

Threat of entry (1 point- the lowest; 9 points – the highest)	Respondent's estimation Year	
	2016	2020
Economies of scale If the reduction from enlargement of sales activities is big, then the lower threat of entry is (small start-up competition does not have a chance in the industry). Economies of scale can appear in various forms – reduction of production costs, distribution channels etc. Economies of scale is high (1 point) Economies of scale is low (9 points)	2	2
Capital intensity to enter the industry Barriers of entry increases with capital intensity. Risk of business and necessity to own know-how, etc. play a significant role. Capital intensity is demanding (1 point), easy (9 points)	3	3
Access to distribution channels The more limited access to distribution channels, the more demanding it is to enter the industry. Access to distribution channels is demanding (1 point), easy (9 points)	8	8
Necessity to own special technologies, know-how, patents, licence, etc., while entering the industry Yes (1 point), No (9 points)	1	1
Access to material, energies, labour force Is not easy (1 point), is easy (9 points)	2	2
Existing rivals' ability to reduce costs and improve services after entry of new rivals Level of ability is high (1 point), is low (9 points)	6	6
Products/services differentiation, customers loyalty to existing rivals If the products/services are highly differentiated, customers are loyal to them, then to enter the industry is more demanding. Differentiation is high (1 point), differentiation is low (9 points)	8	8
Government policy Is the government is open to entering the industry (grants, licenses, anti-trust policy, etc.)? Negatively (1 point), positively (9 points)	4	4
Development after the entry into the industry If it is possible for company to leave the industry easily, then the threat of entry is higher. Leaving the industry is demanding (1 point), is easy (9 points)	2	3
Total (out of 81 points)	36	37
Average score (Total/9)	4	4.11
Chart adapted from <i>Keřkovský and Vykypěl, 2006</i> . In my own translation		