

PayPal in 2017: Continuing to Reshape the Payments Landscape *(Robert Siegel)*

Entrepreneurship

Between 2013 and 2017 PayPal¹ had grown from \$8 billion to almost \$11 billion in revenues and had a market cap of over \$70 billion. In addition, the product and cultural transformations of the organization made the firm feel like an entirely new company from the one that existed several years prior. Outside of the company, major trends continued to impact PayPal: e-commerce conducted on mobile devices in the United States accounted for just under 12 percent of all e-commerce transactions in 2014 and were forecast to rise to almost 45 percent by 2020, thus further changing how customers conducted business and paid for goods and services. The case explores how PayPal leadership has continued to evolve the organization and product lineup in order to compete in an extremely competitive landscape.

Having read the business case. Discuss in smaller groups followed by full in-class discussion

- Which data is provided in this case?
- What information does this case provides you with?
- What do you know based on the data and information provided in this business case?
- What could this company determine based on the information provided in this business case, name at least 3 aspects.



¹ A digital payments platform that found early success processing online payments for purchases on eBay- *Robert Burgelman*