

URL: <https://stvp.stanford.edu/blog/videos/ebay-vs-yahoo-in-japan-what-would-you-do-differently>

Tilenius talks about eBay's late launch into Japan when Yahoo! was already Number One in Japan with 500,000 listings. This made it difficult for eBay and they made the decision to exit. We believe that you have to be number one in the market or it isn't worth investing in, she says.



Transcript

I came in into the company when we already second in Japan.. I think, largely what happened is it's one of the few times when eBay launched in a country too late and that was primarily because when meg came into the company, many of you probably read about when the systems went down and Meg literally had to stay in a cot and sleep overnight at the company and trying to make the site come back up.. And at that time was when we're debating in going into Japan.. And there was just so much going on in the company that if we had focused on Japan, we might not have executed well in the United States and in the UK and other countries we're in.. So we launched to late and by the time we launched, Yahoo! had about 500,000 listings.. And that combined with the traffic that Yahoo! had in Japan as the number one online site and search engine, it made it very difficult for us to catch up.. So we made the decision to exit because we believe that you have to be number one in a market or it's not worth putting the investment in.. So we're in 27 countries today.. We're number one in every country and we exited Japan.. And we hope at some point to do an acquisition and reenter Japan...