Porter's five forces planning sheet

Use this sheet to plan a five forces answer before you write. Fill in one row per force using evidence from the case, then work through the judgement checklist.

Step 1: rate each force

Force	Evidence from the case	Strength	Effect on profit
Rivalry		High / Medium / Low	
Threat of new entrants		High / Medium / Low	
Buyer power		High / Medium / Low	
Supplier power		High / Medium / Low	
Threat of substitutes		High / Medium / Low	
Complements (optional)		High / Medium / Low	

Step 2: questions to ask for each force

- Rivalry: how many similar firms are there, and is the market growing slowly?
- New entrants: what would a newcomer need (sites, suppliers, brand, scale), and is any of that getting cheaper?
- Buyer power: can customers compare prices and switch at little cost? Are there a few large buyers?
- Supplier power: how many suppliers are there, and how hard would they be to replace?
- Substitutes: could customers meet the same need with a product from another industry?

Step 3: links between forces

Write one chain that connects two forces, for example: supplier costs rise, so shelf prices rise, so buyers switch to a rival.

Step 4: judgement checklist

- Have I said which industry and whose profit the question is about?
- Have I used evidence from the case for every force I rated?
- Have I said which force matters most for this firm, and why?
- Have I used a limit of the model where it changes my answer?
- Does my conclusion say what the answer depends on?
- Have I suggested a strategy that reduces the firm's exposure?