**Amazon.com, Inc.の論じ方**

現在、過去、未来をInnovation視点から論じること。順番としては、下記のように、「現在」、「過去」（誕生から現在に至るまでの成長・発展）、「未来」という形で論じること。

## Amazon.com, Inc.の現在

### Amazon.com, Inc.の時価総額

#### Amazon.com, Inc.の時価総額・売上高・営業利益・営業利益率はいくらか？また時価総額・売上高は世界第何位か？

#### Amazon.com, Inc.の時価総額・売上高・営業利益・営業利益率を、日本企業のトップの数値と比較するとどうか？

#### Amazon.com, Inc.と同種のビジネスを行っている企業で、Amazon.com, Inc.の次に続く時価総額の企業はどこか？それら企業の時価総額・売上高・営業利益および世界順位はどうなっているのか？（少なくとも２社挙げなさい。）

### Amazon.com, Inc.の現在の事業構成

#### Amazon.com, Inc.のセグメント構成はどのように分類されているのか？

#### Amazon.com, Inc.のセグメント別の売上高、営業利益、売上高営業利益率はどのようになっているのか？

## Amazon.com, Inc.の売上高・営業利益・営業利益率の歴史的変化1995-現在

### Amazon.com, Inc.の売上高・営業利益・営業利益率の歴史的変化はどうなっているのか？1995年から現在に至る数値的変化を調べるとともに、それをわかりやすくグラフ化しなさい。

## Amazon.com, Inc.の誕生および初期の展開

### 創業前後のAmazon.com, Inc.

#### Amazon.comの創業をPEST視点から分析しなさい。-ただしPolitics的要因は論じなくても構わない。なおその際に、法人格の取得が1994年12月、実際のサービス開始が1995年であることを考慮した考察を必ず含めなさい。

なぜWEBを利用したECに注目したのか？

数多くの商品の中でなぜ最初に本を対象として事業展開を開始したのか？

どのような理由でamazon.comという名称を選んだのか？

### 初期Amazon.com, Inc.の営業利益、純利益

#### Amazon.com, Inc.の営業利益は創業の1995年度から2001年度まで、純利益は1995年度から2002年度まで赤字であった。Amazon.com, Inc.がそのように何年間にもわたって赤字経営を続けた理由は何か？どのような意図の元に赤字経営を続けたのか？

なおこの点に関しては、Jeffrey P. Bezosによる*1997 Letter To Shareholders*（この*Letter*は、1997年から現在に至るまでAnnual Report、10-Kに再録されている）の中のIt’s All About the Long Termの見出しに関わる記述を参照しなさい。

https://blog.aboutamazon.com/company-news/2018-letter-to-shareholders

*It’s All About the Long Term*

We believe that a fundamental measure of our success will be the shareholder value we create over the long term. This value will be a direct result of our ability to extend and solidify our current market leadership position. The stronger our market leadership, the more powerful our economic model. Market leadership can translate directly to higher revenue, higher profitability, greater capital velocity, and correspondingly stronger returns on invested capital.

Our decisions have consistently reflected this focus. We first measure ourselves in terms of the metrics most indicative of our market leadership: customer and revenue growth, the degree to which our customers continue to purchase from us on a repeat basis, and the strength of our brand. We have invested and will continue to invest aggressively to expand and leverage our customer base, brand, and infrastructure as we move to establish an enduring franchise.

Because of our emphasis on the long term, we may make decisions and weigh tradeoffs differently than some companies. Accordingly, we want to share with you our fundamental management and decision-making approach so that you, our shareholders, may confirm that it is consistent with your investment philosophy:

• We will continue to focus relentlessly on our customers.

• We will continue to make investment decisions in light of long-term market leadership considerations rather than short-term profitability considerations or short-term Wall Street reactions.

• We will continue to measure our programs and the effectiveness of our investments analytically, to jettison those that do not provide acceptable returns, and to step up our investment in those that work best. We will continue to learn from both our successes and our failures.

• We will make bold rather than timid investment decisions where we see a sufficient probability of gaining market leadership advantages. Some of these investments will pay off, others will not, and we

will have learned another valuable lesson in either case.

• When forced to choose between optimizing the appearance of our GAAP accounting and maximizing the present value of future cash flows, we’ll take the cash flows.

• We will share our strategic thought processes with you when we make bold choices (to the extent competitive pressures allow), so that you may evaluate for yourselves whether we are making rational long-term leadership investments.

• We will work hard to spend wisely and maintain our lean culture. We understand the importance of continually reinforcing a cost-conscious culture, particularly in a business incurring net losses.

• We will balance our focus on growth with emphasis on long-term profitability and capital management. At this stage, we choose to prioritize growth because we believe that scale is central to achieving the potential of our business model.

• We will continue to focus on hiring and retaining versatile and talented employees, and continue to weight their compensation to stock options rather than cash. We know our success will be largely affected by our ability to attract and retain a motivated employee base, each of whom must think like, and therefore must actually be, an owner.

We aren’t so bold as to claim that the above is the “right” investment philosophy, but it’s ours, and we would be remiss if we weren’t clear in the approach we have taken and will continue to take.

With this foundation, we would like to turn to a review of our business focus, our progress in 1997, and our outlook for the future.

## Amazon.com, Inc.の成長・発展

#### Amazon.com, Inc.が2005，2006年以降から急速な成長を持続的にできている要因は何か？

#### Amazon.com, Inc.は、Fulfillment、Technology and contentに巨額の投資を続けている。Fulfillment、Technology and contentそれぞれの項目に対する投資とは具体的には何かを紹介するとともに、そうした項目への投資の理由・意図を推測しなさい。

## Amazon.com, Inc.の将来

Amazon.com, Inc.の強み・弱みを、競合企業との関係で論じる。

Amazon.com, Inc.は、今後、どのような分野で成長を遂げようと考えているのか？（例えば、アンゾフの成長マトリックス視点から論じる）

#### <https://www.sbbit.jp/article/cont1/30111>

#### <https://globis.jp/article/1586>