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Resource-based view theory and its applications in supply chain management: A systematic literature review

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CHRONICLE	ABSTRACT
	This systematic literature review critically examines the application of the Resource-Based View (RBV) theory within Supply Chain Management (SCM) across various industries. Developed by Jay B. Barney in 1991, RBV posits that a firm's sustained competitive advantage is driven by its unique resources and capabilities that are valuable, rare, inimitable, and non-substitutable. RBV suggests that a company's long-term competitive advantage stems from its distinct resources and capabilities, which are valuable, rare, difficult to imitate, and not easily substitutable. Despite extensive utilization in strategic management, the direct application of RBV in SCM has been less explored, particularly in understanding how specific internal resources enhance SCM capabilities and outcomes. The review adopts a systematic approach, analyzing 97 peer-reviewed articles from diverse journals. This method includes a comprehensive search and evaluation process, ensuring the inclusion of significant studies that discuss the application of RBV in SCM across various industries. The articles were sourced from Scopus databases, with keywords related to RBV and SCM to ensure thorough topic coverage. The findings indicate a pronounced increase in related publications since 2010, reflecting a growing scholarly and practical interest in RBV's application to SCM. The findings revealed that emerging trends like integrating advanced technologies like Blockchain, Artificial Intelligence and the Internet of Things are identified as strategic resources that redefine competitive landscapes by enhancing transparency, responsiveness and responsiveness within supply chains. The review also highlights the increasing importance of sustainability practices within SCM, aligning with RBV to potentially offer a sustainable competitive advantage. Conclusively, this review contributes to both academic knowledge and guides practitioners toward leveraging internal resources strategically to navigate contemporary challenges, setting a foundation for future inquiries into global supply chain resilience and dynamic capabilities.

1. Introduction

The Resource-Based View (RBV) theory has been extensively applied across various domains of management research, particularly in understanding the competitive advantage firms achieve through the unique resources they control. The theory was developed in 1991 by JB. Barney, a renowned Strategic Management thinker from the University of Utah. The RBV theory suggests that a company's resources and capabilities are the key drivers of its sustained competitive advantage (Barney, 1991; Barney, 2012). RBV posits that competitive advantage derives from utilizing a firm's unique resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991; Peteraf, 1993; Teece, Pisano & Shuen, 1997, 2016; Barney, 2012; Touboulic

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& Walker, 2015; Gligor, Bozkurt, Russo & Omar, 2018; Bals & Rosca, 2022; Giunipero & Eltantawy, 2022). According to Peteraf (2018) resource-based theories are *"theories of the nature, behaviour and/or performance of firms, in which the unit of analysis is a resource or capability (a bundled set of resources and capabilities) that a firm possesses, controls or accesses preferentially"*.

In SCM, this perspective shifts the focus from external factors like market conditions, regulatory changes, technological disruptions and competition to internal capabilities such as logistics, integration, and innovation (Ketchen & Hult, 2006; Hunt & Davis, 2008; Dubey, Altay, Gunasekaran, Blome, Papadopoulos, & Childe, 2018; Gligor et al, 2018). The premise is that SCM effectiveness is significantly influenced by how well these intrinsic resources are managed and leveraged, suggesting a deep interconnection between a firm's resource base and its supply chain performance (Barney, 1991; Wang & Jie, 2019). Furthermore, Barney (1991) argues that the RBV is valuable for all firms, whether they are striving to attain a SCA or are satisfied with their competitive position. On the contrary, scholars such as (Eisenhardt & Martin, 2000; Peng, 2001) argued that for organizations with abundant resources and established market positions, the theory may provide less practical guidance, leading to the argument that its applicability may vary based on an organization's specific circumstances and strategic goals.

Despite the extensive literature on RBV in strategic management, its application in SCM has not been thoroughly explored, particularly regarding how specific resources contribute to SCM capabilities (Barney, 1991; Newbert, 2007; Hunt & Davis, 2008). Walker, Chicksand, Radnor & Watson (2015) explain that the enduring appeal of RBV theory is understandable given the continuing interest in efficient and effective resource allocation in organisations. Previous studies have demonstrated the strategic value of internal resources in achieving operational efficiencies and market responsiveness (Peteraf, 2018; Eisenhardt & Martin, 2000; Hunt & Davis, 2008; Richey, 2009; Wang & Jie, 2019). However, there is a notable lack of comprehensive synthesis that bridges the nuanced characteristics of resources particularly their uniqueness, value, rarity, and inimitability with specific SCM outcomes.

The evolving dynamics of global markets and the increasing complexity of supply chains necessitate a renewed examination of RBV within SCM contexts. For example, technologies like Blockchain (BoT), Artificial Intelligence (AI) and the Internet of Things (IoT) represent a strategic resource that potentially redefines competitive landscapes by enhancing transparency, efficiency, and responsiveness (Teece et al., 1997; Ketchen & Hult, 2006; Fawcett, Wallin, Allred, Fawcett & Magnan, 2011; Wang & Jie, 2019; Kumar, Raut, Mangla, Moizer & Lean, 2024). However, the literature lacks a detailed exploration of how these technologies can be systematically aligned with RBV to optimize SCM processes and maintain competitive edges in rapidly evolving markets. Additionally, the increasing emphasis on sustainability and ethical supply chain practices calls for analyzing how environmental and social sustainability practices can be integrated within RBV to provide a sustainable competitive advantage (Hart, 1995; Flynn, Huo, & Zhao, 2010; Terziovski, 2010; Paulraj, 2011; Dubey et al., 2018; Khan, et al., 2023; Coppola et al., 2023; Khan, Ajmal, Jabeen, Talwar, & Dhir, 2023; Kumar et al., 2024). These emerging trends underscore the urgency for current research to explore how traditional and new-age resources can be synergized within the RBV framework to address operational challenges and strategic opportunities in SCM. It is against this background this study aims to fill these gaps by providing a detailed exploration of RBV's application in SCM. The paper is organized as follows: section 2 details the methodology, section 3 presents the findings and discussions, and and section 4 presents the implications of the study while the conclusion and future research opportunities are discussed in the final section.

2. Research Methodology and Data Statistics

The literature review is a building block for understanding the knowledge under investigation. Scholars such as Soosay and Hyland (2015) and Trandfield, Denyer and Smart (2003) contend that the review enables scholars to identify and scrutinize the existing body of knowledge and specify the research objectives/ questions to contribute to more knowledge in the field. Systematic reviews are, therefore, one of the most suitable qualitative methods for summarizing research evidence because of their rigor and following well-structured procedures that enable the reliability of the study. The review stemmed from medical science due to the need to provide evidence for decision-making. Nightingale (2009) highlights that the systematic review method is developed to minimize the risk of selecting articles/ publications and data extraction biases during the review. From the descriptions above Bettany-Saltikov (2016) defined systematic review as *"a summary of the research literature focused on a single question."*

Scholars argued that a well-conducted review plays a vital role in locating/ identifying, selecting, evaluating, analyzing, and synthesizing high-quality, relevant research evidence to the questions (Mokhtar Genovese, Brint & Kumar, 2019; Maestrini, Luzzini, Maccarone & Caniato, 2017; Bettany-Saltikov, 2016; Soosay & Hyland, 2015; Trandfield et al., 2003). Several researchers have employed a systematic literature review process based on the works of (Trandfield et al., 2003; Nightingale, 2009; Soosay & Hyland, 2015; Maestrini et al., 2017; Mokhtar, et al, 2019). This process consists of four main steps: identifying sources, selecting sources, evaluating sources, and analyzing data. These steps have been widely used in previous works and similar studies in the fields of operations and SCM literature. The article search process is explained in the following subsections.

2.1 Stage I: Source Identification

In the first stage of our systematic review, researchers deliberated and agreed on the criteria and conditions for including publications in the study. They selected the Scopus database as the primary source due to its extensive coverage and reliability. Scopus is recognized as the largest abstract and citation database, encompassing disciplines such as science, arts, technology, medicine, social sciences and humanities. In 2008, Scopus had more than 33 million document collections from over 1,000 users, including academic institutions and corporations in Europe, North America, Asia, and Latin America with large consortia like CAPES of Brazils, Australia, and the Middle East, for instance, the Bibliotheca Alexandrina in Egypt (Boyle & Sherman, 2006; Hoogendoorn, 2008). Currently, there are over 85 million collections of articles/ original research, conference papers, book chapters, books, notes, short surveys, editorial, conference reviews, and reports (Scopus, 2023) marking it making it a comprehensive resource for capturing reputable journals, particularly in SCM.

In November/ December, 2023, researchers conducted a keyword-based search of the Scopus database to gather relevant articles. Our primary keywords included *"Resource Base View," "Resource Base-view Theory", "RBV", "Supply Chain Management," "Supply Chains", and "SCM", "Sustainable Supply Chains", "Sustainable Supply Chain Management", "Supply Chain Performance",* selected to encompass a broad range of topics under study. This approach was intended to mitigate the limitations of overly specific keywords and ensure the inclusion of a wide array of pertinent literature. Two researchers searched independently, providing a rigorous and unbiased collection process. This comprehensive search strategy, involving multiple researchers and databases, increased the likelihood of capturing all relevant contributions. Overall, a total of 114 and 134 relevant articles were retrieved from Scopus by the two independent researchers. The collected data was refined to exclude duplication and include unique and pertinent articles. Following this, the research team, comprising four members, reviewed the articles independently. Three online meetings were held to consolidate the findings and ensure consistency across the selection process. Finally, 97 articles written in English were selected for analysis. This thorough approach aligns with the recommendations of Maestrini et al. (2017) for conducting systematic literature reviews.

2.2 Stage II: Source Selection

During the second stage of our systematic review, researchers focused on selecting relevant sources by applying strict inclusion and exclusion criteria. Our criteria included peer-reviewed journal articles published before 2024, written in English, and directly related to SCM and RBV. Initially, four researchers independently screened keywords, titles, and abstracts, followed by a full-text review to ensure methodological rigor and relevance. The discrepancies from the 46 excluded articles were resolved through collaborative discussions to reach a consensus on the final selection of 97 articles. This process ensured the evaluation was thorough and unbiased (Gough, Oliver, & Thomas, 2012). The approach is also supported by Kitchenham (2004), who emphasized the importance of resolving the disagreement. Researchers then extracted key information from each chosen article and organized it for further analysis. This thorough process resulted from the inclusion of high-quality studies, providing a foundation for the subsequent stages of our systematic review.

2.3 Stage III: Source Evaluation

In the third stage of our systematic review, we conducted a thorough source evaluation to ensure the quality and relevance of the selected literature. Each article underwent critical appraisal to assess its methodological rigor, practical/ managerial and theoretical contributions/ implications. Researchers examined the relevance of each study to our research objectives, focusing on key themes in RBV and SCM (Tranfield et al., 2003). Detailed information, including research objectives, methodologies, key findings, and conclusions, was extracted and organized in a standardized form to facilitate comparison and synthesis (Bearman et al., 2012). The four researchers independently assessed each article to ensure inter-rater reliability, followed by discussions to reconcile any differences, ensuring a thorough and unbiased evaluation (Gough, et al., 2012). This rigorous evaluation process, supported by established methodologies (Tranfield, et al., 2003; Soosay & Hyland, 2015; Bettany-Saltikov, 2016; Maestrini et al., 2017; Mokhtar et al., 2019), ensured that the studies considered in our review were of exceptional quality and directly relevant to our research objectives, providing a foundation for the synthesis of findings.

2.4 Stage IV: Data Analysis

The final stage of the systematic literature review involves organizing and discussing data to capture pertinent information through a rigorous analytical process (Maestrini et al., 2017). The main objective is to synthesize the study's key findings while shedding light on undeveloped areas that deserve future researchers' attention. Our preliminary analysis was conducted using Microsoft Excel, which facilitated the identification of quantitative trends and a qualitative assessment of the emerging research opportunities.

2.5 Data Statistics

Fig. 2 shows the publication trends from 2007 to 2023 for peer-reviewed research articles on RBV and SCM.

Publication Trends from 2007-2023
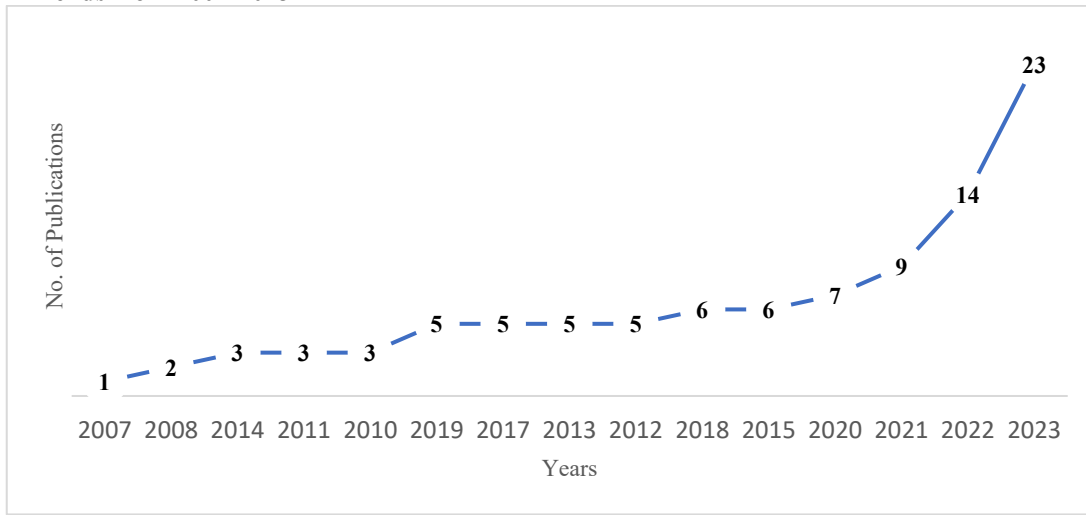
Fig. 2. RBV in SCM Publication Trends from 2007-2023

The findings show a clear upward trend in publications from 2007 to 2023. Starting with just one publication in 2007, there is a noticeable gradual increase in publications per year, culminating in 23 in 2023. This suggests increasing academic and perhaps practical interest in exploring the application of RBV within SCM contexts. The years following 2010 show a more consistent and significant increase in publications. Notably, from 2015 onwards, the number of publications per year consistently exceeds five, with a sharp increase observed in the last three years (2021-2023). This period may correspond with heightened industry challenges and technological advancements that necessitate deeper investigation into resource-based strategies within supply chains.

2.6 *Top Seventeen Journal Outlets Contributed to the Study during the period from 2007 to 2023*

Researchers analyzed the available literature on RBV in SCM and found that 17 out of 54 publication outlets were most frequently published. These 17 outlets contribute to 59% (57) of the total published articles in the study area over the decade. Other journals that make up the remaining 102 articles are not included because of their low frequency. For example, Business Strategy and the Environment is *"a leading sustainable business journal that aims to advance the understanding of green business strategies for improving the natural environment".* It has 8 articles, followed by Sustainability Switzerland (7 articles) and then the International Journal of Logistics Management (6). These journals have the highest number of publications, indicating a strong emphasis on the intersection of business strategy, environmental sustainability, logistics-specific resources, and capabilities within SCM. With other 14 having at least 2 articles. majority. This journal has the highest number of publications in this dataset, indicating a strong emphasis on the intersection of business strategy, environmental sustainability, and SCM. Finally, the other 40 journals contributing to 38 articles have not been included due to low publication frequency in the study topic.
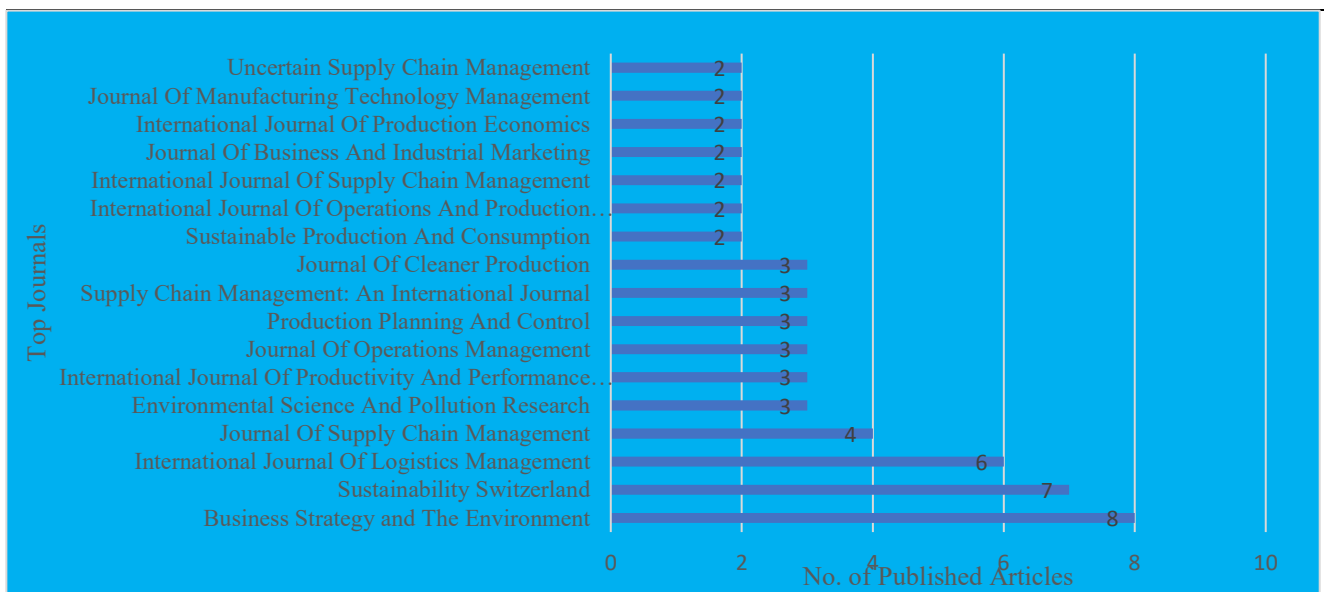
Fig. 3. Top Seventeen Journal Outlets Contributed to the Study during the period from 2007 to 2023

3. Findings and Discussion

After conducting a comprehensive review of the publications in the field, we examine and discuss several key themes.

3.1 Resource-Based View (RBV)

The Resource-Based View is a well-established theory in strategic management that posits that a firm's competitive advantage is derived from its ability to utilize its internal resources effectively. These resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to provide sustained competitive advantage (Wernerfelt, 1984; Barney, 1991; Touboulic & Walker, 2015; Bals & Rosca, 2022; Giunipero & Eltantawy, 2022). RBV emphasizes that it's not the external market forces but internal firm-specific resources critical to achieving and maintaining competitive advantage (Barney, 1991; Peteraf, 2018). The key components of the RBV theory include:

3.1.1 Resources

Resources in the RBV are defined as "the assets, processes, capabilities, information, and knowledge that a firm controls, which enable it to devise and implement strategies that improve its efficiency and effectiveness," (Wernerfelt, 1984; Barney, 1991; Gligor et al., 2018). Resources are typically classified into tangible or intangible and include three categories: (i) human capital resources, (ii) physical capital resources, and (iii) organizational capital resources (Wernerfelt, 1984; Barney, 1991; Barney, 1992; Newbert, 2007; Hunt & Davis, 2008; Richey, 2009; Brandon-Jones, Squire, Autry & Petersen, 2014; Touboulic & Walker, 2015). For example, physical capital encompasses the firm's plant, equipment, and location; human capital includes training, experience, and insights of individual employees; and organizational capital refers to a firm's reporting structures, planning, controlling systems, competence, culture, financial resources (cash resources and access to financial markets), and intellectual property.

In the context of SCM, resources such as advanced IT systems, efficient logistics infrastructures, and robust supplier relationships are crucial (Wernerfelt, 1984; Ketchen & Hult, 2006; Hunt & Davis, 2008; Terziovski, 2010; Paulraj, 2011; Fawcett et al., 2011; Wang & Jie, 2019; Kumar, et al., 2024). These resources support various SCM activities, from procurement to distribution, enabling firms to enhance operational efficiency and respond more effectively to market demands (Wernerfelt, 1984; Hunt & Davis, 2008; Flynn, et al., 2010). The literature suggests that how well these resources are aligned and utilized directly influences the firm's ability to achieve market success and operational resilience (Barney, 1991; Eisenhardt & Martin, 2000).

3.1.2 Capabilities

Capabilities refer to *"a firm's capacity to deploy resources, usually in combination, using organizational processes to effect a desired end"* (Amit & Schoemaker, 1993; Helfat & Peteraf, 2003). They are often viewed as a subset of resources that include managerial skills, processes, and the knowledge necessary to execute business strategies effectively. Teece et al. (1997) define capabilities as the crucial role of strategic management in effectively adapting, integrating, and reconfiguring both internal and external organizational skills and functional competencies to meet the demands of a changing environment. Capabilities are distinguished by their role in coordinating resources and directing them toward strategic goals (Makadok, 2001; Newbert, 2007). In SCM, capabilities might include integrating and coordinating complex activities across the global supply chain, leveraging IT for real-time data processing, and managing cross-functional teams effectively (Newbert, 2007; Hunt & Davis, 2008; Fawcett et al., 2011; Brandon-Jones et al., 2014; Kumar, et al., 2024). For instance, dynamic capabilities enable firms to adapt their supply chain processes to changing market conditions rapidly, such as adjusting logistics strategies in response to sudden changes in consumer demand or supply disruptions (Teece, et al., 1997; Eisenhardt & Martin, 2000; Teece, Peteraf & Leih, 2016). Studies (such as Ketchen & Hult, 2006; Brandon-Jones et al., 2014) emphasize that developing superior SCM capabilities can enhance responsiveness and greater efficiency, thereby achieving competitive advantage.

3.1.3 Sustained Competitive Advantage (SCA)

Sustained Competitive Advantage occurs when a firm can maintain above-normal performance for a prolonged period (Barney, 1991). This is achieved through resources and capabilities that are Valuable, Rare, Inimitable, and Non-substitutable (VRIN) framework (Barney, 1991; Barney, 2012; Peteraf, 2018; Gligor et al., 2018; Bals & Rosca, 2022). The concept is central to RBV, as it explains how firms can achieve and maintain superior performance by developing and exploiting their unique resource and capability endowments. SCA in SCM is derived from the ability to optimize supply chain operations in ways that competitors cannot easily replicate (Wernerfelt, 1984). For example, XYZ company has developed a sophisticated logistics system that includes advanced warehousing technologies and a highly efficient distribution network, which are difficult for competitors to imitate quickly or cheaply (Hunt & Davis, 2008; Kumar, et al 2024). Moreover, long-term relationships with suppliers and customers, which enhance trust and cooperation, can also serve as a source of SCA in SCM, as these relationships are built and maintained over time and are specific to the firm's context.

3.2 *Valuable, Inimitable, Rare, and Non-Substitutable (VRIN)*

Furthermore, the RBV provides a framework for understanding how internal resources contribute to a firm's strategic positioning and long-term competitive advantage. Central to RBV are the concepts of valuable, inimitable, rare, and non-substitutable, each playing a crucial role in enhancing SCM effectiveness. This subsection describes how SCM defines and leverages these resources and capabilities:

3.2.1 *Non-substitutable and Valuable Resources*

Non-substitutable resources provide a company with distinctive capabilities or performance that competitors lack. For example, in SCM, non-substitutable resources include proprietary technologies, a unique brand identity, strong customer relationships, or specialized knowledge of logistics and distribution networks that are tailored to a company's specific operational needs (Wernerfelt, 1984; Barney, 1991; Newbert, 2007; Hunt & Davis, 2008; Flynn, et al., 2010; Brandon-Jones et al., 2014;). These resources and capabilities provide a competitive advantage because they are not easily replicated by competitors. On the other hand, valuable resources are those that enable a company to implement strategies that improve efficiency or effectiveness. In SCM, valuable resources include strong supplier relationships, specialized knowledge, superior production processes or advanced IT systems that support real-time data sharing and enhance responsiveness to market changes (Hunt & Davis, 2008; Terziovski, 2010; Fawcett et al., 2011; Wang & Jie, 2019; Eisenhardt & Martin, 2000). In simple, valuable resources enable a firm to create value for its customers, increase its efficiency or reduce costs. For instance, XYZ company's cross-docking inventory system is a valuable resource that reduces inventory holding costs and speeds up the distribution process, thereby improving market responsiveness. These valuable resources and capabilities are the foundation of a firm's competitive advantage.

3.2.2 *Rare and Inimitable Resources*

Rare resources are those possessed by few competitors, giving firms holding them a competitive edge. SCM's rare resource might be access to a limited or exclusive geographical location, unique distribution networks, highly skilled employees, or a unique supplier partnership that competitors cannot easily replicate (Barney, 1991; Peteraf, 1993; Terziovski, 2010). Rare resources and capabilities provide a sustained competitive advantage because they are not easily obtained by competitors. For example, Tesla Inc., an American multinational automotive and clean energy company headquartered in Austin, Texas, had an early investment in battery cell manufacturing capability, which gave it a substantial lead in electric vehicle production compared to its competitors, who lacked similar resources (Hunt & Davis, 2008). Finally, inimitable resources are those that cannot be easily replicated or substituted by other firms. These often include company culture, brand reputation, or deeply integrated supplier networks that have developed over many years (Teece, et al., 1997; Newbert, 2007; Paulraj, 2011). For example, Zara's fast-fashion supply chain model, supported by its agile and integrated production and distribution systems, serves as an inimitable resource because replicating such a model requires changes at multiple levels of operations and coordination that are difficult to achieve quickly.

These resource categories, such as; unique, valuable, rare, and inimitable, highlight the multifaceted role that internal assets play in bolstering SCM effectiveness and strategic positioning. Leveraging such resources allows firms to develop a robust supply chain that meets operational efficiencies and adapts to and capitalizes on market opportunities, ultimately sustaining competitive advantages. The research literature consistently points to the successful application of these RBV principles across various industries, reinforcing the critical role of strategic resource management in achieving and maintaining market leadership.

3.3 *Supply Chain Management (SCM)*

Supply Chain Management involves actively managing supply chain activities to maximize customer value and achieve a sustainable competitive advantage. It represents a conscious effort by supply chain firms to develop and run supply chains in the most effective and efficient ways possible (Cooper, Lambert, & Pagh, 1997; Mentzer, DeWitt, Keebler, Min, Nix, Smith, & Zacharia, 2001). SCM covers everything from product development, sourcing, production, and logistics to the information systems needed to coordinate these activities. According to Mentzer et al. (2001), SCM refers to *"the systematic, strategic coordination of the traditional business functions and tactics across these business functions within a particular company and across businesses within the supply chain, to improve the long-term performance of the individual companies and the supply chain as a whole."* They argue that SCM can improve the overall performance of the supply chain by increasing efficiency, reducing costs, and improving customer service.

Therefore, SCM is strategic in that it helps companies improve their responsiveness, efficiency, and competitive advantage in the marketplace. The literature often discusses how effective SCM leads to reduced operational costs, enhanced customer service, and improved financial position (Mentzer, et al., 2001; Simchi-Levi & Kaminsky, 2008; Christopher, 2016; Khalil, Khalil, & Khan, 2019). For example, companies like Zara have utilized SCM strategically to reduce inventory costs and lead times, enhancing their market responsiveness and efficiency (Ketchen & Hult, 2006; Christopher, 2016). SCM literature emphasis the integration of internal and external units of a business to enhance the overall performance (Flynn, et al., 2010). This includes collaborative work with suppliers and customers to improve visibility and speed of response across the supply chain.

According to Christopher, Peck & Towill (2006), effective integration in SCM has led to better inventory management, faster cycle times, and more customized product offerings, contributing significantly to competitive advantage.

A strand of the literature revealed the major SCM constructs employed in sectors such as manufacturing, agro, hospitality, construction, retail, transportation, and healthcare (Li et al., 2006; Al-Shboul, Barber, Garza-Reyes, Kumar & Abdi, 2017; Khalil, et al., 2019; Sharma & Modgil, 2020). These constructs encompass all aspects of SCM, such as strategic supplier partnership, level & quality of info sharing, customer relationship management, postponement, inventory management, procurement / purchasing practices, process integration, cooperation, and long-term relationship, and demand forecasting. The table outlines the specific outcomes and objectives of effectively implementing these SCM constructs within each industry, ranging from reducing lead times to enhancing customer satisfaction and cost optimization as presented in Table 1.

Table 1
SCM Constructs and Metrics/ Focus Areas

Industry / Organisation	SCM Constructs	Focus/ Metrics
Manufacturing	Inventory management, transportation planning, strategic supplier partnership, level & quality of info sharing, customer relationship mgt, postponement, process integration, long term relationship, cooperation, production scheduling, and supplier performance	Reducing lead times, customer satisfaction, cost, and ensuring timely delivery of goods to customers
Agro	Supplier relationships management, demand forecasting, production planning, cost optimization, inventory management, crop harvesting techniques, transportation management, cooperation, sustainability, and information sharing	Cost, timely and efficient delivery, crop yields, and inventory turnover
Hospitality	Demand forecast, sustainability, supplier relationships management, inventory management, and service focused, transportation management, postponement	Customer satisfaction, flexibility, collaboration with suppliers, minimize waste, availability, high-quality products and services, costs, and delivery time
Construction	Procurement of materials, equipment management, project scheduling, risk management, and labor management	Cost, quality, delivery time, worker delivery, and safety
Retail	Demand forecasting, store replenishment, logistics and transportation management, and supplier collaboration	Managing the demand for products, ensuring availability of products, managing the flow of goods, price, and customer satisfaction
Transportation	Carrier selection, shipment tracking, route optimization, cooperation, and fleet management	Service quality, reliability, transit time, cost, damage rates, and cargo security
Healthcare	Inventory management, transportation management, supplier relationships management, demand forecasting, production planning, equipment management, sustainability, and efficient cold chain management	on-time delivery of medical supplies, inventory accuracy, and compliance with regulatory requirements

Source: Generated by Author from Reviewed Literature 2023

The evidence strongly supports the significance of RBV in SCM practices across diverse sectors. Organisations can continually reassess and realign their resource capabilities in accordance with RBV principles. Therefore, RBV remains a vital theoretical framework for organizations striving to harness internal capabilities for competitive supply chain configurations.

3.4   Resource-Based View and Supply Chain Management

The integration of RBV in SCM literature highlights how internal resources and capabilities, such as logistic capabilities, organizational culture, and IT systems, are leveraged to improve SCM performance (Barney, 1991; Ketchen & Hult, 2006; Fawcett et al., 2011; Wang & Jie, 2019). For instance, researchers (such as Terziovski, 2010; Paulraj, 2011; Brandon-Jones et al., 2014) highlight how formal innovation strategies and the alignment of internal resources like human capital and technology can significantly improve supply chain outcomes. Similarly, Gligor & Holcomb (2014) demonstrate that logistics capabilities are not only crucial for effective market response but also for maintaining agility in the face of market uncertainties. The authors further assert that specific logistics capabilities directly contribute to supply chain agility. These findings are underpinned by RBV, which suggests that unique, valuable, and inimitable internal resources are foundational for competitive advantage in SCM (Terziovski, 2010; Paulraj, 2011; Gligor & Holcomb, 2014). However, they also emphasized that the focus on internal capabilities may overlook external market forces and the dynamic nature of industries. Therefore, to ensure SCM efficacy organisations should have a balance of internal strengths and external market conditions.

Technology also represents a strategic resource in SCM that facilitates significant competitive advantages that align with the RBV framework (Terziovski, 2010; Fawcett et al., 2011; Yunus & Michalisin, 2016; Kumar, et al., 2024; Khan, et al 2023). Advanced technologies, such as blockchain and artificial intelligence, enhance transparency, efficiency, and agility within supply chains. These technologies enable firms to manage complex data streams and automate decision-making processes, thereby strengthening their market position and creating barriers that protect against competitive imitation (Brandon-Jones et al., 2014; Yunus & Michalisin, 2016; Kumar, et al 2024). As such, technology not only supports operational activities, it serves as a core strategic asset that underpins long-term competitive strategies in SCM. Khan et al (2023) suggests future researchers explore how the RBV framework bolsters SCM practices like inventory management, process integration, supplier relationships, and demand forecasting, especially in sectors like manufacturing where technology can drive substantial competitive advantage.

RBV underscores the strategic value of sustainability within SCM. By integrating sustainable practices, firms not only meet regulatory requirements and societal expectations but also secure a long-term competitive edge (Yunus & Michalisin, 2016; Stefanelli, Jabbour, Amui, Oliveira, Latan, Paille, & Hingley, 2021; Khan, et al., 2023; Sharma, Alkatheeri, Jabeen, Sehrawat, 2022; Coppola, Vollero & Siano, 2023). Sustainable resources, such as eco-friendly materials and processes, become key differentiators in the market, enhancing the firm's reputation and customer loyalty. Khan et al. (2023) highlight how these resources are increasingly viewed as essential components of a firm's resource portfolio, contributing to sustained competitive advantage in a market increasingly driven by environmental concerns. In simple, firms that integrate sustainability into their core strategies can achieve long-term benefits, enhancing both their market positioning and compliance with global standards.

Effective risk management capabilities are essential strategic resources that enhance SCM resilience, a critical aspect underlined by RBV (Richey, 2009; Brandon-Jones et al., 2014; Wang & Jie, 2019). The ability to anticipate, mitigate, and respond to risks is crucial in maintaining supply chain continuity and operational effectiveness, especially in globalized markets prone to disruptions. Although Wang and Jie (2019) proposed an RBV framework for managing supply chain risks specifically in the Australian red meat industry. Richey (2009) and Wang and Jie (2019) argue that developing robust risk management strategies grounded in RBV not only protects the firm's value chain but also ensures its adaptability and resilience in facing diverse challenges.

Furthermore, RBV advocates for developing cross-functional collaboration as a strategic resource within SCM (Dyer & Singh, 1998; Brandon-Jones et al., 2014; Kumar, 2021). By integrating logistics, procurement, and marketing functions, firms can enhance their responsiveness to market changes and customer needs, thereby achieving a competitive advantage. Brandon-Jones et al (2014) emphasize that such integrated capabilities lead to superior performance by aligning the supply chain more closely with strategic business goals, thereby facilitating innovation and efficiency across operational processes. On the contrary, Xu et al. (2014) pointed out that the RBV tendency to concentrate on intra-organizational resources has the potential to neglect the crucial inter-organizational dynamics within complex supply chain networks. This limitation becomes evident in studies examining the broader network relationships and interactions in supply chains. For instance, Yuen et al. (2019) emphasized critical success factors for supply chain integration in container shipping, stressing the need to consider the interconnected relationships among various stakeholders.

Managing global SCM resources effectively is crucial for achieving international competitive advantages, a process well-supported by RBV (Hunt & Davis, 2008). Strategic resource management across different regulatory, cultural, and economic environments helps firms exploit local advantages while maintaining global coherence. This strategic approach not only enhances global competitiveness but also ensures that firms can leverage their worldwide resources to maximize overall performance and market reach (Hunt & Davis, 2008; Yunus, 2016). Studies on the role of cultural differences in shaping SCM practices and capabilities is an underexplored area in RBV research.

Finally, from the review the literature firmly establishes RBV as a crucial theoretical framework for SCM, particularly in identifying and leveraging unique internal capabilities that drive competitive advantage. While Barney (1991) and Wernerfelt (1984) have laid the foundation of the theory, studies by (Ketchen & Hult, 2006; Hunt & Davis, 2008; Fawcett et al., 2011; Xu, et al., 2014; Walker, et al, 2015; Yunus, 2016; Shibin, Gunasekaran & Dubey, 2017; Stefanelli et al., 2021; Khan, et al., 2023; Coppola, Vollero & Siano, 2023; Wang & Jie, 2019) expand on the application of RBV to optimize SCM processes. This suggests that SCM can benefit significantly from a deeper integration of RBV to manage and utilize internal resources strategically.

3.5   Limitations for RBV Theory in SCM Research

To ensure a comprehensive understanding of supply chain dynamics, it is important to consider some potential limitations of RBV in supply chain management research and they include:

The RBV's emphasis on gaining a competitive advantage through rare and valuable resources may not readily accommodate the sustainability practices that are increasingly becoming industry norms. For example, RBV primarily emphasizes tangible and measurable resources, often overlooking intangible assets like reputation and sustainability practices such as reduced risk of supply chain disruptions due to climate change or increased appeal to environmentally conscious consumers (Shibin et al., 2017; Sharma, et al., 2022). Similarly, the RBV's tendency to focus on internal resources may overlook the importance of collaborative relationships in sustainability efforts. Many contemporary supply chain sustainability challenges require collaboration across the supply chain network. For instance, initiatives like circular supply chains often involve cooperation among multiple partners to reduce waste and promote recycling (Jahed et al., 2022). The internal focus of RBV, therefore, may not fully capture the collaborative and networked nature of sustainability efforts in supply chains.

Furthermore, Fawcett et al. (2011) highlighted a significant challenge related to RBV3 in the context of supply chain management. They specifically discussed the difficulties in applying the VRIN criteria when evaluating resources in the supply chain management context. The authors contended that information technology, a critical resource in modern supply chain management, has become widely available to most firms. This widespread availability makes it hard for firms to sustain a competitive advantage based solely on IT resources, as these resources can be easily acquired by competitors, thus not meeting the *"rare"* and *"inimitable"* criteria of VRIN. Additionally, the rapid pace of technological change and the ease with which

competitors can adopt similar technologies make it challenging for firms to maintain these advantages over time, undermining the *"non-substitutable"* aspect of resources.

4. Implications of the Study

The study implications are divided into three parts:

4.1 Theoretical Implications

The RBV theory highlights the importance of managing internal resources and capabilities strategically. Managers must allocate resources that can help build and enhance unique capabilities within the supply chain while aligning them with the overall organizational objectives. Several studies have showcased the versatility of RBV theory and its potential for further theoretical advancements. One such avenue is exploring how RBV principles apply to inter-organizational relationships and networks within complex supply chain ecosystems. Scholars can adopt an interdisciplinary approach to gain a more comprehensive understanding of the dynamics within supply chains. Integrating RBV with other relevant theories can yield richer insights into the complex interplay of factors influencing supply chain dynamics.

4.2 Practical Implications

From a practical perspective, RBV directly impacts various aspects of supply chain practices. This theory guides the adoption of innovative technologies that align with the firm's unique capabilities. It can also inform sustainability practices by identifying and leveraging resources that contribute to environmentally friendly and socially responsible operations. Additionally, RBV guides the development of risk management strategies by identifying and building resources that enhance resilience to external disruptions.

4.3 Managerial Implications

The RBV theory highlights the importance of managing internal resources and capabilities strategically. Managers must allocate resources that can help build and enhance unique capabilities within the supply chain while aligning them with the overall organizational objectives.

5. Conclusion

The comprehensive exploration of the Resource-Based View within Supply Chain Management across 97 scholarly articles substantiates the profound impact that strategically managed internal resources have on securing and maintaining a competitive advantage in supply chains. This study confirms that resources that are VRIN core tenets of RBV are indispensable in enhancing SCM's efficacy and strategic positioning.

The findings from the research revealed several key aspects. Firstly, integrating RBV with dynamic capabilities theory illuminates how firms can adeptly navigate and thrive in dynamic and often turbulent market conditions by continually adapting and reconfiguring their resource bases. Secondly, the strategic alignment of internal capabilities with technological advancements such as AI, BoT and IoT streamlines operations and fortifies the supply chain against potential disruptions and competitive threats. Moreover, the emphasis on sustainability as a strategic resource underscores a growing recognition of environmental considerations as integral to long-term competitive strategies within SCM frameworks. Thirdly, this research enriches our understanding of RBV in SCM and offers a nuanced perspective on managing supply chains as strategic assets. It underscores organizations' need to invest in and strategically manage their resources to build resilient, efficient, and competitive supply chains. Fourthly, the study will guide current and future SCM practices, ensuring that firms can leverage their internal capabilities to achieve sustained competitive advantages. Finally, this study lays a foundational platform for future research to explore the evolving dynamics of RBV in SCM, particularly in the face of advancing technologies and global market shifts.

5.1 Future Research Opportunities

This study has critically analyzed the evidence based on the extant literature on the application of RBV theory in SCM. Based on the findings, the following future research opportunities are proposed:

a) The circular economy is one of the predominant themes within SCM that aligns with the RBV's emphasis on sustainable resource utilization. Studies suggest that integrating circular economy practices within SCM can lead to new forms of competitive advantage. Future research should explore how firms can transform their resource bases to align with circular economy principles and how implementing circular economy practices will result in sustainability targets and enhanced market positioning.

b) On the other hand, innovation was reported as critical for maintaining a competitive advantage in dynamic markets. For example, Kumar (2021) demonstrated how SCM innovation can be a strategic resource that enables firms to rapidly adapt and respond to market changes. Further research should investigate how SCM innovations, such as

new logistic methods or cutting-edge supply chain technologies, can be systematically developed and managed to support continuous improvement and value creation in organizations.

c) Enhancing transparency in SCM through information sharing is vital for improving efficiency and responsiveness. Future studies should focus on how information transparency can be improved across supply chains and how it impacts the integration of supply chain activities and decision-making processes.

d) The concept of dynamic capabilities is pivotal in SCM, especially in response to external changes and crises. The literature suggests that SCM's responsiveness can be significantly enhanced by developing dynamic capabilities, which RBV explains well (Hunt & Davis, 2008). Future studies should focus on identifying specific dynamic capabilities most effective in SCM across different contexts.

e) The role of RBV in global supply chains, especially in managing and mitigating risks associated with global operations, is another vital area for future research. Pandemics such as COVID-19 have shown vulnerabilities in global supply chains and highlighted the need for strategic resource planning and management to enhance resilience and flexibility. Future studies should explore how RBV can be applied to better understand and manage these global risks.

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