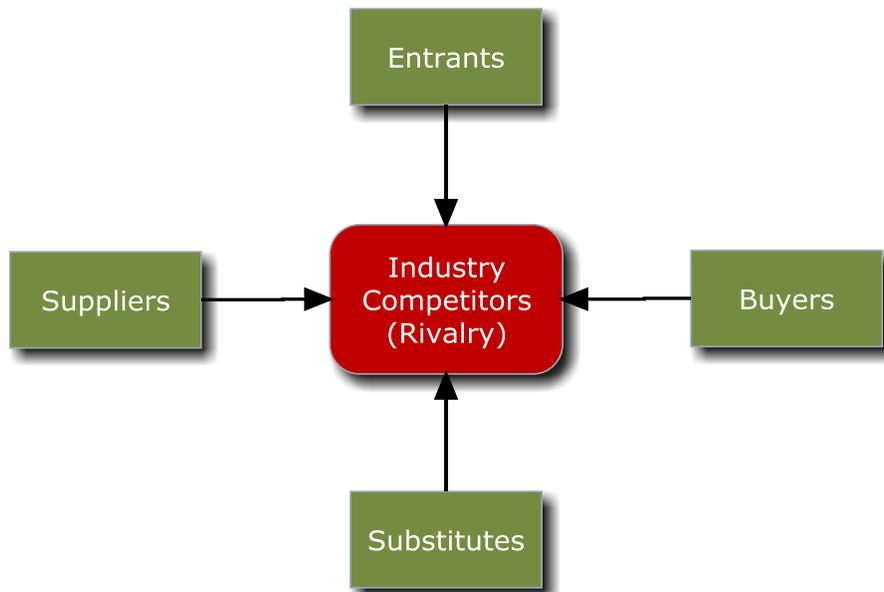


# Tools for Knowledge Workers

## Michael Porter's "Five Forces"



**Based on a diagram on page 4 of *Competitive Strategy* by Michael Porter**

Harvard's Michael Porter is an acknowledged expert in the area of strategy, in particular with respect to competitive strategy, which is the title of his 1980 book. The diagram above lays out the framework he uses in that book to explain how to analyze a company's competitive position (and its competitors') in terms of five factors or forces: (1) the threat of new entrants, (2) the intensity of rivalry between and among competitors, (3) threats from substitute products and the bargaining power of (4) suppliers and (5) buyers. Consultants can also use this framework to examine their clients' competitive position. A much more detailed version of this tool can be found by clicking [here](#).

