



Module 1 Workflow Resources: Pre-meeting Analysis

Step 1 - Industry Analysis

Specify the client and product / service to be analysed:

Please answer the following questions to identify the key factors that determine profitability within the relevant client industry. This is only meant to be a quick analysis and it should take just 5 - 10 minutes to complete.

- **Customers / Buyers:** 'What is actually driving the client's customers' (buyers') decision making process when they decide who to buy the product / service from?' 'How fickle are the client's customers?' 'How much choice do they have?'

- **Suppliers:** 'Who are the client's key suppliers?' 'Is the client particularly reliant on any one of these suppliers?' 'How skilled is the workforce?'

- **Competitors:** 'Who are this client's main competitors?' Do all the competitors provide similar products / services?' If not, how do they differ?

- **Barriers to Entry:** 'How easy would it be for new competitors to break into this industry?' 'What are the barriers to entry in this industry?'

- **Alternatives / Substitutes:** 'What are the various alternatives / substitutes?' 'What are their key features?' Do the alternatives provide benefits over and above those of the client's products / services?'