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A Literature Review of Strategic Marketing and The Resource Based View of The Firm

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Abstract: Through the *RBV* approach is expected to have an impact on *The Strategic Marketing* which is ultimately expected to have a positive impact on *The Strategic Management*. The problem to be inspected is howto integrating the study of the origin, the concept, and the status of *RBV in the firm*, and the number of potential applications or important issues of RBV in the field of *strategic marketing*. The approach used is a journal *review* approach that contains the RBV concept *of the firm*, its contribution at*the strategic marketing and the strategic management*until nowadays, so it can be contribute academically in the model development and practically the model can be implemented in the business world.This paper is focused at the discussionabout the relevance of the concept of *The Strategic Marketing and The Resource Based View (RBV) of the firm*through a literary journal that used as the main reference in this paper.

Keywords: RBV, Competitive Advantage, Sustainable Competitive Advantage, Strategic Marketing, Strategic Management

1. INTRODUCTION

The strategic marketing is often equated with *thestrategic management*, because both have relevance to the issues that affect the relationship between the organization and the environment. But each of them has their own characteristics. *The* s*trategic marketing* focuses on the ideas and the concepts of *strategic management*.*The strategic management*providesthe context for the marketing process (Brownlie, 1989 in Fahy &Smithee, 1999:1). *The Strategic management* provides several frameworks and conceptual tools which begin from the industry techniques popularized by Porter, 1980, and influenced by *customer-focused*from *thestrategic marketing* or *thesegmentation*, *the positioning*, and *the product life cycles* also affecting*the strategic management* (Biggadike 1981; Day 1992; Schendel 1985 in Fahy & Smithee, 1999: 1).

The influence of *RBV* in *the strategic marketing* is on the dimensions of *marketing capabilities* (Day, 1994), *competitive advantage* (Hunt & Morgan 1995; 1996), a framework for analyzing *performance* in *international market* (Hooley *et al,* 1996), and illustrates the dimensions of *positioning strategy* (Hooley, Moller & Broderick 1998).

Three aspects of *strategic marketing*, *strategic analysis—RBV—SWOT*, *positioning—RBV*, and *international marketing strategy*—differences between *firm-specific*&*country—specific resources.*

In short, *RBV's* current principal contribution as a theory of *competitive advantage* begins with the assumption that it is desirable to derive managerial results in the firm as a *sustainable competitive advantage (SCA)*. The *SCA* achievement allows firms to obtain economical rents or returns above average. The following concerns are how firms achieving and maintaining its benefits, that is with the resources that have the characteristics of value, the barriers to duplication, and the propriety. A *SCA* can be obtained if the company effectively disseminates these resources to its product markets.*RBV* emphasizes strategic choices, the admission firm management with important task of identifying, developing and disseminating key resources to maximize returns (Fahy & Smithee, 1999: 1).

But on the other hand, *RBV* itself still causes many pros and cons. Many parties still doubt about *RBV* as a science or new theory that has potential in the field of *strategic management* and especially in the field of strategic marketing. Like Hooley, Moller and Broderick (1988) who criticize *RBV* for neglecting the natural risk element of market demand or the supportive opinions of Amit &Schoemaker, 1993 & Collis & Montgomery, 1995, about *internal resource* links and market conditions.

The Resource-based view of the firm (RBV) is one of the recent strategic management concepts that become enthusiastsof the marketing experts. This extensive of the literary basic causes many ambiguities, inconsistent uses in terminology and some overlapping of schema classifications.

The discourse in *the strategic marketing*field focuses on the ideas and the concepts of *strategic management* (Brownlie 1989). And also provides some frameworks and conceptual tools ranging from industry analysis techniquewhich is popularized by Porter (1980) to the popular portfolio matrix and developed by a US management consulting firm.

The customer-focused philosophy of *marketing* and the concepts such as segmentation, *positioning* and *product life cycle* also influences the thinking in *strategic management* (Biggadike 1981; Day 1992; Schendel 1985). Also *resource-based view of the firm* (RBV) since the mid-1980s. Its influence on recent marketing contributions can be seen, for example in Day (1994) his work on *marketing capabilities* and in Hunt and Morgan's work (1995; 1996) at*competitive advantage*. More recently, it is explicitly adopted as a framework for analyzing *the performance* in international markets (Hooley et al 1996) and to illustrate the dimensions of *the positioning strategy* (Hooley, Moller and Broderick 1998).

Hooley, Moller and Broderick (1998) criticizes *the resource-based view*for its core focus which ignoring the natural risk of market demand, although other contributions in *the strategy* literature highlight the *links* between *theinternal resources* and the market conditions (Amit and Schoemaker 1993 Collis and Montgomery 1995). As is*the body of literature growth*, there are some ambiguities and inconsistencies in the use of terminology and this is highlighted in the concept/the main insights of RBV into the nature of *competitive advantage*.

2. LITERATURE REVIEW

Nowadays, the principal contribution of RBV firm, as a theory of the *competitive advantage*. It is started with the assumption that the desired results of managerial efforts within the firm as the*sustainable competitive advantage* (SCA).Chamberlin and Robinson in the 1930s (Chamberlin 1933, Robinson 1933) then developed by Penrose (1959). Rather than emphasizing the market structure, the economists highlighting the heterogeneity of the firm and proposingthose unique assets and the firm capabilities which are important factors leading to imperfect competition and the achievement of super-normal profits, Day 1994; Hall 1992.

When we examining the function of private business firm from this point of wiev, the size of firm is the best measured by the size of productive resources from its worker (Penrose 1959, pp. 24).

An important dimension of RBV that has occupied the minds of theorists over the past decade, namely, the role of managers in the development and dissemination of resources (Amit and Schoemaker 1993; Barney 1986, Barney and Zajac 1994; Lei, Hitt and Bettis 1996; Schoemaker 1992). One of exception is the evolutionary economy, popularized by Nelson and Winter (1982), combined with the concept of knowledge and the routines for the dynamics of Schumpeter's competition (Rumelt, Schendel and Teece 1991). Nelson (1991) argues that the core of strategies, structures and abilities representing the distinction of a firm that is free to determine what is done and should be acknowledged explicitly by the economists.

A more complete illustration of this issue is found in the LCAG framework (Andrews 1971; Learned *et al.* 1969) emerged from Harvard in the late of 1960s. The expansion of the original work in order to shape not only the firm's SWOT in the environment but also the personal values of key executors and broader social expectations, the four are interrelated (See Figure 1). For an example, in early of 1980, Porter's work (1980) based on Bain/Mason Industrial Organization (IO) emphasized the industrial quadrant,

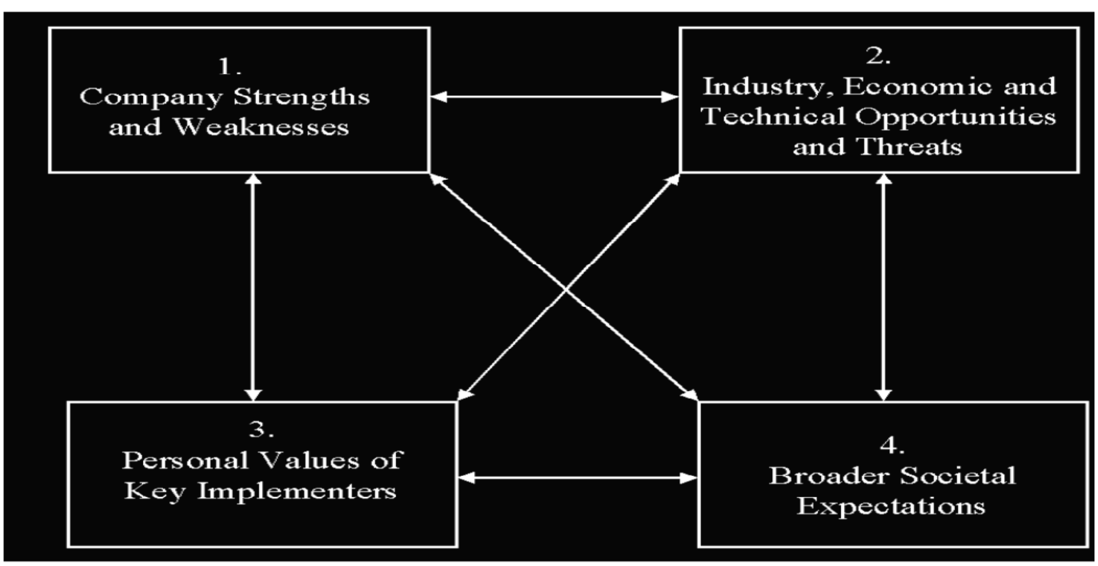

Figure 1: The Learned, Christensen, Andrews and Guth (LCAG) Framework (1969)

Figure 1 (quadrant two). Porter (1980) re-structured their traditional structure-behavior-performance paradigm to show that, while industrial structures is measured by five power models mean that some industries are inherently more profitable than others, firms can optimize the performance by how they position themselves with these forces.

The company's RBV was first created by BergerWernerfelt in 1984, the Strategic Management Journal as the best article for the reasons such as "that really provided the basis for development" and "the beginning of important declarations trend in its field" (Zajac 1995) suggests that RBV, with a convincing mix of economic rigidity and the management reality, had assumedat the center stage in the literature of strategic management.

Conner 1991; Mahoney and Pandian 1992, incorporating institutional theory and RBV in a *sustainable competitive advantage* analysis (Oliver 1997; Rao 1994).

The RBV, Competitive Advantage & the Characteristics

Gaining *the competitive advantage* through the provision of the greater value to customers that can be expected to leading to *superior performance* is measured in conventional terms as *the market-based performance* (eg*market share, customer satisfaction*) and performance-based finance (eg ROI, *shareholder wealth creation*): Bharadwaj, Varadarajan and Fahy1993; Hunt and Morgan 1995). Research by Buzzel and Gale (1987), Jacobsen (1988) and Jacobsen and Aaker (1985) argue that *market share* and profitability are both the result of *costsecure*firm efforts and the differentiation of benefits. The achievements from SCA can be expected for leading to superior performance measured in conventional terms like market share and profitability (Bharadwaj, Varadarajan and Fahy 1993, Kotler 1994).Rents also increase in circumstances where limited or quasi-limited resources are *in supply* (Ricardian rents).

Barney (1991) proposes that the *advantages-creating resources* must meet the four requirements, namely, *value, rareness, inimitability* and *non substitutability*.

Table 1
Alternative Classifications of Barriers to Resource Duplication

Author	*Barriers to Resource Duplication*
Lippman and Rumelt (1982)	Uncertain Inimitability
Reed and DeFillippi (1990)	Complexity, Tacitness and Specificity
Rumelt (1984; 1987)*	Communication Good Effects, Economies of Scale, Information Impactedness, Producer Learning, Reputation, Response Lags
Coyne (1986)	Business System Gaps, Managerial Gaps, Position Gaps, Regu-latory Gaps
Hall (1992; 1993)	Cultural Differentials, Functional Differentials, Positional Dif-ferentials, Regulatory Differentials
Dierickx and Cool (1989)	Asset Erosion, Asset Mass Efficiencies, Causal Ambiguity, In-terconnectedness of Asset Stocks, Time Compression Dis-economies

*Note that some of Rumelt's isolating mechanisms have been omitted because they are external to the firm. Advertising and channel crowding are industry conditions. Buyer evaluation costs and buyer switching costs are industry features.

In short, resources have the characteristics of *tacitness, complexity, specificity, regulatory protection and economic deterrent*. However, it should also be possible for a competitor to hire a *value-creating resource*. The resources, in turn, consist of three distinct sub-groups, namely tangible assets, intangibles of assets and capabilities as shown in Table 2

Table 2
A Classification of the Firm's Resource Pool

THE FIRM'S RESOURCE BUNDLE

Author	*Tangible Assets*	*Intangible Assets*	*Capabilities*
Wernerfelt (1989)	Fixed Assets	Blueprints	Cultures
Hall (1992)		Intangible Assets	Intangible Capabilities
Hall (1993)		Assets	Competencies
Prahalad and Hamel (1990)		Core Competencies	
Itami (1987)			Invisible Assets
Amit and Schoemaker (1993)			Intermediate Goods
Selznick (1957); Hitt and Ireland (1985); Hofer and Schendel (1978)			Distinctive Competencies
Irvin and Michaels (1989)			Core Skills

The Role of Strategic Choices by Management

Rumelt (1987) defines as the *ex post* value or payment flow of the venture minus the cost of *ex ante* resources are combined to form the business. The rent is larger than zero tend to be the result of the*ex ante* uncertainty (Rumelt 1987). The cost of *ex ante* resources [labeled ex ante boundaries for competition by Peteraf (1993)] was developed at length in Barney (1986).

He analyzing the cost of deployment of resources or strategies by introducing the concept of a strategic factor market, that is, the market in which the resources needed to implement the strategy is obtained. If these markets are perfectly competitive, then the cost of strategic resources will be approximately equal to the economic value of these resources once they are used to implement product-market strategies (Barney 1986).

The important elements of RBV firms are the key resources of the firm and the role of management in transforming these resources into SCA positions which leading to superior performance in the marketplace. A basic resource-based model of the SCA demonstrates this relationship and is built on the works of Bharadwaj, Varadarajan and Fahy (1993), Day andWensley (1988) and Hunt and Morgan (1996) figure 2.

Generally, the starting point of strategic marketing analysis has begun by assessing the strengths / weaknesses of firms as part of a broader SWOT analysis.

RBV companies provide a basic conceptual framework for assessing strengths and weaknesses and allowing strengths or weaknesses to be assessed in terms of criteria for building SCA. The RBV framework also forces executives to think about which forces have barriers to be duplicated by the competitors.

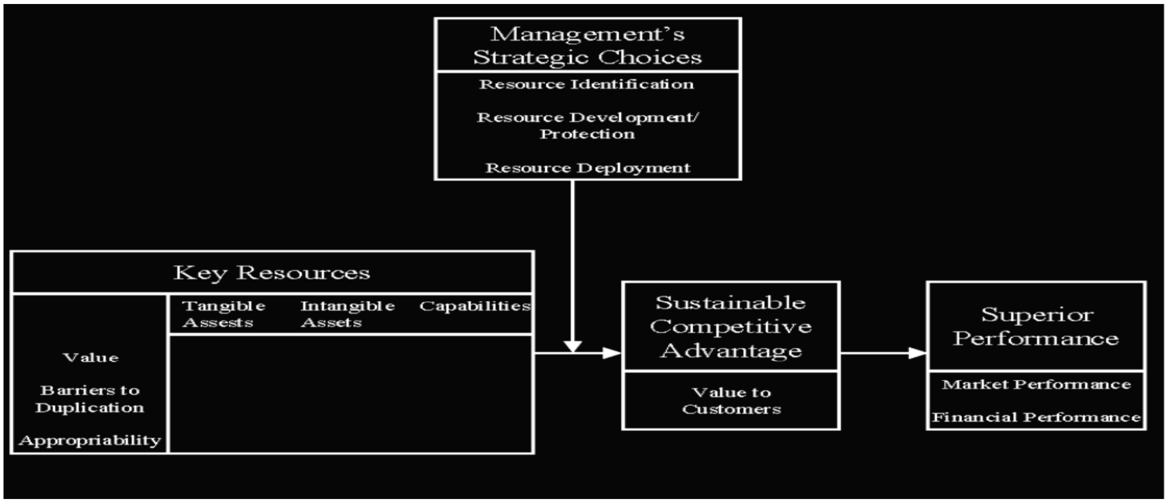

Figure 2: A Resource-Based Model of Sustainable Competitive Advantage

Marketing Strategy

Product / *brand positioning* is the core of strategic marketing activities (Ries and Trout 1982). The firm's RB focuses its attention on the firm's ability to post on its desired *positioning* strategy. For the determination of a positioning strategy of a firm may choose to pursue in a market that is likely to identify a suitable set of resources, which in turn allows the company to identify 'resource gaps' that may need to be filled (Grant 1991).

The question of international marketing strategy is likely to be greatly enriched with the perspective of RBV firms. Focus on international competition aspects that highlight the important differences between the specific country resources and the specific firm resources (Fahy 1996; Porter1990; Tallman and Fladmoe-Lindquist 1997). RBV firms also promising to inform the better issues related to international marketing strategies. RBV firms provide an important additional perspective, that is, whether the firms have the capacity for international expansion and whether the unique specific country resources will enable them to achieve competitive advantage abroad.

Hypothesis: The hypothesis of this review isthe RBV of firm is importantand arise from the heterogeneity of the firm, and have impact of *RBV* on *the strategic marketing*.

3. RESEARCH METHODS

Many authors view this from various dimensions of *RBV* in *strategic marketing*field, including the concept and the status of *RBV*and also implemenation or its application in *the strategic marketing*. For that, the study of a few supporting journals which is equal with the topic at the main journals will be conducted. This is a qualitative research using literature review method.

4. RESULT AND DISCUSSION

Expert Views After 1994s

There is some view from the expert.

Louis A. Tucci & James J. Tucker III (1995: 16), as a result of intense competition, many firms change their marketing strategy to an effort which focused on the core of 'core' products, services and markets. Determining product, service and market which will form the critical strategic marketing decisions.

Birgit Leisen, Brian Lilly, and Robert D Winsor 2002: 204, strategic orientation focuses on the organization's long-term survival also reflecting a merger of internal and external issues, one of the most effective frameworks for marketing is strategic orientation. In relation to the measurement of financial performance such as sales growth and profit margin.Stewart R Miller&Anthony D Ross (2003:1062-1063), the RBV of the firm has grown in popularity as a paradigm through which to explain sustainable competitive advantage (SCA) and interfirm performance (Barney,1991). Resource utilization is an important aspect of RBC thinking because it reflects productive use of resources (Steward R Miller&Anthony D Ross, 2003:1063). The efficiency-based approach to competitive advantage has a long tradition that suggests firm build sustainable competitive advantage (SCA) only through efficiency and effectiveness.The efficiency-based approach is also consistent with the RBV of the firm (Williamson mengacupada,Barney 1991, 2001, Peteraf 1993, Priem&Butler 2001, Rumelt 1984, Teece et al 1997, Wernerfelt 1984).

Shelby D Hunt&CarolineDerozier (2004: 5-11), resource-advantage (R-A) theory, is an evolutionary process theory of competition that is interdisciplinary in the sense that it has been developed in the literatures of several different disciplines (p. 6). Resources as bundles of possible services that an entity can provide,"it is the heterogenity...of the productive services available or potentially available from its resources that gives each firm its unique character (Penrose 1959 dalam Shelby *et al.* 2004: 10).

Resource-advantage (R-A) theory, an evolutionary, disequilibrium-provoking, process theory of competition, can ground business and marketing strategy (p. 5-6). Resources-based theory in bussiness strategy, an 'internal factors' approach, traces to the long-neglected work of Penrose 1959. The fundamental strategic imperative of the RBV is that, to achieve competitive advantage and, thereby, superior financial performance, firms should seek resources that are valuable, rare, imperfectly mobile, inimitable, and non-substituable.

Markus Orava&Patricia Wiklund (2004:130-131), internationalisation is defined here as 'the process of increasing involvement in international operations' (Welch&Luostarinen, 1999–p. 130), driving forces for increased internationalisation are that a firm wants to utilise and develop its resources in such a way that its long-run economic objectives are served. Firm then internationalise if that strategy increases the probability of reaching general objectives.(Johanson&Mattsson, 1988–p. 131).

Warren J Keegan (2004:14-16), strategic marketing planning sesuaiperspektifabadke 21 companies that implement the strategic concept of marketing create unique value, competitive advantage, and superior return for their owners and emploees, with global orientation (global sourcing and global marketing as a percentage of total activity continues to grow worldwide), strategic vision, the powerful of the future (the most powerful drivers are technology, both 'hard' and 'soft'. The hard technologies are based on science and discovery in all fields. The soft technologies include marketing. Companies with technological advantages have a powerful competitive advantage and the ability to offer unique value not only in their 'home' market but equally across borders), and world peace for continuation.

Sara Schumacher&Michael Boland (2005:97-99), unique resources that accumulate over time and are difficult and costly to emulate include reputation for quality, R&D capability, and marketing strategy such asbranding. Agribusiness economists have also sudied the resource view, yang berbasispada Penrose 1959 dandidiskusikanolehWestgren 1995.

Akshay Joshi (2007: 1), focuses on two source categories that create the competitive advantage: superior skills & superior resources.

Rosa Mariz Perez&Teresa Garcia Alvarez (2009: 514-515), to detect relevant differences between chains with some degree of internationalization and those that only operate (contoh Spanish domestic market), conducted a discriminant analysis to discover which of the independent variables contributed significantly to a correct classification of chains to corresponding group.

Nicholas C Williamson *et al.* (2011:19-21), such a relation, and that one can use the RBV of the firm (Peteraf 1993) as a guide in establishing the nature of the relationship. There are several practical applications. First, the results can be used to create a tailor made professional development curriculum for the owner ormanager of a winery that follows a speciûc vertical business strategy. Second, the results can be used to further augment the content of wine industry-speciûc courses that concern business strategies. Finally, the results can be used by administrators of wine industry-speciûc educational institutions that might offer business coursework in increasing the efûciency and effectiveness with which resources are employed in offering professional development coursework.

Xueli Huang (2011:169-173), Chinese MNCs control foreign subsidiaries using institusional and RBV.Many Chinese MNCs lack resources and capabilities in international operations and management.MNCs need to make several decisions when designing their corporate control systems for their subsidiaries. The ûrst decision is about control style (Goold& Campbell 1987). Corporate control can be exerted at two levels from a strategic management perspective: strategic control (strategy formation) and operational or management control (strategy implementation) (Merchant &Ven der Stede 2007). The second control decision is on control formality; that is, informal vs. formal (Harzing 1999), or bureaucratic vs. personal surveillance and organisational culture. Finally, the control area (input, behaviour, and output) is another important decision in implementing corporate control.

Robert H Lowson (2003:538-543), the RBV represents a substantial shift in emphasis towards the individual resources of the organisation and away from the market-driven view (Lowson 2003:543). A resource is a basic element that a firm controls in order to best organise its processes (like person, machine, raw material, knowledge, brand image, and a patent)(Lowson 2003:543). The distinction is made between tangible&intangible resources (Godfrey&Hill, 1995). A resource/set of resources can be used to create competitive advantage (Peteraf, 1993). Competencies refer to the fundamental knowledge owned by the firm (knowledge, know-how, experience, innovation, and unique information) (Lowson 2003:543). Competitive advantage can come from a focus upon key competencies (those things in which the firm specialises or which it does well).(Lowson 2003:543). Capabilities refer to the dynamic routines acquired by the firm;the managerial capacity to improve continuously the effectiveness of the organisation. (Lowson 2003:543).

The strategic role involves blending these various 'building blocks' into one or more unique, organisational-spesific, strategic architectures (Lowson 2001—Lowson 2003:538). Individual building-blocks are the species of decisions: core competencies, capabilities & processes; resources; technologies; and certain key tactical activities that are vital to support a particular strategy or unique positioning (Lowson, 2003: 538 & 540). Distinctive competencies—resources, skills and technologies—core competencies (Selznick 1957, Ansoff 1965, Prahalad & Hamel 1990 (Lowson 2003: 543). The essence of the RBV is its focus on the individual resources, competencies and capabilities of the organisation; rather than a market-based strategy that may have commonalities with others in the industry (Lowson 2003: 543).

Lawson 2003 refers to the ideas of Slack 1991, describes the *"doctrine of competitiveness"*as having 5 (five) essential things:

1) Making things right—the quality advantage
2) Making things fast—the speed advantage
3) Making things on time—the dependability advantage
4) Changing what is made—the flexibility advantage
5) Making things cheap—the cost advantage

Lawson's model, 2003: 546, about *the operations strategy composition matrix and operations strategy contextual model* can be seen in the following figure in a row.

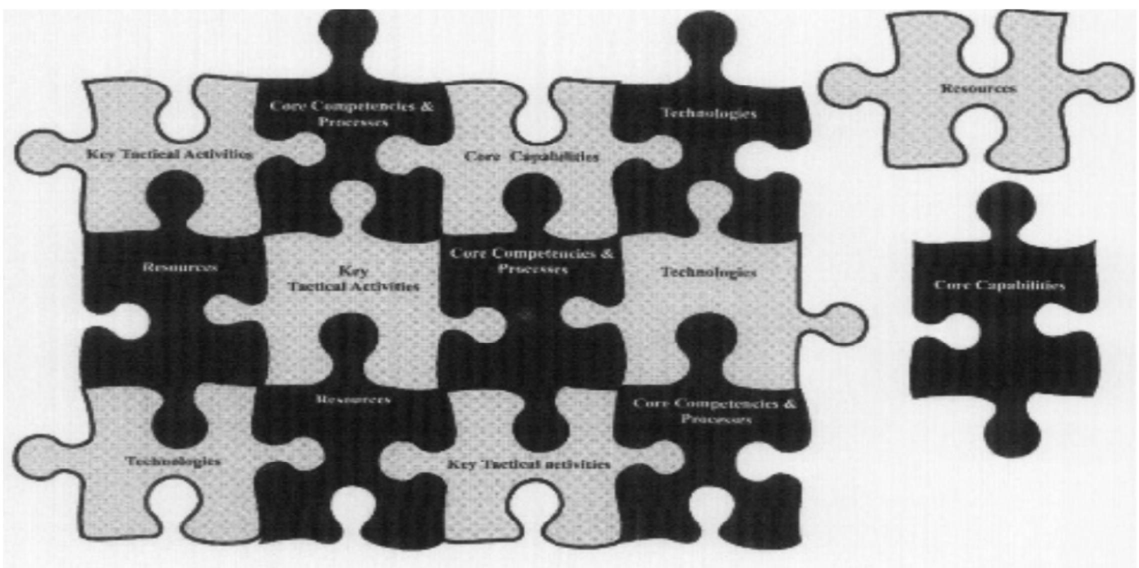

Figure 3: Operation Strategy Composition Matrix

Source: Lowson, 2003: 546

The strategyis arranged from the long-term frame strategic decisions made about certain generic *building blocks*:

1) Core competencies, capabilities and processes
2) Resources (tangible, intangible and human)
3) Technologies
4) The key tactical activities vital in order to support a particular strategy or positioning

Figure 4 also from Lawson, 2003 about *the operation strategy contextual model*, this operation influences or establishes the mechanisms that form:

1) Product group demand behaviour
   – Product attributes
   – Demand patterns
   – Customer and/or consumer behaviour
2) Influences associated with the structure of the supply network
   – Product stream value flows
   – Vertical Integration
   – Individual firms 'size and power
3) Influences assosiated with performance metrics within the supply system
   – Lead time for supply
   – Inventory at a particular supply
   – Customer service level
   – Supplier performance

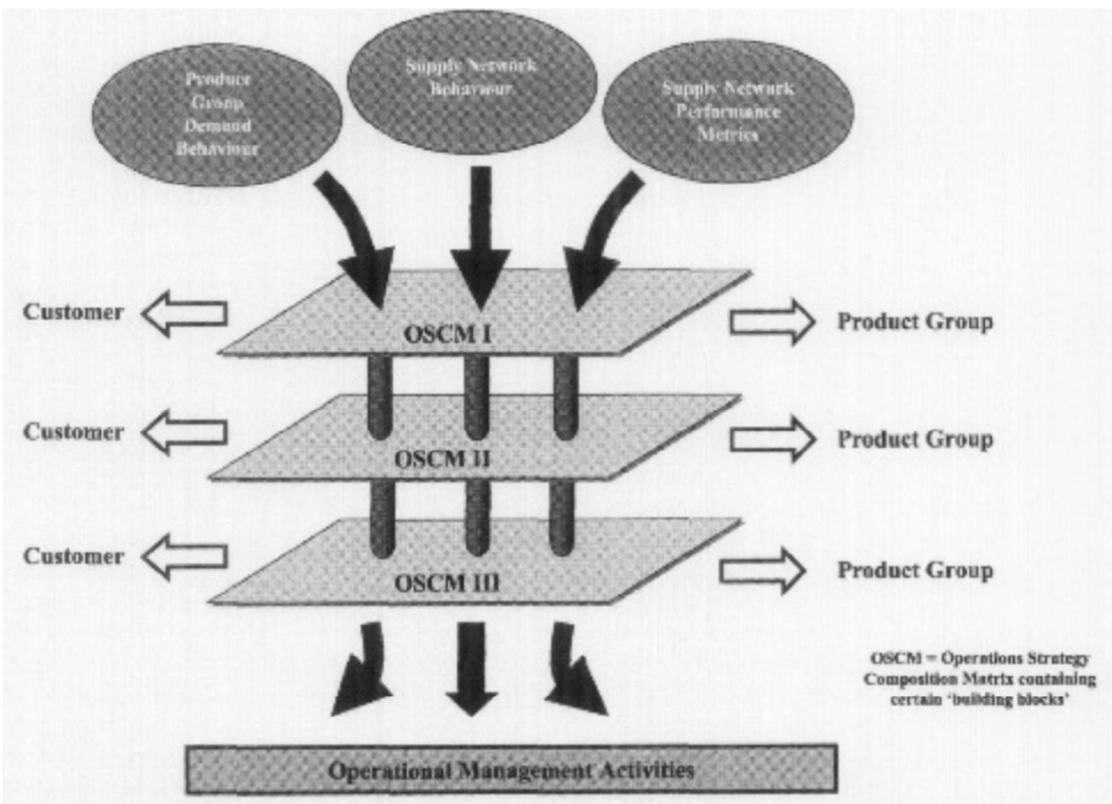

Figure 4: Operations Strategy Contextual Model

Source: Lowson, 2003: 546

According to Hunt &Derozier, 2004: 7, schematically theory of Resource-Advantage (RA) and *Competitive Position Matrix* is as follows:

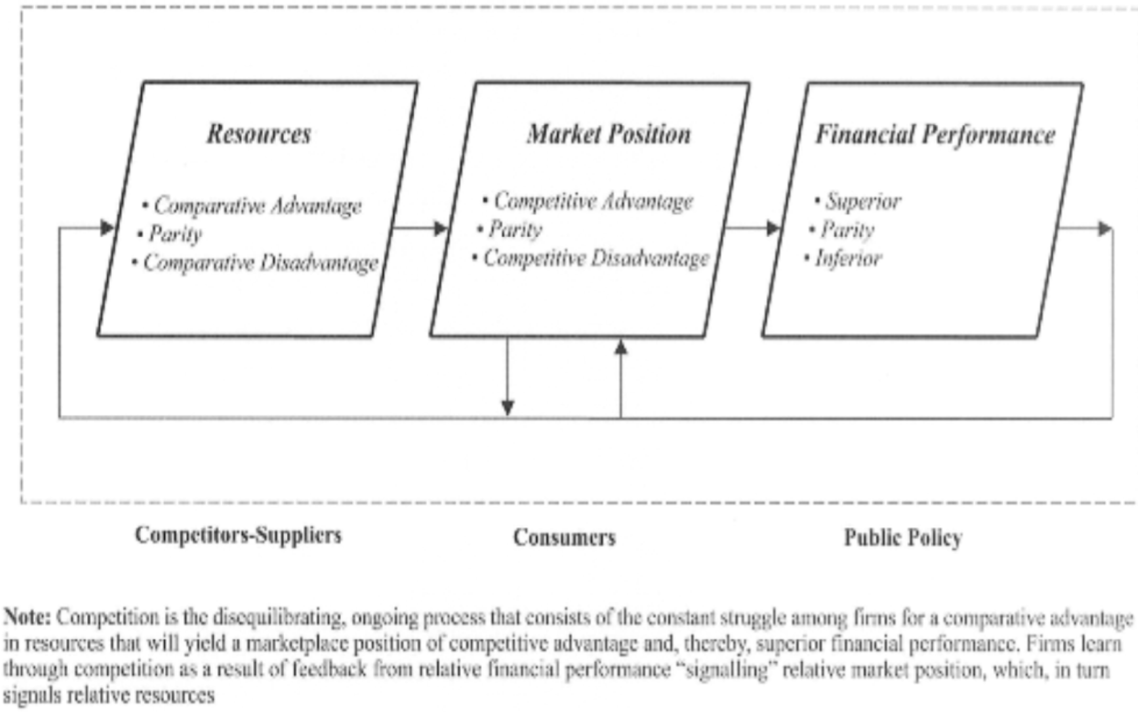

Figure 5: A Schematic of R-A Theory

Source: Adapted from Huni and Morgan (1997)

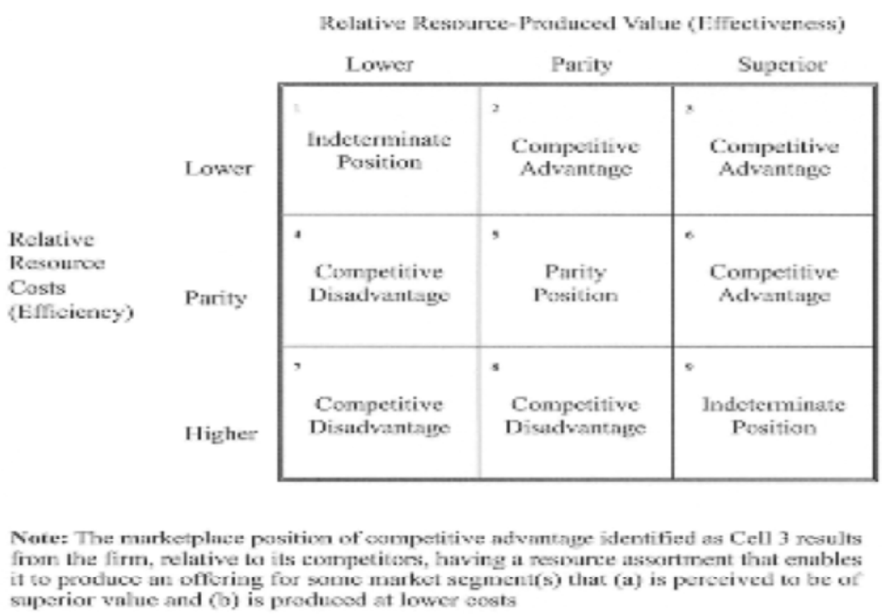

Figure 6: Competitive Position Matrix

Source: Hunt & Morgan 1977 dalam Hunt & Derozier, 2004: 7

R-A theory stresses the importance of: market segments; heterogeneous firm resources; comparative advantages/disadvantagesin resources; and market place positions of competitive advantage/ disadvantage.

When firms have a comparative advantage in resources they will occupy market place positions of competitive advantage for some market segment(s). Market place positions of competitive advantage then result insuperior financial performance. Similarly, when firms have a comparative disadvantage in resources they will occupy positions of competitive disadvantage, which will then produce inferior financial performance. Therefore, firms compete for comparative advantages inresources that will yield market place positions of competitive advantage for some market segment(s) and, thereby, superior financial performance. As Figure 1 shows, how well competitive processes work is significantly influenced byfive environmental factors: the societal resources on which firms draw, the societal institutions that form the"rules of t the game" (North, 1990), the actions of competitors, the behaviors of consumers and suppliers, andpublic policy decisions.

Orava & Wiklund, 2004: 129, illustrates the empirical concept models in the Nordic Market. Local food test service resources are often inadequate for environments that challenge food safety in the twenty-first century. Studies highlight the issue of the internationalization of food testing service firms by describing the changes in the Nordic food testing market, and by examining the internationalization strategy which is adopted by the Nordic food testing firm from the service provider's perspective.

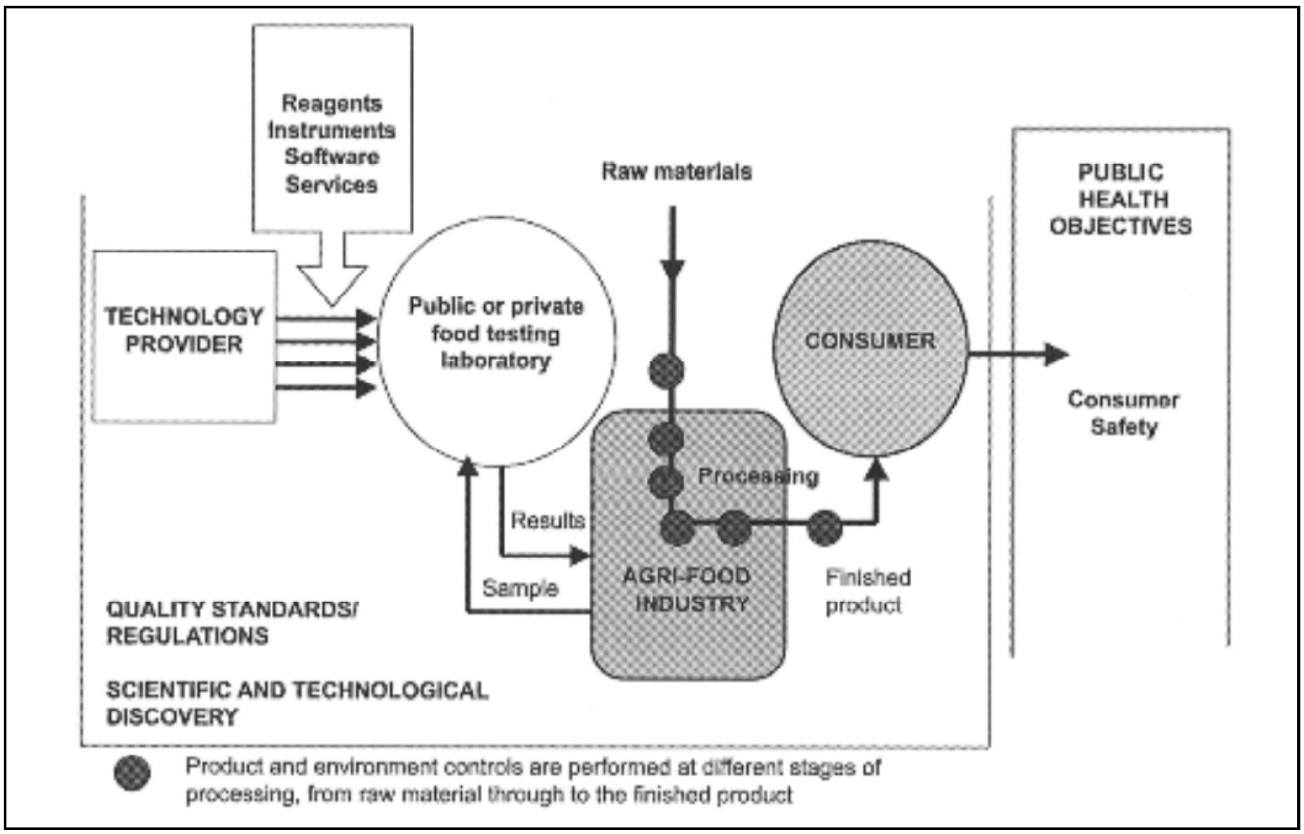

Figure 7: General Overview of Food Testing and Control

Source: Orava & Wiklund, 2004: 129

Yi-Feng Yang (2008: 1269-1272), the resource-based theory (RBT) has been used as a perspective in understanding the relationship between resources (or capabilities) and performance. It emphasize on the effect on performance based on 3 resources variables used: human resources (HR), information technology (IT), and marketing knowledge (MK). Performance was examined by considering the CRM (customer relationship management) performance relative to objectives; And CRM performance. Capabilities are defined as complex bundles of professional skills and accumulated knowledge, exercised through organizational procedures, which enable firms to coordinate activities and make the application of the assets (Song et al 2005-p 1271)

Yi-Feng Yang, 2008: 1271, modeled his overall research on variables which affecting *CRM Performance* based on RBV perspectives. RBT is used as a perspective in understanding the relationship between resources (or capabilities) and *performance*.

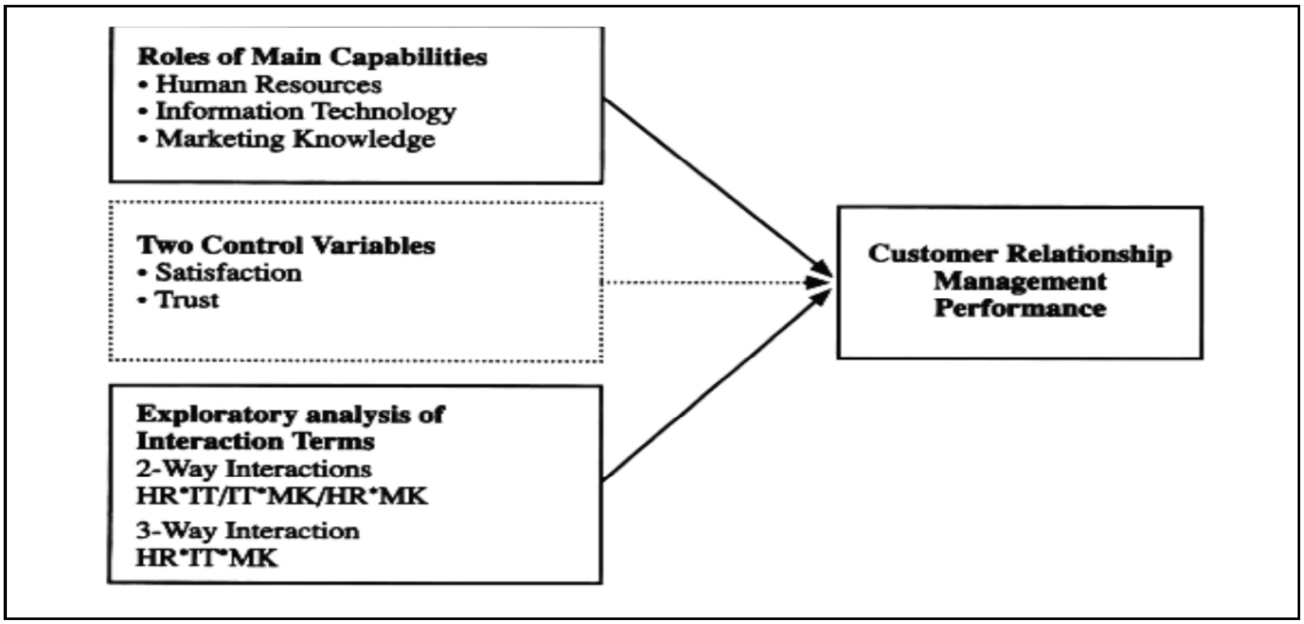

Figure 8: Overall Research Model

Source: Yi-Feng Yang, 2008:1271

Yi-Feng Yang (2009: 1259-1260), the resource-based theory (RBT) has long been used to gain a perspective for understanding the relationship between human resource management and the attainment of effective organizational leadership. In RBT studies, the strategic resources controlled by value, rareness, and inimitability to implement their heterogeneity capabilities and complementary processes (Barney 1991) are widely believed to have an effect on competitive advantage and improve performance.

5. CONCLUSION AND RECOMMENDATION

1) The RBV of firm is important, important theories arise from the heterogeneity of the firm. This article provides a deep and detailed understanding of the logic of RBV and lightingthe contributions to the debate on the nature of *competitive advantage*. Finally, giving a reward for some conceptual and empirical issues, highlighting a number of promising research directions in the field of strategic marketing.

2) The impact of *RBV* on *the strategic marketing* is on the dimensions of *marketing capabilities* (Day, 1994), *competitive advantage* (Hunt & Morgan 1995; 1996), frameworks for analyzing *performance* in *the international markets* (Hooley *et al,* 1996), and illustrating the dimensions of *positioning strategy* (Hooley, Moller & Broderick 1998).
3) 3 (three) aspects of *strategic marketing*, *strategic analysis—RBV—SWOT, positioning—RBV*, and *international marketing strategy*—the differences between *firm-specific & country-specific resources*.
4) *Segmenting, targeting and posiioning*and also *marketing mix* and *product life cycle* concepts are very important in relation to terms of RBV and *strategic marketing*
5) The current *RBV* principal contribution as a *competitive advantage* theory begins with the assumption that the desired result of managerial effort in the firm as a *sustainable competitive advantage* (SCA). The achievement of the SCAallows the company to get an economical lease or an above-average return.
6) The following concern is how the companies achieving and retaining their benefits, that is with the resources that havingthe value characteristics, barriers to duplication, and advisability.
7) The *RBV* itself still causes many pros and cons. Many parties still doubt about the *RBV* as a science or new theory which has potential in the field of *strategic management* and especially in the field of *strategic marketing*.

From the journal review already done, *RBV* in *strategic marketing* is like two sides of a coin. There are pros and cons against its existence. However, facing this is only necessary foresight in looking at the existing views. Logically, the existence of *RBV* helps management in choosing the programs and the policies in the domain of *strategic marketing*. And as part of the world of academian and sciences, we must contribute the development suggestions through the scientific researches related to this topic. The existence of counter or ambiguity in *RBV* because it is considered important to make realize *the competitive advantage or the sustainable competitive advantage* not only from the *Resource based view or the resource based approach or the resource driven* but also with an attention on *the market based view or themarket basedapproach or the market driven* (to be discussed in the next topic).

To learn about *The Strategic Marketing* and RBV *in the firm*, we need to keep in mind the thoughts of *the school of thought* such as *Ricardian Rents, Schumpeter, Bain Mason IO, Chicago School, NeoKlasik,*etcin order to make it easier to understand this topic.

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