

GROUPON, INC.

DISCUSSION QUESTIONS

1. To what do you attribute Groupon's early successes?
2. How does being involved in the creation of a new industry sector help and hurt Groupon's ability to compete?
3. Should Groupon seek to be acquired? Why or why not? If so, by whom? What does the company have to offer that would make them attractive to a potential buyer? In other words, what are their strengths in their market?
4. How does the fact that Andrew Mason decided to keep Groupon an independent company influence the strategic direction of the firm? What are some of the benefits of having the original entrepreneur remain at the helm of a fast-growing high-technology firm? What are some of the disadvantages? Do you think that the board should replace Mason?
5. If you look at the experience of the top management team, what do most of them have in common? What are the benefits and negatives of having a fairly homogenous top management team? Should there be more diversity in previous work experience in the top management team?
6. Which of the five distinct strategies outlined by Groupon listed under the "Strategies" headline do you think is most in line with their entrepreneurial oriented strategy? Why?
7. Mason says he does not want to compete with Amazon, but do you suppose that Amazon is concerned about Groupon? If Amazon wanted to become the leader in the daily deals market, could it be done? How? What does your answer say about the risk factors facing Groupon?
8. If Groupon's business model is so good, why isn't the company making a consistent profit? Why has the volatility in performance of Groupon concerned investors so much?