

Case Title: Amazon.com, Inc.

Unique ID: MHE-FTR-053-1259927628

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Abstract

Over 20 years as a public company, founder and CEO Jeff Bezos has taken Amazon.com from an online bookstore to the largest online retailer and comparison-shopping site in the world. Bezos has followed the trend of integrating hardware and software, products and services, and online and brick-and-mortar stores. Amazon diversified into cloud computing (with Amazon Web Services, or AWS) and content delivery and original content creation. Still, Amazon continues to display low profitability, reflecting Jeff Bezos investment in Amazon and increased competition from Apple, Alphabet, Microsoft, Alibaba, and Walmart. Investors are expecting profits will come, but this is uncertain and something Jeff Bezos must manage.

Concepts: Stakeholders, Strategic Planning, External Analysis, Competition, Internal Analysis, Competitive Advantage, Core Competence, Business Strategy, Business Models, Platform Strategy, Innovation, Technology, Corporate Strategy, Diversification, Vertical Integration, Strategic Leadership, Digital Transformation

Context:

- Ticker Symbol: AMZN
- Protagonist: Jeff Bezos, CEO and Founder
- Country: USA (worldwide reach online)
- Sector: e-retail, cloud computing, content, computer hardware and software
- Company Employee Count: 341,400 (2017)
- Company Revenue: \$135.9B (2016)
- Market Cap: \$480B (May 2017)
- Event Year: 2017

Teaching Note: Available