

Issue	Rival A	Rival B	Rival C
Capacity Utilization	At full capacity	Moderate	Very low
Goodwill Considerations	Very concerned	Moderately concerned	Not concerned
Production Facilities	Small and inefficient plant	Medium sized and efficient plant	Large and very efficient plant
Previous Bidding Pattern	Incremental cost plus 35-50%	Full cost plus 8-12%	Full cost plus 10-15%
Cost Structure	Incremental costs exceed yours by about 10%	Similar cost structure to yours	Incremental costs 20% lower but full costs are similar to yours
Aesthetic Factors	Does not like winter jobs or dirty jobs	Does not like messy or inconvenient jobs	Likes projects where it can show its creativity
Political Factors	Decision maker is a relative of the buyer	Decision maker is seeking a new job	Decision maker is looking for a promotion