

Tangible Assets and Resources

Physical resources – Facilities, property and natural resources, for example (either owned or with rights of access or control). So things like land, factories, retail outlets, equipment, distribution and other logistics assets, minerals and oil.

Financial resources – Working capital, cash, borrowing capacity and marketable securities, for example.

Technological assets – These include legally enforceable assets such as ownership of copyrights and patents, along with things like trade secrets and operational assets such as production technology and technical processes.

Organisational resources – Systems-based assets such as planning, co-ordination and control systems, and the design of the organisation's management and marketing information systems and databases – especially those used to support strategic decision making.

Intangible Assets and Resources

Human assets and intellectual capital – This is more than just the number of staff employed; it is the experience, knowledge, innovation, creativity and learning they bring to the organisation and the knowhow of key employees and teams.

Brands, image and reputational assets – These are key customer and stakeholder-based assets, from trademarks and brand names, through customer loyalty to reputation in the marketplace. For some organisations country of origin can play a part, as can unique products and services and franchised brands.

Relationships – These include distribution and dealer networks and the level of control an organisation has over them; supply chain partnerships; and more diverse strategic alliances and joint ventures for entering new markets and/or developing new products and services or providing complementary products and services.

Organisational culture and incentive systems – These cover the beliefs, assumptions and values of the organisation and the norms by which employees behave, as well as the levels of motivation and innovation within the firm.