitors quickly adapted and adjusted their infrastructure to incorporate certain strengths that Wal-Mart demonstrated such as controlling inventory well through advanced scanning systems. Furthermore, Wal-Mart does not necessarily have to provide its German partner with the entire inner workings of the IT technology into the store in a way that allows the venture to reap the benefits but also prevent its partner from easily imitating its intellectual property behind Wal-Marts logistics. Unfortunately, Wal-Mart had decided that its successful track record in US, Mexico, and the UK would serve as a sufficient prerequisite in entering Germany through acquisition. Also, it assumed that its country-dependent advantages would be able to transfer over such as supplier relationships and consumer market knowledge. As a result, the companys German stores are facing shrinking margins and thus low profitability. However, Wal-Mart has several options to deal with this dilemma: 1) continue expansion but attempt to adjust its current assets to the industry landscape in Germany, and 3) divest its German assets. Considered sunken costs and thus should not bias decision making.Wal-Mart has already demonstrated that they have been destroying shareholder value through acquiring German retailers should not be reasonable. The plan to organically scale up operations would not work well in Germany given the current stringent regulatory environment. If Wal-Mart pursues organic growth, Wal-Mart would have to undergo a time-consuming and potentially financially costly process to have their proposal win the approval of the local, state, and national governments. This is highly unlikely given the perceived detrimental impact of allowing Wal-Mart to establish more Supercenters in Germany. One concern could be that the large stores if built outside the urban areas could draw population voids in the urban areas. Vacant old buildings in certain urban areas still remain to remind Germany of this possibility. Therefore, Wal-Mart cannot achieve the same economies of scale in Germany as experienced in the US and should not implement this expansion option. Another more passive approach could be to keep remaining assets and adjust according to the dynamics of the industry in Germany. However, Wal-Mart competitors, who have developed relationships with suppliers and labor unions and a reputation as a low cost provider of goods to customers, have already adapted technology such as RFID, new logistics, and new scanning systems to improve efficiency and lower costs. Even if Wal-Mart reduces the quality of customer service and scales down the size of stores to help minimize costs, there is still little room for Wal-Mart to create a competitive advantage since its rivals have already taken pre-emptive action. They have learned from Wal-Mart from becoming a huge competitive threat in Germany. The last option for Wal-Mart would be to divest its assets to a domestic retailer to cut its losses in Germany. This would be the most feasible given its current limited profitability with an increasingly competitive landscape filled with competitors taking pre-emptive action against Wal-Mart decided to exit the German market by selling its retail stores to German retailer Metro. The exact terms of the agreement were not publicly disclosed; however, the result was that Wal-Marts finds That Its Formula Doesnt Work in All Cultures. CorpWatch. 1 Aug. 2006. Web. 25 Apr. 2011. < Jack. Wal-Mart: Struggling In Germany. Businessweek. Bloomberg, 11 Apr. 2005. Web. 24 Apr. 2011. < gt; Korr, Andreas, and Andreas Arndt. Why Did Wal-Mart Fail in Germany? IWIM Institute for World Economics and International Management, 24 June 2004. 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