

PELOTON INTERACTIVE, INC.

DISCUSSION QUESTIONS

1. What are the major environmental factors affecting Peloton? How do you expect these factors will change in the next 2-3 years? What would be the implications of these changes for Peloton's business?
2. Which value chain activities are currently creating the most value for Peloton? Which represent its greatest weaknesses? Why?
3. Do you think Barry McCarthy was a good selection as Peloton's new CEO? Why or why not? What do you think about McCarthy's moves since taking over as CEO?
4. Does it make sense for Peloton to continue operating in all three of its major business segments (exercise equipment, subscriptions, apparel)? Which, if any, should McCarthy consider divesting? Why?
5. Should Peloton consider being acquired by Amazon or Nike? If not, why not? If so, which company would make more sense as an owner and why?
6. Where are the opportunities in the fitness market? Should Peloton diversify into other areas? If so, which ones and how would it enter?
7. If you had money you wanted to invest, would you invest it in Peloton at the time the case was written? Why or why not?