

April 19, 2024

Dear GBCC Teams,

Enclosed you will find the case for the 2024 Global Business Case Competition, "COSTCO: Global Expansion Opportunities," by Dr. Debra Glassman and Suresh Kotha, Foster School of Business, April 2024.

You are a team of Costco managers. You have been tasked with evaluating three potential new markets for Costco to enter in the future: India, Brazil, and the United Arab Emirates (UAE).

1. Evaluate the three markets based on cultural, economic, competitive, political, and regulatory considerations.
2. Based on your analysis in (1), in what order should Costco enter these markets and when?
3. What market entry strategies do you propose? How should Costco adapt its business model and product offerings to align with the cultural preferences and retail habits of India, Brazil, and the UAE?

**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 Caro Zeiher (czeiher@uw.edu).

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

Sincerely,

Debra Glassman, Faculty Director, Global Business Center, Foster School of Business  
Suresh Kotha, Oleson/Battelle Endowed Chaired Professor, Foster School of Business