**RESOURCES**

*Resources are things or qualities the entrepreneur can use to create consumer or customer value.*

- **Physical Resources**
  - Tangible property
  - Plant and equipment
  - Location
  - Natural resources

- **Reputational Resources**
  - Perceptions of the firm
  - Brand / brand loyalty / image
  - Integrity
  - Quality

- **Organizational Resources**
  - Structure
  - Routines
  - Systems
  - Culture

- **Financial Resources**
  - Money assets
  - Borrowing capacity
  - Ability to raise equity
  - Cash flow

- **Intellectual & Human Resources**
  - Knowledge, training, experience
  - Judgement, creativity, vision, intelligence
  - Alertness, empathy, values
  - Relationship capital – who you know

- **Technological Resources**
  - Processes and systems
  - R&D, testing, QA /QC
  - IT

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**VRIN Summary of Resources**

<table>
<thead>
<tr>
<th>RESOURCE</th>
<th>VALUABLE</th>
<th>RARE</th>
<th>HARD TO COPY?</th>
<th>HARD TO SUBSTITUTE?</th>
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<tbody>
<tr>
<td>Physical</td>
<td>Yes</td>
<td>Sometimes</td>
<td>Not Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Reputational</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Organizational</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Financial</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Intellectual</td>
<td>Yes</td>
<td>Yes</td>
<td>Usually</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Technological</td>
<td>Yes</td>
<td>Sometimes</td>
<td>Sometimes</td>
<td>Sometimes</td>
</tr>
</tbody>
</table>