

## eBay, Inc and Amazon.com (A) (HBS 9-712-405)

**Question 1.** What is eBay's competitive strategy? Is it coherent?

**Question 2.** What is Amazon's competitive strategy? Is it coherent?

**Question 3.** On Dec 31 2010, the market capitalization for eBay was \$36bn, while that for Amazon was \$81bn. Yet throughout 1999-2010, eBay had made higher profits than Amazon. Do these valuations make sense? Use the data in the case to make your answer as precise as possible.

**Question 4.** As it shifted to a platform business, how did Amazon encourage third-party sellers? Was it successful?

**Question 5.** Are eBay and Amazon competing for the same market?

**Question 6.** What would you recommend for eBay going forward, and why?