



## **MBA Admissions Case Study:** **Tech Giants in Emerging Markets**

### **Introduction:**

In the age of digitalization, tech giants such as Google, Amazon, and Meta have had massive impacts on the global economy and the way we live our day-to-day lives. These companies have reshaped consumer habits, and the way we interact with each other, and fundamentally changed the way information is spread and interpreted worldwide. Despite these tech giants only being founded within the past few decades, they have permanently reshaped the world.

However, despite the global dominance of tech giants, the rollout of these new technologies and services has gone more smoothly in some countries than others. The vast majority of large tech companies are founded in the United States, China, Japan, Taiwan, or the European Union. This means that when these companies expand into new markets they need to navigate unique regulatory environments, cultures, and regional economies that might function much differently than their own.

The goal of this case study is to examine the unique challenges that tech companies face when trying to expand into emerging markets. In the context of this case study, an emerging market can be defined as “an economy that experiences considerable economic growth and possesses some, but not all, characteristics of a developed economy. Emerging markets are countries that are transitioning from the “developing” phase to the “developed” phase.”

### **Instructions:**

In 2013, online retail giant Amazon launched operations in India. Amazon has invested over USD 6.5 billion into the Indian market since and with good reason. The Indian e-commerce market is poised to reach USD 133 billion by 2025. However, the journey has been rocky. In 2020, Amazon founder Jeff Bezos visited India to discuss further expansion plans. However, the reception was chilly with Indian Prime Minister Narendra Modi refusing to meet with Bezos.

Amazon has had some success in India with over 100 million customers in the country over the past decade, but has faced many challenges along the way. Due to these challenges, they have had to shut down several branches of business in the Indian market in recent years such as Amazon Distribution—their wholesaling service, Amazon Academy, and their food delivery service.

Your task for this case study is to examine the key factors that have contributed to the challenges Amazon has faced in India. This will be accomplished by completing the following tasks:



1. Read the following articles:
  - a. [Why Amazon's battle for e-commerce supremacy in India is not easy](#)
  - b. [What is wrong with Amazon in India?](#)
  - c. [Amazon facing 'unfavorable' regulatory environment struggles to expand in India](#)
  - d. [Amazon documents reveal company's secret strategy to dodge India's regulators](#)
  
2. Watch the following video:
  - a. [Can Amazon Succeed in India?](#)
  
3. Write a 1-2 page paper which answers the following questions:
  - a. Based on the articles, video, and your research what are the 3 biggest challenges Amazon has faced while trying to expand in the Indian market and why?
  - b. Beyond the 3 challenges detailed above, are there any other political, social, or cultural factors at play which have hindered Amazon's expansion in India?
  - c. In your opinion, has Amazon acted ethically or unethically in India and why?
  - d. Based on the articles, video, and your research, what are the 2 main reasons Amazon is so interested in gaining market share in India?
  - e. If you were in a strategic leadership role at Amazon, what are 3 actions you would take to improve Amazon's market share in India and why?

**Artificial Intelligence Disclaimer:**

You are permitted to use whatever AI productivity tools you desire to assist with this case study. The only requirement is that they properly cite the use of AI in their paper. The guidelines to do so are as follows:

1. Include a disclaimer at the end of the citation section which reads: "This project was completed with the assistance of artificial intelligence. Artificial intelligence was used to help write the following sections/pages:"
2. Include what sections/pages of the paper were written with the help of AI in this disclaimer.

**Please note that we are assessing your critical thinking skills while you complete this case study, not how well you can prompt A.I. While you are permitted to use it as an assistant, please make sure that the answers are coming from your analysis of the articles and video.**