



## ENVIRONMENT

- Societal and cultural forces
- Socioeconomic forces
- Natural forces



## MARKET

- Regulatory trends
- Key technology trends
- Market issues



EMERGING NEEDS



## VALUE CHAIN

Forces from other value chain actors

Examples of stakeholders:

- Competitors (Incumbents)
- New entrants (Insurgents)
- Substitute product & services



## MACROECONOMIC

Forces from global market conditions:

- Capital markets
- Economic infrastructure
- Commodities and other resources

