#### GLOBAL BUSINESS OPPORTUNITIES PROJECT:

#### India/Wal-Mart

#### GROUP E

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TABLE OF CONTENTS

Table of Contents

[Executive Summary 2](#_Toc319948212)

[Module 1: IDENTIFYING GLOBAL BUSINESS OPPORTUNITIES 4](#_Toc319948213)

[Module 2: ANALYZING INTERNATIONAL COMPETITORS 9](#_Toc319948214)

[Module 3: ASSESSING THE ECONOMIC-GEOGRAPHIC ENVIRONMENT 12](#_Toc319948215)

[Module 4: ASSESSING THE SOCIAL-CULTURAL ENVIRONMENT 16](#_Toc319948216)

[Module 5: ASSESSING THE POLITICAL LEGAL ENVIRONMENT 18](#_Toc319948217)

[Module 6: SELECTING A GLOBAL COMPANY STRUCTURE 19](#_Toc319948218)

[Module 7: FINANCING SOURCES FOR GLOBAL BUSINESS OPERATIONS 21](#_Toc319948219)

[Module 10 – MANAGING INTERNATIONAL FINANCIAL AND BUSINESS RISKS 26](#_Toc319948220)

[Module 11 - PRODUCT AND TARGET MARKET PLANNING 28](#_Toc319948221)

[Module 12 - DESIGNING A GLOBAL DISTRIBUTION STRATEGY 31](#_Toc319948222)

[Module 13 - PLANNING A GLOBAL PROMOTION STRATEGY 34](#_Toc319948223)

[Module 14 - SELECTING AN INTERNATIONAL PRICING STRATEGY 35](#_Toc319948224)

[Module 15 – DETERMINING ORGANIZATIONAL FINANCIAL RESULTS 38](#_Toc319948225)

[MODULE 16- MEASURING INTERNATIONAL BUSINESS SUCCESS 39](#_Toc319948226)

[CONCLUSION 41](#_Toc319948227)

[REFERENCES 42](#_Toc319948228)

## Executive Summary

**(Lee Vang**)

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This report provides analysis of Wal-Mart entering the international market through joint a venture with the Bharti Enterprise in India. We have identified global business opportunities for Wal-Mart; being that Wal-Mart isn't just another company it is the largest retailer in the United States and in the world. Wal-Mart has topped the Fortune 500 list as one of the best companies to work for. Wal-Mart seeks to capitalize on its international strategy and enter the Indian retail market which is valued at $200 billion.

Analyzing international competitors give us the edge on knowing the weakness of our competitors. Given the huge current market and the future potential, it is only natural for Wal-Mart to enter the Indian market through a joint venture with Bharti Enterprise owning 50 percent of the stocks. India has demonstrated to the world how quick it can adapt to high-tech products and services; its government is moving toward a more liberal trade regime, working to reduce trade barriers, and allowing more investors into the country. India has a very large population of over 1.1 billion people and a wide network of stores; therefore, it is accessible to all types of individuals. Wal-Mart’s optimal performance in regards to their logistics has led to cost efficiencies that can be passed on to the customer in the form of lower price**.** Other analysis include assessing the economic-geographic environment; the social-cultural environment; political-legal environment; selecting a global company structure; financing sources for global business operations; creating a global MIS, management of information identifying human resources; identifying global business systems; designing global distribution strategy; global promotion, pricing, and measuring the business success of opening Wal-Mart internationally.

In our analysis ofIndia’s economy, which is currently growing along with its population, India is one of the world's most significant countries to expand the as a retail giant. Results of the analysis indicate India has potential for global expansion and sustaining economic growth; therefore, we will continue with our decision for a joint venture with Bharti Enterprise.

## Module 1: IDENTIFYING GLOBAL BUSINESS OPPORTUNITIES

(Ashot Tovmasyan)

Global Business Opportunities

As of fiscal year 2012 the total sales of Wal-Mart and Sam’s Club was$443 billion. Wal-Martstores and Sam's Club locations employ more than 2.2 million associates worldwide who serve customers more than 200 million times per week. Wal-Mart isn't just another company it is the largest retailer in the world. Since 2002, Wal-Mart has topped the Fortune 500 list, except for in 2006, when it trailed in second place behind Exxon-Mobil. As Wal-Mart seeks to capitalize on its international strategy, it is working toward building new retail stores in other countries (Wal-Mart Corporate, 2012).

Potential Markets

The Indian retail market is valued at $200 billion and is projected to increase substantially over the course of 10-15 years, when organized retail and well established retail chains accounts for only a meager $8 billion. The rest of the bulk is accounted for by more than 12 million neighborhood outlets and mom and pop shops. Recently, the Indian government allowed joint ventures in the retail sector. A foreign company can set up a joint venture with an Indian company being the majority shareholder in the venture (Walton, S & Huey, J. 1992). Given the huge current market and the future potential, it is only natural for the retail giants, such as Wal-Mart, to look for entry modes into the Indian market.

Absolute and Comparative Advantage

India's huge population has the potential for mammoth consumption if given the power of spending. That will only be possible through large scale development, generating employment, which is already happening with retail as the driving force. Unlike the experiences in most other countries, growth of Indian retail is not going to be a staggered and time-taking process. India has already shown the world how quick it can adapt to high-tech products and services.It is expected that India will set a record in setting up world class retail formats across the country. In the next five years India should have retail entities strong enough to compete with the best in the world. At present, India's retail sector is largely unorganized with about 15 million tiny outlets catering to consumer needs across the country; it employs the second largest number of people after agriculture (Adam, 2010). Organized retail is now focused primarily on the 300 million urban middle class populous with the addition of 200 million rural rich, who form a consumer market worth more than $100 billion.

Business Opportunity Analysis

India appears to be suitable to Wal-Mart for a variety of reasons. However, it should be noted that a reason for Wal-Mart’s expansion into India is because the market has become saturated in the U.S.. India on the other hand has several “pull” factors to be considered. To begin with, India has a very large population of over 1.1 billion people covering a very large surface area (3,287,590 sq. km) and a GDP growth rate of 8.5%. Of these people and over the years, there is an ever emerging middle class (250 million and growing) with higher disposable incomes then in the past. A majority of this middle class is situated in and around bigger cities (Ratheeswaran, V. 2008). This middle class will be the prime target of the new Wal-Mart Bharti group, since these individuals have an increasingly disposable. This segment does not have any other key players in low price department stores, except possibly from the Reliance group.

S.W.O.T Analysis

Wal-Mart is a powerful retail brand. It has a reputation for value of money, convenience, and a wide range of products all in one store. Wal-Mart has grown substantially over recent years and has experienced global expansion. The company has a core competence involving its use of information technology to support its international logistics system. For example, it can see how individual products are performing country-wide, store-by-store at a glance (Adam, 2010). Wal-Mart has efficiently used the information technology for tracking the goods on Wal-Mart stores shelves. The system automatically detects the lower quantity and generates orders for suppliers. It has a wide network of stores and therefore it is accessible to all types of individuals without regard to their wealth. The organization is able to buy in bulk and gain huge bulk discounts that are not available to other organizations. It is then able to pass on the discounts and pricing benefits to the customers; thus, further solidifying its reputation as a bargain store (Roopa & Chaudhur 2005).

Since Wal-Mart sells products across many sectors it may not have the flexibility of some of its more focused competitors. The company is global, but has a presence in relatively few countries worldwide. In the last few years the organization has faced much litigation from employees accusing it of unfair employment activities, especially from its female workforce that has given the company a bad reputation as an employer. Wal-Mart has also been criticized by some community groups, women’s rights groups, grassroots organizations, and labor unions, specifically for its extensive product sourcing, low rates of employee health insurance enrollment, low wages, and resistance to union representation (Roopa & Chaudhur 2005).

The current economic crisis has decreased the disposable income of many individuals. It has caused many individuals and households to lower their expectations and to shop for bargains. Wal-Mart stands to gain in such a situation, because it is able to provide customers with even bigger bargains to encourage them to shop at Wal-Mart. The company can take over, merge with, or form strategic alliances with other global retailers to focus on specific markets such as Europe, China, or India. The stores currently only trade in a relatively small number of countries (Fishman, C. 2006). There are tremendous opportunities for future business in expanding consumer markets in countries such as India.

When big name retailers, M&S, have huge sales such as 50% off it makes it difficult for Wal-Mart to compete. As Wal-Mart’s profit margins are not that robust on each unit. The reduction in disposable income of customers, the looming recession and fears of job losses have caused individuals to curtail their shopping habits. This is a huge threat to Wal-Mart because it relies on consumer spending.

Action Plan

Wal-Mart, the largest retailer in history has finally found a way to start opening stores in the second most populated country in the world. Wal-Mart signed what amounts to a kind of franchise deal with Bharti Enterprise who is one of India's largest cell phone providers. Wal-Mart will provide logistics, purchasing and support; BhartiEnterprise, with 30 million Indian cell phone customers and a sophisticated understanding of the rapidly-evolving Indian consumer market, will open and run Wal-Mart-branded superstores. So, in August 6, 2006 Bharti Enterprises and Wal-Mart Stores, Inc. announced that they have signed an agreement to establish Bharti Wal-Mart Private Limited, a joint venture for wholesale cash-and-carry and back-end supply chain management operations in India, in line with Government of India guidelines. Under the agreement, Bharti and Wal-Mart will hold a 50:50 stake in Bharti Wal-Mart Private Limited (Bloomberg Business Week 2006).

## Module 2: ANALYZING INTERNATIONAL COMPETITORS

(Ashot Tovmasyan)

Potential Competitors

Foreign retailers can only operate in India as wholesalers, and local shopkeepers want to keep it that way. Kishore Biyani, founder of Pantaloon Retail (India) Ltd., the country's top chain with some $450 million in annual revenue, has been pressing New Delhi to keep Wal-Mart out. "We are trying to close the back door and the front door," he says. If Wal-Mart does break in, Biyani won't be its only local rival. Petrochemical giant Reliance is planning an initial investment of $750 million to set up 1,000 hypermarkets (REUTERS. edition U.S. 2010). The longer it takes Wal-Mart to get clearance from Indian authorities, the better prepared its local competitors will be.

Competitive Advantages

Wal-Mart's competitive advantage lies in distribution and logistical aspect of Wal-Mart in India. This is indeed one area where Wal-Mart has always excelled. This is very important for India, because Wal-Mart will bring in the technology, superior know- how, and management that could vastly improve the existing supply chain and additionally create more employment. Wal-Mart’s optimal performance in regards to their logistics has led to cost efficiencies that can be passed on to the customer in the form of lower prices (Fishman, C. 2006). Their efficiencies have come from the new methods and innovations that they have developed regarding their computerized logistic systems. An example of these innovations and methods is the “just-in-time (JIT) deliveries” that work through electronic tracking systems that can be used to better manage the deliveries, inventories and shelflife items.Those are the sort of innovations and methods Wal-Mart needs to introduce to India.

Bharti Enterprises will be in charge of the stores and Wal-Mart will be taking over the distribution and logistics. By persuading suppliers to comply with this layout, Wal-Mart will be able to effectively run their logistics system (REUTERS. edition U.S 2010). Wal-Mart will also be able to better understand their customers. For example they would be able to observe what customers are buying at the different locations and what sales, if any, are seasonal. By implementing JIT, Wal-Mart can have a better understanding of shoppers, which in turn could lead to the predictions of new trends in the market. The location of the Wal-Mart stores will mainly rely on their customers and their logistics strategy. Such as placing warehouses and stores in strategically positioned areas to help in the better “flow” of products from suppliers to customers. Also it should be mentioned that Wal-Mart should completely manage the logistics and distribution, rather than hire a third party. This is because Wal-Mart has in the past years created one of the most efficient supply chains existing today.

International Strategies

Currently, Indian law permits foreign retailers to operate only in the wholesale sector. Wal-Mart is a pioneer in India through their 50:50 partnerships with local giant Bharti Enterprises. The partnership has opened five cash and carry stores under the Best Price Modern Retail banner. Wal-Mart also provides Bharti with technical support and logistics capabilities to support their 111 Easy Day supermarkets. Wal-Mart has introduced Retail Link to India and is establishing a footprint in this enormous country of over 1.1 billion people. Ultimately, India is expected to relax their laws limiting foreign investment, providing Wal-Mart with another huge growth engine for the future. Currently, stores in India like those in China and Central America are working with local farmers to send produce directly to stores. The initiatives aim to establish sustainable farming methods while also providing a safe and reliable supply of fresh fruits and vegetables (REUTERS. edition U.S. 2010).

Action Plan

To ensure its smooth operation in India, Wal-Mart had set up headquarter solely related to dealing with the logistical aspect. Although, this operation will require a great financial investment, installing this headquarter is crucial in the proper functioning of Wal-Mart. Training of the staff was also taken into consideration. The improvement of the education system and ready availability of educated personnel should make it easier for Wal-Mart. Training centers will also be set up in major cities, to acquire these individuals (Economy Watch 2010).

## Module 3: ASSESSING THE ECONOMIC-GEOGRAPHIC ENVIRONMENT

(Ashot Tovmasyan)

Geographic Influences Map 1



Source: www.mapsofindia.com

Carved out of surrounding rocks, the Indian subcontinent looks mesmerizing on the map (see map 1 above) in its diamond shape with a large number of states and some neighboring nations like Pakistan, China, and Sri Lanka. Other countries that share borders with India on the Indian Subcontinent Map are also visible. India, formally called the Republic of India, is the country that occupies most of the Indian subcontinent in southern Asia (Briney, A. 2011).

The geography of India is diverse and can be divided into three main regions. The first is the rugged, mountainous Himalayan region in the northern part of the country. The second is called the Indo-Gangetic Plain, it is in this region that most of India's large-scale agriculture takes place. The third geographic region of India is the plateau region in the southern and central portions of the country. India also has three major river systems which have large deltas that take over a large portion of the land. These are the Indus, Ganges and Brahmaputra rivers. India's climate is variable, but is tropical in the south and mainly temperate in the north. In terms of its population, India is one of the most populous nations in the world and falls slightly behind China. India has a long history and is considered the world's largest democracy and one of the most successful in Asia (Briney, A. 2011). It is a developing nation and has only recently opened its economy to outside trade and influences. As such, its economy is currently growing and when combined with its population growth, India is one of the world's most significant countries.

Major Products and Industries

The main natural resources of India are iron ore, bauxite, and copper ore. India is one of the major producers of iron in the world. Iron ore is found all over India, the major contributors being the states of Bihar and Orissa. A quarter of all mining is carried out in the southern part of Orissa. Gold, silver, and diamonds make up a small part of other natural resources available in India, as well as gemstones, which are found in Rajasthan, India. Major portion of the energy in India is generated from coal. It is estimated that India has around 120 billion tons of coal in reserve, which is enough to last for around 120 years. Huge reserves of petroleum have been found off the coast of Maharashtra and Gujarat. Electrical energy is generated by hydroelectric power, coal, and nuclear energy. Half of the hydroelectric power is generated by snowfield reservoirs high up in the Himalayas. Huge dams have also been built across many major rivers to produce electricity and water for irrigation. In villages around India, people use wood, or dried cow-dung cakes as fuel for cooking and heating water. The demand for firewood and the increasing population is affecting the existing forests. It is estimated each year 3.7 million acres of forest are cut down to provide timber, paper pulp and firewood (Murphy, B. U. 1996).

Current Economic Conditions

India is one of world’s fastest growing economies. Apart from China, no other country has as high an economic growth rate as India. This country offers several economic advantages to its national, as well as foreign investors. India’s economic boom has been made possible mainly through its information technology and outsourcing business. India’s rise as an Asian economic powerhouse has been quite remarkable. Economic conditions in India are now favorable for a wider cross section of people.

India’s GDP stood at around $2,965 billion, as per CIA’s 2007 estimates, of which services accounted for maximum percentage, followed by industry and agriculture. As per CIA estimates, total Indian exports totaled $140.8 billion and total imports totaled about $224 billion. Inflation in India rose to more than 11%in July 2008. Due to government measures and role played by Reserve Bank of India, inflation was brought down to about 6%. Earlier in 2007, average inflation was around 5.3%. With economic liberalization of India in the1990s, this nation began to generate a lot of interest among foreign investors. A rapidly developing economy coupled with national government’s favorable attitude towards foreign investors has generated a lot of revenue for India vis-à-vis foreign direct investments (EconomyWatch, 2010).

Infrastructure

Perhaps no other economy in the world has long-term promises like India. A stable democracy, well-educated workforce and population income growth are all hallmarks of the emerging market nation. However, without the proper infrastructure, the nation's talents and potential will go unutilized. This vital economic "backbone" still needs developing. As India transitions into an economic powerhouse, the government has pledged to spend well above $1 trillion on various infrastructure projects over the next five to six years. For investors this new building binge represents just as much opportunity as China did 10 years ago (Levitt, A. 2011).

Action Plan

 Since the Indian government has allowed up to 51% FDI in multi-brand retail, Wal-Mart needs to study the finer details of the new policy and the impact that it will have on their ability to do business in India. Wal-Mart wants to invest in back-end infrastructure that will help reduce wastage of farm produce, improve the livelihood of farmers, lower prices of products, and ease supply-side inflation. It is estimated that nearly 40% of the vegetable and fruits produce in India rot due to poor storage infrastructure in the country. Addressing the key farmer issues and improve the farm-to-fork output is a good way of bringing down India's exceptionally high inflation (Bhansali, H. 2011).

## Module 4: ASSESSING THE SOCIAL-CULTURAL ENVIRONMENT

(**Ann-Marie Ryce**)

Demographic Trends

 The word socio-cultural relates to sociological and cultural aspects of a grouping and or country. In assessing the socio-cultural environment of India relating to the establishment of Wal-Mart, we must carefully consider that India is a country rich in culture and centuries of old traditions. Elders are respected and the family unit is placed in high esteem. Though the caste system has been outlawed, remnants of it still remain in the subconscious of the populace. The caste system determined people’s role, status, and social order. In order to successfully set up and do business in India we would need to become fully aware of the socio-cultural aspects of India’s business life.

Cultural Analysis

India is one of the most populous countries in the world with upwards of 1.1 billion people. It is rich in languages, races, and religions with the most dominant religion being Hinduism. Hinduism teaches that life is governed by karma. Karma is the philosophy that every action has a predetermined reaction. The average Indian is very respectful and expects that in return. He takes his religion seriously whether he is Hindu, Muslim, Christian, Buddhist, Jain, Zoroastrian, or Sikh.

The practice of the working population in India is the expectation that their guest will be punctual, but they do not necessarily feel the need to reciprocate. American culture is different because if they arrive early they expect the same courtesy be observed. Additionally, Indian business culture is driven by established etiquette of which it is important to be aware. The pecking order is strictly observed via the acknowledgement of the elder first when greeting a group of persons.

Social Impact Assessment Team

In order to properly assess the environment a Social Impact Assessment team should be sent to India. These persons would have the mandate to identify the following:

* Population characteristics- ethnic and racial diversity.
* Community and Institutional structures- How community institutions relate to each other.
* Individual and Family changes – Factors which influence the daily life of individuals.
* Political and social resources- Distribution of power authority.
* Community resources- Availability of housing and community resources to include police and fire protection and health and sanitation facilities.

 This would allow the team to identify all the key players from both a positive and negative standpoint; players who can impact on the success of the initiative. The team would also need to be aware of the importance that the Indian businessman places on holidays and celebrations with specific reference to family life. The team would be prepared to the cultural practice of avoiding the scheduling of business meetings around independence time or other holidays. They would also prepare the team with the knowledge that the Indian businessman usually continues his business dealings at home where his wife is known to ensure that the guest is well treated (What are teachings of Hinduism).

##  Module 5: ASSESSING THE POLITICAL LEGAL ENVIRONMENT

(Lee Vang)

Government and Politics

 India’s government follows the British style of Parliamentary democracy. India’s government is classified as a federal socialist constitutional republic. The federal government is divided into legislative, judicial, and executive branch; which provides division of powers among those branches with the legislative branch being the supreme body of power. Along with the constitution, the preamble sets forth India’s basic principles of justice, liberty, and equality among its people. The constitution of India sets India as a Union of States. The powers are also divided between the state and the federal government with the federal government having the power to alter or amend the state’s powers (Constitution of India, 2012) .

Formal Trade Barriers

Since the 1990s, India has embarked on a process of economic reform and progressive integration with the global economy. India has made tremendous improvements to open up its economy to outsiders. Since then, the United States has actively sought market opening opportunities into India. Trade tariffs have been reduced, but some still remain. However, India’s trade regime and regulatory environment remains restrictive when it comes to doing business in India. Trade barriers we will have to deal with are import licensing, standards, testing, labeling and certification, customs procedures, government procurement, export subsidies, and domestic support. Tax exemption for profits from export earnings has been phased out, but tax holidays continue to export oriented units and exporters in Special Economic Zones (Trade Barriers in India, 2012).

Promoting Global Business

India is pushing for a more liberal trade regime. India is currently seeking new bilateral trade agreements with other nations. Once these negotiations are accepted, with the help of the WTO and other nations, global business expansion would be less restrictive on exports allowing Wal-Mart Bharti Enterprise to operate as a whole sale sector.

Intellectual Property

Intellectual property in this case would be the Wal-Mart name and or symbol. Since this threat is of concern to our business expansion, we will have copyright and infringements made known to Bharti Enterprise..

## Module 6: SELECTING A GLOBAL COMPANY STRUCTURE

(Lee Vang)

Strategic Planning

Wal-Mart stores and its affiliates seek to provide the people of India with high quality products at low prices with the help of WTO and other countries through new trade agreements and negotiations. With the joint venture with Bharti Enterprise, it is our goal to employ local suppliers, farmers, vendors, and businesses through imports and domestic goods and services. In order to help India sustain economic growth we intend to stay and provide quality goods and services to all citizens of India.

Entry modes:

 The best entry mode method that serves in the interest of Wal-Mart would be a joint venture with Bharti Enterprise; therefore creating Bharti Wal-Mart Private Limited . Joint venture will be gained through the assistance of the WTO and the Government of India with agreements with the Bharti Enterprise. The joint venture will help Wal-Mart manage cultural differences and provide Wal-Mart with a base to learn about the new market.

Organizational structure:

In order to maintain costs, provide opportunities for our employees, and promote sustainability, our organization will be constructed as divisional structure following the category of Wal-Mart International. As part of Wal-Mart International divisional structure, with a new name Bharti Wal-Mart Private Limited, our team will focus on the specific goals of providing quality products and excellent service to our customers. Wal-Mart allows each division to focus on certain goals. Business decisions will be entirely approved by Bharti Wal-Mart Private Limited.

Strategic Alliance:

To be successful in this business joint venture, Wal-Mart International division and Bharti Enterprise, will partner with local vendors, local suppliers, and competitive entities in India to provide the citizens of India with quality products at low prices. It is our primary concern that Wal-Mart International understands the needs and wants of our new customers; therefore we are dedicated to understanding cultural differences within the country of India.

Action Plan

Our business operations in India will be solely operated by Bharti Wal-Mart Private Limited. As a division of Wal-Mart stores, Bharti Wal-Mart Private Limited will focus on specific goals such as providing quality products and services. Our division is committed to finding and developing global talent and building teams that reflects today’s world. Sustainability will also be our focus because it makes our company better. By reducing waste, lowering costs, driving innovation, and helping people save money so they can live better, we will be participating in aiding India to sustain economic growth. As part of Wal-Mart, we will also develop a workforce by providing all associates with opportunities to learn, grow, and advance. We will establish a central base of operations for Bharti Wal-Mart Private Limited within New Delhi which will be the central base for finances, development teams, engineering, administrative, primary communications, and project management.

## Module 7: FINANCING SOURCES FOR GLOBAL BUSINESS OPERATIONS

(Lee Vang)

Economic Environment

The trend of economic growth in India continues to grow at a rate of 6.8%. India will add more than 310 million people between the years 2000-2030 to its population. On the income level per capita in India is about $425 per person which is slightly higher than the World Bank’s minimum poverty line of US$1 per day or $365 per year. More than 40% of the population lives below the poverty line. As the population continues to grow, the existing grain land will not be adequate to supply food and India’s water table is depleting twice the rate of it being replenished (I Watch Wake up call for India, 2012). Personal savings in India is high at 36%, which indicates that India’s people are not big spenders. During the last couple of years since India is moving toward providing services, its productivity rate has increased recently toward 4.4%. Current inflation rate is at 5.2%. Wal-Mart with the help of Bharti Enterprise will have to study and understand the needs of the Indian people to fulfill their needs to make them want to spend money.

Global Information Needs

 Informational need for Wal-Mart is an Information Technology infrastructure. Bharti Wal-Mart Private Limited relies heavily on accurate information systems that provide up to minute reports on the critical state of the company. Managers need accurate information to accompany them in making decisions that involve answering critical questions (How is my store doing today? Are all products in stock? Which product is not selling? How can the problem be resolved?). These questions are critical to the bottom-line results and performance of the company. We rely heavily on accurate information systems for maintaining records of warehoused goods and for processing movement of products.

Financing Sources

Bharti Wal-Mart Private Limited division will finance this global expansion through ownership capital and venture capital. Since we are expanding into a new market through joint venture, we will finance start- up cost with capital owned by our shareholders and capital owned by the Bharti Enterprise shareholders. Should additional financing be required, we will consider financing options with the many financial institutions starting with the Industrial Finance Corporation of India (IFCI), the Industrial Credit and Investment Corporation of India (ICICI), and the Industrial Development Bank of India (IDBI).

Module 8: CREATING A GLOBAL MIS (MANAGEMENT INFORMATION SYSTEMS)

(Ashot Tovmasyan)

Global Information Needs

Wal-Mart use telecommunications to link directly from its stores to its central computer system and from that system to its supplier's computers. This allows automatic reordering and better coordination. Knowing exactly what is selling well and coordinating closely with suppliers permits Wal-Mart to tie up less money in inventory than many of their competitors. At its computerized warehouses, many goods arrive and leave without ever sitting on a shelf. Only 10% of the floor space in Wal-Mart stores is used as an inventory area, compared to the 25% average for the industry. With better coordination, the suppliers can have more consistent manufacturing runs, lower their costs, and pass some of the savings on to Wal-Mart and eventually the consumer. Some 3,800 vendors now get daily sales data directly from Wal-Mart stores (Bhansali, H. 2011).

Global Information Sources

The first philosophy is to run a centralized information system for our operations all over the world and we run that from Arkansas. The second is to have common systems and common platforms. The third is to be merchants first and technologists second. That’s been one of the things that’s allowed us to drive our costs down and helps us be really efficient. Whether you run a store in Bentonville, Ark., or in Miami, Fla., or in Leeds, England, the processes and the systems are generally the same. We’re able to transfer people from one store to the other, and they’re able to pick up right where they left off.

Technology for Managing Information

The use of information technology has been an essential part of Wal-Mart's growth. A decade ago Wal-Mart trailed K-Mart, which could negotiate lower wholesale prices due to its size. Part of Wal-Mart's strategy for catching up was a point-of-sale system, a computerized system that identifies each item sold, finds its price in a computerized database, creates an accurate sales receipt for the customer, and stores this item-by-item sales information for use in analyzing sales and reordering inventory. Aside from handling information efficiently, effective use of this information helps Wal-Mart avoid overstocking by learning what merchandise is selling slowly (Bloomberg Business Week 2006).

Action Plan

Bharti Wal-Mart Private Limited will bring modern supply chain and back-end logistics expertise to India, bringing Wal-Mart's global best practices in such areas as just-in-time inventory, retail information systems, cold chain infrastructure, GPS for truck and trailer tracking, and fuel management systems. Creating a strong back-end infrastructure will be one of the critical components in the development of modern retailing in India. This partnership is committed to bringing in world-class processes and technologies in the area of supply chain, logistics and cold chain that will be bring immense value to retailers, both big and small, across the country and ultimately benefit the entire retail ecosystem through better quality, and more choice at better prices

(Adam, 2012).

Module 9- IDENTIFYING HUMAN RESOURCES FOR GLOBAL BUSINESS ACTIVITIES

(Ann-Marie Rcye)

Staffing

“Global activities are simplified and encouraged by trade amongst nations.” A global organization needs a transnational human resource management system that makes decisions from a global perspective and includes managers from different countries. The influence of the host country’s culture should also be taken into consideration when determining human resource needs. As a result, Wal-Mart will work closely with the Bharti Enterprise to understand the laws of the host country and the unique needs of all associates.

Companies hire different categories of associates in the international business environment. Parent country nationals are those who are born and work in the country where the organization has its headquarters; host country nationals are those who are native to the host country in which the company operates and third party nationals are those who are citizens to neither the host or parent country (International Business Environment, 2012).

The most important influence on human resource is the country in which a facility is located. This causes an increase on the demands of human resource. In identifying the human resource requirement for Wal-Mart’s business activities in India, one has to be aware of the socio-cultural environment in which Wal-Mart will be operating. It is therefore important for the organization to recruit managers who are culturally sensitive and who can adapt easily to the culture of the host country.

It is envisaged that cross cultural, technical, and language training programs will be required. This will necessitate the recruitment of professionals both from within India and also from the parent company. Additionally, the recruitment of employees who are bilingual will be encouraged (wps.prenhall.com, 2012).

## Module 10 – MANAGING INTERNATIONAL FINANCIAL AND BUSINESS RISKS

(Lee Vang)

Economic and Financial Risks

 Currently, the Indian government is facing inflation, low or negative growth in the agricultural sector, and policy paralysis. Presently, the stock market in India is not doing well and value of the rupee has fallen slightly, but data indicates that the value of the rupee is rising. This business venture carries some risk in terms of currency. Armed with this information, we can only be positive that the economic outlook will improve especially in the global financial markets and the rupee will rise at a steady pace. As of 2009, India ran public deficits in excess of 6.8% (Trade Policy, 2012). Our business venture into India will bring jobs, opportunities, and investment into the country.

Social and Cultural Risks

The dominant religion in India is Hindu with Hindi being the most spoken language of all the Indian people (Culture, 2012). However, English is also dominant for national, political, and commercial communication. With most of the people speaking English already, we should not worry about lack of communication or miscommunication. Our business presence will be business. We do not intend to interfere, interrupt, or impose any western ideology or religion upon the people of India. In fact, we hope to provide financial assistance to those associates needing education to improve their financial status and advance through our management program.

Political and Legal Risks

The government of India follows the British Parliament democracy style of ruling. However, for the last couple of years, India has suffered political instability due to the failure of any party to win absolute majority in the Parliament. Political instability does not affect the direction of where India is heading, but it does impose a delay on certain decisions relating to the economy. Political decisions are divided due to the different views of the parties involved of which a Marxist Communist still exist in India. However, political instability poses no risk to our company, because economic policies from previous governments have never been reversed. The country of India is a strong nation; terrorist activities are weak and have no significance in our business joint venture with Bharti Group Enterprise (Investment Risks in India, 2012).

 We are concern of commercial risks due to the fact that we are engaging in a new market. With the new market, we are encountering a new culture. We are aware that not all products or services will be readily sold, therefore, we are prepare to compose a study of supply and demand with the help of Bharti Enterprise to determine the need for our products and services before we finalize our decision to invest in a joint venture in India.

## Module 11 - PRODUCT AND TARGET MARKET PLANNING

(Harshu Sharma)

Product Concept

The purpose to open a Wal-Mart in India is to bring true to life the quote from Sam Walton (founder of Sam’s Club and Wal-Mart), “If we work together, we’ll lower the cost of living for everyone…we’ll give the world an opportunity to see what it’s like to save and have a better life” (Walton, 1992). What we would like to do is have a one stop shop for groceries, hygiene products, entertainment goods, and a lot more for the consumers in India. Up until now those consumers have been subjected to only a single category of products, and sometimes a single brand at a single location (Jopson, par 8).

Product Life Cycle

The customers of Wal-Mart want products that are more efficient and durable, while at the same time being safe for the environment during the production cycle. The desire to have visibility over the production process and all pertinent information has helped us in developing a sustainability index which includes the following three phases:

“Supplier Sustainability Assessment

We provided our more than 100,000 global suppliers with a brief survey to evaluate their own sustainability. The survey, taken by our top-tier suppliers by October 1, 2009, represents a key step toward enhancing transparency in our supply chain. We are continuing to roll out this assessment in our international markets. [View the Supplier Sustainability Assessment](http://walmartstores.com/download/4055.pdf) and [watch the Supplier Sustainability Assessment Webinar](http://walmartstores.com/Sustainability/9691.aspx) to learn how best to complete this survey and discover sustainability opportunities.

 Lifecycle Analysis Database

Second, we are working with The Sustainability Consortium to collaborate with suppliers, retailers, non-governmental organizations (NGOs) and government officials to conduct research and develop data and tools that will enable research-driven product sustainability measurement and reporting. The Consortium will help develop a global database of information on products’ lifecycles – from raw materials to disposal. We provided initial funding for the Sustainability Index Consortium and invite other retailers and suppliers to contribute. Arizona State University and the University of Arkansas will jointly administer the consortium.

A Simple Tool for Customers

The final step of the index is to improve the sustainability performance of the produces our customers prefer. Our objective includes the development of merchant tools that will help our merchants understand and improve the sustainability of our products. Ultimately, we will provide customers with information about products in a simple, easy-to-understand manner, helping them save money while they help their families, and the world, live better.

These desires inspired us to help develop the sustainability index. With this initiative, we are helping create a more transparent supply chain, accelerate the adoption of best practices and drive product innovation and ultimately providing our customers with information they need to assess products’ sustainability.” (Walmartstores.com)

Target Market

 India is a multicultural society that is exponentially diverse depending on the geographic location of the consumers. The range of diversity spans into many facets to include economy, linguistics, religion, as well as caste. Though India tries to mimic the western world, the base of the country is not kith to the western world in which Wal-Mart has a foothold. The country is plagued by constant economic and political turmoil, which seems inevitable when the country has over 1.1 billion in population living in an area of 1.3 million square miles (Ganarajya*, par 1).* “India’s demand for products are significantly in the middle and lower segments of the market. The products and price points significantly vary as per geographical, economic and cultural diversity. The internationals retailers will have to study closely and reach out to mass market at the bottom of the pyramid or they may end up as niche players, with insignificant impact. The Indian buyer is value conscious at all levels!” (Yogesh, par 5).

## Module 12 - DESIGNING A GLOBAL DISTRIBUTION STRATEGY

(Harshu Sharma)

Infrastructure Analysis

Distribution of supply will not be difficult as modernization of railroads and runways has long been in effect by the Indian government. Distribution of supplies will be made on the impressive railroad infrastructure that passes through the rural areas as much as the cities.



Source: http://mappery.com/India-Railway-Network-Schematic-Map

Infrastructure Barriers

Infrastructures for electrical power, highways, roads, and telephone line networks have not been developed to meet the speed of growth. There is a high price to pay for transportation of supply by road as the cost of gasoline is high and traffic jams in cities are unavoidable. That is to be expected when the country is not building highways to meet the need of expansion for the industries, or the companies. Below are pictures of the highways/freeways in USA and India for comparative analysis. As we can see there are a fraction of interstate roads in India compared to America. 

Source: http://www.fhwa.dot.gov/planning/nhs/



Source: http://mappery.com/India-Roadway-Map

Wal-Mart International Intermediaries

Wal-Mart at present phase buys less than 20% directly from the vendor. They rely on the middle man to bring them the goods. In an announcement on January 6, 2010 by Eduardo Castro-Wright, Vice Chairman at Wal-Mart, stated that it will directly buy 80% of the goods from the vendor saving the company 5-15% on middle man markup. The idea behind saving more in buying directly is that we would be able to extend those savings out to our customers and have even more competitive prices (Supply Chain Digest, par 5).

## Module 13 - PLANNING A GLOBAL PROMOTION STRATEGY

(Ann-Marie Ryce)

Promotional Goals

In developing a global promotional strategy we must consider that the world is now a global market place. This provides a clear recognition of the needs involved in defining the components of the strategy. The objectives should be SMART (specific, measurable, attainable, real and time bound) and should take into consideration Wal-Mart’s current position as the largest employer in the world of retail sales.

The target market should be clearly identified and goals should be established that, if achieved, will indicate the strategy’s success. Because of Wal-Mart’s size it is anticipated that a sizeable budget will be set aside for this promotional strategy. It has been reported that in one year Ford spent approximately 1.1 billion dollars on its promotional strategy. Because of Wal-Mart’s size and the impact that it wants to make in the market it is envisaged that the budget will be much bigger.

The promotional strategy will take the form of advertisements in the print and electronic media in areas where this is available and accessible. In selecting its components, we will look at the Political, Environmental, Social and Technological aspects of the Indian market. Kotler (1998) claims that a PEST analysis is a useful strategic tool for understanding market growth or decline, business position, potential and direction for operations. A SWOT analysis of Wal-Mart’s business environment in India should also be conducted. Additionally we will utilize the company’s internal home promotional campaigns but with some cultural changes with the help of Bharti Enterprise; changes which will incorporate elements of Indian culture.

## Module 14 - SELECTING AN INTERNATIONAL PRICING STRATEGY

(Harshu Sharma)

The Economic Environment

Economies of the world are struggling to hang on and turn a profit; India in this respect is no different. The country has been in shambles as of 2009 and is just now starting to build up again. India to date has only two skyscrapers, but there are plans to construct fourteen more in the near future including the second biggest skyscraper in the world. The location of that skyscraper will be in the financial capital of India, Mumbai. “If history proves to be right, this building boom in India and China could simply be a reflection of a misallocation of capital, which may result in an economic correction for two of Asia’s largest economies in the next five years,” Barclays said. (Kinetz) That does not console for the new Foreign Development Investors (FDI) working to get a strong hold in India. However, it may bode well for Wal-Mart as the competitive advantage for Wal-Mart is the cost of products being significantly less than the competitors. Following are some facts about the Indian economical state.

|  |  |  |
| --- | --- | --- |
| Key Stats for India |  | Capital Inflows, Financial Market & |
| Overspending | 2.91% |  | Overall Economic Outlook  |
| Inflation | 8.90% |  |   | 2010 | 2011 | 2012 |
| Trade Deficit | $23.1 B |  | Real GDP Growth | 9.70% | 8.40% | 10% |
| Industrial Production | 13.76% |  | Consumer Prices | 8.60% | 5.70% | 5.50% |
| Equity Returns (YTD) | 16.85% |  | Current Account | -3.10% | -3.10% | -2.30% |





*Data Source:* [*VMW Analytic Services*](http://unidow.com/india%20home%20eng/vmw%20analytic%20services.html)

As we can see in the data provided by VMW Analytical Services that the price of the Rupee (Indian currency) to dollar is getting stronger. The trend line for consumer based market shows that there has been a constant increase since India gained independence from the British. The reason we picked Wal-Mart in India was to get a hold on the consumer based market that has its sight set on meeting the living standards of the western world. Wal-Mart being a multi-national distributor can bring the “American Dream” to India at a lower rate than other competitors.

## Module 15 – DETERMINING ORGANIZATIONAL FINANCIAL RESULTS

(Lee Vang)

Revenue Sources 5 year financial summary

Revenue has been identified and estimated in a 5 year financial summary by the following chart.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **2011** | **2010** | **2009** | **2008** | **2006** | **2007**  |
| **Net sales in billions** | $418,952 | **$405.0** | **$401.1** | **$373.8** | **$344.8** | **$308.9** |
| **Net sales increase** | 3.4% | **1.0%** | **7.3%** |  **8.4%** | **11.6%** | **9.8%** |
| **Operating income** | $25,542 | **$ 24.0** | **$ 22.8** | **$ 22.0** | **$ 20.5** | **$ 18.7** |
| **Earnings per share** | $ 4.18  | **$3.72** | **$3.35** | **$ 3.16** | **$ 2.92** | **$ 2.72** |
| Dividend per share | 1.21 | $ 1.09 | $0.95 | $0.88 | $ 0.67 | $ 0.60 |

(Wal-Mart Financial Review, 2012)

Financial Position/Profits

Financial position has been identified by the following chart for 5 year financial summary.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2010** | **2009** | **2008** | **2006** | **2007** |
| Inventories | $ 33,160 | $ 34,511 | $ 35,159 | $ 33,667 | $ 31,910 |
| Properties, equipment, and capital lease assets | 102,307 | 95,653 | 96,867 | 88,287 | 77,863 |
| Total Assets | 170,706 | 163,429 | 163,514 | 151,587 | 138,793 |
| Long-term | 36,401 | 34,549 | 33,402 | 30,735 | 30,096 |
| Total Shareholders’ Equity | 70,749 | 65,285 | 64,608 | 61,573 | 53,171 |

(Wal-Mart 2010 Financial Review, 2012)

## MODULE 16- MEASURING INTERNATIONAL BUSINESS SUCCESS

(Harshu Sharma)

Financial Gains

August 2007, Wal-Mart and Bharti Enterprises established a joint venture called Bharti Wal-Mart Private Limited to open up a Wal-Mart style store in India. Wal-Mart could not do this on its own and be its own entity according to the regulations the Government of India set aside. The first wholesale facility opened in fiscal 2010. The purpose of the joint venture is to supply merchandise to Bharti Retail, a subsidiary of Bharti Enterprises. Bharti Retail has entered into a franchise agreement with an Indian subsidiary of Wal-Mart. Under the agreement Wal-Mart will provide technical support to the chain of Bharti Retail.(Walmartstores) Financial benefits for the company will come by the way of tapping into the consumer market that till now was untouched by chain of retailers.

**Economic Benefits**

 Under rules of taxation in India a company that is incorporated in India will be treated as a domestic company and which will be taxed at the rate of 33.66%. The foreign partner however would have to pay tax under different heads such as royalty, technical fees, interest and dividend (Patel).

**Social/Cost Benefits**

According to Suman Guha Mozumder of Rediff India Aboard there are many mixed feelings of a Wal-Mart in India. Many fear that since mom and pop stores will lose sale they will indubitably lose their business. Some also want to make aware that the retail stores for fruits and vegetables (grocery) will be running the farmers’ farms out of business. A comment in the article did bring light to a subject that Wal-Mart getting its goods from India and China at a lower rate and selling it to the US consumer makes sense. However, depleting India’s resources by foreign investors and selling to the Indian consumer for the profit to the foreign investor is akin to India shooting itself in the foot.

On the other hand we have consumers that are tired of unscrupulous shop keepers that start a gang like alliance and rob the public of general necessitates by setting the price to what they desire. In general, public is welcoming the new age of chain retailers. Wal-Mart in India will not only bring employment opportunities to many, but also bring in the experience and the technology to run a successful multi-national and multi-billion dollar company.

## CONCLUSION

(Lee Vang)

Indeed we have explored the critical factors of opening a Wal-Mart in India from many different areas of analysis. Wal-Mart is a well-known retailer with the comparative advantage of saving money while helping customers liver better. Currently, the population of India is 1.1 billion. India’s population will continue to grow; therefore, our choice to expand internationally into India will help India’s economy sustain economic growth. The entry mode we have selected is a joint venture with Bharti Enterprise. Since we are embarking into a new market, we will rely heavily on Bharti Enterprise to provide information regarding the trends of different needs of the Indian people. We strongly support Wal-Mart’s strength of wide network stores and its information system. Of course, we have also analyzed our international competitors to see if we can gain a competitive advantage of pricing. To tackle India’s many cultural backgrounds, we are prepared to offer compensation for educational purposes for improvement within the management position.

As India pushes for a more liberal trade regime, we should see reductions of trade barriers which should encourage more spending and open doors for Wal-Mart to expand. With the support of the analysis, we have made a decision to expand into India with the joint venture as an entry mode; thus creating Bharti Wal-Mart Private Limited.

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