

## CHAPTER 1

# OVERVIEW OF FINANCIAL REPORTING, FINANCIAL STATEMENT ANALYSIS, AND VALUATION

*Solutions to Questions, Exercises, Problems, and Teaching Notes to Cases*

### 1.1 Porter's Five Forces Applied to the Air Courier Industry.

**Buyer Power.** Air courier services are a commodity. Firms in the industry offer similar overnight or two-day deliveries. Firms also provide opportunities to track shipments. Business customers can negotiate favorable shipping terms based on the volume of shipments. Thus, buyer power among large corporate customers is high.

**Supplier Power.** The principal inputs are labor services, equipment, and information systems. Demand for pilots and some information-processing specialists, the skill required to offer air courier services, is relatively low. Therefore, competition for jobs reduces supplier power. The principal items of equipment are airplanes, trucks, and sorting equipment. The number of suppliers of this equipment is relatively small, but the equipment offered is largely a commodity. Thus, equipment supplier power is relatively low. Information systems are critical to scheduling, tracking, and delivering parcels. Hiring individuals with the education and skills needed to design and maintain this information system is not difficult because these skills and education are not unique. Thus, supplier power is low.

**Rivalry among Existing Firms.** Seven air couriers now carry a 90% market share. FedEx and UPS have the largest market shares and compete heavily. Smaller firms compete more in particular geographical or customer markets. Thus, rivalry is relatively high.

**Threat of New Entrants.** The cost of acquiring equipment, developing national and international delivery networks, and overcoming entrenched firms in an already crowded market makes the threat of new entrants low.

**Threat of Substitution.** The main threat to transportation of letter parcels is digital transmission, and that threat is high. The threat of substitutes for transportation of packages is low.

### 1.2 Economic Attributes Framework Applied to the Specialty Retailing Apparel Industry.

**Demand.** Firms attempt to compete on design, colors, and other product attributes, but apparel is largely a commodity. Demand is somewhat cyclical with economic

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**Brendan G. Carr**



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