

# COMPETITIVE ADVANTAGE

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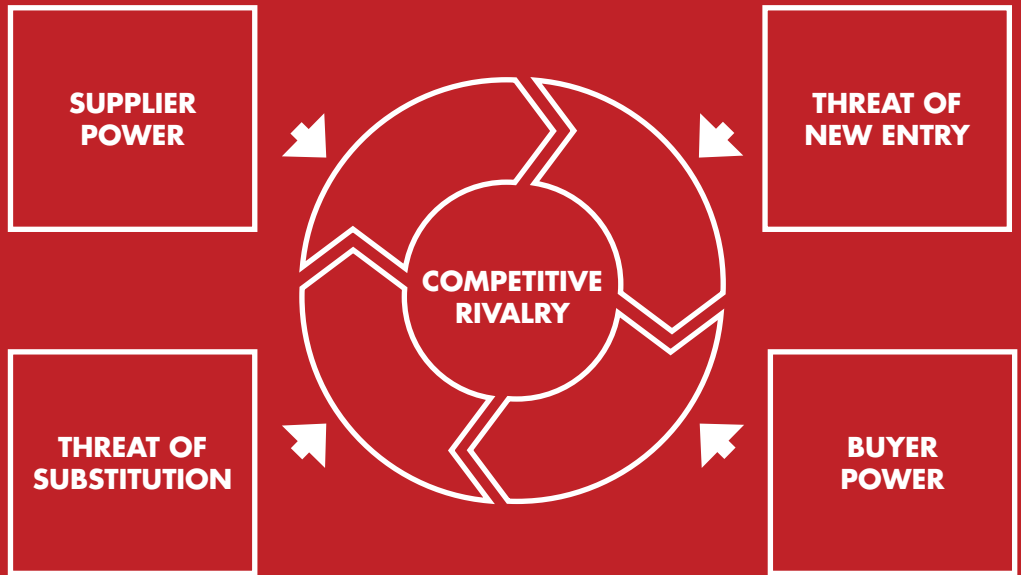
## THE SOURCES

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# PORTER'S 5 FORCES



**The competitive landscape within your industry will evolve & change.**

## Supplier power

- Number of suppliers
- Size of suppliers
- Uniqueness of service
- Own ability to substitute
- Cost of changing

## Threat of new entry

- Time and cost of entry
- Specialist knowledge
- Economies of scale
- Cost advantages
- Technology protection
- Barriers to entry

## Threat of substitution

- Substitute performance
- Cost of change

## Buyer power

- Number of customers
- Size of orders
- Competitor differences
- Price sensitivity
- Ability to substitute
- Cost of changing

## Competitive rivalry

- Number of competitors
- Quality differences
- Other differences
- Switching costs
- Customer loyalty

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# PESTLE

<b>P</b>	<b>E</b>	<b>S</b>	<b>T</b>	<b>L</b>	<b>E</b>
<b>Political</b>	<b>Economic</b>	<b>Social</b>	<b>Technology</b>	<b>Legal</b>	<b>Environment</b>
Political stability Potential legislative change Global influence	Growth Employment Development Monetary policy Consumer confidence	Income distribution Demographics Living standards	Innovation & change Feasibility & adoption	Taxation Labour Industry regulation ESG factors	Regulatory compliance Stakeholder attitudes

**The macro-economic environment**  
is dynamic and can change rapidly.

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IT IS EPHEMERAL & FLEETING

IT CHANGES AS THE  
ENVIRONMENT CHANGES

IT MUST BE REGULARLY MONITORED,  
ADAPTED & MANAGED

AN ADVANTAGE IS  
NOT SUSTAINABLE OVER TIME

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# MUTABLE SOURCES OF COMPETITIVE ADVANTAGE

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COST LEADERSHIP

DIFFERENTIATION

INNOVATION

OPERATIONAL EFFICIENCY

BRAND & REPUTATION

CUSTOMER SERVICE

ACCESS TO RESOURCES

MARKET SEGMENTATION

STRATEGIC ALLIANCES  
& PARTNERSHIPS

SUPPLY CHAIN EFFICIENCY

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# SOURCES OF ADVANTAGE IN CORPORATE PHILOSOPHY

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## PURPOSE

Honest intent  
Value creation

## VISION

Category bounds  
Purpose of advantage

## MISSION

Flexibility  
Agility & ability to pivot

## VALUES

Responsibility  
Appropriate culture  
Behavioral bounds  
Delegation

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# SOURCES OF ADVANTAGE IN GOVERNANCE

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TRANSPARENCY & ACCOUNTABILITY

INVESTOR CONFIDENCE

APPROPRIATE RISK MANAGEMENT

STRATEGIC DECISION-MAKING

ETHICAL CONDUCT & ESG

EFFICIENT USE OF RESOURCES

INNOVATION & AGILITY

ATTRACTING TALENT

REGULATORY COMPLIANCE

BOARD DIVERSITY & EFFECTIVENESS

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**THAT'S ALL, FOLKS**