

Resource-based insight applies to supply chains in high-impact journals

Deborah Pimentel Costa¹, Dércio Bernardes de Souza², Mariluce Paes de Souza³, Haroldo de Sá Medeiros⁴, Emiliany Hermelinda Zimmer Simionato Biavatti⁵.

ABSTRACT

The article addresses the application of the Resource-Based View (RBV) in studies related to supply chain management. The systematic review of the literature revealed the flexibility of RBV, highlighting its application in several areas, from analysis of specific resources to the understanding of phenomena in humanitarian, industrial, retail, and small and medium-sized enterprise chains. The reviewed studies show that RBV is not limited to a specific industry, but extends to different contexts. RBV integrated with other theories demonstrates its continued relevance in understanding and optimizing varied aspects of supply chains, ranging from innovation and technology to sustainability and operational efficiency. It is concluded that RBV continues to play a significant role in advancing knowledge and improving practices in supply chains, considering its application.

Keywords: Resource-Based Vision, Supply chains, Systematic review.

INTRODUCTION

Capitalism is responsible for a constant competition between organizations that aim at maximizing profit. This competition means that entrepreneurs are always looking for competitive advantages. One of the models that stand out as a source of competitive advantage is the Resource-Based View (RBV), which, according to Barney and Hesterly (2005), is premised on the heterogeneity of resources, that is, that different companies have different sets of resources and capabilities, even when they operate in the same sector. In addition, another premise is that of resource immobility, indicating that some of these differences between companies in terms of resources and capabilities can be long-lasting, as they can be extremely costly for companies without these specific resources and capabilities to develop or acquire them.

Barney and Hesterly (2005) also point out that one approach to identifying resources and capabilities with value potential that a company holds is to analyze its value chain. The value chain represents the set of activities that the company carries out to design, manufacture and promote its products and services. Following this perspective, the Resource-Based View, as highlighted by Nag,

¹ Universidade Federal de Rondônia - Rondônia

² Federal University of Rondônia – Rondônia

³ Federal University of Rondônia – Rondônia

⁴ Federal University of Rondônia – Rondônia

⁵ Federal University of Rondônia – Rondônia



Sharma, and Govindan (2021), supports managers in formulating strategies for service and product systems, aiming to create value in a circular manner along the supply chain.

The competitive advantage, derived from these strategies, allows a company to stand out from the rest, providing greater profits. Therefore, this study proposes to investigate: What is the application of the Resource-Based View in research focused on supply chains?

To answer this research problem, a systematic review of the literature was conducted, following the methodological procedures proposed by Tranfield et al., (2003). The purpose of this review is to describe the application of the Resource-Based View in studies dedicated to supply chains. The structure of this article comprises, after the introduction, a brief discussion on the concepts of the Resource-Based View and Supply Chains. Subsequently, in section 3, the methodological procedures used to conduct the systematic review of the literature are presented. The main results are detailed in section 4, while the conclusions and suggestions for future research are covered in section 5.

RESOURCE-BASED VIEW (RBV) AND SUPPLY CHAINS

According to Barney and Hesterly (2005), the Resource-Based View (RBV Portuguese) represents a theoretical framework that focuses on the effects of the resources that companies have and their ability to use these resources on business performance and the achievement of competitive advantage. Thus, the fundamental premise is that organizational performance can be understood by the way resources are managed (Stefanelli *et al.*, 2021). Another relevant point to be mentioned is that, according to Barney (2002), the internal view is based on the company's capabilities and tangible and intangible assets. In RBV, a company can stay ahead of competitors if it has resources that fit the criteria of being valuable, rare, inimitable, and organized – criteria known as VRIO.

The rapid acceptance of RBV in the field of strategic management was evident, consolidating itself as one of the most influential theories to date, as noted by Freeman, Dmytriiev, and Phillips (2021). Businesses in the 1980s and 1990s faced the need to become globally competitive. During this period, it began to be realized that efficiency in the supply chain could provide improvements in the company's revenues (Cousins and Menguc, 2005). The supply chain represents a network made up of manufacturers, suppliers, customers, logistics and distribution systems, establishing the interactions between these elements. According to Lee (2021), in their study, supply chain strategy has a direct effect on overall business performance, such as quality, cost, delivery, and flexibility, depending on the organization's competencies.

Other studies, such as the one by Huang *et al.* (2023) highlight the need for efficient supply chain management, emphasizing that it requires the coordination and integration of activities in order to achieve operational excellence, customer satisfaction, and competitive advantage. In this way, the Resource-Based



View emerges as a theory applied in supply chain management studies. Its relevance is evidenced in the appreciation of characteristics and diversity of resources as determining elements in the formation of alliances and organizational success (Steiner *et al.*, 2017).

METHODOLOGY

In this study, a systematic review of the literature was conducted, which, as pointed out by Tranfield et al., (2003), differs from traditional narrative reviews by employing a replicable, scientific, and transparent method. The purpose of this type of review is to minimize possible biases. Before conducting a systematic review, it is necessary to plan the review, identifying the need, preparing a review proposal, and developing a review protocol. In the conduction, the identification of the research, selection of studies, evaluation of the quality of the study, data extraction and monitoring of progress, data synthesis (Tranfield et al., 2003) should be carried out.

For data collection, we established the protocol in chart 1 below:

Table 1 - Research protocol

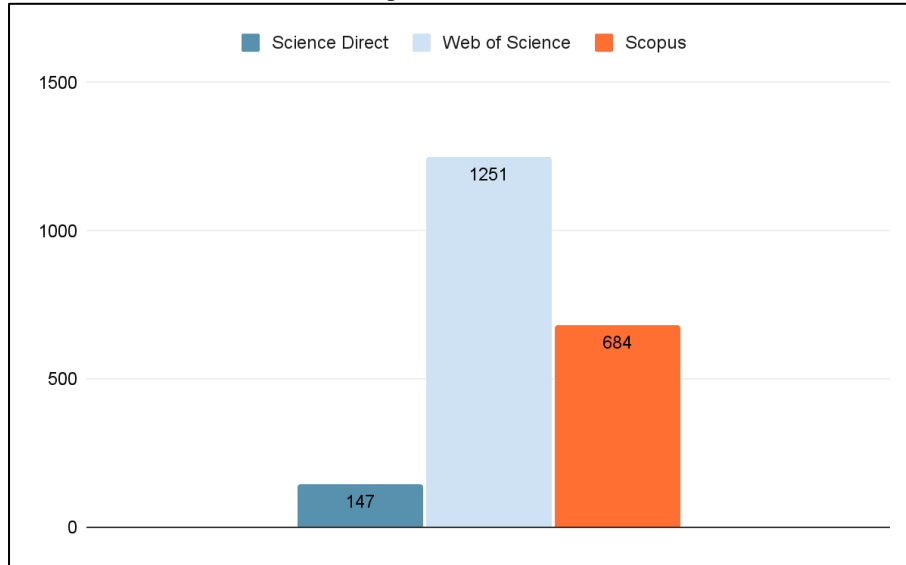
Criterion	Science Direct	Web of Science	Scopus
Term	"resource-based view" AND ("production chains" OR "supply chain" OR "production systems")	"resource-based view" AND ("production chains" OR "supply chain" OR "production systems")	"resource-based view" AND ("production chains" OR "supply chain" OR "production systems")
Area	Title, abstract, or keywords	Title, abstract, or keywords	Title, abstract, or keywords
Period	1999 - 2023	1999 - 2023	1999 - 2023
Document Type	Journal Article	Journal Article	Journal Article
Language	English	English and Spanish	English & Portuguese

Source: Prepared by the authors (2023)

The searches were carried out on the Science Direct, Web of Science and Scopus platforms. These platforms were chosen because they cover the main magazines that talk about the proposed topic. The terms applied involved the words: Resource-based view, production chain, supply chain, and production system. We searched for articles that contained these terms in their title, abstract, or keyword. For this study, we searched only articles in journals, and we did not limit a search period, due to our theme seeking to understand the applications of the theory, and it was not necessary to restrict the year of publication of the articles, thus finding articles from 1999 to 2023.

In total, 2,082 articles were found in the first search, as shown in graph 1 below:

Graph 1 - First search



Source: Prepared by the authors (2023)

After the first search, we filtered the articles by research area, as shown in chart 2 below:

Chart 2 - Research Areas

ScienceDirect	Web of Science	Scopus
Decision Sciences, Business, Administration and Accounting, Economics, Econometrics and Finance, Social Sciences.	Business Economics, Operations Research Management Science, Public Administration, Social Sciences other topics and Development Study	Business, Management and Accounting, Decision Sciences, Social Sciences, Economics, Econometrics and Finance, Multidisciplinary

Source: Prepared by the authors (2023)

Filtering by search areas resulted in 1,728 articles. After that, we limit ourselves to using articles with open access. For this, the filters of the platforms themselves were used. A total of 457 articles were returned, as shown in Table 3. Subsequently, the duplicates were removed, leaving 335 articles. The abstracts of the remaining 335 articles were read in order to define the appropriate articles for this study, in order to understand the use of the Resource-Based View in production chains.

Table 3 - Study selection procedures

Procedures	Total Articles Remaining
Search for terms	2.082
Research Area Articles	1.728
Articles with open access	457
Removing duplicates	335
Reading the abstracts of the articles	186

Source: Prepared by the authors (2023)



After reading the abstracts of the articles, a total of 186 articles remained for further analysis. We have chosen to apply an additional exclusion criterion to further reduce the number of articles. To do this, we use Google Scholar's h5 index. This metric provides a global ranking of scientific journals based on citations received over the past five years. Allowing the identification of the impact factor of the journals, qualifying the scientific publications present in them. We chose the h5 index because the databases used in this study are indexed by this metric, allowing an equitable comparison of the journals included.

A total of 94 journals were identified, of which 16 journals were not found in the Google Scholar metric, and these were excluded from our analysis. Then, we classified the remaining 78 journals, and excluded the articles that were not in the journals with the best h5 indexes, and for this study we considered the journals that are among the 25% best indexes, with a total of 20 journals, as shown in chart 4.

Table 4 - Index h5

Magazine	Index h5	Number of items
Journal of Cleaner Production	246	2
Sustainability (Switzerland)	185	14
Journal of Business Research	173	4
Technological Forecasting and Social Change	157	6
International Journal of Information Management	153	1
Resources, Conservation and Recycling	147	1
Journal of Business Ethics	136	1
Journal of Retailing and Consumer Services	131	1
International Journal of Production Economics	118	7
International Journal of Production Research	117	9
European Journal of Operational Research	111	3
Business Strategy and the Environment	105	9
Research Policy	101	1
Industrial Marketing Management	99	1
Corporate Social Responsibility and Environmental Management	92	1
Transportation Research Part E: Logistics and Transportation Review	89	2
Annals of Operations Research	82	6

Management Decision	75	3
Environment, Development and Sustainability	73	1
Sage Open	71	1
Total		74

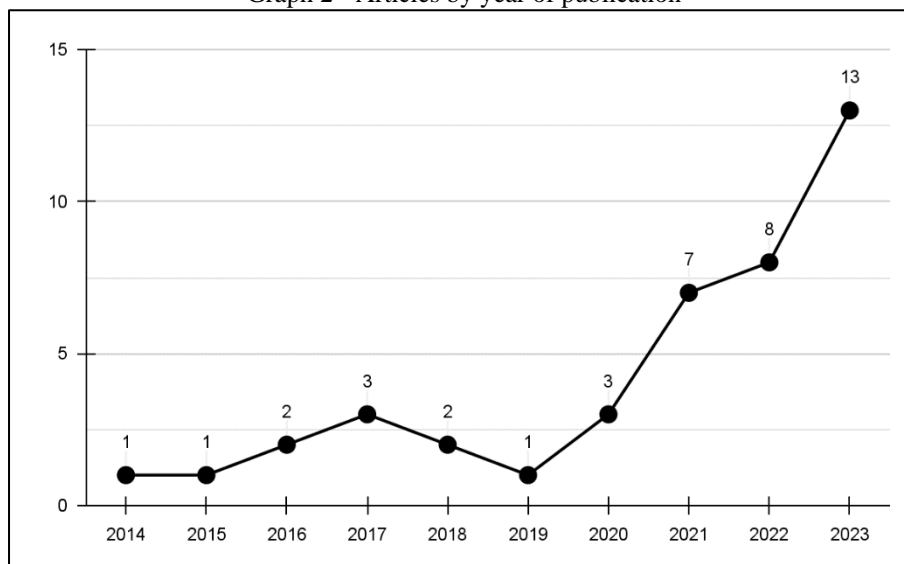
Source: Prepared by the authors (2023)

By applying this exclusion criterion, we removed 112 articles, resulting in 74 remaining scientific articles. Subsequently, we performed a brief reading and excluded the articles that did not deal with supply chains and Resource-Based View (RBV). As a result, articles that dealt with extensions of the RBV theory, such as the Extended Resource-Based View (ERBV), and the Natural Resource-Based View (NVR), among others, were also excluded. Therefore, 41 articles were used for the elaboration of this systematic review.

DEVELOPMENT

The first study identified through our research protocol was conducted by Chae, Olson, and Sheu (2014), who addressed the impact of supply chain analysis on operational performance from the Resource-Based View (RBV). The second study was published the following year and, since then, there has been an annual publication of articles related to our study topic, as shown in graph 2.

Graph 2 - Articles by year of publication



Source: Prepared by the authors (2023)

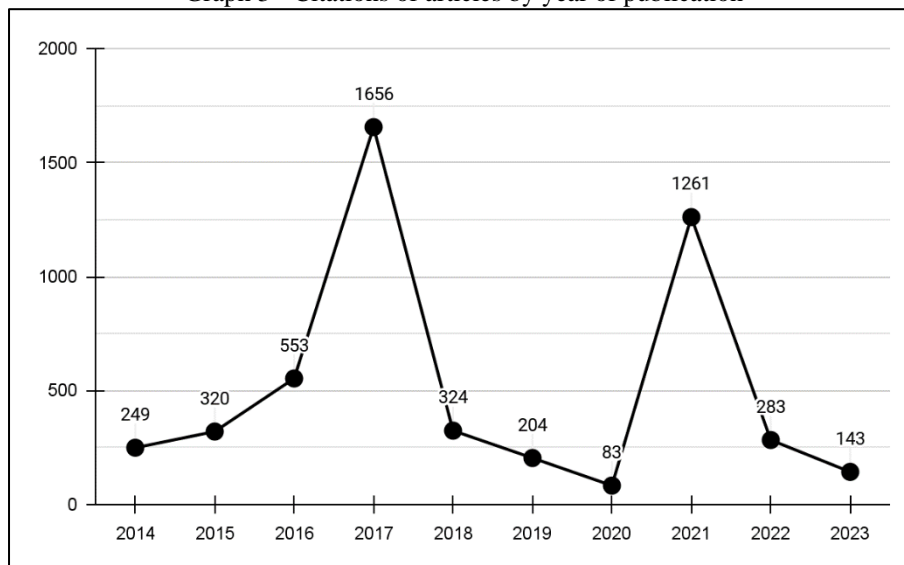
In total, the year 2023 comprises the largest number of articles, totaling 13 out of 41 articles, followed by the years 2022, which obtained 8 publications, and 2021, which obtained 7 articles. There is

an upward trend in publications over the years, with the exception of the interval between 2017 and 2019, when the number of articles was 3 to 1, respectively. In 2020 there was a more significant increase.

Together, the articles received 5,076 citations, according to data from Google Scholar. As shown in Chart 3, the articles published in 2023 recorded the lowest number of citations. This can be attributed to the fact that we are analyzing citations in the same year of publication of the study, which represents a period of less than 12 months, insufficient for the development of citations related to these scientific articles.

All 41 articles were cited in other studies. Among them, only 4 received a single citation each, all pertaining to the year 2023. The year 2017 included the highest number of citations, this is explained by the fact that the most cited article was published in that year, containing 1,037 citations alone.

Graph 3 - Citations of articles by year of publication



Source: Prepared by the authors (2023)

The articles were written by 145 different authors. Most authors contributed only one article, with the exception of the authors Ajmal, M.M.; Ngai, EWT.; Dhir, A.; Khan, M.; Tan, G.W.; Mangla, S.K.; Chowdhury, S.; Dubey, R.; Liu, Y.; Ooi, KB.; Jakhar, S.K., who produced 2 articles each and the author Dwivedi, Y. K., who produced 4 articles on the topic.

As for the main topics addressed in the abstracts of the articles, supply chain management, present in 25 abstracts, and the Resource-Based Vision, mentioned in 18 abstracts, stand out.

Figure 1 - Word Cloud



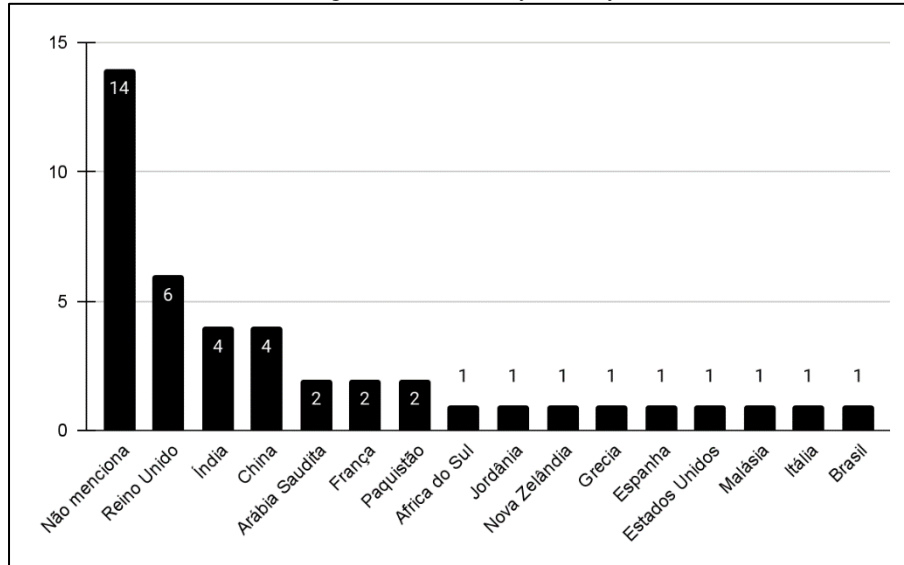
Source: Prepared by the authors using the Rayyan platform (2023)

In addition, other relevant topics were addressed, as illustrated in figure 1. Among them: competitive advantage (8), company performance (7), sustainability (7), information technology (7), covid-19 (6), manufacturing (5), circular economy (5), supply chains (5), big data (4) and dynamic capability (4). The numbers in parentheses indicate how often these topics were mentioned.

The emphasis given to the topic of big data, addressed in 10 specific articles, is noteworthy (Gunasekaran *et al.*, 2017; Yu *et al.*, 2018; Dubey *et al.*, 2021; Bag *et al.*, 2021; Li and Ceong and Lee, 2021; Bhatti *et al.*, 2022; Rodríguez-Espíndola *et al.*, 2022; Nilashi *et al.*, 2023; Lutfi *et al.*, 2023 and Jegan Joseph Jerome *et al.*, 2023). Similarly, the circular economy, although mentioned in only 5 abstracts, was the topic of discussion in 6 articles, evidencing a growing interest (Jakhar *et al.*, 2019; Nag and Sharma and Govindan, 2021; Pietrulla, 2022; Dey *et al.*, 2022 and Stumpf and Schöggel and Baumgartner, 2023; Shaharudin *et al.*, 2023).

In addition to looking at the topics that the articles dealt with in conjunction with RBV and supply chains, we also identified the countries in which the studies were conducted. Although most of the articles did not indicate in which location they conducted the study, countries such as the United Kingdom, India, and China stood out, as shown in graph 4 below:

Figure 4 - Studies by country



Source: Prepared by the authors (2023)

As for Brazil, it should be noted that, similar to other countries mentioned, it received only one investigation related to the topic addressed in this systematic review.

THEORETICAL INTEGRATION

The Resource-Based View is a consolidated theory in the field of strategic management, however, this does not exempt it from being integrated into other theories when there is a need for an analysis of a certain phenomenon. In 23 of the 41 papers, the Resource-Based View theory was incorporated into other theories. This integration demonstrates the search for a more comprehensive and in-depth understanding of the phenomena studied, combining the principles of RBV with other relevant theoretical frameworks.

Among the main integrated theories are Institutional Theory, integrated into 5 different articles, followed by Dynamic Capabilities Theory and Contingency Theory, with 4 and 3 articles respectively.

Table 5 - Theories covered in articles

Theories	Articles
Institutional theory	5
Theory of dynamic capabilities	4
Contingency theory	3
Technology, organization, environment	2
Theory of Organizational Information Processing	2
Natural Resource-Based Vision	1
Strategic alignment perspective	1
Stakeholder theory	1
Network Theory	1
Sociotechnical Theory	1

Resource Dependency Theory	1
Stakeholder Theory	1
Trust Theory	1
Sociomateriality Theory	1
Theory of diffusion of innovation	1
Behavioral theory	1
Technology, human organization	1

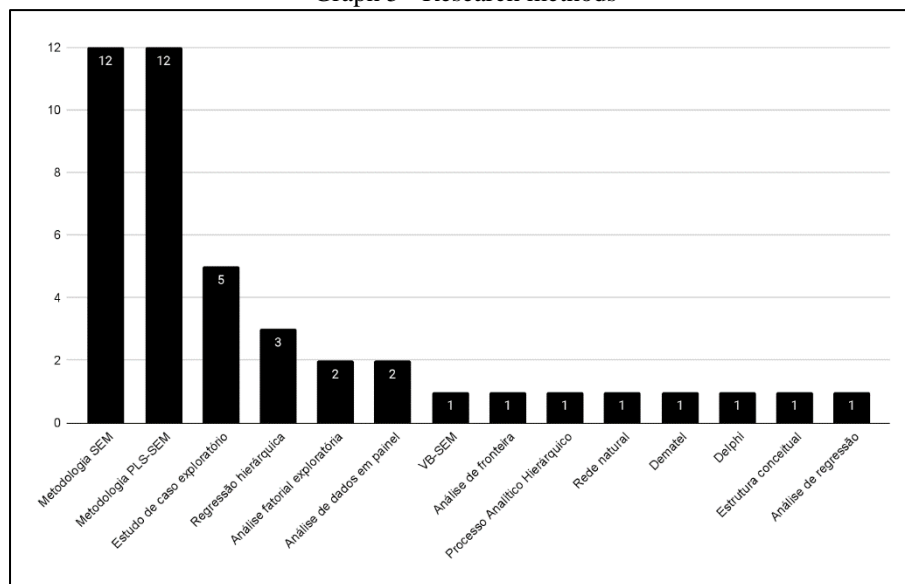
Source: Prepared by the authors (2023)

In total, 17 theories were incorporated into the core theory of our study, including the Natural Resource-Based View approach. This theory, derived from the Resource-Based View, focuses specifically on natural resources, as its name suggests.

RESEARCH METHODS

Conducting research requires the use of various methods to investigate the complexity and dynamics of the phenomena. In this section, we highlight the approaches employed in the studies identified on the topic in question, highlighting the methods adopted by the researchers.

Graph 5 - Research methods



Source: Prepared by the authors (2023)

Structural Equation Modeling (SEM) was used in 12 articles, namely Chan, Ngai and Moon (2017), Jakhar, Rathore and Mangla (2018), Yu *et al.*, (2018), Jakhar *et al.*, (2019), Stefanelli *et al.*, (2021), El Baz and Ruel (2021), Rodríguez-Espíndola *et al.*, (2022) Dey *et al.*, (2022), Bhatti *et al.*, (2022), Yang and Liu and Jia (2022), Shaharudin *et al.*, (2023) and Lutfi *et al.*, (2023), providing an in-depth view of the complex relationships between variables in their respective studies.

In parallel, Chae, Olson and Sheu (2014), Bag *et al.*, (2021), Li, Ceong and Lee (2021), Asamoah *et al.*, (2021), El-Garaihy *et al.*, (2022), Wong *et al.*, (2022), Sharma *et al.*, (2023), Wong and Ngai (2023), Jegan Joseph Jerome *et al.*, (2023), Nilashi *et al.*, (2023), Saqib *et al.*, (2023), and Basit *et al.*, (2023) opted for the PLS-SEM approach, a variation of SEM known for its flexibility in contexts with smaller sample sizes.

Similarly to PLS-SEM, another derivation of SEM was implemented in research conducted by Khan *et al.*, (2023), which employed variance-based Structural Equation (VB-SEM) modeling.

Another methodology explored was Exploratory Factor Analysis (EFA) chosen by Dangelico and Pontrandolfo (2015) and Yang, Liu, and Jia (2022) to explore the underlying structure of their datasets, revealing latent patterns and previously unidentified relationships.

Hernandez-Vivanco and Bernardo (2023) used Stochastic Frontier Analysis (SFA) to evaluate the efficiency of organizations in relation to production frontiers, contributing to performance analysis.

Methodologies such as Hierarchical Analytical Process, Artificial Neural Networks, Dematel and Delphi have been employed by researchers such as Stumpf, Schöggel and Baumgartner (2023), Wong *et al.*, (2022) and Nag, Sharma, and Govindan (2021), each offering unique approaches to data analysis and decision-making.

Case studies, conducted by Formentini and Taticchi (2016), Zhang *et al.*, (2020), Manocha and Srani (2020), Stefanelli *et al.*, (2021) and Mirzabeiki, He and Sarpong (2023) stand out as valuable methodologies for an in-depth understanding of specific contexts and their complexities.

Jell-Ojobor and Raha (2022) and Yang and Jiang (2023) performed panel data analysis, while Liu, Zhu and Seuring (2017), Dubey *et al.*, (2021) and Pietrulla (2022) opted for hierarchical regression to explore relationships between variables in specific settings.

Conceptual frameworks developed by Wang, Wang, and Abareshi (2020) contribute to the theoretical foundation and understanding of complex phenomena.

In addition, Hullova, Trott, and Simms (2016) contributed a classification and matrix to visualize complementarities and strategies, while Gunasekaran *et al.*, (2017) used regression analysis as part of their methodological approach. The variety of methods adopted by these studies reflects the richness and diversity of approaches in strategic management research.

APPLICATION OF RESOURCE-BASED VISION (RBV) IN SUPPLY CHAINS

To understand the applications, we organized the articles into four distinct categories that emerged from the results. The first, called Analysis and Interpretation, encompasses articles that address topics related to analyzing, examining and identifying. The second category, Understanding and Exploration, includes articles that are about understanding, studying, and exploring. Next, we have the Development

and Conceptualization category, which covers the articles related to development and conceptualization. Finally, the Research and Explanation category encompasses articles that are dedicated to investigating and explaining.

Table 6 - Analysis and Interpretation Category

Analysis and Interpretation	
Formentini and Taticchi (2016)	Analyze the implementation and alignment of corporate sustainability approaches with governance mechanisms in sustainable supply chain management.
Zhang et. al (2020)	Analyze the supply chain of the UK EV battery industry.
Manocha A Tavern (2020)	Analyze the factors that determine the level of innovation in mergers and acquisitions and how environmental supply chain innovation for sustainability can inform mergers and acquisitions
Wang, Wang e Abareshi (2020)	Analyze the relationship between blockchain, supply chain integration capacity, and carbon emission in a low-carbon supply chain management context.
Naga. Sharma A Govindan (2021)	Analyze the company's internal resources and capabilities that can contribute to the development of a circular supply chain.
Asamoah et. al (2021)	Examine the impact of using Inter-Organizational Systems (IOS) on supply chain management capabilities and supply chain performance
Dubey et. al (2021)	Analyze the role of information alignment (AI), collaboration (CO), and supply chain agility (SCAG) in the humanitarian supply chain.
Dey et. al (2022)	Analyse the adoption of circular economy practices in SMEs.
El-Garaihy et. al (2022)	Analyze how a company's unique resources and capabilities, such as its environmental orientation, can influence the implementation of GSCPs and ultimately impact economic and ecological performance.
Khan et. al (2023)	Examine the associations of various factors with green supply chain management (GSCM).
Wong e Ngai (2023)	Examine how micro, small, and medium-sized enterprises (MSMEs) strategically integrate a data-driven culture (DDC) with their organizational capabilities to improve operational performance
Shaharudin et. al (2023)	Examine the background and results of the closed-loop supply chain.
Hernandez-Vivanco e Bernardo (2023)	Analyze the impact of ISO 9001, ISO 14001 and OHSAS 18001 certifications on the productive efficiency of companies.
Stumpf, Schöggel e Baumgartner (2023)	Identify and prioritize the transformation needs of the plastic packaging industry and the entire supply chain.
Yang e Jiang (2023)	Examine the effect of buyers' environmental orientation on their green innovation and the influencing role of suppliers' critical clearance resources
Saqib et. al (2023)	Examine the relationships between supply chain pressure, technological pressure, sustainable practices, operational performance, and sustainability performance in small and medium-sized manufacturing enterprises in Pakistan.
Basit et. al (2023)	Theoretical basis to examine how COVID-19 has impacted management innovation, information processing capacity, business model innovation, knowledge management capacity, and sustainable supply chain performance (SSCP) in Pakistan

Source: Prepared by the authors (2023)

The authors who dedicated themselves to the application of the Resource-Based View to analysis presented different approaches. The first article that presents this analysis is by the authors Formentini and Taticchi (2016), who used it to analyze the implementation and alignment of corporate sustainability approaches with governance mechanisms. Next, Zhang *et al.*, (2020), adopted an analytical perspective

when investigating the supply chains of the UK battery industry, while Manocha and Srari (2020) chose analytical methods to analyze the factors that shape the level of innovation in mergers and acquisitions. Wang, Wang, and Abareshi (2020) focused on analyzing the interrelationship between blockchain, supply chain integration capability, and carbon emission. For their part, Nag, Sharma, and Govindan (2021) directed a specific analysis of the internal resources and capacities capable of driving the development of circular supply chains. Dube's approach *et al.*, (2021) looked at the role of information alignment (AI), collaboration (CO), and supply chain agility (SCAG) in humanitarian contexts. Dey *et al.*, (2022) focused their analysis on the adoption of circular economy practices by small and medium-sized enterprises (SMEs). El-Garaihy *et al.*(2022) conducted an exploratory analysis of a company's unique capabilities and capabilities, with a focus on sustainable supply chain. Finally, Hernandez-Vivanco and Bernardo (2023) analyzed the impact of ISO 9001, ISO 14001, and OHSAS 18001 certifications on the productive efficiency of companies.

As shown in Chart 6, in addition to the articles that performed analyses, some authors chose to examine different aspects of supply chain management. Asamoah *et al.*, (2021) focused on examining the impact of the use of Inter-Organizational Systems on supply chain management and performance capabilities. Khan *et al.*, (2023) directed their attention to examining the associations between diverse factors and green supply chain management. Wong and Ngai (2023) examined how micro, small, and medium-sized enterprises strategically integrate a data-driven culture with their organizational capabilities. Similarly, Shaharudin *et al.*, (2023) examined the background and outcomes of the closed-loop supply chain, while Yang and Jiang (2023) focused on examining the effect of buyers' environmental orientation on their green innovation and the influencing role of suppliers' critical clearance resources. Saqib *et al.*, (2023) focused on examining the relationships between supply chain pressure, technological pressure, sustainable practices, operational performance, and sustainability performance in small and medium-sized manufacturing enterprises in Pakistan. Finally, Basit *et al.*, (2023) used the Resource-Based View as a theoretical basis to examine how COVID-19 has impacted management innovation, information processing capacity, business model innovation, knowledge management capacity, and sustainable supply chain performance in Pakistan.

Stumpf, Schöggel, and Baumgartner (2023) applied it to identify and prioritize the transformation needs of the plastic packaging industry and the entire supply chain.

The applications related to the Comprehension and Exploration category were based in 2014, by the authors Chae, Olson and Sheu (2014). In addition to the pioneers of our systematic review, other authors such as Hullova, Trott and Simms (2016) Bag *et al.*, (2021), Stefanelli *et al.*, (2021), Yang and Liu and Jia (2022), Wong *et al.*, (2022) and Jegan Joseph Jerome *et al.*, (2023) applied the theory in order to understand a certain phenomenon, while Dangelico and Pontrandolfo (2015) and Liu, Zhu and Seuring

(2017) used it to study environmental management effects and capacities and strategies, as shown in Table 7 below:

Table 7 - Comprehension and Exploration Category

Understanding and Exploration	
Chae, Olson e Sheu (2014)	Understand SCA's role in supply chain planning satisfaction and operational performance.
Dangelico and Pontrandolfo (2015)	Study the effect of different environmental management capabilities on a company's market performance and image
Hullova e Trott e Simms (2016)	Understand how differences in capabilities and capabilities influence the type of complementarity between product and process innovation.
Front, Zhu and Seuring (2017)	Study of capacities and strategies in environmental management. It focuses on the link between capacity and strategy and their specific application to environmental management.
Chan, Ngai and Moon (2017)	Explore the key background and consequences of supply chain agility at the strategic and operational levels.
Stefanelli <i>et al.</i> , (2021)	Understand the relationship between human and behavioural factors and low-carbon management practices in the biodiversity sector
Bag <i>et al.</i> , (2021)	Understand how automotive companies configure tangible resources and workforce skills to drive technological enablement and improve sustainable manufacturing practices and circular economy capabilities.
Li, Ceong e Lee (2021)	Explore the relationship between blockchain's operation capabilities and competitive performance in supply chain management.
Yang, Liu e Jia (2022)	Understand the influence of supplier trusts on manufacturer resilience in the age of COVID-19
Wong <i>et al.</i> , (2022)	Understand how AI can enhance supply chain reengineering capabilities and ultimately improve supply chain agility (SCA) for SMBs.
Jegan Joseph Jerome <i>et al.</i> , (2023)	Understand how businesses can gain a competitive advantage through effective management of their unique resources.

Source: Prepared by the authors (2023)

In the same context of applying the Resource-Based View, Chan, Ngai and Moon (2017) applied it to explore the key antecedents and consequences of supply chain agility at the strategic and operational levels. In a complementary approach, Li, Ceong, and Lee (2021) have dedicated themselves to exploring the relationship between blockchain's operational capabilities and competitive performance in supply chain management.

Chart 8 specifies the articles in the category of development and conceptualization, which covers applications focused on the development of hypotheses, as evidenced in the studies by Jakhar, Rathore and Mangla (2018), Jakhar *et al.*, (2019) and Pietrulla (2022).

Table 8 - Development and Conceptualization Category

Development and Conceptualization	
Gunasekaran <i>et al.</i> , (2017)	Conceptualize big data ingestion and predictive analytics (BDPA) as a three-stage process (acceptance, routinization, and ingestion).

Jakhar, Rathore A Mangala (2018)	Theoretical basis for hypothesis development
Yu <i>et al.</i> , (2018)	Develop a conceptual framework.
Jakhar <i>et al.</i> , (2019)	Theoretical basis for hypothesis development
Rodríguez-Espíndola <i>et al.</i> , (2022)	Develop a new behavioral model that examines the adoption of emerging technologies for risk management in the age of digital manufacturing.
Pietrulla (2022)	Formulate and test hypotheses on what drives companies to support circular economy regulation.
Sharma <i>et al.</i> , (2023)	Conceptualize the sequential mediation role of supply chain visibility, resilience, and robustness between GSCM and performance.
Nilashi <i>et al.</i> , (2023)	Develop a new model that addresses the gap in research on the influence of big data and predictive analytics (BDPA) on the performance and competitive advantage of the food waste and recycling industry

Source: Prepared by the authors (2023)

In addition to its application as a theoretical basis for the development of hypotheses, the theory was used to conceptualize the assimilation of big data and predictive analysis, present in Gunasekaran's studies *et al.* Sapphire in , (2017) *et al.*, (2023). Additionally, the theory was applied to conceptualize the sequential mediational role of supply chain visibility, resilience, and robustness in Sharma's study *et al.*, (2023).

It is important to note that the aforementioned development was not restricted only to the formulation of hypotheses, but also extended to the construction of a conceptual framework (Yu *et al.*, 2018), behavioral model (Rodríguez-Espíndola *et al.*, 2022) and integrated model (Lutfi *et al.*, 2023).

In the fourth and final category, articles that use the Resource-Based View (RBV) to investigate and explain specific phenomena are presented. El Baz and Ruel (2021) applied it to investigate the role of SCRM practices in reducing the impacts of disruption, on the resilience and robustness of the supply chain.

In turn, the authors Bhatti *et al.*, (2022), Jell-Ojobor and Raha (2022) and Mirzabeiki and He and Sarpong (2023) chose to employ RBV as an explanatory tool. This approach is evidenced in Chart 9, where the studies of these authors seek to provide grounded explanations about various phenomena related to supply chain management.

Table 9 - Category Research and Explanation

Investigation and Explanation	
El Baz e Ruel (2021)	Investigate the role of SCRM practices in reducing the impacts of disruption, supply chain resilience and robustness
Bhatti <i>et al.</i> , (2022)	Explain how dynamic capabilities, including big data analytics (BDAC) capabilities, underpin innovation in supply chains and improve the performance of manufacturing MSMEs
Jael-Ozovar Ae Raha (2022)	Explain the complementary role of the corporate structure in the value creation of GSCM practices.
Mirzabeiki e Sarpong (2023)	Explain the strategic capabilities of supply chain cooperation (SCs) for companies

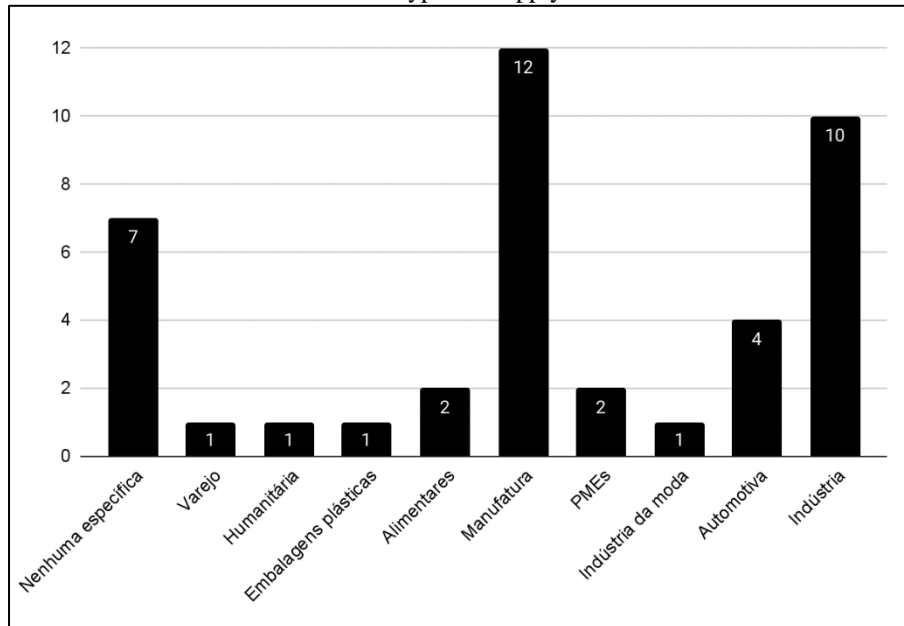
Source: Prepared by the authors (2023)

It is noteworthy to note that the authors employed the Resource-Based View (RBV) in a variety of ways, with each approach representing a significant contribution to the scientific progress of this topic, with a focus on the sustainability of supply chains. This aspect is highlighted in the article by Stumpf, Schöggl and Baumgartner (2023), in which the application of this theory is presented in a sector subject to transformational pressures, thus expanding knowledge about RBV in the context of the circular economy.

TYPES OF SUPPLY CHAINS

In our review, we identified a diversity of types of supply chains addressed by the articles, these include the humanitarian supply chain (Dubey *et al.*, 2021), manufacturing supply chain (Gunasekaran *et al.*, 2017; Yu *et al.*, 2018; Rodríguez-Espíndola *et al.*, 2022; Yang, Liu, and Jia, 2022; Bhatti *et al.*, 2022; Yang & Jiang, 2023; Saqib *et al.*, 2023; Basit *et al.*, 2023; Sharma *et al.*, 2023; Shaharudin *et al.*, 2023; Khan *et al.*, 2023 and Jegan Joseph Jerome *et al.*, 2023), supply chain in the food waste and recycling industry (Nilashi *et al.*, 2023), food supply chain (Manocha and Srari, 2020), industry supply chain (Chae, Olson, and Sheu, 2014; Formentini and Taticchi, 2016; Hullova, Trott & Simms, 2016; Jakhar *et al.*, 2019; Asamoah *et al.*, 2021; Li & Ceong & Lee, 2021; El-Garaihy *et al.*, 2022; Jell-Ojobor and Raha, 2022; Mirzabeiki, He, and Sarpong, 2023 and Wong & Ngai, 2023), retail supply chain (Lutfi *et al.*, 2023), automotive supply chain (Liu, Zhu, and Seuring, 2017; Zhang *et al.*, 2020; Bag *et al.*, 2021 and Nag, Sharma, and Govindan, 2021) and fashion industry supply chains (Chan, Ngai, and Moon, 2017).

Chart 6 - Types of supply chains



Source: Prepared by the authors (2023)

As illustrated in Chart 6, some studies focus on supply chains in small and medium-sized enterprises, evidenced in the studies by Wong *et al.*, (2022) and Dey *et al.*, (2022). Others are not limited to a specific chain, such as the study conducted by El Baz and Ruel (2021) that addresses the role of risk management of supply chains in general, as well as Dangelico and Pontrandolfo (2015), Jakhar, Rathore and Mangla (2018), Wang, Wang and Abareshi (2020), Stefanelli *et al.*, (2021), Pietrulla (2022) and Hernandez-Vivanco and Bernardo (2023). This variety of supply chain types broadens the understanding of the application of the Resource-Based View in diverse contexts.

FINAL THOUGHTS

This systematic review of the Resource-Based View (RBV) provided an in-depth understanding of its application in studies focused on supply chain management. By exploring the particularities of this theory, we observe its significant impact on the analysis and interpretation of phenomena related to organizational resources and capabilities in the context of supply chains.

The reviewed studies, which range from the analysis of specific resources to the application of RBV in humanitarian, industrial, retail, and small and medium-sized enterprise chains, among others, reflect the flexibility and scope of this theoretical approach. The application of RBV integrated to other theories demonstrated that even with the emergence of new theoretical structures, it is still necessary to analyze from this theoretical foundation, allowing a more comprehensive understanding.



Analyses by authors such as Zhang, Manocha and Srari, Nag, Sharma and Govindan, Dubey, and many others, have provided insights into how RBV can be employed to understand and optimize different aspects of supply chains, from innovation and technology to sustainability and operational efficiency.

It can be said that the main use of Resource-Based Vision in supply chains is centered on understanding, studying, and exploring phenomena. In addition, it is observed that most studies focus on the supply chains of manufacturing industries. It is important to emphasize that this in no way devalues studies applied with other approaches and objects of study; On the contrary, the increasing diversification of this research is important for science to continue progressing.

We conclude, then, that with its continuous development and application in different contexts, RBV continues to contribute significantly to the advancement of knowledge and the improvement of practices in supply chains. It is suggested, as future research, to explore the results from the application of the Resource-Based View (RBV) in the context of supply chains.



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