

## Zappos (HBS, 9-610-015)

**Question 1:** What are Zappos' core competencies and sources of competitive advantage? Is their strategy coherent?

**Question 2:** Who are their main competitors? Is the competitive advantage sustainable?

**Question 3:** Given the current recession, how might you cut costs while maintaining the companies' strategy?

**Question 4:** What are the prospects for growth? How would you expand the business? Would you add more products, more geographies, appeal to different types of customers or develop a Zappos brand of products? As you expand the business, how can the company become more profitable, particularly in light of the costs associated with the focus on service?