#### **Social Actors**

(e.g. opinion leaders, influencers, media, community groups)

# **Suppliers**

(Resource Partners)

#### **Economic Actors**

(e.g. tax authority, central banks, stock markets, unions)

## **New Entrants**

(Potential Competitors)

#### Upstream Relations

## **Contractors**

(Activity Partners)

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# **Industry Rivals**

(Direct Competitors)

## **Substitutes**

(Indirect Competitors)

#### Downstream Relations

## Complementors

(Proposition Partners)

#### **Political Actors**

(e.g. governments, lobbyists, parties, regulators)

## **Buyers**

(Proposition Clients)

## **Technology Actors**

(e.g. universities, standard setters, researchers, patent office)