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ΠΙΣΤΗΜΙΟ ΠΕΙΡΑΙΩΣ
ΟΙΚΟΝΟΜΙΚΗΣ ΕΠΙΣΤΗΜΗΣ



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Τμήμα Οικονομικής Επιστήμης, 2008

Τμήμα Οικον. Επιστήμης, 2008
Στρατηγική”

ΜΠΣ “ Οικον. & Επιχειρησιακή



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ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΡΡΑΙΑ

discount

Aldi, Wal-Mart, IKEA

discounters

ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΡΡΑΙΑ

δALDI HELLASδ

δALDI UKδ

	í ..	9
	1:	
	í ..	12
1.1	í í í í í í í í í í í í í í í í	12
1.2	í í í í í í í í í í í í í í í í ..	15
1.3	í í	22
1.4	discount í í í í í í í í í í í í	23
	2: ALDI í ..	25
2.1	í ..í í í í í í í í í í í í í í í í í í í	25
2.2	Aldi í í í í í í í í í í í í	26
2.3	Aldi	28
2.4	Aldi	29
2.5	30
	3: WAL-MART í í í í í í í í í í í í í í í í ..	34
3.1	34

	ART.....	37
3.3	WAL-MART.....	39
3.4	40
3.5	40
4:	43
4.1	43
4.2	44
5:	discount.....	51
5.1	discounter.....	56
	57

1.1:	19
1.2:	20
1.3:	ί ί ί ί ...	21
1.4:	ί ί ί ί ί ί ί ί ί ί ί ί ί ί ί ί ί .	22
1.5:	23
1.6:		discounters.. 26

1.1:	15
1.2:	-	16
1.3:	supermarket.....	17
2.1:	ALDI, LIDL, PLUS	34
5.1:	discountί ί ί ί ί ί ί ί ί ...	53
5.2:	ί ί	55

discount

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öimageö

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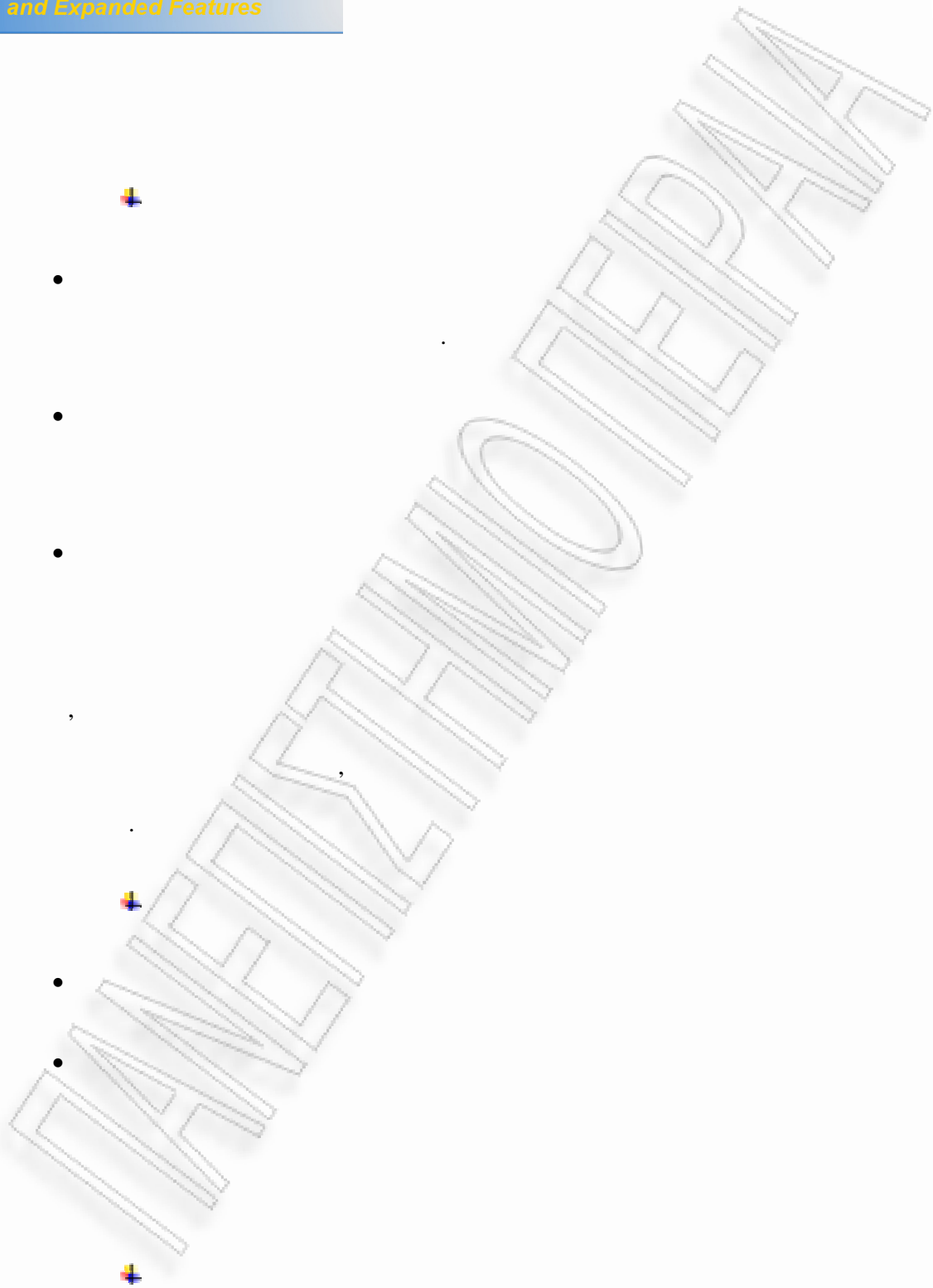


-

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• discounters,

1:

discount stores,

discount

discount stores

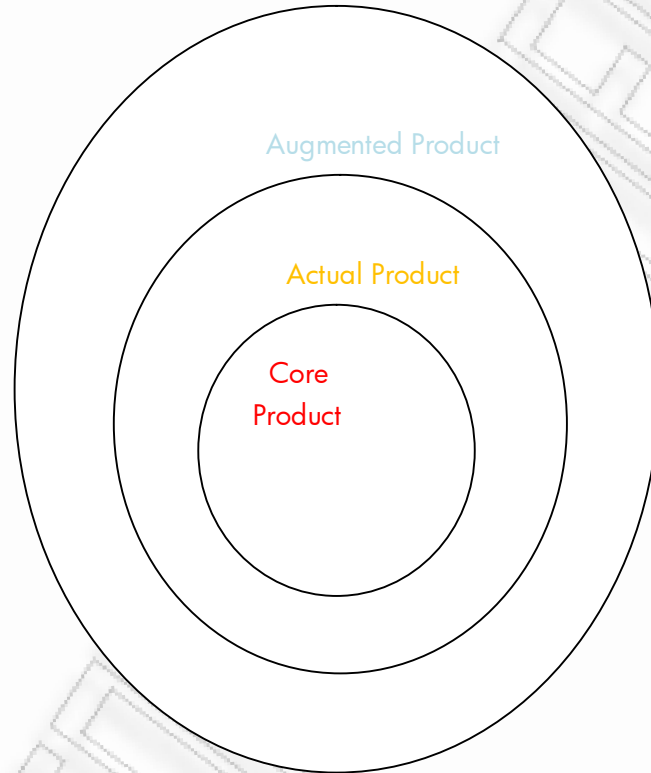
discount stores



- (.),

(packaging),

brand name



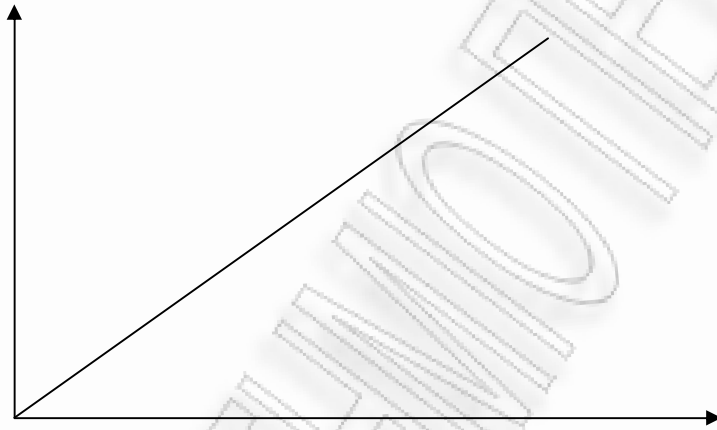
1.1:

(core product), actual product
packaging

3

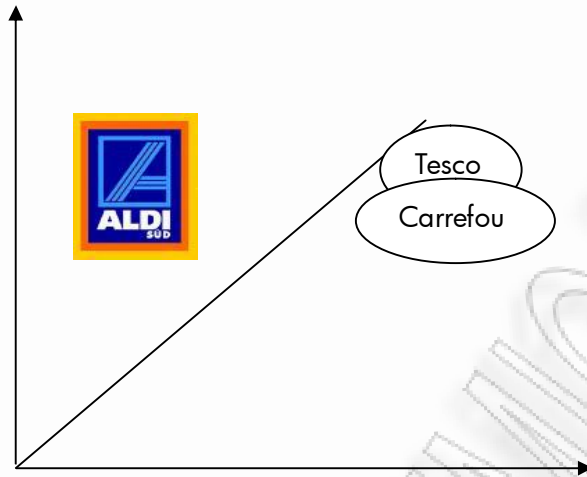
brand name, design,
augmented product

1.2:



target group,

discounters



1.3: supermarket

Aldi



(International Research Institute), 2004

(Dia Lidl) 2,46%

6,8%.

IRI

"multi-

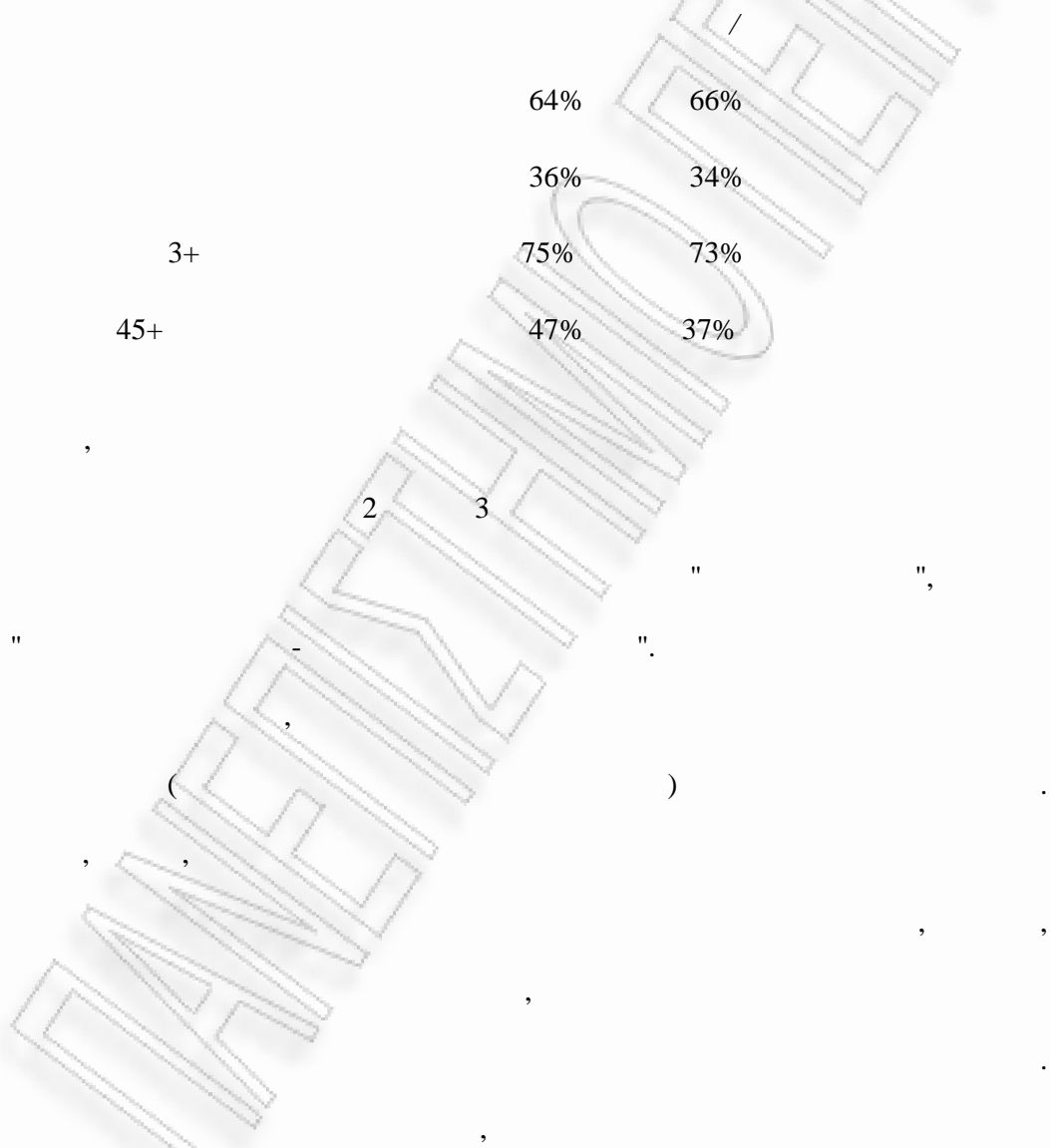
client"

É

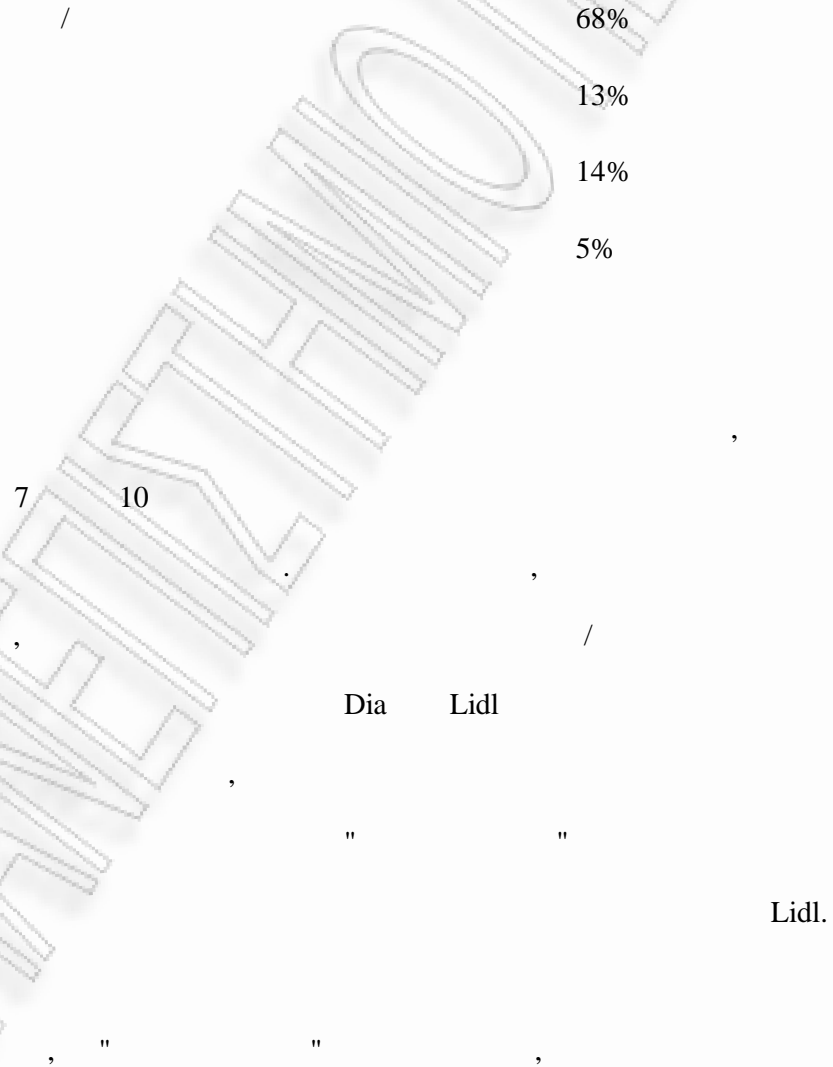
É

É

1.1:



1.2:



13:

73%

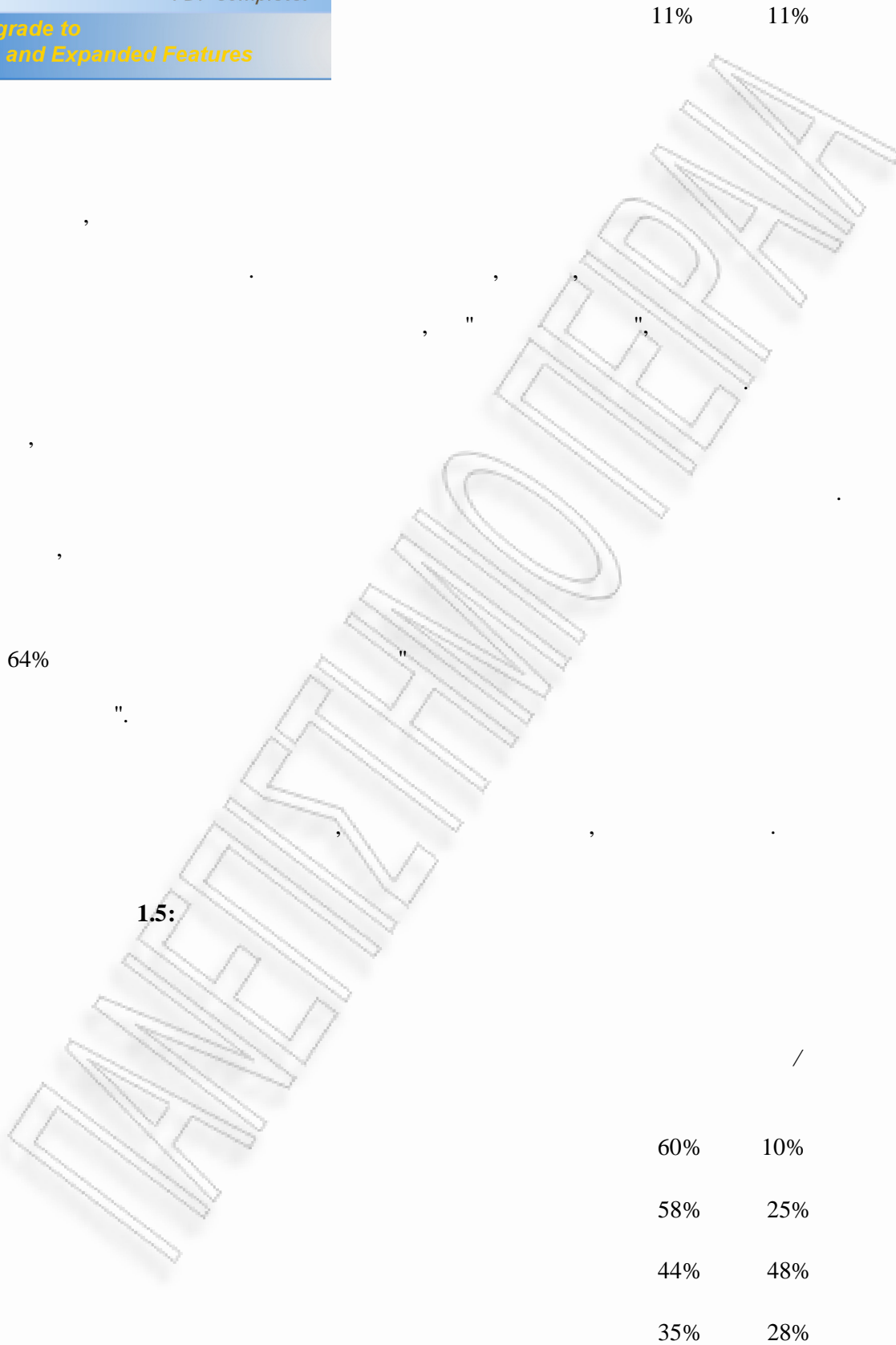
12%

9%

5%

1.4:

/		78%	75%
/	/	75%	85%
/	/snacks	60%	83%
/		58%	58%
/		57%	66%
/		47%	68%
/		47%	75%
/		46%	78%
/		45%	65%
/		40%	49%
/		29%	31%
(&)		16%	16%
/		12%	19%



28% 19%

24% 64%

17% 13%

14% 11%

5% 15%



É

É

É

É

É

Lidl.



discount

discount

discounters

ō

ö

/

1.6:

discounters

	Conventional approach	Discount approach
	<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • • •
	<ul style="list-style-type: none"> • • • • <p>marketing</p>	<ul style="list-style-type: none"> • • • • <p>marketing</p>

discount

discount.

discount

ö ö

2: ALDI

discount stores

ALDI

ö ö

 ALDI



1913,

Karl

Theo Albrecht

Karl

1920, Theo 1922.

(1946)

1950,

Albrecht

Στρατηγική”

60 300

90 DM 1962,

Aldi. ðAlbrecht-Discountö

Aldi Nord Aldi Sud.

1966, " relation".

Aldi '70 '80,

Albrecht CEOs 1993

Albrecht.



ALDI

discount

Aldi



1000 .,
(3)

Aldi

800-1000

brand name

7000-9000

discount

Inventory Turnover = () / ()

Aldi

Aldi

motto

ö Spend a little live a lot ö

discount.



LDI

discount

,

.

= /

,

.

Aldi



Aldi

Aldi

()



900

5400

Aldi

brand names

➤ Aldi

Aldi

2000

300

specials

2



δίο

Aldi

Aldi

bonus

(Aldi)

brand names,

Aldi

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M



Aldi

specials

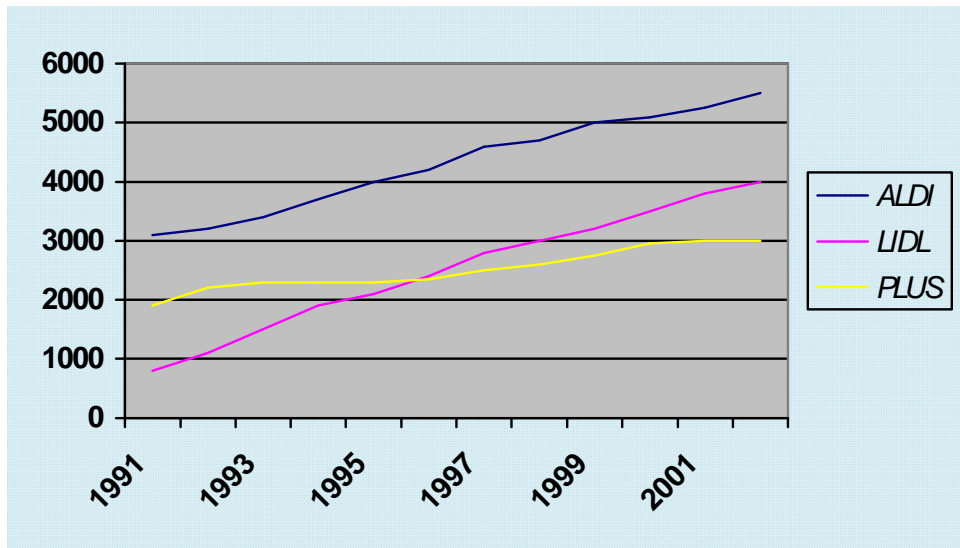
specials

6

discount

1991-2002.

2.1: ALDI, LIDL, PLUS



discount

Lidl

Aldi Plus

supermarket

« »

Aldi

supermarket

80.000-90.000 !

supermarket

8%

discount.



3: WAL-MART

Γρηγόριος Σκουρ. Επιστήμης, 2000
"Στρατηγική"

Γρηγόριος Σκουρ. & Επιχειρησιακή

supermarket ASDA.

Wal-Mart

Wal-Mart

➤ _____

SAM Walton,

3 1940, J.C.

Penney Des Moines, 18 1945,

Butler,

Ben

Franklin

Newport . Walton

Newport. ' , Ben Franklin

franchise Bentonville , " Walton' s Five and

Dime."

. 2 1962, Walton

Wal-Mart.

\$12.6

968,

Wal-Mart

31

1969. 1970,

Bentonville,



38

1.500

\$44.2

1

1972,

1971

\$47.

, Wal-Mart

1973

1974.

1975,

125

7.500

\$340.3

'80, Wal-Mart

,

25

1987

1.198

\$15.9

200.000

\$24

Bentonville

Walton

CEO

David Glass. O Walton

1988, Wal-Mart supercenter
superstores , Toys r usö
'90. H
, 1995
, 1999 ASDA
\$10 . 1998, Wal-Mart
, " Neighborhood Market"
. 2005,
20%
2000, Lee Scott ,
\$165 . 2002,
Fortune 500, \$219.8
\$6.7 .
, 2006. 2005, Wal-Mart \$312.4
, 6.200 ,
3.800 2.800
, 1.6



➤ CSR Wal-Mart

1 2005, Wal-Mart

\$500

Wal-Mart 25%

20% ,

30% ,

SAM 25% . CEO Lee Scott

" "

, Wal-Mart

Wal-Mart

\$2.4

, 3.800

Wal-Mart



\$15

2006, Wal-Mart

supercenter Plano

WI-FI

Wal-Mart

, Wal-Mart

:

, Wal-Mart



Wal-Mart

projects

Wal-Mart

Wal-Mart

➤ _____

discount , Wal-Mart, ,

target group

, Wal-Mart

(Target) Kmart

“ Στρατηγική”

Wal-Mart

Wal- Mart

(25-40)

, Kmart

(, Kmart

).



Wal-Mart

Martha Stewart,

, Wal-Mart

Mary Kate Ashley

. Target

öcollectionö

. Wal-Mart

ö ö

Target
target group

Kmart

discount

discounter

1943

Ingvar Kamprad



Kamprad.

Ingvar- Kamprad- Elmtaryd-

Agunarryd

Ingvar

➤ _____

IKEA,

IKEA

"

"

"

"

"

"

IKEA,

IKEA.

IKEA

Ινστιτούτο Οικον. Επιστήμης, 2008
"Στρατηγική"

ΜΙ ΙΖ ΟΙΚΟΝ. & ΕΠΙΧΕΙΡΗΣΙΑΚΗ

IKEA

IKEA

IKEA

IKEA

IKEA

➤ _____

• _____

design

• _____

design

• _____

• _____

discounter



design







discounters

1.

2.

3.

70%

38

, 17

110

4.

motto

ö

ö.

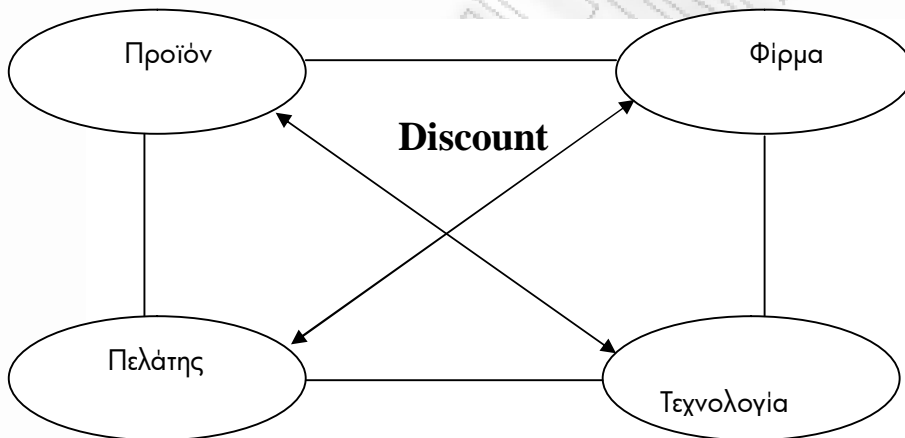
ikea.com

discount

discount. discount

discount

- 1.
- 2.
- 3.
- 4.



5.1:

discounter

discount

discount

ö ö

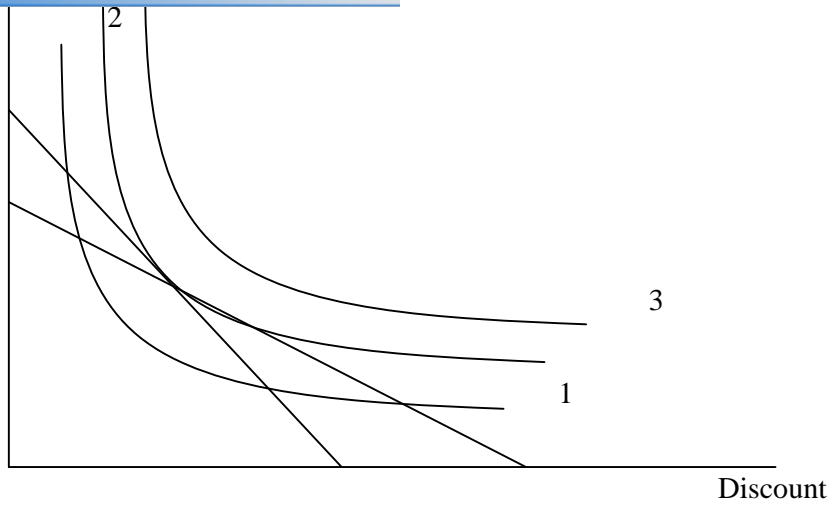
discount

discount

Sabena

Easyjet, Ryanair.

discount



5.2:

1, 2, 3. ,

()

· ,

· ,

·

2.

discount

2.

discount

discount

.

,

, Virgin Express Easyjet,

discount.

3.

discounter

4.

discount

discount



discounters

supermarket

supermarket

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- ❖ www.wal-mart.com



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