

table 6.4 Resource / Competence Name _____

VALUABLE?							Unknown	Not Applicable
	High, negative impact	Negative impact	Nil impact	Positive impact	High, positive impact			
What is its net effect on the organization's costs and revenues?	⊕	⊕	⊕	⊕	⊕			
What is its effect on the organization's ability to:								
• defuse threats?	⊕	⊕	⊕	⊕	⊕			
• capitalise on opportunities?	⊕	⊕	⊕	⊕	⊕			
How many competitors already have it?	All	Most	Half	Some	None			
What level of performance does it offer compared to competitors?	Well below industry average	Below industry average	Average for industry	Level with the best	Indisputable leadership			
What statement or question best illustrates the value of the resource/competence?								
VALUE SUMMARY	NEGATIVE	LOW	MEDIUM	HIGH	UNKNOWN			
– SUSTAINABLE?							Unknown	Not Applicable
	Very easily		Only if they were looking for it		Its invisible			
How easily can competitors recognise it?	⊕	⊕	⊕	⊕	⊕			
How long would it take a competitor to imitate?	<1 month	1-6 months	6-24 months	2-5 years	>5 years			
What proportion of sales revenue would it cost them to imitate?	<0.5%	0.5-1%	1-5%	5-20%	>20%			
Without investment of time and money, how quickly does its value decline?	>50% per year	30-50%	15-30%	5-15%	<5% per year			
Can its advantages be substituted by another resource / competence?	To a significant extent		Partly		Not at all			
	⊕	⊕	⊕	⊕	⊕			
SUSTAINABILITY SUMMARY	LOW		MEDIUM	HIGH	UNKNOWN			