**Case-Questions: Amazon in Emerging Markets**

Basic learning objectives/Questions:

1. Did Amazon succeed in China? What did it learn?
2. Did Amazon make sensible choices in its emerging markets entry strategies? Consider location, entry mode, and timing.
3. What are the risks and rewards for early and late movers?
4. How should companies and investors measure success in emerging markets?
5. Considering the competitive landscape in China, India, and Latin America, how can home-grown firms best defend and win against large multinational entrants?
6. Should Amazon enter additional emerging markets immediately? If so, why and where? If not, why not and where should its focus be? More broadly, how sustainable is Amazon’s simultaneous pursuit of geographic, horizontal, and vertical expansion