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.