

Zappos (HBS, 9-610-015)

- 1)** What are Zappos's core competencies? Is their strategy coherent?
- 2)** Is Zappos's competitive advantage sustainable?
- 3)** At the time of this case, Zappos just had to execute the first large-scale lay-off in its history. Can it reduce certain costs while retaining its strategy?
- 4)** Should Zappos invest heavily in clothing and accessories? If so, how?
- 5)** What are the other options for growth? Which of these do you favor?
- 6)** Why does Amazon want to buy Zappos? Do the two businesses complement or conflict with one another?