

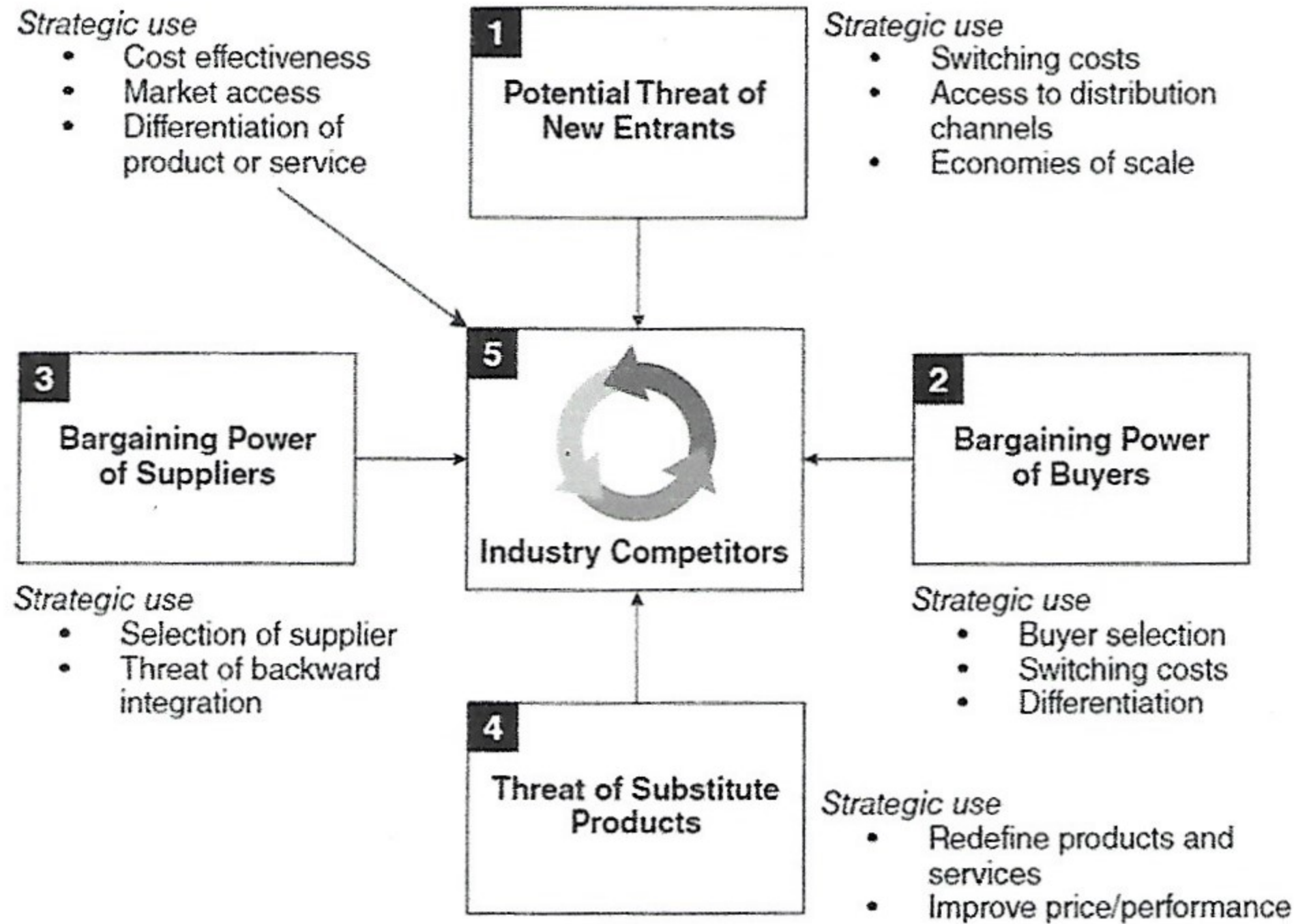


FIGURE 2.3 Five competitive forces with potential strategic use of information resources.

Sources: Adapted from M. Porter, *Competitive Strategy* (New York: The Free Press, 1998); and Lynda M. Applegate, F. Warren McFarlan, and James L. McKenney, *Corporate Information Systems Management: The Issues Facing Senior Executives*, 4th ed. (Homewood, IL: Irwin, 1996).