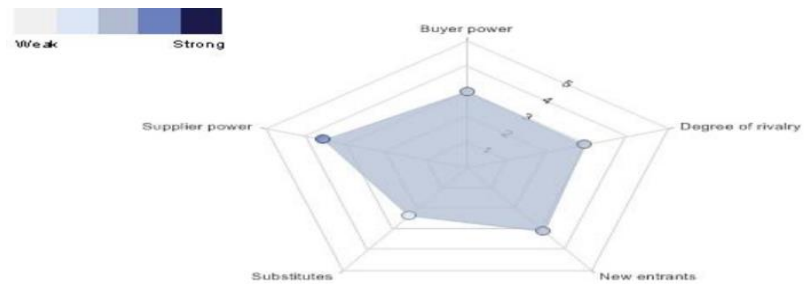


Diane Moran 10/3/13

Google - Porter 5 Force Model from a scale of 1-5 (5 being strong)



Supplier Bargaining Power from a scale of 1-5 (5 being strong):	Buyer Bargaining Power from a scale of 1-5 (5 being strong):	Entry Barrier from a scale of 1-5 (5 being strong):	Substitution Threat from a scale of 1-5 (5 being strong):	Rivalry Factors from a scale of 1-5 (5 being strong):
Supplier power is strong -4.	Buying power is moderate - 3	Entrants is moderate - 3	Threat of substitutes is weak - 2	Market is moderate - 3
Differentiated Input - 3	Backwards integration - 1	Distribution accessible -3	Beneficial alternative - 2	Competitor size - 4
Forward integration - 3	Buyer Independence - 5	Incumbents acquiescent - 2	Cheap alternative - 2	Easy to expand - 4
Importance of quality/cost - 4	Buyer size – 2	Little IP involved - 2	Low cost switching - 3	Hard to exit - 2

No substitute inputs - 2	Financial muscle -5	Little regulation - 3		Lack of diversity - 3
Oligopoly threat - 3	Low-cost switching - 3	Low fixed costs - 3		Low cost switching 4
Player dispensability - 4	Oligopoly threat - 2	Low-cost switching - 3		Low fixed costs - 4
Player independence - 5	Price sensitivity - 3	Market growth - 5		Number of players - 2
Supplier size - 4	Product dispensability - 2	Scale unimportant - 3		Similarity of players - 4
Switch costs -4	Tendency to switch-4	Suppliers accessible - 3		Storage cost - 3
	Undifferentiated product -3	Undifferentiated product - 3		Undifferentiated product - 3
		Weak brands - 3		Zero sum game - 1

References:

<http://web.ebscohost.com.ezproxy.lewisu.edu/bsj/pdfviewer/pdfviewer?sid=18b307a6-ae55-4d9d-9b92-cbe7d7551840%40sessionmgr115&vid=2&hid=126>