

| Criterion             | Definition  | Assessment                 | Outcome                                  |
|-----------------------|---|----------------------------|--|
| <b>Value</b>          | Determines if a resource or capability allows the firm to exploit opportunities or mitigate threats.    | Valuable: Yes/No           | If No: Competitive Disadvantage          |
| <b>Rarity</b>         | Assesses whether the resource is scarce relative to competitors.  | Rare: Yes/No               | If No: Competitive Parity                |
| <b>Imitability</b>    | Evaluates if the resource is difficult or costly for competitors to replicate.                          | Costly to Imitate: Yes/No  | If No: Temporary Competitive Advantage   |
| <b>Organization</b>   | Analyses whether the firm is structured and ready to exploit the resource effectively.                  | Organized: Yes/No          | If No: Unexploited Competitive Advantage |
| <b>Overall Result</b> | The combined assessment of all criteria to determine the potential for sustained competitive advantage. | Meets all criteria: Yes/No | If Yes: Sustained Competitive Advantage  |

#### How to Use:

1. **Identify Resources:** List the firm's resources and capabilities.
2. **Apply Each Criterion:** Evaluate each resource against Value, Rarity, Imitability, and Organization.
3. **Analyse the Outcome:** Determine if each resource offers a sustained competitive advantage.