

Case: Walmart around the World

Preparation Questions:

1. Which characteristics of Walmart's business model have been essential for its success in the US market? How different market conditions in other countries may create obstacles for reproducing the business model that worked so well for Walmart in the US?
2. Based on the information about Walmart's entries into foreign markets provided in the case, describe the characteristics of foreign markets where Walmart performed well and the characteristics of foreign markets where Walmart struggled.
3. How can foreign market characteristics affect Walmart' choice of entry mode? How can industry characteristics (and characteristics of the retail industry, in particular) affect the choice of entry mode?
4. Walmart entered some foreign markets through acquisitions and others through greenfield investment. Which entry mode was more likely to result in successful operations in a foreign market? How would you explain this?