

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

- 1)** What is eBay's competitive strategy? Is it coherent?
- 2)** What is Amazon's competitive strategy? Is it coherent?
- 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.
- 4)** As it shifted to a platform business, how did Amazon encourage third-party sellers? Was it successful?
- 5)** Are eBay and Amazon competing for the same market?
- 6)** What would you recommend for eBay going forward, and why?