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Template for Doing Industry Analysis

This template has been designed to provide a step-by-step guide for students in doing an industry analysis following the Porter Five Forces framework. The template has been designed to provide hands-on advice on how to proceed with the various aspects of industry analysis, and to make sure that no critical elements are missed. The need for this template arises from the dearth in the received literature of hands-on, practical advice in industry analysis. This template is ongoing work, which is up-dated on a regular basis. I hope that it will prove to be a useful learning tool.

Porter's competitive forces (or the five forces) framework identifies five forces that shape a given industry's competitive conditions. These five forces are: (1) barriers to entry; (2) power of suppliers; (3) power of buyers; (4) threat of substitutes; and (5) industry rivalry. Porter elaborates on how these various forces work. In this template, I draw on those elaborations and focus on their practical implications. What should an industry analyst do to assess each of the five forces? What follows is a list of questions to consider for each of the five forces, as well as practical advice on how to proceed with the evaluation of each.

Threat of New Entry	Examples of Questions to Consider	How to Proceed
Economies of scale: Marginal improvements of efficiency as the firm's output volume increases	Are larger firms more efficient (i.e., are unit costs lower)? How steep is the relationship? Remember to consider: manufacturing; raw materials and outsourcing; sales costs; administrative costs.	Get industry reports (e.g., investment banks, Datamonitor, Moody's). Analyze representative companies' financial data. Analyze industry reports. Assess the gradient of the learning curve effect by plotting cumulative volume with unit cost.
Product differentiation	How important are brands in this sector? Do firms compete with distinctiveness? How much are brands and trademarks worth? What drives product differentiation (technology, brand, service quality, other), and how does this impact entry?	Analyze industry's products. Identify leading drivers of differentiation. Assess the cost of differentiation. Use, e.g., annual report data, industry reports.
Capital requirements	How large investments are required for entry? Consider manufacturing capability, distribution and delivery, raw material access, competence development, branding, service provisioning, licensing and regulatory, and other such costs.	List the most important capital investments required. Consider the scale of capital investments of the sector by using balance sheet data (working capital, other relevant figures). Consider alternative forms of organizing (e.g., outsourcing, licensing).
Switching costs	Do the industry's products require asset-specific investment (e.g., supporting products and services, equipment, employee training), which would lose its value if supplier is changed? Does the industry employ loyalty programs (e.g., frequent flyer programs)? Are supplier relationships based on long-term contracts with exit clauses?	List sources of switching costs (technical, contractual, related investment and products, commercial, regulatory, other). Assess the magnitude of switching costs.
Access to distribution channels	Are distribution assets competitively available in the sector? What aspects regulate access to distribution? Are exclusive distribution agreements commonplace? Can alternative distribution channels be found?	List the main channels of distribution. Consider entry aspects of each. Consider alternative distribution channels. Consider the cost of developing these. Consider the cost of access to distribution.

Example Of Company Industry Analysis Report

Roman Wölfel



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Table of Contents Example Of Company Industry Analysis Report

1. Understanding the eBook Example Of Company Industry Analysis Report
 - The Rise of Digital Reading Example Of Company Industry Analysis Report
 - Advantages of eBooks Over Traditional Books
2. Identifying Example Of Company Industry Analysis Report
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Example Of Company Industry Analysis Report
 - User-Friendly Interface
4. Exploring eBook Recommendations from Example Of Company Industry Analysis Report
 - Personalized Recommendations
 - Example Of Company Industry Analysis Report User Reviews and Ratings

- Example Of Company Industry Analysis Report and Bestseller Lists
- 5. Accessing Example Of Company Industry Analysis Report Free and Paid eBooks
 - Example Of Company Industry Analysis Report Public Domain eBooks
 - Example Of Company Industry Analysis Report eBook Subscription Services
 - Example Of Company Industry Analysis Report Budget-Friendly Options
- 6. Navigating Example Of Company Industry Analysis Report eBook Formats
 - ePub, PDF, MOBI, and More
 - Example Of Company Industry Analysis Report Compatibility with Devices
 - Example Of Company Industry Analysis Report Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Example Of Company Industry Analysis Report
 - Highlighting and Note-Taking Example Of Company Industry Analysis Report
 - Interactive Elements Example Of Company Industry Analysis Report
- 8. Staying Engaged with Example Of Company Industry Analysis Report
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Example Of Company Industry Analysis Report
- 9. Balancing eBooks and Physical Books Example Of Company Industry Analysis Report
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Example Of Company Industry Analysis Report
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Example Of Company Industry Analysis Report
 - Setting Reading Goals Example Of Company Industry Analysis Report
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Example Of Company Industry Analysis Report
 - Fact-Checking eBook Content of Example Of Company Industry Analysis Report
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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