

PORTER'S FIVE FORCES

Original Design Iceberg companion. Define the situation and keep evidence separate from assumptions. Add a sheet when the scope needs more space.

01 / INDUSTRY BOUNDARY

Transaction, geography, horizon and actor roles.

02 / RIVALRY

Basis of competition and supporting evidence.

03 / ENTRANTS

Entry conditions and what remains uncertain.

04 / SUBSTITUTES

Other ways of meeting the underlying need.

05 / BUYER POWER

Purchaser alternatives, switching and negotiation.

06 / SUPPLIER POWER

Critical input dependencies and alternatives.

REVIEW & DECISION

Original Design Iceberg companion. Interpret the work, record its limits and agree a next action with an owner and a review point.

01 / ACTOR ROLES

Purchaser, user and supplier relationships.

02 / MECHANISMS

How pressures combine around this offer.

03 / EVIDENCE

Sources, dates and disputed claims.

04 / POSITION

Strategic choice and credible service promise.

05 / USER CONSEQUENCE

Who bears uncertainty or loses access?

06 / NEXT CHECK

Evidence needed, owner and review condition.