

# Porter's Five Forces in Practice: Templates for Firm and Case Analysis

Michael E. Dobbs, Eastern Illinois University

---

## EXECUTIVE SUMMARY

*Michael Porter's (1980) five forces framework is a rich, in-depth assessment of the underpinnings of competition and profitability in an industry and is neither easily nor quickly conducted, perhaps leading to its misunderstanding and even misuse. To aid students and managers, I developed a set of templates that systematically guides an analyst through a comprehensive assessment of the five forces using graphics, visual cues, a uniform structure, and straightforward descriptions of concepts. In this paper, I provide a copy of the templates, describe their structure and use, provide an example of a completed template, and discuss possible modifications and extensions.*

**Keywords:** Industry analysis, Five forces, Porter, Templates, Teaching, Practice