

APPENDIX 1 : BUYER POWER ANALYSIS

	BUYER GROUPS			
	M N C E & A	M N C J	L O C A L	S P
Is the buyer group concentrated – i.e. comprised of a few dominant buyers? (If yes, a source of power)	2	1	2	1
Does the buyer group purchase large volumes relative to the seller's sales? (If yes, a source of power)	2	1	2	0
Do the products purchased by the buyer group represent a significant fraction of their costs? (if yes, buyer will be prone to bargain for price ; thus, a source of power.)	1	1	1	2
Are the products purchased by the buyer group standard and undifferentiated – i.e., commodity like? (If yes, buyer can find other sellers ; thus, a source of power.)	1	1	2	0
Would the buyer group face significant costs by switching from one seller to another? (If yes, buyer will be prone to stay with current seller ; thus, not a source of power.)	1	1	2	0
Does the buyer group earn relatively low profits? (If yes, buyer will be prone to bargain for price ; thus, a source of power.)	0	0	2	0
Do members of the buyer group pose a credible threat of backward integration – i.e., can they make what they currently buy? (If yes, a source of power.)	0	1	0	0
Is the seller's product relatively important to the quality of the buyer's product? (If yes, buyers will be prone to bargain hard for quality but less so for price ; thus , a source of power.)	2	2	0	2
Does the buyer group possess a good deal of information about the seller's business – e.g., profit margins? (If yes, a source of power.)	1	1	2	0
Does the buyer group have expertise in the purchasing function? (If yes, a source of power.)	2	2	0	2
Total (maximum of 20 for each buyer)	12	11	13	7

ENDIX 2 : SUPPLIER POWER ANALYSIS

	SUPPLIER GROUPS					
	F (L O C A L)	F (I M P O R T)	I (L O C A L)	A (I M P O R T)	R (L O C A L)	R (I M P O R T)
Is the supplier group concentrated – i.e. dominated by a few companies – or is it more concentrated than the industry it sells to? (The more concentrated the group, the greater the source of power.)	2	0	2	1	2	2
Are there viable substitutes to the products provided by the supplier? (If yes, powerful suppliers can be checked with substitute products ; thus , not a source of power.)	1	2	2	2	2	2
Is the industry an important customer of the supplier? (If yes, supplier is less prone to exercise power ; thus , not a source of power.)	0	1	1	0	1	1
Is the supplier's product important to the buyer's business? (If yes, a source of power.)	2	2	2	2	2	2
Are the supplier's products differentiated? (If yes, moving from one supplier to another may be difficult ; thus , a source of power.)	0	0	1	2	0	2
Would significant switching costs be involved in changing from one supplier to another? (If yes, a source of power.)	0	0	1	2	0	1
Does the supplier poses a credible threat of forward integration – i.e. can it make what its customers buy? (If yes, source of power.)	2	2	1	0	0	1
Government Restriction	2	1	1	1	2	1
Total (maximum of 16 for each supplier)	9	8	11	10	9	12

APPENDIX 3 : ANALYSIS OF BARRIER TO ENTRY

	To a Great Extent	To a Moderate Extent	To Little or No Extent
1. To what extent is your industry characterized by high economies of scale – i.e. unit costs decrease as production increases		X	
2. To what extent are firms in the industry highly differentiated – i.e. brand identification and customer loyalty exist for specific distributors (e.g. through services offered)?			X
3. To what extent are the capital requirements for entry into the industry high?	X		
4. To what extent are switching costs high (i.e. do buyers pay a "fine" for switching to a new entrant)?			X
5. To what extent are distribution channels limited or already captured by incumbent firms?			X
6. To what extent do incumbent firms having favourable geographic locations with respect to buyers preclude new entrants from obtaining similar geographic advantages?		X	
7. To what extent do incumbent firms have proprietary knowledge, technology, and/or personnel that are not readily available to new entrants?	X		
8. To what extent does government policy limit or foreclose entry into the industry?		X	

APPENDIX 4. : ANALYSIS OF THREAT OF SUBSTITUTIONS

Products/Services	Customer Function(s)	Substitute Products/Services
Barrier Films/ Protection	<ul style="list-style-type: none"> o Required shelf-life o Preserved taste/origin of contents o Eliminate defects due to inadequate protection 	<ul style="list-style-type: none"> * Glass/Polyester bottle * Aluminium/Tin cans * Multi-layer laminates or co-extruded films
Less Bulkiness/ Less weight	<ul style="list-style-type: none"> o Ease of handling & distributions o Less costly packaging o Convenience o Less municipal waste – Environment Friendly 	<ul style="list-style-type: none"> * Aluminium/Tin cans
Product appeal/ presentation	<ul style="list-style-type: none"> o Attraction, interest, desire & action (AIDA) to purchase 	<ul style="list-style-type: none"> * Paper board * Halographic films
Various sizes at low cost	<ul style="list-style-type: none"> o Differentiation strategy o Cost saving 	<ul style="list-style-type: none"> * Plastic containers

APPENDIX 5 : COMPETITIVE RIVALRY ANALYSIS

	YES	NO
Is the number of firms in the industry high? (If yes, rivalry tends to be high)	X	
Are the firms in the industry relatively balanced in terms of sales? (If yes, rivalry tends to be high)	X	
Is growth in the industry relatively slow? (If yes, firms expand market share at each other's expense; thus, rivalry tends to be high)		X
Are fixed costs in the industry high? (If yes, firms tend to cut price in order to cover costs; thus, rivalry tends to be high. This frequently occurs in industries where capacity must be added in large increments – e.g. fertilizer plants)	X	
Are storage costs in the industry high? (If yes, firms tend to sell off inventory cheaply during slow periods; thus, rivalry tends to be high)		X
Are costs associated with switching from one firm to another high for the buyer? (If yes, rivalry tends to be low)		X
Are products highly differentiated from one firm to another in the industry? (If yes, rivalry tends to be low)		X
Are competitors within the industry different in terms of strategies, personalities, and/or relationships with a parent company? (If yes, rivalry tends to be relatively high as competitors are not likely to understand each other, a necessary condition for market equilibrium)	X	
Do firms have high strategic stakes in the industry? For example is it important for a diversified conglomerate to achieve success in your industry through a subsidiary, even if that subsidiary is unprofitable? (If yes, rivalry tends to high)	X	
Do high exit barriers exist in the industry? For example, are assets highly specialized or are costs encountered upon exit? (If yes, rivalry tends to be high)	X	