

## 2.10: Critical Thinking Exercises

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1. Like Clorox and Zoom, Peloton was poised to seize the market opportunities created by the COVID-19 pandemic and stay-at-home mandates ordered by cities and states. Research Peloton and construct a timeline of key Peloton events from 2020 through 2022. What key strategic decisions did Peloton make in the exercise-at-home market? (Be sure to include Peloton's summer 2021 decision to lower the price of its original bike by 20%.) What opportunities and challenges did Peloton face during the pandemic? How did consumer behavior change during the first year of COVID-19? How well did Peloton predict consumer demand for its exercise products? Now that you've seen the challenges a growth strategy presents, what do you see as the long-term business growth potential for Peloton?
  2. Go to Clorox's website and [review the company's primary products \(opens in new window\)](#). Complete a SWOT matrix for Clorox that lists at least three strengths, weaknesses, opportunities, and threats. The first level in the SWOT has been provided for you below.
  3. Disney is an example of a diversified company. Its success is based upon founder Walt Disney's artistic abilities and years of successful strategic planning. Answer the following questions:
    - A. Why has it been important for Disney to identify new products and markets?
    - B. How has Disney leveraged its strengths to pursue new opportunities?
    - C. In addition to parks and resorts, list three products/services Disney has expanded into.
    - D. In your opinion, is Disney an example of an ethical company that practices a double bottom line?
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