

Bargaining power of buyers (1 point – the lowest, 9 points – the highest)	Respondent's estimation Year	
	2016	2020
Number of important buyers If an important turnover share is produced by small number of important customers, then the bargaining power is high. Many small-scale buyers (1 point), few important buyers (9 points)	2	2
Importance of product/service for the buyer Product/service is important for the customer, as far as his spending is concerned. Product is very important for the customer (1 point), unimportant (9 points)	1	1
Buyer's switching costs If they are high, than buyer's bargaining power is low. High (1 point), Low (9 points)	9	9
Threat of backward integration It means that the customer can start do business in analyzed industry on his own; amongst others he can create product/service on his own. Threat of backward integration is not probable (1 point), highly probable (9 points)	2	2
Profitability of buyer If the customer is profitable, then his bargaining power is low (he could be more generous while negotiating) High profitability (1 point), Low profitability (9 points)	7	7
Total (out of 45 points)	21	21
Average score (Total/5)	4.2	4.2
Chart adapted from <i>Keřkovský and Vykypěl, 2006</i> . In my own translation		