

**EXTERNAL CONTINGENCIES**  
**(Not Controllable by the Community)**

**Social** – What major social and lifestyle trends will have an impact on consumers? What action has the firm been taking in response to these trends?

**Demographics** – What impact will forecast trends in size, age, profile, and distribution of population have on the firm? How will the changing nature of the family, the increase in the proportion of women in the workforce, and changes in ethnic composition of the population affect the firm? What action has the firm taken in response to these developments and trends? Has the firm reevaluated its traditional products and expanded the range of specialized offerings to respond to these changes?

**Economic** – What major trends in taxation and in income sources will have an impact on the firm? What action has the firm taken in response to these trends?

**Political, Legal, and Regulatory** – What laws are now being proposed at federal, state, and local levels that could affect the strategic marketing process? What recent changes in regulations and court decisions have affected the nation? What action has the firm taken in response to these legal and political changes?

**Competition** – Which organizations are competing with us directly by offering a similar product? Which organizations are competing with us indirectly by securing our customers' time, money, energy, or commitment? What new competitive trends seem likely to emerge? How effective is the competition? What benefits do our competitors offer that we do not?

**Technological** – What major technological changes are occurring that affect the organization and the industry?