Wal-Mart the discount merchandiser began by putting large stores in small Sunbelt towns that its competitors had neglected. The company then wrapped its stores in concentric rings around regional distribution centers.

1. What is Wal-Mart’s original strategy for creating value?
2. How sustainable is the company’s competitive advantage?
3. How is growth in its markets likely to affect Wal-Marts strategy?
4. More recently, Wal-Mart has invested huge sums of money in a telecommunications system that links its stores together and accumulates information instantaneously on store by store sales of each item in stock. How might this investment create a competitive advantage for Wal- Mart