



Key Partnerships

For its **IMT** Advertising business unit, Zillow acquired regional sites (HotPads and StreetEasy) and one of its main competitors (Trulia) and enables targeted regional listings across the US.

For its new **Homes** business unit, Zillow has expressed an interest in partnering with 'service-focused' industry partners across the value chain.

Zillow lists '*superior industry partnerships*' as one of their Key Competitive Advantages in their recent Annual Report.

Key Resources

Brand, Technology, Balance Sheet

- ZG brand is synonymous with *property* in the USA
- World-class tech for buying & selling homes
- Strong balance helps buffer shocks

Key Activities

Tech Innovation, New Partnerships

- Tools (ie. Zestimate, 3D Homes App) to enable homes to sell quicker
- Partnerships across industry vertical to gain market share for Homes business

Value Proposition

Leading US-based advertising platform that allows consumers to rent, buy or sell their homes online.

- US-based brokers pay performance-based fees for lead-gen on their property listings
- Expanded into new 'Real-Estate 2.0' category of buying and selling homes themselves



Customer Relationships

Channel Partnerships, Platform

- Channel partnerships important for Home's customer relationship
- Various ZG platforms used for IMT customer relationship

Channels

Customized Products, Brokerage

- ZG has developed bespoke products to reach different market segments
- Real-estate/ mortgage brokerages are Home's channels

Customer Segments

Brokers, Home Sellers, iBuyers

- Real-estate brokers across the US market their listings on Zillow's platform (including Trulia, Street Easy and HotPads)
- Anyone looking to sell homes (whether consumers, brokers or developers) can sell to Zillow directly
- Approximately 1% of the home sales were completed by the iBuyers segment in 2019

Cost Structure

Platform - ZG continues to invest aggressively in technology, especially for their Homes business line

Home Buying - ZG now purchase homes now directly from sellers and holds them as inventory before selling

Marketing Homes Inventory - they must market new homes and engage with potential buyers across multiple channels

Revenue Streams

Homes: buying and selling homes on Zillow Offers accounted for ~2/3 of revenue in Q1 '20; rapidly growing revenue stream, not yet consistently profitable

IMT: Internet Media & Technology advertising business generates ~1/3 of revenue, very profitable leading up to Q1 '20

Mortgages: lead-gen for brokers makes up small % of rev.