A Review of the Resource-Based View (RBV) in Strategic Marketing: Leveraging Firm Resources for Competitive Advantage

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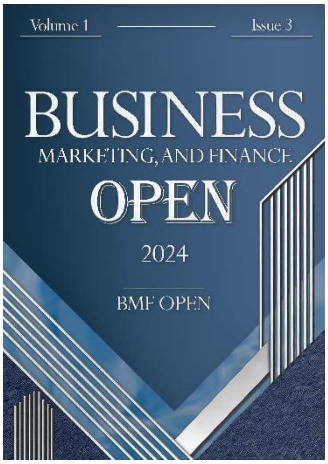

Citation: Rao, A., & Brown, M. (2024). A Review of the Resource-Based View (RBV) in Strategic Marketing: Leveraging Firm Resources for Competitive Advantage. Business, Marketing, and Finance Open, 1(3), 25-35.

Received: 15 February 2024
Revised: 11 April 2024
Accepted: 23 April 2024
Published: 01 May 2024

Abstract: This article provides a comprehensive review of the Resource-Based View (RBV) framework in strategic marketing, exploring how firms leverage internal resources to create and sustain competitive advantage. The objective of this review is to examine the theoretical foundations of RBV, its application in marketing strategy formulation, and its evolving role in the digital age. Using a descriptive analysis method, the article synthesizes existing literature, drawing insights from case studies and empirical research on the use of tangible and intangible resources in marketing strategies. The review analyzes how resources such as brand equity, human capital, and technological capabilities are deployed to develop unique marketing strategies that differentiate firms in competitive markets. It also discusses the limitations of RBV, particularly its focus on internal resources and its challenges in addressing market dynamism. Recent developments in the RBV framework are explored, emphasizing the growing importance of digital resources and data-driven marketing in sustaining competitive advantage. The findings reveal that firms that align their marketing strategies with their internal resources are better equipped to respond to market changes, especially in the context of digital transformation. The article also highlights the practical challenges firms face in synchronizing resources and adapting to rapid technological and market shifts. In conclusion, the RBV framework remains a valuable tool for marketing practitioners seeking to create long-term competitive strategies, but it must evolve to account for the increasing significance of digital assets and external market factors. Future research opportunities are identified, particularly in exploring how firms can balance the exploitation of existing resources with the exploration of new innovations in the digital age.

Keywords: Resource-Based View, strategic marketing, competitive advantage, digital transformation, marketing strategy, brand equity, human capital, innovation, digital resources, value creation.

1. Introduction

The Resource-Based View (RBV) of the firm has emerged as a central theory in strategic management, particularly influencing how companies approach competitive advantage. Introduced by Wernerfelt and further developed by Barney, the RBV posits that a firm's internal resources, rather than external market conditions, are the primary drivers of sustained competitive advantage. These resources—both tangible, such as equipment and financial assets, and intangible, such as brand equity, patents, and employee expertise—are unique to each firm and cannot be easily replicated by competitors [1, 2]. As Arend (2021) highlights, the RBV framework fundamentally shifts focus away from industry-based competition towards leveraging internal assets to outperform rivals, emphasizing the firm's distinctive resources and capabilities [3]. In essence, the RBV suggests that firms can create and sustain superior performance if they possess valuable, rare, inimitable, and non-substitutable resources [4].

The importance of the RBV in strategic marketing is particularly profound, as it helps explain why some firms outperform others by effectively leveraging their unique resources in a marketing context. Strategic marketing involves the careful orchestration of a company’s resources to align with its target markets and gain a competitive edge. The RBV serves as a lens through which companies can assess their internal capabilities—such as brand reputation, customer relationships, and innovative capacity—and translate them into marketing strategies that enhance firm performance [5]. In marketing, tangible resources like advanced technologies and supply chain infrastructure are important, but it is the intangible resources, such as intellectual capital and brand equity, that often provide the most sustainable competitive advantage [6]. These intangible assets allow companies to differentiate themselves in the market and maintain customer loyalty over the long term. For instance, Bortoluzzi et al. (2014) demonstrate that firms moving into emerging markets can leverage their established brand reputation and technological expertise to create competitive strategies that are difficult for local competitors to imitate.

The relevance of RBV in strategic marketing goes beyond resource possession—it also emphasizes how firms deploy these resources. Carnes et al. (2021) argue that the synchronization of resources, such as aligning marketing capabilities with financial resources, can significantly influence a firm's ability to innovate and respond to market changes [7]. This is especially critical in dynamic industries where the pace of innovation is rapid, and consumer preferences shift frequently. Goyal et al. (2011) further support this notion, emphasizing that firms with access to capital markets can better finance their marketing initiatives, thus leveraging their resources to gain a competitive advantage in the marketplace [8].

The objective of this review is to provide a comprehensive analysis of how the Resource-Based View has been applied within the field of strategic marketing, focusing on the ways firms leverage their resources to achieve competitive advantage. The review will explore both theoretical foundations and practical applications of the RBV in marketing strategy, highlighting key resources that drive success and examining how firms deploy these resources effectively. Additionally, the review will assess the limitations and challenges associated with applying the RBV in contemporary marketing environments, particularly in industries characterized by rapid technological change and high levels of competition. By synthesizing the existing literature, this article aims to provide valuable insights for marketing practitioners and scholars on the critical role of the RBV in shaping competitive marketing strategies.

2. Methodology

The literature search was conducted using a variety of academic databases, including Google Scholar, Scopus, and Web of Science. The primary objective of the search was to identify peer-reviewed journal articles, books, and conference papers that directly discuss the Resource-Based View (RBV) theory, its application in strategic marketing, and its role in fostering competitive advantage. Specific search terms used included "Resource-Based View," "RBV and marketing," "firm resources and competitive advantage," "strategic marketing resources," and "RBV application in marketing strategies." The search was limited to publications in English and focused on materials published between 1990, when the RBV theory gained prominence, and 2024 to include the most current research on this subject.

Once the literature was gathered, duplicate records were removed, and an initial review of titles and abstracts was conducted to assess their relevance. Articles were included if they discussed the theoretical foundations of

RBV, provided empirical applications of RBV in marketing, or offered insights into leveraging firm resources for competitive advantage. Studies were excluded if they focused solely on other strategic management theories without integrating RBV or if they were non-peer-reviewed opinion pieces.

This review relied on both primary and secondary sources. Primary sources included peer-reviewed articles and books authored by prominent scholars in the field of strategic management and marketing. The secondary sources consisted of review articles, meta-analyses, and critical essays that synthesized key insights from various studies on the RBV theory.

In selecting sources, the focus was on research that examined the connection between firm resources and strategic marketing decisions. Particular emphasis was placed on studies that explored different types of resources, such as tangible assets, intangible assets, and human capital, and their role in driving marketing success. The review also considered case studies and industry reports that provided practical examples of firms successfully applying RBV in their marketing strategies.

Data extraction involved a systematic reading of the selected articles to identify recurring themes and insights related to the application of RBV in marketing. Key concepts such as resource heterogeneity, immobility, and sustained competitive advantage were carefully noted. Additionally, examples of marketing strategies derived from a firm's unique resources were collected to illustrate practical applications of RBV.

The synthesis of data followed a thematic analysis approach. The identified themes, such as "leveraging tangible and intangible resources for marketing," "sustaining competitive advantage through firm resources," and "challenges in applying RBV in fast-paced markets," were grouped together to provide a coherent narrative. This thematic approach ensured that the review not only summarized existing research but also offered a structured analysis of how RBV informs strategic marketing practices.

To ensure the credibility and relevance of the sources, each study was evaluated based on its research design, theoretical contribution, and methodological rigor. Studies that provided robust theoretical frameworks, offered empirical evidence through case studies or surveys, or contributed to advancing the understanding of RBV in marketing were given priority. Additionally, articles published in high-impact journals were favored to maintain a high standard of academic rigor in this review.

3. Theoretical Foundation of the Resource-Based View (RBV)

The Resource-Based View (RBV) originated in the late 20th century as a response to the limitations of traditional strategic management theories that predominantly focused on external factors, such as market competition and industry structure. Wernerfelt's seminal 1984 paper laid the foundation for RBV by emphasizing that firms could gain competitive advantage through the efficient use of their unique resources. This internal focus was further developed by Barney in the 1990s, who formalized the concept by proposing that a firm's resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to provide a sustainable competitive advantage. As Wu (2013) points out, RBV marked a significant shift in strategic thinking by encouraging firms to look inward for competitive differentiation, rather than relying solely on market positioning or external opportunities [9].

At the core of RBV are several key concepts that define how firms can achieve and maintain competitive advantage. Resources, which are central to this view, encompass a wide range of assets that firms control, including physical, human, and organizational resources. These resources are not merely assets; they are the building blocks that enable firms to perform activities in ways that are difficult for competitors to replicate. Capabilities, on the other hand, refer to a firm's ability to deploy these resources effectively. For example, Ismail et al. (2018) highlight how small and medium-sized enterprises (SMEs) can leverage their marketing capabilities to maximize the impact of their limited resources [10]. Sustained competitive advantage, as defined by Barney, arises when these resources and capabilities are both valuable and hard to duplicate by competitors, providing the firm with a lasting edge in the marketplace. This longevity of competitive advantage is what differentiates the RBV from short-term strategic maneuvers based on external factors alone [5].

In contrast to other strategic management theories, RBV places the emphasis squarely on internal firm characteristics, while models like Porter's Five Forces focus primarily on external competitive forces. Porter's framework examines the competitive pressures from factors like new entrants, suppliers, and substitutes, and suggests that firms should position themselves within industries based on these external factors. In comparison, the RBV suggests that firms can succeed by building up unique internal resources that make them impervious to some of these external threats. However, Porter's model is particularly useful in highly competitive and volatile industries where external factors shift frequently, a point that Levinthal and Wu (2010) acknowledge when discussing the importance of balancing internal capabilities with external market dynamics [11].

Another point of comparison is the Dynamic Capabilities theory, which emerged as an evolution of the RBV. While RBV focuses on existing resources, Dynamic Capabilities highlight the firm's ability to adapt, integrate, and reconfigure resources in response to changing market environments [12]. This theory addresses one of the key criticisms of RBV, which is its assumption of relatively static markets. In fast-moving industries, firms need to constantly adjust their resources to maintain a competitive advantage, a concept that aligns more closely with Dynamic Capabilities than with the traditional RBV framework [7]. As Eisenhardt and Bingham (2017) note, Dynamic Capabilities provide a more flexible approach, allowing firms to capitalize on short-term opportunities while still leveraging their core resources [13].

In summary, the Resource-Based View represents a significant departure from earlier strategic management theories by focusing on the internal resources and capabilities that firms possess, rather than external market conditions. Its core concepts of resources, capabilities, and sustained competitive advantage offer a robust framework for understanding how firms can differentiate themselves and achieve long-term success. While theories like Porter's Five Forces emphasize external competition, and Dynamic Capabilities focus on adaptability, RBV provides a solid foundation for understanding the internal drivers of competitive advantage.

4. Application of RBV in Strategic Marketing

The application of the Resource-Based View (RBV) in strategic marketing revolves around how firms effectively leverage their unique resources to gain and sustain competitive advantage. In a marketing context, both tangible and intangible resources play critical roles in shaping competitive strategies. For example, firms with strong brand equity, such as those recognized globally, can leverage this intangible asset to enter new markets and secure customer loyalty more effectively than competitors without such a resource. As Bortoluzzi et al. (2014) note, companies that operate in emerging markets often rely on their established brand reputation to differentiate themselves and build trust with new customer bases [14]. In addition to brand equity, human capital is another intangible resource that contributes to competitive advantage. Skilled marketing teams, innovative leaders, and knowledgeable employees enable firms to develop more creative and targeted marketing strategies, which can be difficult for competitors to replicate [6]. Technological know-how, such as advanced data analytics capabilities, also serves as a powerful resource that allows firms to create personalized marketing experiences, further strengthening their position in the marketplace [5].

In the realm of strategic marketing, firms utilize a variety of resources to drive their marketing initiatives. These resources can be broadly categorized into physical, human, and organizational assets. Physical resources include tangible assets such as manufacturing facilities, distribution networks, and cutting-edge technology that can enhance a firm's ability to produce and deliver products or services efficiently. These resources are crucial for firms seeking to optimize their operations and reduce costs while maintaining a competitive price point (Mittoo & Zhang, 2010). Human resources, on the other hand, consist of the expertise, skills, and creativity of employees, particularly in marketing and product development roles. For example, Iyer (2023) highlights how the symbiotic relationship between marketing teams and supply chain capabilities enhances a firm's performance by ensuring that the marketing strategy aligns with operational efficiency [15]. Organizational resources, which include a firm's structure, culture, and internal processes, are equally important in enabling companies to execute their marketing strategies effectively. Firms with a well-organized marketing department, strong leadership, and collaborative work environments are better equipped to adapt to market changes and innovate in response to customer needs [16].

Sustaining competitive advantage in strategic marketing requires firms not only to possess valuable resources but also to continuously refine and deploy them in ways that enhance their value over time. As Carnes et al. (2021) point out, resource synchronization is essential for maintaining a competitive edge, particularly in industries where market conditions are constantly evolving. This involves aligning a firm's various resources—such as financial capital, technological assets, and human talent—so that they work together to support marketing objectives. For example, a firm that invests in the latest customer relationship management (CRM) technology must ensure that its marketing team has the skills and knowledge to use the system effectively, thereby maximizing the value of both the technology and the human capital involved. Gassmann et al. (2010) emphasize that breakthrough innovations often occur when firms leverage cross-industry alliances and non-traditional partnerships, suggesting that sustained competitive advantage can also be achieved by exploring new ways to utilize existing resources [17].

Moreover, maintaining a competitive edge through resource leveraging requires firms to continuously assess and adapt their strategies in response to both internal and external factors. The ability to innovate and evolve in line with market demands is critical to ensuring that a firm's resources remain valuable over time. Dyer et al. (2018) suggest that firms must adopt a dynamic perspective on value creation, focusing not only on what resources they possess but also on how they can reconfigure these resources to capture new opportunities and fend off competition. In fast-changing markets, this adaptability can be the difference between sustained success and obsolescence. By consistently refining their resource deployment strategies, firms can maintain their competitive advantage and continue to excel in their respective industries [18].

In conclusion, the application of RBV in strategic marketing is deeply rooted in the effective utilization of both tangible and intangible resources. Firms that successfully leverage their brand equity, human capital, technological expertise, and organizational assets are better positioned to develop and sustain competitive marketing strategies. By continuously adapting and synchronizing their resources, these firms can maintain a competitive edge, ensuring long-term success in increasingly dynamic and competitive markets.

5. RBV in Marketing Strategy Formulation

In the formulation of marketing strategies, the Resource-Based View (RBV) plays a crucial role by guiding firms on how to allocate their internal resources effectively to maximize competitive advantage. Marketing strategies are not just developed in response to external market pressures but are fundamentally shaped by the firm's internal resources and capabilities. As Eisenhardt and Bingham (2017) suggest, firms that possess unique resources, such as a strong brand or proprietary technology, can craft marketing strategies that capitalize on these assets to differentiate themselves in competitive markets. Resource allocation, in this context, involves the careful deployment of financial, human, and technological resources to marketing initiatives that align with the firm's strengths [13]. For example, a firm with superior data analytics capabilities might allocate more resources to digital marketing and personalized customer experiences, which can offer a higher return on investment compared to traditional marketing approaches [8].

The role of marketing resources in value creation is central to RBV, as firms with strong customer relationships, deep market knowledge, and a culture of innovation are better positioned to add value both to customers and shareholders. Customer relationships, in particular, are considered a vital intangible resource in the RBV framework because they are difficult for competitors to replicate and provide a sustainable source of competitive advantage [6]. Firms that invest in building long-term relationships with their customers can leverage this trust and loyalty to drive repeat business and customer referrals, which significantly contribute to value creation. Additionally, market knowledge—gained through extensive research and understanding of consumer behavior—enables firms to tailor their products and services to meet specific customer needs, thereby enhancing customer satisfaction and brand loyalty [4]. Innovation, another critical resource, allows firms to stay ahead of competitors by continuously improving their offerings and creating new products that address emerging market demands. As Furr and Eisenhardt (2021) point out, firms that prioritize innovation in their marketing strategies can achieve first-mover advantages in new market segments, reinforcing their competitive position [12].

Practical examples and case studies provide clear evidence of how firms successfully apply RBV to achieve strategic marketing success. One notable case is that of Apple Inc., which has consistently leveraged its unique resources—such as its brand equity, product design capabilities, and technological expertise—to develop highly effective marketing strategies. Apple's ability to innovate and create products that are both functional and aesthetically pleasing has allowed the company to build an unparalleled brand reputation, which in turn drives customer loyalty and premium pricing [16]. Apple's marketing strategies are deeply intertwined with its internal resources, as the company's emphasis on sleek design and cutting-edge technology enables it to differentiate its products in a crowded marketplace. This alignment between resources and marketing strategy illustrates how the RBV framework can be applied to sustain competitive advantage over time.

Another example is the global expansion of Unilever, which has successfully leveraged its organizational resources, including its extensive distribution networks and local market knowledge, to formulate marketing strategies tailored to different regions. Unilever's ability to adapt its product offerings and marketing campaigns to fit local consumer preferences in emerging markets is a direct result of its strong internal capabilities [14]. By allocating resources to understanding the unique cultural and economic conditions of each market, Unilever has been able to create value through customized marketing strategies that resonate with local consumers, while still maintaining the strength of its global brand.

These case studies underscore the importance of aligning marketing strategies with the firm's internal resources, as prescribed by the RBV framework. Whether through leveraging brand equity, fostering innovation, or building customer relationships, firms that strategically deploy their resources can achieve sustained success in their marketing efforts.

6. Challenges and Limitations of RBV in Strategic Marketing

The Resource-Based View (RBV), while influential in strategic marketing, has been subject to various criticisms, particularly regarding its limitations in addressing the full spectrum of factors that impact firm success. One of the most common critiques of RBV is its heavy focus on internal resources, which often leads to an underestimation of external market conditions. Critics argue that by concentrating primarily on internal assets like brand equity, technological expertise, and human capital, RBV tends to overlook the dynamic and often volatile nature of market environments [12]. In competitive and fast-paced industries, external factors such as technological shifts, changing customer preferences, and regulatory changes can have a profound impact on a firm's strategic positioning. For example, Levinthal and Wu (2010) point out that RBV's internal focus makes it difficult for firms to quickly adapt to external disruptions, which are increasingly common in industries like technology and consumer goods. This inherent limitation has prompted some to question the completeness of RBV as a comprehensive strategic framework [11].

Another limitation of RBV is its assumption that resources are static and can be leveraged in the same way over time to achieve sustained competitive advantage. In reality, however, the value of resources can fluctuate depending on external factors such as market trends, technological advancements, and competitive pressures. As Zhou and Park (2020) argue, a firm's resources may become obsolete or lose their value in the face of disruptive innovation or evolving consumer expectations [19]. For instance, a company that heavily invests in a particular technology might find that this resource quickly becomes outdated as newer, more efficient technologies emerge. This critique highlights the need for firms to not only possess valuable resources but also have the capability to continually update and reconfigure these resources to remain competitive [18]. Without this adaptive capability, RBV can fall short in offering strategic solutions for firms operating in industries where change is rapid and continuous.

Applying RBV in strategic marketing also presents several practical challenges, particularly in environments where market dynamism requires constant adaptation. One of the key challenges is the difficulty firms face in aligning their internal resources with external market demands. While RBV emphasizes leveraging unique resources, it does not always account for the fact that these resources may need to be reconfigured or redeployed to address changing market conditions [12]. This is particularly challenging in fast-changing industries such as technology or fashion, where consumer preferences can shift quickly, and companies must continuously innovate to stay relevant. For example, Chiambaretto (2015) notes that firms often struggle to balance the exploitation of their existing resources with the exploration of new opportunities, which is essential for maintaining a competitive edge in dynamic markets. Companies that focus too much on leveraging existing resources may miss out on opportunities to develop new capabilities, leading to stagnation [16].

Another practical challenge in applying RBV is that many firms may lack the internal coordination required to fully utilize their resources for strategic marketing purposes. Carnes et al. (2021) highlight that resource synchronization, or the alignment of various internal assets like human capital, technology, and financial resources, is critical to successfully implementing RBV. However, firms with siloed departments or poor communication between marketing and other business units often find it difficult to deploy their resources efficiently. This lack of coordination can result in marketing strategies that do not fully capitalize on the firm's strengths, thereby weakening the overall competitive position [7]. Furthermore, Gassmann et al. (2010) emphasize that cross-functional collaboration is often necessary for firms to innovate and adapt their marketing strategies in response to external challenges. Without such collaboration, firms may find themselves unable to effectively leverage their resources in the way RBV prescribes [17].

In summary, while RBV provides valuable insights into how firms can leverage their internal resources to gain competitive advantage, it also faces significant limitations and challenges, particularly in fast-changing and highly competitive markets. Its focus on internal factors can lead to a neglect of market dynamism, and the practical difficulties of resource coordination and adaptation present further hurdles. As such, while RBV remains a useful framework for understanding strategic marketing, it must be complemented by other approaches that account for external pressures and the need for flexibility in resource deployment.

7. Recent Developments and Future Directions

The Resource-Based View (RBV) framework has continued to evolve as both markets and technologies have advanced, leading to new developments that extend the theory's application in strategic marketing. One of the most significant recent advancements is the integration of digital resources into the RBV framework. In today's data-driven economy, firms increasingly rely on digital assets such as customer data, advanced analytics tools, and artificial intelligence (AI) technologies as critical resources for developing competitive strategies. These digital resources enhance a firm's ability to personalize marketing efforts, optimize supply chains, and predict consumer behavior, which are key to maintaining a competitive edge. As Ko et al. (2018) discuss, the integration of external supply chain flexibility with digital innovation has dramatically shifted how firms manage resources, emphasizing the role of data and digital platforms as central to modern marketing strategies. This shift marks a significant extension of the traditional RBV framework, which focused more on physical and human resources [20].

In the digital age, the impact of digital transformation on resource leveraging is profound. Firms now have access to vast amounts of consumer data, which allows them to fine-tune their marketing strategies and tailor their offerings to meet specific customer needs. Digital tools such as big data analytics and AI enable firms to process this information at unprecedented speeds, providing real-time insights that guide marketing decisions [15]. The ability to collect, analyze, and act on data has become a key intangible resource, giving firms that possess advanced data capabilities a considerable advantage over their competitors. Moreover, digital transformation has facilitated the rise of omnichannel marketing, where firms integrate various digital and physical channels to deliver a seamless customer experience. As Furr and Eisenhardt (2021) point out, the ability to orchestrate digital resources alongside traditional ones has become essential in sustaining competitive advantage in an increasingly digital marketplace [12].

The digital age has also introduced new types of capabilities that firms need to develop in order to fully leverage their resources. For instance, companies must now focus on building digital marketing capabilities, such as search engine optimization (SEO), social media marketing, and digital content creation, which are critical for engaging customers online. These capabilities complement traditional marketing resources and allow firms to reach broader audiences and drive higher levels of customer engagement [5]. Additionally, firms must be adept at using technology to enhance customer experiences through personalized marketing, a key area where RBV intersects with digital transformation. As companies continue to build their digital resource base, the RBV framework must adapt to account for these new forms of value creation.

Looking to the future, there are several key areas where further research could explore the evolving role of RBV in new marketing paradigms. One promising area is the study of how digital platforms, such as e-commerce and social media, serve as resources that firms can leverage to create competitive advantages in the digital marketplace. As Temouri et al. (2020) note, many emerging market firms are increasingly utilizing digital resources to overcome traditional barriers to market entry, suggesting that the RBV framework may need to be adapted to better understand the unique challenges and opportunities faced by firms in the digital era. Furthermore, future research could focus on how firms can integrate physical and digital resources to create hybrid strategies that deliver superior value to customers. For example, companies that combine their physical retail presence with strong online platforms could explore how this dual-resource strategy enhances their competitive positioning in both physical and digital environments [21].

Another potential avenue for future research is the exploration of how firms manage the life cycle of digital resources, particularly as technologies evolve and consumer expectations change. Digital resources, unlike traditional assets, may depreciate more quickly due to rapid technological advancements. Firms must therefore develop strategies for continuously upgrading and adapting their digital capabilities to maintain their competitive advantage [22]. Additionally, there is a need for research into how firms can balance the exploitation of existing digital resources with the exploration of new digital innovations, particularly in industries where technological disruption is frequent.

In conclusion, the RBV framework has evolved significantly in recent years, particularly with the integration of digital resources and the rise of data-driven marketing. As firms continue to navigate the digital age, the RBV theory must expand to include new forms of resources and capabilities that are crucial for success in a digital marketplace. Future research should focus on understanding how firms can leverage these emerging resources, integrate them with traditional assets, and maintain their competitive advantage in an increasingly dynamic and technology-driven environment.

8. Conclusion

In conclusion, this review has explored the Resource-Based View (RBV) as a critical framework for understanding how firms can leverage their internal resources to gain and sustain competitive advantage in strategic marketing. The RBV emphasizes the importance of both tangible and intangible resources—such as brand equity, human capital, and technological expertise—as key drivers of a firm's ability to outperform competitors. It has been shown that firms with valuable, rare, inimitable, and non-substitutable resources can develop marketing strategies that capitalize on these assets to achieve long-term success [5, 14]. Additionally, the review highlighted how firms that strategically allocate their resources, particularly in the digital age, are better positioned to respond to market demands and technological disruptions, allowing them to maintain a competitive edge [12].

For marketing practitioners, the RBV offers a practical guide for creating strategies that are rooted in the firm's unique capabilities. Marketing managers can use the RBV framework to assess the firm's internal resources and identify which assets can be leveraged most effectively to achieve differentiation in the market. This may involve investing in intangible resources like customer relationships and market knowledge, which are crucial for sustaining customer loyalty and driving value creation [6]. Furthermore, in an increasingly digital world, marketing managers must focus on building and enhancing digital capabilities, such as data analytics and online marketing platforms, which are rapidly becoming essential components of modern marketing strategies [20]. By aligning marketing efforts with the firm's strongest resources, practitioners can develop long-term strategies that not only meet immediate business objectives but also ensure sustained competitive advantage.

As strategic marketing continues to evolve, the RBV remains a relevant and significant framework, particularly as firms navigate the complexities of the digital marketplace. The rise of digital resources and the increasing importance of data-driven marketing underscore the need for firms to continuously adapt and reconfigure their internal assets to stay competitive. While the RBV has its limitations, particularly in its focus on internal resources at the expense of external market dynamics, its core principles provide a solid foundation for firms seeking to build sustainable marketing strategies. As firms continue to operate in environments marked by rapid technological change and shifting consumer preferences, the RBV will likely play an important role in helping them navigate these challenges, ensuring that their internal strengths are fully leveraged to achieve long-term success.

Authors' Contributions

Authors equally contributed to this article.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

Acknowledgments

Authors thank all participants who participate in this study.

Conflict of Interest

The authors report no conflict of interest.

Funding/Financial Support

According to the authors, this article has no financial support.

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