

Recent  
Industry View  
DEBATES



Are the boundaries between and among industries really as clear as Porter described?



The view that all five forces are threats seems too simplistic.



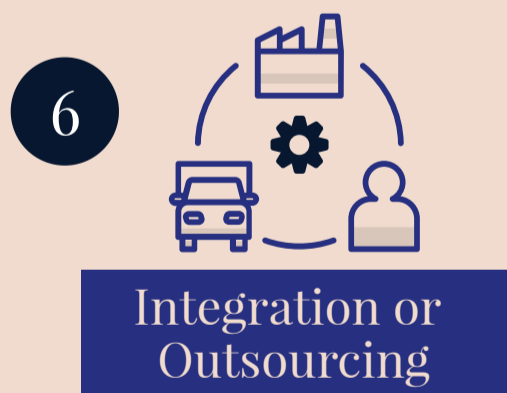
Was the list meant to be exhaustive? What about Grove's addition of "complementors?"



Can an organization strive for both cost leadership & differentiation?



Given the acceptance of strategic groups within industries, the concept of rivalry seems too generic, outdated, and not as useful...



Operating within an uncertain landscape makes less integration advisable