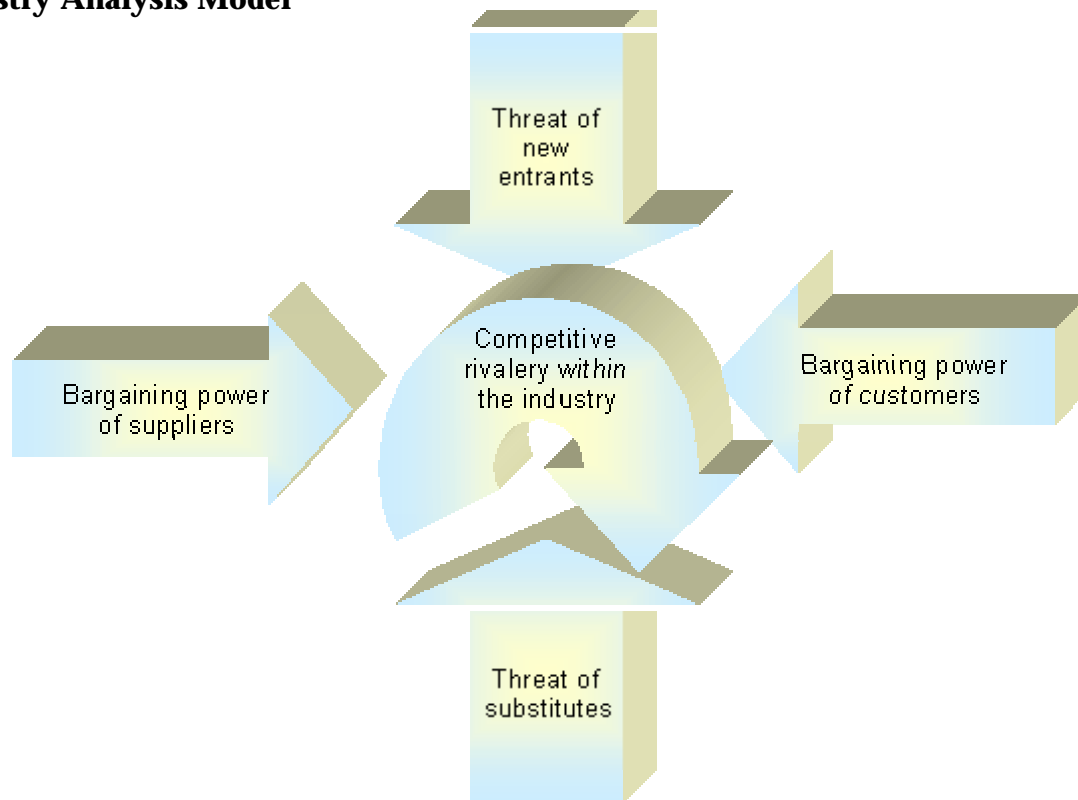


**PORTER'S FIVE FORCES WORKSHEET****Industry Analysis Model****Bargaining Power of Suppliers****Suppliers are POWERFUL if...**

- There is a credible forward integration threat by suppliers.
- Suppliers are concentrated.
- There is a significant cost to switch suppliers.
- The customers are powerful.

**Suppliers are WEAK if...**

- The product is standardized. There are many competitive suppliers.
- They are supplying commodity products.
- There is a credible backward integration threat by purchasers.
- There are concentrated purchasers.
- The customers are weak.

**What does the bargaining power of suppliers in your industry look like?**

## Threat of New Entrants

### Threat of new entrants is LOW if...

- There is patented or proprietary know-how.
- There is difficulty in brand switching.
- There are restricted distribution channels.
- There is a high scale threshold.

### Threat of new entrants is HIGH if...

- There is common technology.
- There is little brand franchise.
- Distribution channels are easily accessible.
- There is a low scale threshold.

**What does the threat of new entrants within your industry look like?**

## Competitive Rivalry Within Industry

### Competitive rivalry within an industry is LOW if...

- There are few players in the industry.
- Players have different strategies.
- Differentiation between competitors and their products are high.
- There is little to no price competition
- There are high market growth rates.
- Barriers for exit are low.

### Competitive rivalry within an industry is HIGH if...

- There are many players of about the same size.
- Players have similar strategies.
- There is not much differentiation between players and their products.
- There is much price competition
- Low market growth rates (growth of a particular company is possible only at the expense of a competitor).
- Barriers for exit are high (e.g. expensive and highly specialized equipment).

**What does the bargaining power of customers in your industry look like?**

## Threat of Substitutes

### Threat of substitutes will be LOW if...

- There is strong brand loyalty.
- There are tight or strong customer relationships.
- Switching costs for customers are high.
- The relative price compared to performance of substitutes is high.

### Threat of substitutes will be HIGH if...

- There is little to no brand loyalty.
- There are loose customer relationships.
- Switching costs for customers are low.
- The relative price compared to performance of substitutes is low.

What does the bargaining threat of substitutes within your industry look like?

## Bargaining Power of Customers

### Customers are POWERFUL if...

- There are a few buyers with significant market share.
- Buyers purchase a significant proportion of the output.
- Buyers possess a credible backward integration threat.

### Customers are WEAK if...

- Producers can threaten forward integration, taking over customers' position.
- There are significant buyer switching costs.
- There are many customers – significant influence on a particular product or price is small.
- Producers supply critical portions of the customers' input.

What does the competitive rivalry within your industry look like?