

April 12, 2019

Dear GBCC Teams,

Enclosed you will find the case for the 2019 Global Business Case Competition, "**Amazon Go Stores: New Directions in Grocery Retailing**," by Dr. Debra Glassman, Foster School of Business, April 2019.

You are a team of Amazon managers working on the globalization of the Amazon Go innovations. At Amazon, the usual approach is for recommendations to be made in the form of a six-page memo. A meeting starts with everyone reading the memo silently, before proceeding to questions and debate. In order to be successful, recommendations must be backed up by data.

To Amazonians, the six-pager is an institution that's revered but, like final exams, requires a lot of preparation to be done right. Its role is to sharpen proposals by forcing Amazonians to concisely explain their plan, and to thoroughly think through everything they put down on paper.

Your team is not quite ready to write a six-pager. As an intermediate step, you are preparing to present your ideas to your immediate supervisors. That is why you will make your presentation in a more traditional format using PowerPoint (or the equivalent). But it is still important for you to be persuasive and for you to back up your arguments with data.

Specifically, your supervisors have asked you to do the following in your presentation:

- Describe three strategies for taking the Amazon Go innovations to global markets.
- Evaluate the pros and cons of each strategy.
- Select the one best strategy from your list and recommend an implementation plan. Include a timeline and a 5-year pro forma income statement*.

* To simplify the income statement, you may choose to treat Amazon Go-International as a stand-alone business.

Competition Guidelines & Rules

Obviously, you will need to do outside research in order to prepare your presentation. However, you may not conduct any personal interviews as part of that research. For example, do not call, visit, or e-mail anyone at the case company. The only sources that you may use are publicly available ones (print or electronic). Please note that you are allowed to ask librarians where reference materials are located, but not for help on your research strategy.

Do not discuss the case, your research, or your presentation with anyone outside your team (this includes your advisor, your ambassador, and GBCC managers) before Saturday's competition.

If you have a question about the competition, the rules, these instructions or the case, contact Nedda Soleymani (neddas@uw.edu or 206-962-7280).

I look forward to seeing your presentations on Saturday. Have fun!

Sincerely,



Debra Glassman, Faculty Director, Global Business Center