

Sports Direct has a strategic integrative capability that extends from sourcing end of line, discounted and banded supplies and finishes with point of sale and merchandising in physical stores and on-line. Below is an application of the 'I' 'Inimitability' from the VRIO framework – please note this analysis is not complete because the V, R and O criteria are not shown

Sports Direct example		
Capability	Inimitability	
<p>Integrative capability that links activities across the value chain from inputs to serving the customer:</p> <ul style="list-style-type: none"> • Sourcing branded and premium sports apparel, shoes and accessories from leftover, out of season stock and for established brands e.g. Everlast • Distribution to warehouses, so that each warehouse has requisite stock levels for the retail outlets served • Warehouse and inventory management, clicks and bricks operation • Stock management logistics to get goods to shop floor • Merchandising and point of sale technology 	<p>History dependent – supplier relationships, legacy technology and work systems</p>	Low to moderate
	<p>Causal ambiguity – the system relies heavily on technology and systematised working practices that can be subject to analysis and capture</p>	Low
	<p>Social complexity – the systemised work practices and control mechanisms eliminate social complexity</p>	Very low

The Value Chain

Sports Direct: Capability that begins with sourcing end of line, discounted and banded supplies - culminates with point of sale and merchandising in physical stores and on-line shop

