



example, the composition of work has changed a lot. We have a same number of people but a large number is participating in e-commerce. There are efficiencies and new ideas to grow. I think things will change but there always will be new ideas and those ideas will require resource and that will take the form of jobs.

How do you view the latest disruption in e-commerce through open network for digital commerce (ONDC)?

It's important to digitise industries. It's a good thing to have competition and it's good to be able to connect with sellers. ...It's early days, let's see how it plays out. Every country has its own path. In India, UPI has been transformative, maybe India can do it again in e-commerce.

Can Walmart play a role there?

Flipkart and PhonePe can figure that out.

Do you expect M&A deals in the PhonePe domain?

We have made quite a few acquisitions in that space. The leadership team here has made those decisions. History will say that there will be more because we have done them before.

In the backdrop of the global economic slowdown, Walmart cut many jobs. What's the road ahead like?

I think our employment world will be fairly com

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In the early days of e-commerce, India and retail business mom and pop have been able to

We have our focus is on being and think about just one. ...If we will say that the company exists.

Walmart has exited Africa and Latin America. But despite staying on in India, Walmart is not optimistic about the future here and great people are long oriented business.

That's because of the here and great people are long oriented business.

At Walmart board meeting, how much does India matter?

We talk about India in every meeting.

What's the low point for Walmart in India?

I'm not sure

financial support to several semiconductor design start-

