



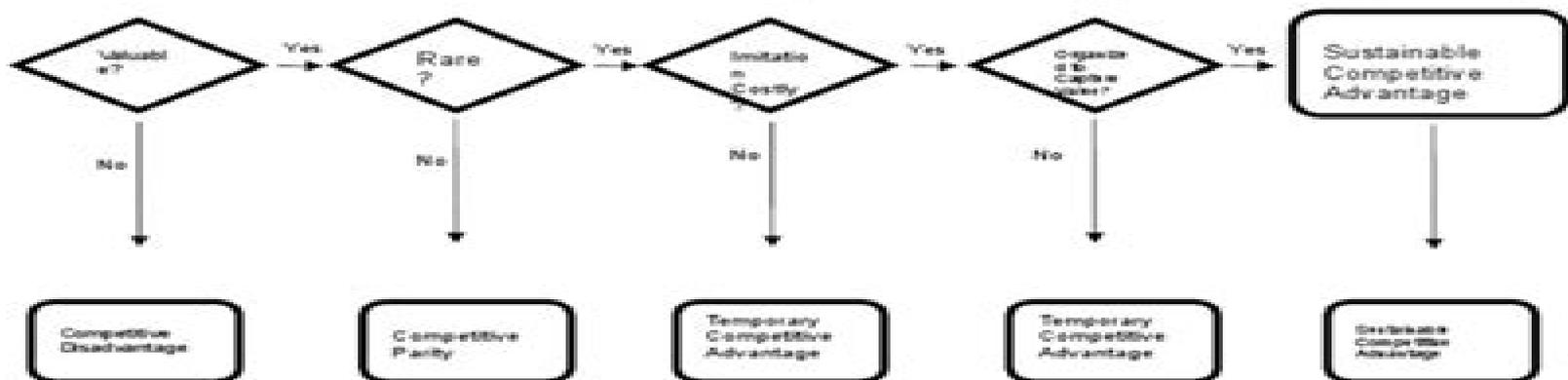
Student Name: Arjhie Dio-Quino

Question No. 1: What is a core competency and why is it important? Core competencies are the unique strengths that are deeply rooted within a company. It allows a company to differentiate its products and services from those of its competitors, creating higher value for the customer or offering services and products of comparable value at lower cost. This is very important to maintain sustain competitive advantage among the rivals and stand out in the market. Also, it gives unique identity and brand name for the company if to identify from the others.

Question No. 2: Name the Core Competencies and Application Example for each company:

- * Apple: Superior industrial design in integration of hardware and software.
Superior marketing and retailing experience.
Creation of innovative and category-defining mobile devices and software services that take the user's experience to a new level (e.g., iMac, iPod, iTunes, iPhone, iPad, Apple Watch, Apple TV, Apple Pay, and Apple Card).
- * ExxonMobil: Superior at discovering and exploring fossil-fuel-based energy sources globally.
Focus on oil and gas (fossil fuels only, not renewables).
- * GE: Technology & innovation, brilliant customer service, Product quality, Global presence.
Appliances (Refrigerators, Dishwashers, etc.)
- * Google: Superior in creating proprietary algorithms based on large amounts of data collected online.
Superior AI capability
Software products and services for the internet and mobile computing, including some mobile devices (Pixel phone, Chromebook).
Online search, Android mobile operating system, Chrome OS, Chrome web browser, Google Play, AdWords, AdSense, Google docs, Gmail, etc
- * Netflix: Superior in creating proprietary algorithms based individual customer preferences
DVD-by-mail rentals, streaming media (including proprietary) content, connection to game consoles.

Question No. 3: What is the VRIO Framework? (Hint: This is where you fill out the shapes below.)



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