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| **Activity** | **Valuable (V)** | **Rare (R)** | **Imperfectly Imitable (I)** | **Non-substitutable (N)** |
| Supply Chain management | **No**. The firm does not need supply chain management since there are no goods to be transported or stored in order to serve customers. | **No**. Altiery Transco does not control any rare resources that enhance supply chain management. | **No**. There is no SCM to be imitated. | **No.** The company does not gain a competitive advantage over others by controlling non-substitutable supply chain management resources. |
| Operations | **Yes.** The firm’s internal operations are part of its core competencies. | **Yes.** Unlike other firms, Altieri’s operations are guided by integrity. | **No**. It is easy for other firms to imitate what the company is doing. | **No.** Other firms can remain competitive by implementing different strategies. |
| Distribution | **Yes**. Distribution of information is important for the competitiveness of Altieri Transco. | **No**. Every company in the industry relies on dissemination of information. | **No**. Since the firm does not control the channels of communication, rivals can imitate its methods. | **No.** As a company that operates in the service industry, there are no materials that need to be transported or distributed. However, the organization relies on distribution of information to potential clients. Notably, it is possible for rival firms to use other channels to distribute their services or information. |
| Marketing and sales | **No**- Sales and marketing are not part of the firm’s core competencies. One of the major challenges confronting Altieri Transco is the customers’ lack of knowledge about its existence or the entire industry. Although advertisements may address the issue, the organization does not market itself. Also, its presence in various social media platforms is poor. | **No**- Altieri Transco does not invest in any form of marketing. Therefore, it does not control any rare resources that gives it a competitive advantage as far as sales and marketing are concerned. | **No**. Even though the organization does not invest in marketing and sales promotions, it tends to reach clients who require its services. Competitors may implement similar strategies to access customers in the market. | **No**. Since Altieri Transco does not market itself, it cannot stop its competitors from using different marketing techniques to reach potential customers in the region. In this case other firms will be substituting promotion strategies. |
| After-sales services | **Yes.** Unlike many firms in the industry, Altieri Transco ensures that it keeps contact with clients so that its adjusters may continue to serve them. | **Yes.** Most of the public adjusters in Florida are motivated by profit maximization. Therefore, they tend to neglect their clients after transactions without tracking them to establish whether they claims were successful. | **No.** Since this is a service industry, it is easy for other firms to imitate and implement strategies that they think are working for their direct competitors. | **No**. It is possible for rivals to copy the firms policies. |
| Supporting activities | **Yes.** The company has grown rapidly in recent years due to the quality of services that it offers to its customers. Besides, the after sales services, it keep records to track the status of clients. | **Yes.** The company continues to set standards for its rivals by introducing new practices that makes its operations more efficient. | **No**. It is possible for other firms to learn and imitate what Altieri is doing. | **No.** There are many ways through which the competitors can improve their policies to enhance customer service. |