



Resource-Based View Theory to Achieve a Sustainable Competitive Advantage of the Firm: Systematic Literature Review

Desi Mailani^{1*}, Margareth Zhandra Trixie Hulu², Mikhael Radot Simamora³, Sambas Ade Kesuma⁴

^{1,2,3,4} Universitas Sumatera Utara, Indonesia

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Abstract

The Resource-Based View (RBV) Theory explains the importance of VRIN/O resources and characteristics for achieving the sustainable competitive advantage. The purpose of this SLR is to analyze the role of RBV in the process of achieving SCA, especially in the supply chain and customer information field, as well as the role of RBV in previous research and for independent startup companies. This Systematic Literature Review (SLR) was created based on previous research that was collected and analyzed to obtain facts that support the current research findings. Data collection was carried out using the literature review method by classifying and eliminating data sources that did not meet certain indices, which then resulted in the finding that the RBV Theory plays a role in the supply chain in forming SCA by creating VRIN/O resources, namely maintaining good relationships with suppliers and then deploying and using resources. power properly. In addition, customer information can be a resource in VRIN/O, which is expected to increase and maintain customer loyalty, which is part of a sustainable competitive advantage. Based on previous research, RBV is not suitable for application in operations management research and startups. However, it encourages entrepreneurs to be more creative in managing their limited resources. Efforts have been made to write and collect facts in this SLR as much as possible, but like research in general, this SLR cannot be free from the limitations of dependence on actualization of previously collected data sources.

Keywords: *Resource-Based View Theory; The Sustainable Competitive Advantage; Supply Chain; Customer Information; Startup; Operation Management*

INTRODUCTION

Current management model(s) needs to be agile, integrative, and flexible in order for them to cope with the ever-increasing challenges of today's business world, on top of being able to sustain and increase the level of performance of its respective organization(s) (Paim et al., 2008). One of the very important things for managers to pay attention to in maintaining a company's sustainability has a sustainable competitive advantage. SCA denotes market objectives that allow a company to win more market share or higher profit margins when competing with other businesses in the same customer group (Ranjith et al., 2016). Carpineti et al. (2003) pointed out that to sustain a competitive advantage and face the rapidly increasing global competition, companies must continuously implement best practice management principles, strategies, and technologies.

In carrying out management, one theory can be used to achieve a sustainable competitive advantage: the Resource-Based View (RBV) Theory. RBV Theory helps explain the conditions under which a firm's resources provide a competitive advantage (Barney, 1991). RBV Theory emphasizes an internal analysis of the differences in resource endowments across firms even within the same industry, and explains how these differences can be a source of a sustainable competitive advantage (Barney, 1994, 1991; Wernerfelt, 1984). A firm is said to have a competitive advantage when it can produce more economically and/or better satisfy customer needs and thus enjoy superior performance relative to its competitors (Barney, 1991; Peteraf, 1993).

Resource-Based View Theory explains a complex framework for analyzing the role of various resources, both tangible and intangible resources, in creating and maintaining a company's

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Corresponding author's email: desimailani@students.usu.ac.id

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competitive advantage. The resources in question are often categorized under VRIN/VRIO. In RBV Theory, there is a process called reconfiguration, or the recombining of currently existing resources. Through this process, companies can usually strategically select resources that would otherwise be less valuable. This reconfiguration process shows that the value of resources (for example knowledge and technology) is determined not only solely based on demand and supply but also in combination with various other factors and aspects (Zahra, 2021).

According to the RBV's view, some researchers agree that financial resources are only able to achieve profits in the short term, not in the long term (Zahra, 2021). Financial resources are indeed able to build a foundation in a niche market, but to encourage a company to grow and survive at a competitive level, various other processes are needed, such as marketing capabilities, innovation, and other intangible resources, such as the quality of human resources.

Existing research uses Resource-Based View Theory in a variety of areas. RBV has been used in manufacturing company's management (Barratt & Oke, 2007; Liu & Liang, 2015), strategic management (Paiva et al., 2007), operations management (Bromiley & Rau, 2016; Hitt et al., 2016; Mikalef et al., 2019; Hossain, 2020), supply chain management (Cao & Zhang, 2011; Gavronski et al., 2011; Barney, 2012; Hunt & Davis, 2012; Narasimhan, Sachoeherr, 2012; Yu, et al, 2017), and many other fields of study, including research on dynamic capabilities (Li & Liu, 2012; Lin & Wu, 2013; Wang & Kim, 2017; Mikalef et al, 2019; Kero & Bogale, 2023).

Regarding operations management, Bromiley and Rau (2016) argued that RBV theory differs from operation management research in several ways. In the RBV theory, researchers should use RBV-based resources such as VRIN/O. Using SCA as the dependent variable implies that researchers should focus on explaining the differences among the few companies that have a sustainable competitive advantage with all other companies, and ignore variations in performance among a large number of companies. Therefore, Bromiley and Rau see Practice-Based View (PBV) as a simpler and better alternative to operations management where experts attempt to explain the overall performance of companies and units based on transferable practices (Bromiley & Rau, 2016).

This paper will describe how Resource-Based View Theory can be used to achieve a firm's sustainable competitive advantage based on the existing literature. To achieve this goal, several research questions were formed:

1. How is the development of existing studies that applies Resource-Based View Theory in its research?
2. How does Resource-Based View Theory play a role in the Supply Chain which is then able to encourage the company's achievement of sustainable competitive advantage?
3. What is the role of Resource Based-View Theory in Customer Information which is one of the components of a company's success in gaining customer loyalty to achieve SCA?

This research attempts to compile the progress of research on Resource-Based View Theory. We hope that our systematic review will contribute both in terms of intellectual and empirical facets by identifying, evaluating, and integrating the research findings and providing a summary of the data. Therefore, our review adds relevant value to the existing knowledge on this topic and generates future research agendas for academics who are interested in exploring this subject.

This Systematic Literature Review is organized as follows. The Literature Review section introduces the Resource-Based View Theory, the sustainable competitive advantage, supply chain, and customer information. The Research Methods section will describe the research methodology. The Findings and Discussion section will explain the results and findings related to the research questions. The next section provides the conclusions, limitations, and references.

LITERATURE REVIEW

Resource-Based View Theory

This theory was first pioneered by Birger Wernerfelt in 1984. This theory views company resources and capabilities as important as the basis for creating competitive capabilities and good company performance. Initially, the Resource-Based View Theory was used as a management strategy.

Resource-based View (RBV) Theory is based on classical thinking, namely Resource Based Theory, which emerged in 1959 regarding the acquisition of resources for a company to be able to build a market position (Hult, 2011; Penrose, 1959). However, the classical analysis of thinking regarding the use of resources to build a company's market base by Penrose was only developed 35 years later by Wernerfelt, to be precise in 1984. Wernerfelt, through Resource-Based View Theory, explained that a company's capabilities are a resource for the company concerned to obtain a competitive advantage, which is then refined. by Barney in 1991 by adding the characteristics of VRIN/VRIO as a related resource and framework as a means of supporting the application of the Resource-Based View Theory concept.

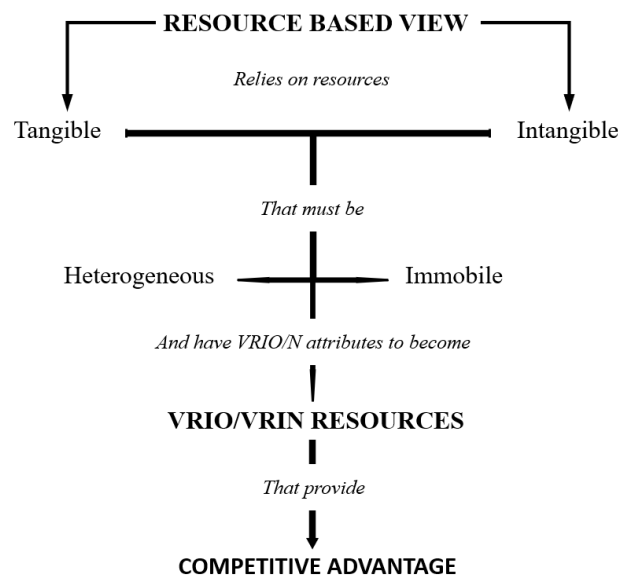


Figure 1. RBV theory model with VRIO or VRIN resources

RBV Theory has become one of the most influential and cited theories in the history of management theory. It aspires to explain the internal sources of a firm's sustained competitive advantage (SCA) (Kraaijenbrink et al., 2010). Its central proposition is that if a firm is to achieve a state of sustained competitive advantage, it must acquire and control valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities and have an organization (O) in place that can absorb and apply them (Barney, 1991, 1994, 2002).

Resource-Based View Theory explains that the identification and possession of vital internal resources contribute to a firm's ability to create and maintain a competitive advantage and improve performance (Barney, 1991; Sund et al., 2016). A resource is considered vital if it meets certain criteria: valuable, non-substitutable, rare or specific, and inimitable that contribute to improving the performance of the firm (Barney 1991; Crook et al., 2008; Turber and Gassmann, 2015).

1. Valuable resources: Resources are valuable when they enable a firm to conceive of or implement strategies that improve its efficiency and effectiveness (Barney, 1991). The resources owned by the company must have value that the company can use to advance its

performance.

2. Rare resources: Valuable resources owned by a company that are rare or difficult for competing companies to possess. A firm enjoys a competitive advantage when it implements a value-creating strategy that is not implemented simultaneously by many other firms (Barney, 1991).
3. Inimitable: The resources owned by the company must be difficult or even impossible for its competitors to imitate. Valuable and rare organizational resources can only provide sustained competitive advantage if firms that do not possess these resources cannot obtain them (Barney, 1991).
4. Non-substituteable: The resources owned by the company must be difficult to imitate or replace with other resources using different strategies but that can provide the same results. Strategically equivalent resources suggest that existing or potentially competing firms can implement the same strategies, but in a different way, using different resources (Barney, 1991).

Sustainable Competitive Advantage

Peteraf (1993) interprets competitive advantage as the retention of earnings higher than normal. Saloner et al. (2001) displayed that the competitive advantage mainly means that a firm can produce goods or services that customers see as more valuable than those produced by competitors. A sustainable competitive advantage creates barriers that make imitation difficult. Kak and Sushil (2002) explained that the secret of a sustainable competitive advantage lies in performing every step in the value chain in an appropriate way. They also describe that a competitive advantage must be one that not only merely represents better performance than that of its competitors but also delivers genuine value to the customer, thus ensuring a dominant position in the market. Without a sustainable competitive advantage, above-average performance is usually a sign of harvesting (Porter, 1985).

Many companies are founded to obtain maximum profits. If the aim of a company is only to obtain maximum profits, then this cannot guarantee that the company will be able to survive for long. Because there will be many other competing companies that will/can compete or take advantage of that company's profits at some time. Companies must think about how to obtain, increase, and maintain long-term profits.

According to this explanation, business entities should not focus solely on profits or operating profits. Therefore, a goal of establishing a company is to achieve a sustainable competitive advantage (SCA). Companies and business entities should establish sustainable competitive advantages as their main objective. Companies have a sustainable competitive advantage when they consistently produce products and/or delivery systems with attributes that correspond to the key buying criteria for the majority of the customers in their target market (Hall, 1993).

By achieving a Sustainable Competitive Advantage, the company can compete with other business units, especially competitors in similar sectors and production lines. Therefore, to achieve this competitive advantage, the RBV Theory approach can be used. The RBV Theory allows companies to identify and classify resources. Furthermore, through the resource identification process, companies can understand which of the resources they have that match VRIN/VRIO characteristics, and the company concerned can optimize the management of these resources to achieve Sustainable Competitive Advantage.

Supply Chain

The competitive performance of SCs depends both on learning and the development of the entire system (Bessant et al., 2003). The supply chain is closely related to strategy management, which maximizes all parts of the supply chain to be more effective in meeting client and consumer needs. Strategy management is related to the Resource-Based View Theory regarding decision-making, sustainable adjustments, and company resources that may be available to achieve a sustainable competitive advantage (Pires, 2016; Harrison et al., 2007; Sukati et al., 2012; Melnyk et al., 2009). Resources formulated by Barney include physical, human, organizational, technological, financial, and reputational resources (Barney, 1991; Ghemawat & Del Sol, 1998; Castanias & Helfat, 2001; Griffith et al., 2006; Fink & Neumann, 2009; Maes et al., 2005; Benitez-Amado et al., 2010; Grant, 1991; Branzei & Thornhill, 2006).

SCs will fail if in their implementation the company only focuses on the results themselves and not on efforts to integrate goal achievement with the activities of its partners (Lambert et al., 1998). Therefore, the main goal of SCs should be to improve business performance by integrating companies and partners. In relation to achieving these goals, so long as the implementation of SCs can last for a long time, it is necessary to analyze social, environmental, and economic factors (Shibin et al., 2017).

Customer Information

The practice of using customer data information such as personal information, transactions, activities with social media, and other digital activities has been carried out for a long time, particularly in the 19th century, namely through post office industry transactions, which later developed into data-based marketing (Stone & Shaw, 1987). The means of liaison between customer interaction and the company were first carried out by post, then expanded to the telephone until finally developed using email and web chat. Customers' information can be used for various purposes, such as developing customer-based operations and marketing activities. By prioritizing customer information, companies will be able to create and maintain customer loyalty, which is very useful for the continuity of a business entity.

Customer information assets are defined as "information of economic value of customers owned by a firm" (Varadarajan, 2020). The data information knowledge wisdom framework (Burton-Jones, 1999) refers to information as "processed data that is meaningful and of value." Customer information could be a resource for companies to achieve a sustainable competitive advantage. Customer information can be used to make strategic decisions for the company in the future. These customer information data can differentiate a company from other companies.

RESEARCH METHOD

This study applies the Systematic Literature Review method, which is a series of activities that include the identification, assessment, analysis, and interpretation of existing previous studies related to certain themes and research subjects (Sabeh et al., 2021). Generally, systematic literature review (SLR) aims to summarize the latest knowledge and evidence as well as assess the differences or gaps that exist in the results of previous research as a means of recommending future research on similar topics (Kitchenham & Charters, 2007).

The data of the research was collected from the Scopus citation, and the keywords that were used are "Resource-based view theory, competitive advantage, sustainable competitive advantage, and strategic management research." The selected documents are limited to documents published between 2007 and 2022 and only apply to articles. When conducting an SLR, the application of inclusion/exclusion criteria is required to ensure that all selected studies are relevant and within the framework of the study objective (Kitchenham & Charters, 2007).

The Inclusion and Exclusion Criteria of the Data Study

The SLR method is based on previous studies. The selection of a previous study as a data source must have certain criteria so that it does not go beyond or exceed the boundaries of the problems or issues related to a phenomenon to be studied. This SLR aims to examine the role of RBV Theory for companies in achieving the sustainable competitive advantage. Based on the issue of this phenomenon, the study used as the data source in this SLR must meet the following inclusion and exclusion criteria:

Table 1. Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Published 2007-Present	Outside the Time Frame
Available in full text	Without ISSN
International Papers, Journals, or Articles with Journal Ranks in Scimago	Without Scopus Index
International Papers, Journals, or Articles indexed by Scopus	Not Written in English
Use/Relate with RBV Theory	Not Related to the Topic of this SLR
Available Data	Not Available in Full Text

Search Strategy

Article searches are carried out automatically and manually. An automatic search was carried out using the keywords or terms "RBV theory" "resource-based view theory" or "RBV". The search was carried out via the internet, namely the selected database journals which included Elsevier, Science Direct, Emerald, SAGE, Research Gate, Springer, Taylor & Francis, Informs, Sciendo, JSTOR, and Pergamon. Next, a manual search was carried out by searching for references from previous years via Google Scholar and other international journal sites.

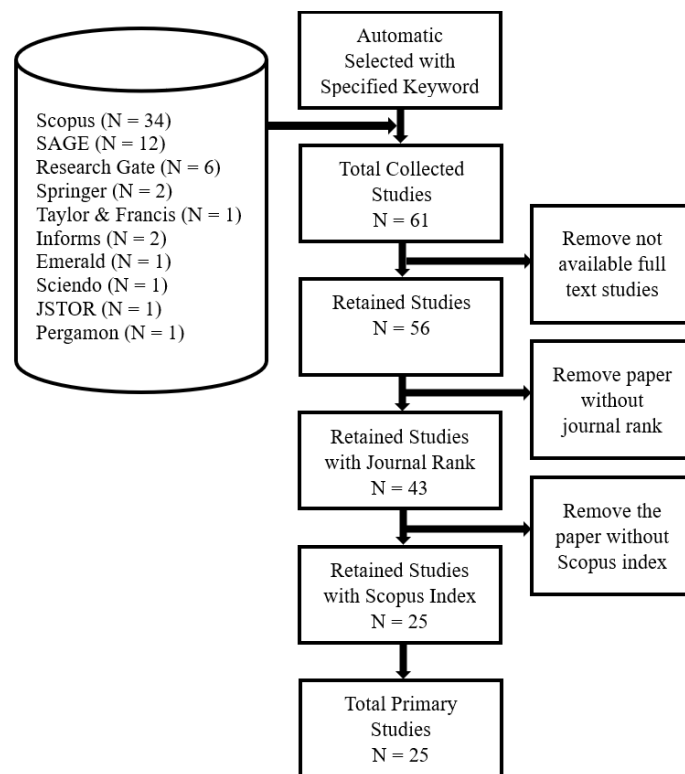


Figure 2. Search Strategy with Study Selection Procedures

Data Selection Process

After completing the data search process, 61 articles were obtained that had the potential to become data relevant to this SLR. Of the 61 articles, 56 were available in the full-text version, and the other 10 articles couldn't be used because they were not full texts. Based on the criteria presented in Table 1, 13 articles were eliminated because they did not have a journal ranking in Scimago. Based on this elimination, 43 articles remained that had a journal ranking. Furthermore, 18 articles were removed because they were not indexed by Scopus, leaving 25 articles that truly met the criteria data that could be used in writing this Systematic Literature Review.

Quality Assessment

The quality assessment process aims to assess how good the overall quality of the 25 selected articles. Assessment is carried out based on the following question criteria that must be met.

1. QA1: Are the topics discussed in the article relevant to the topics in this Systematic Literature Review?
2. QA2: Do the related articles explain anything related to the data collection methodology?
3. QA3: Has each variable from the relevant article been identified correctly?
4. QA4: Does the related article explain the resources criteria for achieving the sustainable competitive advantage?
5. QA5: Based on this article, is a sustainable competitive advantage truly achievable?

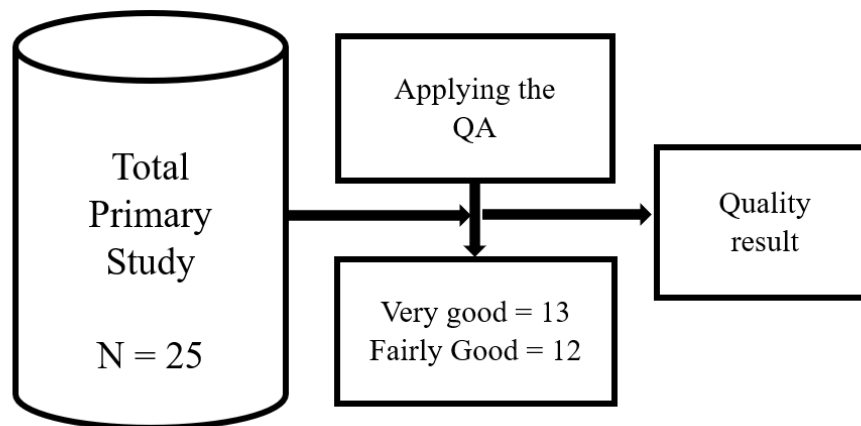


Figure 3. Quality Assessment Process

Based on the quality assessment criteria, the results obtained indicated that the 25 selected articles could be used in their entirety, with the quality assessment results being 13 articles of very good quality and 12 articles of fairly good quality.

Extraction and Synthesis for SLR Data

The extraction and synthesis process was carried out by analyzing the entire contents of 25 articles that had the potential to be sources of these SLR data. The process is carried out using the mapping method via Microsoft Excel by creating columns consisting of various categories such as year, author, country, theory model, title, methodology, results, and index as well as an additional comments column (remarks column) as a means for the author to express and assess how appropriate and relevant to the topic discussed in the article for writing this systematic literature review.

FINDINGS AND DISCUSSION

Resource-based View Theory in Research Development

The RBV theory is relatively old and has undergone numerous advancements in the field of research up to this point. Beyond the realm of economics, RBV Theory finds extensive application in numerous other fields. We have discovered numerous papers that use RBV Theory in a wide range of fields during the process of creating this SLR. However, in order to organize the papers for this SLR, we have categorized them as shown in Table 2, which lists the themes of the research papers. As can be seen from this table, RBV Theory is most frequently applied in the management domain because, basically, RBV Theory is a component of management science itself. Once more, the focus of this management research is on a number of areas, including operations management, supply chain management, business, marketing and so forth. In every existing study, RBV Theory is utilized to create VRIO/N resources with the same aim in mind, namely, competitive advantage, or furthermore, a sustainable competitive advantage.

Table 2. Research Themes

Research Themes	Number of Studies
Operations Management	4
Management	3
Business Research	3
Production Research	2
Supply Chain	2
Information and management	1
Cleaner Production	1
Business and Management	1
Social and Behavioral Science	1
Transportation Research	1
Strategic Information Systems	1
Interactive Marketing	1
Industrial Marketing Management	1
Marketing Science	1
Earth and Environmental Science	1
Management and Sustainability	1

RBV Theory is also experiencing development along with its use in management research. In the field of operations management research, the RBV Theory has been developed into Practice-Based Theory, which is based on RBV-based research emphasizing that company resources must be VRIO/N. VRIO/N resources must be differentiated from those commonly used by many other companies. Bromiley and Rau developed PBV in which the explanatory variable is “Practice about which knowledge is publicly available.

Resources-Based View, in its application, researchers often focus on achieving and maintaining a competitive advantage for a company. They also focus on supporting resources to achieve these goals, which are categorized as VRIN/O resources. Discussions regarding whether RBV is appropriate if used to support the growth of startup businesses are still relatively few, as are how related companies can obtain the resources in question. From here, a question arises regarding which companies can obtain resources with VRIN/O characteristics and where they can be obtained using qualified financial resources. Then, an agreement emerged among some researchers, who stated that finance was not the resource referred to in VRIN/O because it was only able to provide short-term benefits (Zahra, 2021).

Researchers who focus on discussing RBV for Startup Companies state that instead of focusing on physical (tangible) resources that are difficult to achieve due to limited funds, they focus more on achieving VRIN/O in terms of non-physical (intangible) resources, such as the quality of human resources. According to the initial concept of the RBV, the theory did not actually focus on a particular type of company. The arguments debated in RBV often focus on companies that face intense competition from various sources, including resources. However, due to limited resources for Startup companies, entrepreneurial companies then discussed an RBV framework that is useful in the analysis process regarding the use of resources that can provide benefits for the company, but unfortunately this discussion focused more on the relevance of using RBV for entrepreneurial companies (Alvarez & Barney, 2002; Alvarez & Busenitz, 2001), especially in strategic positioning, internationalization, and other similar decisions (Nason & Wiklund, 2018; Kor & Mahoney, 2005; Barney, 2002; Mahoney & Pandian, 1992).

Startup companies, especially independent ones without a holding company, are heterogeneous because they have a complex environment that consists of a combination of resources that may arise and the company's ability to manage these resources to produce a profit, which is usually lacking in training (Brinckmann et al., 2011). This is certainly different from startups that have a holding company that can access various lines of resources and receive support from the holding company (Zahra et al., 2007). Therefore, independent startups have limitations in terms of ownership of resources and procedures for managing these resources; therefore, they must be able to understand heterogeneity and changes in needs from time to time (Deng et al., 2020; Zahra, 2007). In these situations, top management level ingenuity is necessary, but there are still limits to the contributions that must be recognized and cannot be exceeded (Bradley, 2015).

The RBV concept regarding VRIN/O resources to achieve the competitive advantage has stimulated the minds of entrepreneurs to adapt to their limited resources. Many startups use their family and connections as a way to compensate for limited resources and sometimes also utilize resources from bankrupt companies to be re-managed to make them more valuable for new interests (Hoetker & Agarwal, 2007)

Resource-Based View on Supply Chain to Achieve a Sustainable Competitive Advantage

In accordance with the subject matter of this literature review, we have conducted an analysis of the literature. In the literature, a single topic is frequently discussed in Resource-Based View Theory: supply chain. To identify the resources the company has, this can be done by tracing its supply chain. In the articles we have reviewed, supply chain management is crucial so that its resources can be used as well as possible. Barratt and Oke (2007) defined supply chain visibility as the extent to which actors in a supply chain have access to or share information that they consider key or useful to their operations and that they consider will be of mutual benefit. The deployment of certain resources in a supply chain linkage enables information to be shared, which could improve the performance of the linkage (Barratt & Oke, 2007). Other theories, such as transaction cost economics (Williamson, 1981), could have been used to explore the impact of a range of levels of visibility on the transaction costs between a customer and a supplier in a supply chain linkage. A reduction in transaction costs could then be seen as a source of a competitive advantage (Barratt & Oke, 2007).

The RBV theory acts as a link that can explain the relationship between resources in supply chains and the capability to achieve a sustainable competitive advantage (Hitt et al., 2016). With the sustainability principle, SC operations will be able to provide competitive advantages (Touboulic & Walker, 2015). Through the implementation of RBV, the supply chain will be implemented in the long term because there will be a factor, environmental, and economic analysis

process to review the suitability of supply chain implementation for the company (Shibin et al., 2017). Supply chain management research has shown that firms require valuable resources (e.g., information technology) to effectively manage relationships with suppliers (i.e., enhance supply chain collaboration) (Fawcett et al., 2013, Hitt et al., 2011). Cao and Zhang (2011) identified seven interconnecting dimensions that constitute effective supply chain collaboration: information sharing, goal congruence, decision synchronization, incentive alignment, resource sharing, collaborative communication, and joint knowledge creation. The benefits of supply chain collaboration will be realized when all parties in the supply chain, from suppliers to customers, cooperate.

Barratt and Oke (2007) found that not all technological and non-technological resources employed in a supply chain linkage have the potential to provide distinctive visibility for the supply chain and, as an extension, a sustainable competitive advantage. Although the resources deployed increase operational performance, they do not necessarily result in a sustainable competitive advantage if they do not match the VRIO requirements. The VRIO concept from the Resource-Based View Theory must be utilized appropriately in the supply chain so that resources can create a sustainable competitive advantage. Aside from that, how a firm allocates resources in the supply chain is significant in forming a sustainable competitive advantage.

Resource-Based View of Customer Information to Achieve a Sustainable Competitive Advantage

Customer Information could be a resource required to achieve a sustainable competitive advantage. One of these studies is an article entitled "Customer Information Advantage, Marketing Strategy, and Business Performance: A Market Resource-Based View" written by Rajan Varadarajan, which states that Customer Information Advantage can be used to achieve a sustainable competitive advantage. To support this, companies need facilities to connect them with customers. The means of liaison between customer interaction and the company were first carried out by post, then expanded to the telephone until finally developed using email and web chat. Customers' information can be used for various purposes, such as developing customer-based operations and marketing activities. By prioritizing customer information, companies will be able to create and maintain customer loyalty, which is very useful for the continuity of a business entity. Customer Information Assets refer to the economic value information about customers owned by a company. Companies that have a superior resource position in terms of digital customer information assets and information analysis capabilities will be able to produce superior customer insights (Varadarajan, 2020). By using Digital Customer Information assets, companies can determine good strategies to gain customer loyalty. With customer loyalty, a company can achieve a sustainable competitive advantage.

CONCLUSIONS

A goal of establishing a company or business entity is to achieve a sustainable competitive advantage. In order to achieve this goal, the company must have resources with VRIO/N characteristics. Based on these Systematic Literature Review findings, it can be concluded that supply chain and customer information from the perspective of RBV have a positive effect on achieving a sustainable competitive advantage. A good supply chain encourages companies to pay attention to all aspects of their operations, including maintaining good relations between companies and partners. Resources in the supply chain must be deployed and used appropriately to produce a sustainable competitive advantage. Furthermore, customer information can be used to decide corporate strategies based on customer needs and satisfaction, which should increase and maintain customer loyalty. Maintaining customer loyalty allows companies to strengthen their

market position and achieve a sustainable competitive advantage.

LIMITATION & FURTHER RESEARCH

This Systematic Literature Review was created using a literature review method. The data collected is a summary of previous studies. However, the authors attempted to collect facts that are believed to be true. Nevertheless, like other studies, this Systematic Literature Review also has limitations, such as the type of secondary data source and other limitations in data processing and analysis. For this reason, although the data research method used by the author is similar to that of previous research, the possibility that there are still some areas to be corrected for the Systematic Literature Review research results cannot be ruled out.

For further research, it is hoped that the limitations of data management and data sources in SLR can be addressed, such as the use of primary data sources and in-depth data analysis to obtain better results. It is also possible to add new variables for other studies to be more extensive in the information about the resources of the VRIO/N category that companies in different sectors can maintain and some discussions on sustainable competitive advantage.

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