

Organizational Values Audit

Wal-Mart Stores, Inc.

Paul Bridges, Edwin Mercier, Joseph C. Thomas, Lynn Tolley

Regent University

Virginia Beach, VA

### *Introduction*

An organizational values audit was conducted on Wal-Mart Stores, Inc. by the team of Paul Bridges, Edwin Mercier, Joseph C. Thomas and Lynn Tolley. The purpose of the audit was to seek out what values exist in the company and then determine whether or not the actual values conform to the stated values. The end result is a recommendation to senior management officials of Wal-Mart Stores, Inc. that validates the corporate culture of Wal-Mart by demonstrating congruence with the stated values and the actual values held by a sampling of employees at all levels.

This paper includes a definition of organizational values, a brief description of the stated organizational values of Wal-Mart, a description of how the audit was performed, a discussion of actual/perceived values from employees at lower, middle, and senior levels of management within the corporation, an analysis of the stated values compared to the perceived values, a recommendation to senior management concerning the status of corporate values, and a final analysis of the corporate values compared to Biblical values.

### *Definition of Values*

Organizational values can be defined as, “the organization’s basic precepts about what is important in both business and life, how business should be conducted, its view of humanity, its role in society, the way the world works, and what is to be held inviolate” (Collins and Porras, 1991, p.35). These values form the basis of the treatment of employees, vendors and customers, and should ultimately reflect what the organization really stands for.

Stated values mean nothing if the organization does not act consistently with the values. The manner in which the corporate values are passed down, perceived by, and lived through its people will determine the actual values of the organization. The purpose of the audit is to determine if the stated values are consistent with the perceived values.

### *How the Audit Was Conducted*

The workload was divided among the team members. All team members familiarized themselves with the stated values based on The Wal-Mart Culture (Wal-Mart, n.d.a). Each team member interviewed employees of Wal-Mart that reflected different levels of management and parts of the organization. A member of the public relations staff at corporate headquarters was interviewed, two store managers were interviewed, and two associates were interviewed. Open-ended questions sought to determine their individual perspective on the values of Wal-Mart as they perceived and understood them.

The report was compiled by into four sections and each team member worked on a section: 1) A description of organizational values, the values of Wal-Mart, and how the audit was conducted; 2) The analysis of congruency between the stated values and perceived values of Wal-Mart employees; 3) Recommendations to senior management officials based on the analysis; and 4) A comparison of the stated/perceived values to Biblical values. The report was then disseminated to each team member for final comment, proofreading, correction, and submission.

*Published Values: “The Wal-Mart Culture”*

Early in the process of collecting information for the audit of Wal-Mart, the corporate values were readily apparent. The Wal-Mart Culture (Wal-Mart, n.d.a) provides a very succinct description of the stated values:

- 1) Three Basic Beliefs (Wal-Mart, n.d.b).
  - a. Respect the Individual. We have very different backgrounds, very different beliefs, but every individual deserves to be treated with dignity and respect.
  - b. Serve Our Customers. We want our customers to trust in our pricing philosophy and to always be able to find the lowest prices with the best possible service. We're nothing without our customers.
  - c. Strive for Excellence. New ideas and goals make us reach further than ever before. We try to find new and innovative ways to push our boundaries and constantly improve.
- 2) Exceed Customer Expectations (Wal-Mart, n.d.c). Sam Walton challenged his employees to offer “Aggressive Hospitality.”
- 3) Help People Make a Difference (Wal-Mart, n.d.d). Each store should reflect the values of its customers and support the vision they hold for their community.
- 4) The Sundown Rule (Wal-Mart, n.d.e). Get things done today before the sun goes down.

- 5) Ten Foot Rule (Wal-Mart, n.d.f). Whenever an associate comes within ten feet of a customer, they will look them in the eye, greet them, and ask if they can help them.
- 6) Pricing Philosophy (Wal-Mart, n.d.g). Work diligently to find great deals to pass on to the customers.
- 7) The Wal-Mart Cheer (Wal-Mart, n.d.h). “Give me a W-A-L-Squiggly-M-A-R-T. What’s that spell? Wal-Mart. Who’s number one? The customer.” Have fun, work hard, and remember whom they are doing it for – the customer.

### *Analysis of Perceived/Stated Values and Actual Behaviors*

This section first examines the Wal-Mart values as stated in company documents and compares them to company values as stated by interviewees. The objective is to identify strengths and weaknesses in both breadth and comprehension of the value set as stated by the company. Second, this section examines the congruency of stated or perceived values as compared to actual behaviors as reported by the interviewees. The objective is to identify both consistencies and inconsistencies between stated and observed values.

Tables 1, 2, 3, and 4 are used as analysis tools to draw conclusions. Table 1 summarizes Wal-Mart’s extensive set of values and corresponding descriptions into four categories. Table 2 provides some background information about the interviewees. Table 3 relates paraphrased comments about values from interviewees to the four summary

value categories. Table 4 relates actual behaviors as reported by the interviewees to the four summary value categories.

Interview results show that some interviewees are able to quote verbatim a portion of the official values published on the company website, but most interviewees referred to the main principles or themes in their own words. Table 1 summarizes and categorizes the published Wal-Mart values into several major themes. The analysis uses the major themes or categories to simplify the comparison of stated, perceived, and observed values.

**Table 1 – Categories of Wal-Mart Values**

<b>Major Theme</b>	<b>Values Statements</b>
Respect For Other People	Respect the Individual
Customer Service	Service to Our Customers Exceed Customer Expectations Ten Foot Rule Pricing Philosophy Wal-Mart Cheer
Performance Excellence	Strive for Excellence The Sundown Rule
Community	Help People Make a Difference

Personal characteristics of the interviewees likely have some bearing on individual perception of company values and attitudes toward them. Table 2 summarizes characteristics of the interviewees. The analysis uses interviewee characteristics as a basis for drawing conclusions.

**Table 2 – Interviewee Characteristics**

<b>Interviewee</b>	<b>Characteristics</b>
Interviewee One	<ul style="list-style-type: none"> <li>• Employed at executive or support staff level at corporate headquarters</li> <li>• Location: Bentonville, Arkansas</li> <li>• Committed, long term employee</li> </ul>
Interviewee Two	<ul style="list-style-type: none"> <li>• Assistant Store Manager</li> <li>• Location: Suburban area near Detroit, Michigan</li> <li>• Experienced professional with 13 years at company and 26 total years in retail business</li> <li>• Worked in 10 different stores; several in Midwest and many in Southern United States</li> <li>• Committed, long term employee</li> </ul>
Interviewee Three	<ul style="list-style-type: none"> <li>• Store Associate</li> <li>• Location: Suburban area near Columbus, Ohio</li> <li>• Young enthusiastic worker inexperienced in retail business</li> </ul>
Interviewee Four	<ul style="list-style-type: none"> <li>• Store Associate</li> <li>• Location: Suburban area near Columbus, Ohio</li> <li>• Experienced worker, but not necessarily in retail business</li> </ul>
Interviewee Five	<ul style="list-style-type: none"> <li>• Assistant Store Manager</li> <li>• Location: Virginia Beach, Virginia</li> <li>• 7 years experience in management</li> </ul>

**Table 3 – Matrix of Value Themes and Perceived Values from Interviewee Responses**

<b>Value Theme</b>	<b>Interviewee One (Corporate)</b>	<b>Interviewee Two (Store Management)</b>	<b>Interviewee Three (Store Associate)</b>	<b>Interviewee Four (Store Associate)</b>	<b>Interviewee Five (Store Management)</b>
Respect For Each Other	<ul style="list-style-type: none"> <li>Specifically mentioned “Three Basic Values”</li> <li>Open door policy for employee access to management</li> <li>Dissemination of information to all employees</li> <li>Computer Based Learning program for career guidance and personal development</li> <li>Code of Ethics that prohibits harassment</li> </ul>	<ul style="list-style-type: none"> <li>Specifically mentioned “Respect for the Individual” as the most important value</li> <li>Open and honest communication between employees at all levels</li> <li>Communication of company and store information to all employees</li> </ul>		<ul style="list-style-type: none"> <li>“Respect for the individual”</li> </ul>	<ul style="list-style-type: none"> <li>Specifically mentioned “respect” in apparent reference to “Three Basic Values”</li> <li>Treat people with respect and be helpful</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li>Specifically mentioned “Three Basic Values” and “Ten Foot Rule”</li> </ul>	<ul style="list-style-type: none"> <li>Customer service is second important value</li> <li>“total commitment to customer satisfaction”</li> <li>Lowest price commitment</li> </ul>	<ul style="list-style-type: none"> <li>Main value is to serve the customer as well as possible</li> <li>Repeated emphasis on customer focus</li> </ul>	<ul style="list-style-type: none"> <li>“Service to our customers”</li> </ul>	<ul style="list-style-type: none"> <li>Specifically mentioned “service” in apparent reference to “Three Basic Values”</li> </ul>
Performance Excellence	<ul style="list-style-type: none"> <li>Specifically mentioned “Three Basic Values”</li> </ul>	<ul style="list-style-type: none"> <li>Striving for excellence in everything is third important value</li> </ul>		<ul style="list-style-type: none"> <li>“Strive for excellence”</li> </ul>	<ul style="list-style-type: none"> <li>Specifically mentioned “excellence” in apparent reference to “Three Basic Values”</li> </ul>
Community		<ul style="list-style-type: none"> <li>Involvement in local community</li> </ul>	<ul style="list-style-type: none"> <li>Support of family values</li> </ul>		

Generally, the interviewees perceived values are largely consistent with the company's value statements. As can be seen in Table 3, the higher-level positions (corporate staff and store management) and the more experienced store associate are able to articulate all of the "3 Basic Values" (Wal-Mart, n.d.b). The inexperienced store associate is able to articulate only one of the "3 Basic Values." This is an indication that people with experience in the company or in previous employment situations are more likely to grasp and retain value statements in a meaningful way. Conversely, people relatively inexperienced in employment may not have the perspective to understand and relate to company values. Table 3 also shows that all interviewees emphasize customer service as a key company value.

A reasonable expectation is that higher level, longer-term employees are likely to have a broader understanding of company values because their position and longevity provides more experience and perspective as to how values apply in the operation of the business. Longevity may also indicate a generally favorable view of the company, as many employees who have not been satisfied with the company would have left the company to seek better opportunities.

**Table 4 – Matrix of Value Themes and Actual Behaviors**

<b>Value Theme</b>	<b>Interviewee One (Corporate)</b>	<b>Interviewee Two (Store Management)</b>	<b>Interviewee Three (Store Associate)</b>	<b>Interviewee Four (Store Associate)</b>	<b>Interviewee Five (Store Management)</b>
Respect For Each Other	<ul style="list-style-type: none"> <li>• Conduct of a company meeting open to all employees and shareholders on Saturdays; results distributed to all employees</li> <li>• Daily company newsletters emailed daily to all employees</li> <li>• Computer Based Learning courses for career guidance and personal development</li> </ul>	<ul style="list-style-type: none"> <li>• Large investment in online computer system that communicates all manner of company and store information to all employees</li> <li>• Computer Based Learning courses on every aspect of store operations</li> <li>• Personal experience with Sam Walton and regional managers visiting stores and spending hours talking with employees at all levels</li> <li>• Provided examples of managers working to integrate employees into company</li> <li>• Live weekly broadcast from home office</li> <li>• No elitism in terms of special perks for managers</li> </ul>	<ul style="list-style-type: none"> <li>• Computer Based Learning courses on values and every aspect of company operations</li> </ul>	<ul style="list-style-type: none"> <li>• Has observed managers acting with great respect and compassion, but also with significant lack of respect (minority of managers; some of these have left the company)</li> <li>• Employees sometime seen as expendable</li> <li>• Managers sometimes pay lip service to company values only when regional managers are coming to visit (store managers don't make a big deal out of basic beliefs, but executives do)</li> </ul>	

Value Theme	Interviewee One (Corporate)	Interviewee Two (Store Management)	Interviewee Three (Store Associate)	Interviewee Four (Store Associate)	Interviewee Five (Store Management)
Customer Service		<ul style="list-style-type: none"> <li>• Personal experience with Sam Walton visiting stores and spending hours talking with customers</li> <li>• Observed manager OK price matching to competitor ad for a customer</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive training, posters, even on name badge and vest</li> <li>• Managers approve a return even if customer doesn't follow return policy; the customer is always right (especially if they're persistent)</li> </ul>	<ul style="list-style-type: none"> <li>• Has observed managers making home deliveries to customers</li> </ul>	
Performance Excellence		<ul style="list-style-type: none"> <li>• Computer Based Learning courses on every aspect of store operations</li> <li>• Personal experience following and observing others following "Sundown Rule"</li> <li>• Extensive on line store information system with every conceivable information on corporate and store operations</li> </ul>	<ul style="list-style-type: none"> <li>• Managers pitch in and help no matter what the job (they even go out and push carts when it's busy)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of training on how to deal with difficult customers</li> <li>• Enforcement of policies varies greatly (sometimes strictly by the book, but other times not)</li> </ul>	
Community		<ul style="list-style-type: none"> <li>• Noted that every store has a budget for community involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Fireworks are not sold because they are dangerous to families</li> </ul>		

Value Theme	Interviewee One (Corporate)	Interviewee Two (Store Management)	Interviewee Three (Store Associate)	Interviewee Four (Store Associate)	Interviewee Five (Store Management)
General	<ul style="list-style-type: none"> <li>“Definitely consistent in what they say versus what they do”</li> </ul>	<ul style="list-style-type: none"> <li>“Values demonstrated by the actions of all management levels”</li> <li>Noted difference between employee work ethic and acceptance of values between Midwest (focused on money; difficulty in accepting company values) and Southern regions (focused on doing a good job; easy acceptance of company values)</li> </ul>		<ul style="list-style-type: none"> <li>Interview notes for experienced associate reveals a very cynical attitude that may not be apparent in summary of interview results.</li> </ul>	

With some exceptions, observed behavior by the interviewees is consistent with company values. Table 4 shows that the higher-level positions (corporate staff and store management) and the more experienced store associate observe much behavior related to the Respect for Each Other value category. All three report positive behaviors consistent with the value theme. However, the more experienced store associate also reports several negative behaviors as well. Interestingly, all but the more experienced store associate view communication as an activity consistent with the Respect for Each Other value.

Table 4 also shows that all interviewees report only positive behaviors associated with the Customer Service value. This is consistent with Wal-Mart's extensive focus on customer service as indicated by the relatively large number of company value statements mapped to the Customer Service value in Table 1.

### *Recommendations Concerning Corporate Values*

This section includes the status of Wal-Mart's corporate values as well as the status of the value transmission system and its effectiveness. This section also provides recommendations for Wal-Mart senior staff relative to increasing the effectiveness of instilling corporate values into the hearts of employees.

The status of the stated values is as follows: The values of Wal-Mart are all good ideals that promote more than good business. They promote human values that mean something to all men. Sam Walton's promotion of these values is probably the underlying reason for the success of the company. The values are also clear, understandable, and accessible. They are internally

consistent with no conflicting values to bring confusion, and they are ethical in nature, giving the element of integrity that many companies are lacking today.

Apart from this, the system that Wal-Mart has to teach these values is up to date with the computer training and a structurally adequate educational system. The employees who were interviewed have the basic knowledge of the values but with a decreasing comprehension that varies directly with experience and leadership status in the company. This decrease in the relative apprehension of the values is normal. People take time to learn and they are more committed to the learning process the longer they stay.

The effectiveness of these values and their transmission is directly related to their transformative nature and their acceptance by the employees. The values themselves are basically transformative if they are accepted and practiced. There are no destructive or conflicting values. The analysis shows that they are practiced at least in part by the managers with concrete examples of modeling by the managers. This shows that they are being received by the management to some degree. However, even though non-managerial employees may need more time to digest the values, the best teaching avenue for them will be through the modeling that is done by the leaders. The integrity of the values must be played out in real life and in a language the employees can understand. The company is doing a good job of this modeling from the executive level down to the store manager level.

Even though the overall value system that Wal-Mart has is strong, there are a few weaknesses. First, the frequency of the values training from a modeling perspective may show some inconsistencies. The application of the values needs to be aggressively practiced and modeled in a visible manor. As life marches on, there is a normal lessening of effort to make

things habitual. Thus, if there were a greater emphasis on practical application training, the values would be accepted to a greater degree.

There are also human issues that affect the effectiveness of the values. While Wal-Mart is actively involved in professional, individual, and community development with its employees, there are still acceptance issues that relate to the fundamental values of the people. A values match needs to be part of the hiring process. This does not have to be a very detailed, but the basic values of the employee needs to be close enough to the companies stated values so that the company is not trying to change contrary values. It is much harder to replace values than to enhance them. This will help the transmission of the values to be effective.

Besides a basic values match, the only other factor effecting the acceptance of the values would be the cultural values, which may bring unavoidable issues. These may not necessarily be in conflict with the company's values, but they need to be blended with them. These require fundamental changes in the employee that bring about a transformation, which is exactly what Wal-Mart's set of values can do given the right acceptance level.

In this case, creating an adaptive learning culture with in the company would be a good way to enhance values acceptance. A learning culture is an environment where the employee's ability to adapt and solve problems is a normal mode of operation (Daft, 2001, p. 374). The basic values can remain the same, but the daily operations of the stores can be flexible to change, which promotes more flexibility in the employees to implement changes in themselves. With in the team itself, the company values will need to be practiced and lapses in practical application can be reduced. One specific way this can be done with a minimal level of organizational change of structure is to create problem-solving teams at the store level.

Teams of employees can be organized to take care of in store problems, even management problems that are a little out of a particular employee's ability level. This can be a challenging perspective for the non-managerial and managerial employees alike, but it can help them to feel more a part of the organization and thus "buy into" the company's values. This also can lead to some great solutions to practical operational problems that only the workers perspective can bring.

In summary, the basic recommendations are to emphasis more practical application training in the modeling of the values, to develop a values screening process for hiring that determines values matches between the employee's actual values and the companies values, and to develop a learning culture by allowing problem-solving teams to be formed from employees at the store level, which will challenge and inspire employees to use the companies values.

### *Corporate Values and Biblical Values*

Wal-Mart does not state in their literature that they are a Christian company and yet their value statements align very well with Jesus summation of the last five commandments in His statement, "Love your neighbor as yourself." (Mark 12:31, NIV) Paul preaches on this same theme throughout his writings, specifically in Romans 12 and Philippians 2.

Romans 12:3,10 "For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the measure of faith God has given you. {10} Be devoted to one another in brotherly love. Honor one another above yourselves."

Philippians 2:1-4 “If you have any encouragement from being united with Christ, if any comfort from his love, if any fellowship with the Spirit, if any tenderness and compassion, {2} then make my joy complete by being like-minded, having the same love, being one in spirit and purpose. {3} Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. {4} Each of you should look not only to your own interests, but also to the interests of others.”

Although these passages are directed to believers, the values that they portray are undeniably excellent and successful in the secular world. In the book, *Good to Great*, Collins (2001) explains that great companies are lead by men and women who are marked by humility and service to their subordinates and put a priority on service to their constituents. Corporate America cannot deny the effectiveness of Godly principles in leadership. Wal-Mart has chosen to implement Godly principles into their stated values. Each point in the stated values has a parallel scripture that could be used to support the value if desired.

Value 1a: Respect the Individual – “Consider others better than yourselves” (Romans 12:3, NIV).

Value 1b: Serve our customers – “Each one should use whatever gift he has received to serve others” (1 Peter 4:10a, NIV).

Value 1c: Strive for excellence – “Whatever you do work at it with all your heart as working for the Lord not for men.” (Colossians 3:23, NIV).

Value 2: Exceed Customer Expectations – This value can be likened to Christ command to “go the extra mile” in Matthew. “And whoever compels you to go one mile, go with him two” (Matthew 5:41, NKJV).

Value 4: The Sundown Rule – “Get things done before the sun goes down” may be a secular application of Ephesians 4:26, “In your anger do not sin: Do not let the sun go down while you are still angry” (NIV).

Values 5-7: The last three values put others first as number one – ‘Consider others better than yourselves.

Value 3 is stated in a way that could be viewed as Biblical or secular depending on interpretation. Under “Help people make a difference”, Wal-Mart states that their store should reflect the values of its customers. If the values of the community are not godly values then this statement will lead Wal-Mart to support a secular worldview. If the communities’ values are Christ-centered, then Wal-Mart would support Biblical values. It is interesting to note that Wal-Mart has a “Good Works” program designed to help communities through service. Their slogan says, “We are committed to the communities we serve. We live here, too. And we believe good, works.” (Wal-Mart, n.d.i.) This concept of good works is a Biblical command in both James and Ephesians. “Faith without works is dead” (James 2:26b, NKJV) “For we are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do.” (Ephesians 2:10, NIV) However, good works are also highly esteemed in nearly every world religion. Therefore, Wal-Mart is not necessarily supporting God’s design for believer to do good works in service to Him.

In summary, the values of Wal-Mart are not contrary to Godly principles but do not state outright that they support Godly principles. The fact that many of their stated values are in line with God’s Word is encouraging but it should not be assumed that every Wal-Mart executive or employee holds to these values or seeks Godly wisdom in leading the company.

## References

Collins, J. (2001). Good to Great: Why Some Companies Make the Leap...and Others Don't. New York, NY: Harper Collins Publishers.

Collins, J. and Porras, J. (1991 Fall). Organizational Vision and Visionary Organizations. California Management Review.

Daft, R. (2001). Organization Theory and Design. Vanderbilt University: South-Western Thomson Learning.

The Holy Bible New International Version. (1985) Grand Rapids, Michigan: Zondervan.

The Holy Bible New King James Version. (1982) Nashville, TN: Thomas Nelson, Inc.

Wal-Mart. (n.d.a). The Wal-Mart Culture. Retrieved March 5, 2003 from Wal-Mart website:  
[http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV\\_SessionID=@@@@0325736543.1046918743@@@@&BV\\_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&categoryOID=-8245&catID=-8242&template=CategoryDisplay.jsp](http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV_SessionID=@@@@0325736543.1046918743@@@@&BV_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&categoryOID=-8245&catID=-8242&template=CategoryDisplay.jsp)

Wal-Mart. (n.d.b). 3 Basic Beliefs. Retrieved March 5, 2003 from Wal-Mart website:  
[http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV\\_SessionID=@@@@0325736543.1046918743@@@@&BV\\_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=DisplayAllContents.jsp&categoryOID=-8991&catID=-8242](http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV_SessionID=@@@@0325736543.1046918743@@@@&BV_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=DisplayAllContents.jsp&categoryOID=-8991&catID=-8242)

Wal-Mart. (n.d.c). Exceed Customer Expectations. Retrieved March 5, 2003 from Wal-Mart website:  
[http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV\\_SessionID=@@@@0325736543.1046918743@@@@&BV\\_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8276&catID=-8242](http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV_SessionID=@@@@0325736543.1046918743@@@@&BV_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8276&catID=-8242)

Wal-Mart. (n.d.d). Helping People Make a Difference. Retrieved March 5, 2003 from Wal-Mart website:  
[http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV\\_SessionID=@@@@0325736543.1046918743@@@@&BV\\_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8971&catID=-8242](http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV_SessionID=@@@@0325736543.1046918743@@@@&BV_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8971&catID=-8242)

Wal-Mart. (n.d.e). The Sundown Rule. Retrieved March 5, 2003 from Wal-Mart website:  
[http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV\\_SessionID=@@@@0325736543.1046918743@@@@&BV\\_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8275&catID=-8242](http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV_SessionID=@@@@0325736543.1046918743@@@@&BV_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8275&catID=-8242)

Wal-Mart. (n.d.f). Ten-Foot Rule. Retrieved March 5, 2003 from Wal-Mart website:  
[http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV\\_SessionID=@@@@0325736543.1046918743@@@@&BV\\_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8277&catID=-8242](http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV_SessionID=@@@@0325736543.1046918743@@@@&BV_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8277&catID=-8242)

Wal-Mart. (n.d.g). Pricing Philosophy. Retrieved March 5, 2003 from Wal-Mart website:  
[http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV\\_SessionID=@@@@0325736543.1046918743@@@@&BV\\_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8278&catID=-8242](http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV_SessionID=@@@@0325736543.1046918743@@@@&BV_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8278&catID=-8242)

Wal-Mart. (n.d.h). The Wal-Mart Cheer. Retrieved March 5, 2003 from Wal-Mart website:  
[http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV\\_SessionID=@@@@0325736543.1046918743@@@@&BV\\_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8279&catID=-8242](http://www.walmartstores.com/wmstore/wmstores/Mainabout.jsp?BV_SessionID=@@@@0325736543.1046918743@@@@&BV_EngineID=ccceadchhekkhmjcfkfcfkjdgoodglh.0&pagetype=about&template=ContentWithImages.jsp&categoryOID=-8279&catID=-8242)

Wal-Mart, (n.d.i) The Wal-Mart Foundation, Good Works. Retrieved March 8, 2003 from the Wal-Mart website:  
[http://www.walmartfoundation.org/wmstore/goodworks/scripts/index.jsp?BV\\_SessionID=@@@@0822323614.1047251168@@@@&BV\\_EngineID=cccdadchhekkhmhcfkfcfkjdgoodglh.0](http://www.walmartfoundation.org/wmstore/goodworks/scripts/index.jsp?BV_SessionID=@@@@0822323614.1047251168@@@@&BV_EngineID=cccdadchhekkhmhcfkfcfkjdgoodglh.0)