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# VRIO ANALYSIS TEMPLATE

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This template is based on Barney’s original VRIO framework (1991, 1995). Remember: in the 'Imitable' column, 'No' is the favourable outcome because it means the resource is hard to copy.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Resource / Capability | Valuable | Rare | Imitable | Organised | Competitive implication |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
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## How to use this template

1. List each key resource or capability in the first column.  
2. For each, answer the VRIO questions:  
 - Valuable: Does it help exploit an opportunity or neutralise a threat?  
 - Rare: Is it scarce relative to competitors?  
 - Imitable: Can competitors easily copy or substitute it? (No = harder to imitate = stronger advantage)  
 - Organised: Is the firm structured and managed to exploit it?  
3. In the last column, summarise the competitive implication (e.g. disadvantage, parity, temporary advantage, unused advantage, sustained advantage).

# VRIO Analysis Example

This worked example shows how resources and capabilities can be evaluated using Barney’s original VRIO framework.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Resource / Capability | Valuable | Rare | Imitable | Organised | Competitive implication |
| Apple’s brand reputation | Yes | Yes | No | Yes | Sustained competitive advantage |
| Tesla’s early battery tech | Yes | Yes | Yes | Yes | Temporary competitive advantage |
| Coca-Cola’s secret formula | Yes | Yes | No | Yes | Sustained competitive advantage |
| Amazon’s logistics network | Yes | Yes | Yes | Yes | Temporary competitive advantage |
| Generic IT systems | Yes | No | Yes | Yes | Competitive parity |

## Notes

Remember: 'Imitable = No' means the resource is difficult to copy, which strengthens the competitive advantage. This table provides examples across sustained advantage, temporary advantage, and parity.

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