

- Threat of new entrants**
- Governmental control
 - Differentiation
 - Cost of entry
 - Economies of scale
 - Expectation of retaliation
 - Access to distribution channels
 - Proprietary knowledge
 - Brand equity
 - Learning curve advantages

- Bargaining power of suppliers**
- Concentration of suppliers
 - Volume
 - Presence of substitutes
 - Threat of forward integration
 - Switching costs
 - Relative contribution to cost of
 - Product differentiation
 - Impact of product performance
 - Perceived value

- Competitive Rivalry**
- Number of firms in the market
 - Rate of market growth
 - Level of fixed costs
 - Product differentiation
 - Extra capacity increments
 - Level of competitor diversity
 - Switching costs
 - Barriers to exiting markets

- Bargaining power of buyers**
- Concentration of buyers
 - Availability of alternative supply
 - Threat of backward integration
 - Switching costs
 - Relative contribution to cost
 - Product differentiation
 - Impact on product performance
 - Buyer information availability
 - Buyer price sensitivity

- Potential for substitutes**
- Substitution from outside market
 - Price performance of substitutes
 - Buyers switching costs
 - New product undermining
 - Other products for same need
 - Customers doing without

