

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

The following questions are worth 2 points each:

- 1)** Do a six forces analysis of Zappos.
- 2)** What are Zappos's core competencies? What is their competitive advantage?
- 3)** Is Zappos's competitive advantage sustainable?
- 4)** At the time of this case, Zappos just had to execute the first large-scale lay-off in its history. Should it continue to invest in growth? Can it reduce certain costs while retaining its strategy?
- 5)** Why did Amazon want to buy Zappos? Amazon is known for having the cheapest prices while Zappos offered products at full prices.
- 6)** Would you have stayed independent and grown the business or sold to Amazon.