**ASSIGNMENT QUESTIONS WALMART**

1. To what extent is Wal-Mart’s performance attributable to industry attractiveness and to what extent to competitive advantage?
2. In which of Wal-Mart’s principal functions and activities (namely: purchasing, distribution and warehousing, in store operations, marketing, IT, HRM, and organization and management systems/style) do WM’s main competitive advantages lie? Identify the distinctive resources and capabilities in each of these functions/activities.
3. To what extent is WM’s competitive advantage sustainable? Why have other retailers had limited success in imitating WM’s strategy and duplicating its competitive advantage?
4. Looking ahead, what measures does WM need to take to sustain its recent performance and defend against competitive (and other) threats?

The case can also be used to analyze issues of corporate strategy—both in relation to international scope and product scope (i.e. different types of retailing and different retail formats). To explore these issues more deeply may require augmenting the case with some additional information from the Wal-Mart website or from other sources. (This information might include more detail on WM’s international operations and their performance.) An assignment question might be:

To what extent has WM been able to transfer the competitive advantage it established in discount retailing in the US (a) to other countries, (b) to other retail sectors and formats? Why has WM’s overseas performance to date been so patchy?