

Competitive rivalry within an industry (1 point – the lowest, 9 points – the highest)	Respondent's estimation Year	
	2016	2020
Number of rivals and their competitiveness If there is a big number of competitors and their competitiveness is approximately same, then the rivalry in the industry increases. Few approximately same powerful competitors (1 point) Many approximately same powerful competitors (9 points)	8	8
Growth in industry If demand of products/services grows slowly, then the rivalry in the industry is higher. High demand growth (1 point), Low demand growth (9 points)	2	7
Share in the net assets/sales – high fixed costs High fixed costs are the reason for using capacities and also for declining prices, then they stimulate the rivalry. Low (1 point), High (9 points)	7	8
Differentiation of products/services The higher products/services differentiation, the higher is the protection of competition, so that the rivalry in the industry is lower. The customer is more loyal to the product/service. High product/service differentiation (1 point) Low differentiation (9 points)	8	8
Differentiation of rivals If the rivals differ by their strategies, origin, power, country of origin, competitive strategies, than the competitive rivalry is higher. The development is worse to predict, surprise can occur etc. Low differentiation of competitors (1 point) High differentiation of competitors (9 points)	1	1
Does the capacity extend only in large quantities? If so, then the competitive rivalry is higher. Capacity extends in small quantities (1 point) large quantities (9 points)	1	2
Strategic effort intensity If bigger number of competitors in the industry is focused mainly on success , then the competitive rivalry is high. Low strategic effort intensity (1 point) High strategic intensity (9 points)	1	1
Costs of leaving the industry If leaving the industry is costly, than the rivalry is higher, then companies try to remain in the industry. Those costs could be, for example, in form of long-term contracts, debt loans, realized investments, strategic partnerships, stocks, emotional attitudes of the owners, traditions etc. Costs of leaving are low (1 point) Costs of leaving are high (9 points)	8	8
Character of rivals, business ethics attitude Competition can behave as “gentleman” or as “gangster” Type of gentleman (1 point) Type of gangster (9 points)	7	9
Wideness of competition The competition can be focused only on one aspect (e.g. price) or it can be wide, done by more forms. In the second case the rivalry is higher. Competition is focused only on one aspect (1 point) Competition is wide (9 points)	1	1
Total (out of 81 points)	44	53
Average score (Total/10)	4.4	5.3

Chart adapted from *Keřkovský and Vykypěl, 2006*. In my own translation