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Leveraging Digital Resources: A Resource-Based View Perspective

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Abstract: In today's rapidly evolving digital landscape, organisations are challenged to strategically deploy digital resources to secure competitive advantage. Drawing upon the Resource-Based View (RBV) theory, this paper explores the intricate interplay between digital resources and organisational success. Through thematic analysis of empirical literature, the study delves into key facets such as data utilisation, digital platforms, technological capabilities, talent management, agility, and strategic partnerships. Methodologically, qualitative research techniques, notably thematic analysis, are employed to synthesise existing research findings. The study uncovered that human capital is pivotal in propelling digital transformation and fostering innovation. Organisational success in the digital era relies on implementing effective methods for managing digital talent, including recruiting, training, and keeping workers with digital competence. The study also highlights the strategic significance of digital resource utilisation within the RBV framework. Finally, the paper presents practical implications for organisational leaders seeking to harness digital resources effectively to achieve sustainable competitive advantage in the digital era. Findings underscore the strategic importance of digital resource utilisation in enhancing organisational competitiveness and driving long-term growth. The study contributes to understanding how organisations can optimally leverage digital resources within the RBV framework.

Keywords: Agility, Data Utilisation, Digital Platforms, Digital Resources, Resource-Based View (RBV), Strategic Partnerships, Talent Management, Technological Capabilities.

JEL Classification Code: O33, L86, M15, D83

1. INTRODUCTION

The rapid evolution of digital technologies has catalysed a paradigm shift in organisational operations, prompting a fundamental re-evaluation of strategies to secure competitive advantage. In navigating this dynamic landscape, the RBV theory emerges as a compelling framework, offering invaluable insights into how organisations can harness digital resources to fortify their competitive standing (Barney, 1991). This paper explores RBV principles applied within the digital domain, shedding light on the pivotal role of digital resources in shaping organisational success. Central to this examination is an in-depth analysis of key facets that underpin the strategic deployment of digital resources. At the forefront is the strategic utilisation of data, which has emerged as a cornerstone of competitive differentiation in the digital era (Bharadwaj, 2000). Advanced analytics and machine learning algorithms enable organisations to extract key insights from vast troves of data, empowering informed decision-making, personalised customer experiences, and operational optimisation (Wamba et al., 2015; Mehta, Pandit & Shukla, 2019).

The widespread use of digital platforms has fundamentally altered the corporate environment, providing organisations with exceptional prospects to cultivate interaction and unleash value (Gawer & Cusumano, 2014). In addition to digital ecosystems, organisations may also optimise and exploit opportunities presented by cutting-edge technology such as artificial intelligence (AI). These technologies enable firms to create new ideas, improve operations, and provide value to consumers in unique ways, therefore strengthening their ability to compete. Effective personnel management and technical expertise are crucial for organisational performance in the digital era (Davenport, Harris, & Shapiro, 2010).

Organisations must develop a workforce with digital skills and a continuous learning and innovation culture, as this is an enabler to adapt quickly to the ever-changing business environment

and market conditions (Provost & Fawcett, 2013). Additionally, agility and adaptability emerge as indispensable attributes in navigating the turbulence of the digital landscape (Teece, 2007). Organisations must be able to pivot swiftly in response to changing consumer preferences, technological disruptions, and competitive pressures, thereby seizing emerging opportunities and mitigating risks. Lastly, strategic partnerships and alliances present a potent avenue for augmenting organisational capabilities and expanding market reach (Gulati, Lavie, & Singh, 2009). Organisations can access complementary resources, share risks, and catalyse innovation by forging collaborative relationships with external stakeholders, including startups, technology providers, and industry consortia (Todeva & Knoke, 2005; AIContentfy, 2023). This paper aims to analyse digital resource utilisation using the RBV framework. The paper provides practical recommendations on how organisations can effectively use digital resources to attain a sustainable competitive edge in a con stantly changing digital environment.

2. LITERATURE REVIEW

2.1. Resource-based view (RBV)

The RBV, commonly known as the "resource-based view of the firm," serves as a managerial framework to identify and leverage strategic resources within an organisation to attain enduring competitive advantages (Barney, 1991). This theoretical perspective emphasises the significance of internal resources and capabilities in shaping a firm's competitive position in the market (Barney, 1991; Madhani, 2009; Holdford, 2018). Through the RBV lens, firms can analyse their internal strengths and weaknesses to devise strategies that capitalise on distinctive competencies and foster sustainable competitive advantages over time (Barney, 1991). This framework encompasses tangible and intangible assets, including but not limited to human capital, technology, brand reputation, and organisational culture; the RBV underscores the importance of leveraging unique resources that are valuable, rare, inimitable, and non-substitutable (VRIN) (Barney, 1991). This study is based on the premise that technology and data are strategic assets organisations leverage to gain competitive advantages.

2.2. Data as a Strategic Asset

In today's digital era, data has become a pivotal asset for organisations striving to establish and maintain a competitive edge (Agustian et al., 2023). Organisations can tap into the power of sophisticated analytics and machine learning algorithms to fully utilise data and extract valuable insights (Davenport, 2014; Schildt, 2016). This empowers organisations to enhance customer experiences, optimise operational efficiency, and make well-informed strategic decisions (Provost & Fawcett, 2013). This section delves into the strategic significance of data within the RBV framework, shedding light on optimal data collection, analysis, and utilisation practices to drive organisational success (Barney, 1991). The strategic importance of data within the RBV framework cannot be emphasised. Data is an indispensable component of organisational decision-making processes in the digital environment, where information is paramount (Wamba et al., 2015). Organisations can harness the power of advanced analytics tools and algorithms to derive valuable insights from extensive data sets, turning raw information into actionable intelligence (Chen et al., 2012). This analytical capability enables organisations to make data-driven decisions grounded in empirical evidence rather than speculation, thereby boosting the effectiveness and accuracy of strategic endeavours.

Organisations leverage data analytics to gain deeper insights into customer preferences, behaviours, and pain points, enhancing customer experiences, a crucial aspect of competitive differentiation in today's hyper-connected world (Verhoef et al., 2015). From personalised marketing campaigns to tailored product recommendations, data-driven insights empower organisations to cultivate meaningful and enduring relationships with their customer base, fostering loyalty and advocacy (Provost & Fawcett, 2013). Furthermore, data analytics holds immense potential for optimising organisations' operational efficiency and resource allocation (Bose, 2009). Organisations can leverage operational data streams to pinpoint inefficiencies, streamline processes, and bolster

productivity across diverse operational areas (Marr, 2015). Whether optimising the supply chain or implementing predictive maintenance strategies, data-driven insights empower organisations to achieve operational excellence and derive optimal value from their resources (Daily & Peterson, 2017). Figure 2 illustrates the ten benefits and levels of embracing data as a strategic asset for future success these benefits. These stages outline the progressive evolution of data capabilities, starting with data recognition and advancing through data collection, analysis, implementation, and optimisation. Each stage represents a significant milestone in the organisation's data journey, emphasising the importance of structured data management. Through this framework, organisations systematically leverage data to drive innovation, enhance decision-making, and achieve sustainable success in today's data-driven landscape (Wamba et al., 2015; Parker et al., 2016). Recognising data as a strategic asset yields myriad advantages beyond decision-making and gaining a competitive edge, fostering enhancements across diverse aspects of an organisation, from personalised marketing to risk mitigation and talent management (Provost & Fawcett, 2013; Wamba et al., 2015; Mehta, Pandit & Shukla, 2019). This approach guarantees sustained success and resilience in an increasingly dynamic business environment.
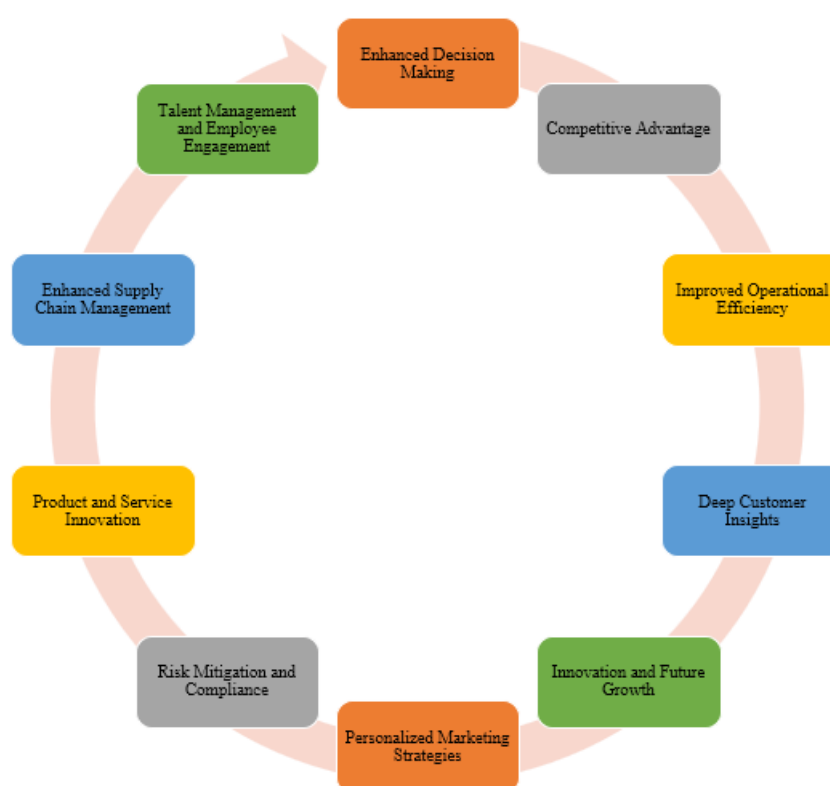

Figure 1. Ten levels and benefits of embracing data as a strategic asset.

To fully capitalise on the strategic potential of data within the RBV framework, organisations must adhere to best practices for data collection, analysis, and utilisation. It is necessary to establish comprehensive data governance frameworks to guarantee data quality, integrity, and security at every stage of its lifecycle (Yang et al., 2019; Hassani & MacFeely, 2023; Kumar, 2023). Additionally, organisations must invest in state-of-the-art analytics infrastructure and talent to effectively mine and interpret data insights (Sivarajah et al., 2016). Moreover, fostering a data-driven culture committed to evidence-based decision-making and continuous learning is paramount to realising the full transformative potential of data within organisations (Provost & Fawcett, 2013).

2.3. Digital Platforms and Ecosystems

Within the current corporate environment, digital platforms play a crucial role in enabling interactions between many stakeholders, such as users, producers, and other players (Parker et al.,

2016). These platforms act as primary centres for interaction, providing enterprises with exceptional potential to use network effects and extend their market reach (Hagiu & Wright, 2015). This section explores the significant impact of digital platforms and ecosystems on gaining a competitive edge, using examples from successful industry leaders like Amazon, Google, and Facebook (Parker et al., 2016). The graph (**Figure 3**) illustrates several crucial factors for optimising digital platforms and ecosystems. These include interconnectedness, which allows for collaboration among various stakeholders, scalability to accommodate growth without compromising performance, and leveraging network effects to enhance value as more users engage with the platform. Digital platforms represent the cornerstone of modern business ecosystems, enabling organisations to cultivate vibrant communities of users and participants (Eisenmann et al., 2006). Network effects have a more significant impact by encouraging people to connect and do business within these communities (Parker et al., 2016). The exponential growth of digital platforms such as social media networks, e-commerce marketplaces, and software-as-a-service (SaaS) platforms underscores their significance as catalysts for innovation and value creation (Parker et al., 2016). Leading digital players such as TakeLot, Netflix, Amazon, Google, and Facebook have demonstrated the transformative power of digital platforms in driving competitive advantage (Choudary, 2015). Amazon's e-commerce platform has transformed the retail industry by providing millions of consumers with a smooth shopping experience and an extensive range of items (Khan, 2017; Varma et al., 2024).

Figure 2. Factors for consideration for the optimal Digital Platforms and Ecosystems

Similarly, Google's services ecosystem, including search, advertising, and cloud computing, has reshaped how individuals and businesses access and utilise information (Chen, Kraemer & Sharma, 2009). Facebook's social networking platform has redefined communication and connectivity, enabling users to engage with friends, family, and brands across the globe (Alhabash & Ma, 2017). To fully use the capabilities of digital platforms, organisations need to implement strategic methods

for constructing and overseeing these ecosystems efficiently (Parker et al., 2016). They seamlessly integrate various services and functionalities to create cohesive and intuitive user experiences (Hagiu & Wright, 2015). Organisations must prioritise interoperability and compatibility across different platforms and devices to ensure accessibility and convenience for users (Hagiu & Wright, 2015). Moreover, organisations must cultivate vibrant and engaged communities within their digital ecosystems, fostering collaboration, feedback, and innovation (Eisenmann et al., 2006). Furthermore, organisations must embrace a culture of experimentation and iteration, continuously refining and evolving their digital platforms to meet users' changing needs and preferences (Choudary, 2015).

2.4. Technological Capabilities

Technological breakthroughs such as AI, blockchain, and cloud computing, identified as drivers for innovation (Ahi et al., 2022), offer organisations unique opportunities to increase their value proposition to consumers (Reinartz, Wiegand & Imschloss, 2019). Exploring the strategic implications of these technological capabilities within the RBV framework reveals their role in fostering competitive differentiation and organisational success (Barney, 1991). Strategies for innovating products, optimising processes, and improving operational efficiency are underscored, demonstrating how organisations can develop expertise in these emerging technologies. Integrating emerging technologies within the RBV framework brings profound strategic implications, reshaping the competitive landscape and industry norms (Hajar et al., 2023). Artificial intelligence, for instance, enables organisations to unlock new insights from vast troves of data, automate tasks, and personalise customer experiences (Brynjolfsson & McAfee, 2017; Dabbous et al., 2022). Organisations can utilize machine learning algorithms to create predictive analytics models, enhance decision-making processes, and foster innovation across multiple domains (Davenport & Ronanki, 2018).

Blockchain technology can transform companies by providing unchangeable and easily understood records for safe transactions and data sharing (Wang, Singgih, Wang & Rit, 2019). Organisations can leverage blockchain to streamline supply chain management, enhance transparency in financial transactions, and mitigate fraud and counterfeiting risks (Tapscott & Tapscott, 2016). Cloud computing is a game-changing technology that allows businesses to broaden their customer base, reduce infrastructure costs, and accelerate the introduction of innovative goods and services (Armbrust et al., 2010). Using cloud-based platforms and services, companies gain access to computing resources as needed, fostering agility and adaptability in response to evolving market dynamics (Buyya et al., 2009). Moreover, cloud computing catalyses collaboration and innovation by providing a centralised hub for data storage, processing, and analysis (Buyya et al., 2009).

While this is happening, the Internet of Things (IoT) is revolutionising the operations of organisations by enabling seamless connections between physical objects and sensors (Zanella et al., 2014). This is ushering in a new age of data collecting, analysis, and automation. (Atzori et al., 2010). By embedding sensors within products and infrastructure, enterprises can capture real-time insights into performance metrics, usage patterns, and customer interactions (Borgia, 2014). This data-centric approach empowers organisations to streamline processes, enhance decision-making capabilities, and deliver tailored experiences to their clientele (Allam & Dhunny, 2019). Organisations must invest in developing expertise and capabilities in these areas to capitalise on the strategic potential of emerging technologies within the RBV framework, which involves fostering innovation and experimentation, encouraging collaboration across interdisciplinary teams, and providing training and resources to support skill development (Crook, Sirmon & Wright, 2021).

2.5. Digital Talent and Skills

In today's digital era, human capital is pivotal for organisational success, driving digital transformation and innovation. Effective digital talent management within the RBV framework is crucial (Crook, Sirmon & Wright, 2021), focusing on recruiting, training, and retaining employees with digital expertise. Recruiting involves identifying specific digital skills, utilising online platforms, and conducting competency-based interviews (Karimi et al., 2019). Training includes specialised

programs, online resources, and participation in industry events. Retention strategies revolve around fostering a supportive work environment, offering competitive compensation, and recognising digital contributions (Rosales et al., 2022; Agustian et al., 2023). Optimising IT resources within the digital management framework relies on these strategies. Aligning resources IT with organisational goals fosters continual learning and development, enabling businesses to navigate the digital landscape effectively (Verhoef et al., 2015; Verhoef et al., 2020).

Recruiting Strategies	Training Strategies	Retention Strategies
• Identify specific digital skills and competencies required for roles. • Use targeted recruitment channels such as online job platforms and digital networking sites. • Implement competency-based interviews and assessments to evaluate digital proficiency.	• Offer specialized digital training programs and workshops to enhance skills and knowledge. • Provide access to online learning platforms and resources for continuous learning. • Encourage participation in industry conferences, webinars, and seminars to stay updated on digital trends.	• Create a conducive work environment that fosters innovation and collaboration in digital initiatives. • Offer competitive compensation packages and opportunities for career advancement in digital roles. • Provide recognition and rewards for outstanding digital contributions and achievements.

Figure 3. Digital Talent Management Framework

The strategic importance of digital talent within the RBV framework cannot be overstated. In today's digital economy, where technology evolves rapidly, organisations must possess a workforce with the requisite digital skills to navigate complex technological landscapes and drive innovation (Mazurchenko & Maršíková, 2019; Schneider & Kokshagina, 2021; Trenerry et al., 2021). Organisations may create an atmosphere that supports digital transformation by hiring people with various skills and experiences. This promotes a culture of innovation, cooperation, and ongoing learning (Mihu, Pitic & Bayraktar, 2023). Moreover, organisations need to prioritise training and development programs to enhance the skills of current workers and provide them with the necessary digital competencies to thrive in the digital era (Nhung, 2023). Nhung's research underscores the transformative potential of Digital HRM in reshaping traditional training paradigms into dynamic, learner-centric approaches that drive continuous improvement and innovation within organisations. Through targeted training programs, workshops, and certifications, organisations can empower employees to embrace emerging technologies, adapt to new digital tools and methodologies, and drive organisational growth and innovation (Leoste et al., 2021). Moreover, organisations must adopt strategic approaches to talent retention, recognising and rewarding employees who demonstrate digital understanding and contribute to organisational success (Rosales et al., 2022; Agustian et al., 2023; Urme, 2023). Organisations may cultivate loyalty and commitment within their digital talent pool, thereby minimising turnover and conserving institutional knowledge, providing competitive salary packages, career growth chances, and a supportive work environment (Urme, 2023). To efficiently handle digital talent within the RBV framework, organisations need to implement a comprehensive strategy that includes recruiting, training, and retention initiatives (Karimi et al., 2019; Rosales et al., 2022; Agustian et al., 2023; Urme, 2023). This involves aligning talent management practices with organisational goals and priorities, identifying key competencies and skill gaps, and implementing targeted interventions to address these gaps (Davenport & Westerman, 2018; Crook, Sirmon & Wright, 2021). Moreover, organisations must foster a continuous learning and development culture, encouraging employees to embrace lifelong learning and take advantage of opportunities for personal and professional growth and development (Provost & Fawcett, 2013).

2.6. Agility and Adaptability

In today's corporate world, characterised by rapid technological advancements and shifting market conditions, swiftly adapting and responding to challenges is crucial for managing uncertainty and achieving long-term development (Urme, 2023). Agility and adaptability play pivotal roles within the

RBV framework, enabling organisations to effectively respond to changes in consumer preferences, technological disruptions, and competitive dynamics (Urme, 2023). The strategic significance of agility and adaptability within the RBV framework lies in their ability to enable organisations to anticipate and respond proactively to changes in the external environment (Nurjaman et al., 2021). In today's volatile and uncertain business landscape, characterised by rapid technological innovation and evolving consumer preferences, organisations must possess the flexibility and resilience to pivot quickly and seize emerging opportunities (Weber, Tarba & Tarba, 2014; Grover, V.2022). Organisations can prosper in volatile and uncertain market conditions by adopting agility and adaptability as fundamental characteristics (Teece, Peteraf & Leih, 2016).

To cultivate agility and adaptability within the RBV framework, organisations must adopt strategic approaches that foster a culture of innovation, experimentation, and continuous learning (Lawson & Samson, 2001). This involves granting authority to workers at every level of the organisation to make well-considered decisions that include some amount of uncertainty, explore novel concepts, and gain knowledge from achievements and setbacks. In addition to investing in agile processes and structures for swift decision-making and execution, organisations should also focus on flattening hierarchical structures, empowering cross-functional teams, and streamlining decision-making processes to enhance agility and responsiveness (Gregory, Barroca & Sharp, 2024). Moreover, they need to adopt a continuous learning and adaptation culture, understanding that agility and adaptability are ongoing processes requiring constant refinement (Provost & Fawcett, 2013). Additionally, embracing feedback mechanisms and performance metrics is crucial for organisations to monitor and evaluate their agility and adaptability, pinpointing areas for improvement and adjusting courses as needed (Nethavhani, 2022).

2.7. Strategic Partnerships and Alliances

In the modern business landscape, collaboration with external partners emerges as a strategic imperative for organisations seeking to augment their internal resources and capabilities (Eisenmann et al., 2006; Buyya et al., 2009; Crook, Sirmon & Wright, 2021). Organisations can access new markets, technologies, and expertise by forging alliances with startups, technology providers, and industry consortia, enhancing their competitive positioning and driving long-term growth (Todeva & Knoke, 2005; AIContentfy, 2023). The strategic importance of partnerships and alliances within the RBV framework, highlighting the benefits of collaborative approaches to innovation and value creation, has been extensively discussed in the literature (Eisenhardt & Schoonhoven, 1996; Pereira et al., 2021; Ozdemir et al., 2023). Scholars have emphasised the role of strategic partnerships in enhancing competitiveness and navigating the complexities of the digital era (Todeva & Knoke, 2005; Olutimehin et al., 2024). Additionally, research suggests that organisations can identify and cultivate strategic partnerships to capitalise on synergies and drive growth (Todeva & Knoke, 2005). The framework shown in Figure 5 below illustrates a comprehensive approach to partnerships, including advantages, tactics, execution, and assessment, to guarantee the desired maximum utilisation and results.

Benefits	Strategies	Implimentation	Evaluation
• Access to new markets and customer segments • Acquisition of innovative technologies and solutions • Collaboration with industry experts and thought leadersorganizations to stay ahead of industry trends and developments.	• Identify potential partners aligned with organizational goals and objectives • Establish mutually beneficial partnerships through joint ventures or strategic alliances • Foster an open innovation culture to encourage collaboration and knowledge sharingImplementation	• Conduct market research to identify potential partners and assess market opportunities • Develop partnership agreements outlining roles, responsibilities, and objectives • Invest in relationship-building activities such as networking events and industry conferences	• Monitor key performance indicators (KPIs) to measure the success of partnerships • Gather feedback from stakeholders to identify areas for improvement and optimization • Conduct periodic reviews to assess the impact of alliances on organizational growth and competitiveness

Figure 4. Framework for strategic partnerships and alliances

Strategic partnerships and alliances play a pivotal role within the RBV framework, enabling organisations to leverage external resources and capabilities to complement their internal strengths (Todeva & Knoke, 2005; He et al., 2021). As depicted in **Figure 6** below, they offer significant advantages, notably by facilitating knowledge transfer and co-creation of value.

Knowledge Transfer and Co-creation of Value
Partnerships facilitate the exchange of knowledge and expertise between organizations, fostering innovation and value creation

Risk and Resource Pooling
Collaborating, organizations can share risks and pool resources, reducing the costs and uncertainties associated with innovation and market entry (Hitt et al., 2007).

Access to Complementary Assets and Capabilities
Alliances provide access to complementary assets and capabilities, enhancing organizations' competitiveness and market position (Kale et al., 2000).

Enhanced Product Offerings
Collaborations enable the bundling of products or services, offering customers more comprehensive solutions tailored to their specific needs (Kale et al., 2000).

Accelerated Innovation and Development
Partnerships with research institutions or technology providers can expedite innovation and product development processes, leveraging external expertise and resources (Hitt et al., 2007).
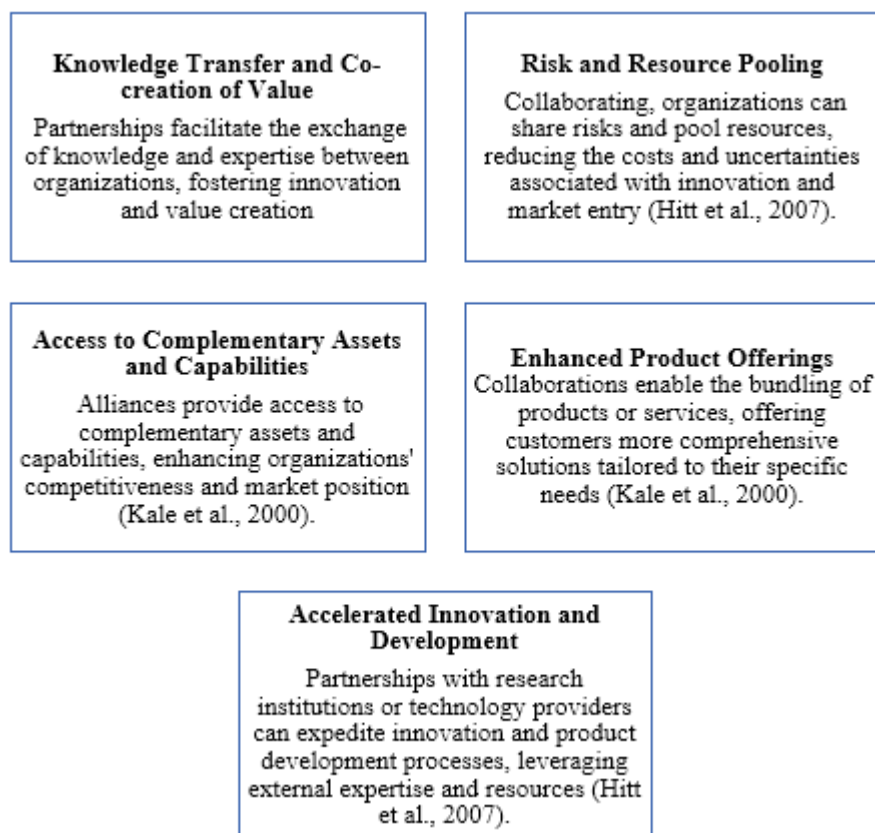
Figure 5. Benefits and advantages of strategic partnerships

While strategic partnerships and alliances offer opportunities and benefits, they also entail challenges and shortcomings, further depicted in **Table 1** below. Organisations must adopt a systematic approach that aligns with their strategic goals and priorities to effectively identify and cultivate strategic partnerships (Todeva & Knoke, 2005; He et al., 2021; Olutimehin et al., 2024). Access to source code presents opportunities and challenges for organisations in the digital age. Limited access to source code can hinder organisations from customising software to meet specific needs, potentially leading to vendor lock-in (Sahandi & Tian, 2016). Additionally, ensuring privacy and cybersecurity when accessing source code is essential, as a lack of transparency may pose privacy risks and vulnerabilities to cyber. Moreover, accessing source code may expose organisations to data threats such as unauthorised access and breaches, emphasising proper safeguards. Transparency in the procurement process ensures fairness and competitiveness in vendor selection, mitigating risks of favouritism and inefficiencies.

Addressing intellectual property rights concerns is paramount to avoid disputes and legal liabilities (Abdallah, Abdallah & Salah, 2023). Ensuring compliance with legal and regulatory mandates, including copyright laws and data protection regulations, is crucial for avoiding legal consequences and safeguarding reputation (Scharf, 2013). Accessing and utilising source code necessitates technical expertise and resources, highlighting the importance of investing in training and development (Brynjolfsson & McAfee, 2017). Relying on vendors for source code access exposes organisations to vendor dependence and associated risks, emphasising the need for effective risk management strategies, clear policies, standard operating poceduresm to promote transparency and accountability throughout the source code lifecycle, while transparent processes and accountability mechanisms are

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crucial for ensuring fairness and trustworthiness in source code management (Alexandrova, 2015; Kossow, Windwehr & Jenkins, 2021).

Table 1. Challenges related to strategic partnerships and alliances

Aspect	Description
Access to Source Code	- Limited access to source code can restrict organisations from customising or modifying software to suit their specific needs and requirements. - Relying on proprietary software can result in vendor lock-in, creating obstacles when transitioning to alternative solutions.
Observation of Privacy and Cybersecurity	- Securing privacy and cybersecurity during source code access demands robust security protocols to safeguard sensitive data against unauthorised access or breaches. - Lack of transparency in handling source code may pose privacy risks and vulnerabilities to cyber threats.
Data Threats	- Accessing source code may expose organisations to threats such as unauthorised data access, breaches, and malicious attacks. - Without proper safeguards, sensitive data contained within the source code could be compromised, leading to significant consequences for the organisation.
Procurement Process and Transparency	- The procurement process for accessing source code might lack transparency, hindering the evaluation of fairness and competitiveness in vendor selection. - Lack of transparency in procurement may result in favouritism, corruption, or inefficiencies in vendor selection and contract negotiation.
Evergreen Contract	- Evergreen contracts for accessing source code may lead to long-term dependencies on vendors, limiting organisations' flexibility and bargaining power in renegotiating terms and conditions. - Lack of periodic contract reviews and renewal assessments may result in outdated agreements that no longer meet organisational needs.
Inclusion of Third Parties or Partners	- Involving third parties or partners in accessing source code may introduce complexities in contractual agreements, intellectual property rights, and responsibilities. - Coordination and alignment of interests among multiple parties may present challenges in decision-making and accountability.
Intellectual Property Rights	- Accessing source code may raise concerns regarding intellectual property rights, including ownership, licensing, and usage rights. - Organisations must ensure clarity and legality in intellectual property agreements to avoid disputes and legal liabilities.
Compliance with Legal and Regulatory Requirements	- Organisations accessing source code must comply with various legal and regulatory requirements, including copyright laws, data protection regulations, and industry standards. - Non-compliance may result in legal consequences, financial penalties, and damage to reputation.
Technical Expertise and Resources	- Accessing and utilising source code requires technical expertise and resources, including skilled developers, software engineers, and IT infrastructure. - Organisations must invest in training and development to build and maintain the necessary capabilities for source code management.
Vendor Dependence and Risk Management	- Relying on vendors for access to source code exposes organisations to vendor dependence and associated risks, including service disruptions, contractual disputes, and vendor lock-in. - Implementing efficient risk management solutions is crucial to minimizing vendor-related risks and guaranteeing the company's uninterrupted operation.
Transparency and Accountability	- Transparent processes and precise accountability mechanisms ensure fairness, integrity, and trustworthiness in accessing and managing source code. - Organisations must develop unambiguous rules and processes to enhance openness and accountability throughout the life of the source code.

3. RESEARCH METHOD AND MATERIALS

This study utilises a qualitative research technique, especially theme analysis, to investigate the use of digital resources within the framework of the RBV. Thematic analysis, a systematic approach

utilised to identify, analyse, and outline recurring themes or patterns within qualitative data (Braun & Clarke, 2006), was employed in this study. It was conducted based on an empirical literature review, which entails reviewing and synthesising existing research findings concerning the strategic utilisation of digital resources in organisational contexts (Bowen, 2009; Snyder, 2019). The empirical literature review served as the primary source of qualitative data for thematic analysis (Braun & Clarke, 2006).

3.1. Operational framework

The study's operational model encompasses the strategic use of digital resources within the RBV framework. The comprehensive framework explores vital facets such as data use, digital platforms, technological capabilities, talent management, agility, and strategic partnerships. Through advanced analytics and machine learning algorithms, organisations can extract actionable insights from data to inform decision-making and enhance customer experiences (Marr, 2015; Wamba et al., 2015). Digital platforms serve as central hubs for interactions, enabling organisations to capture network effects and extend their reach across diverse markets (Parker et al., 2016). Technological capabilities such as AI, blockchain, cloud computing, and IoT empower organisations to innovate and deliver value to customers (Provost & Fawcett, 2013). Effective talent management involves recruiting, training, and retaining employees with digital proficiencies, fostering a culture of continuous learning and innovation (Davenport & Westerman, 2018). Agility and adaptability are essential for navigating uncertainty and seizing emerging opportunities in the dynamic digital landscape (Grover, 2022). Lastly, strategic partnerships and alliances complement internal resources, enabling organisations to access new markets, technologies, and expertise, enhancing competitiveness and driving long-term growth (Gulati et al., 2009).

Data as a Strategic Asset: Data serves as a cornerstone for decision-making, customer experiences, and operational efficiency. Best practices include data collection, analysis, and utilization.

Digital Platforms and Ecosystems: Digital platforms facilitate interactions and network effects among stakeholders, offering opportunities for market reach and value capture. Effective strategies involve seamless integration and user-centric design.

Technological Capabilities: Emerging technologies like AI, blockchain, cloud computing, and IoT empower innovation and value delivery. Strategies entail developing expertise and leveraging these technologies for product innovation and operational efficiency.

Digital Talent and Skills: Human capital with digital skills is crucial for digital transformation. Strategies include recruiting, training, and retaining talent, fostering a culture of continuous learning and innovation.

Agility and Adaptability Organizations must be agile and adaptable to respond to changes effectively. Strategies involve fostering innovation, streamlining processes, and embracing continuous learning to seize opportunities in dynamic digital environments.

Strategic Partnerships and Alliances: Collaboration with external partners complements internal resources and capabilities, facilitating innovation and market expansion. Strategies include identifying compatible partners and aligning goals and expectations for mutual benefit.

Figure 6. Operational Framework for Strategic Utilisation of Digital Resources.

4. CONCLUSION

The RBV theory offers a powerful lens for understanding how organisations can leverage digital resources to gain a competitive advantage in today's dynamic digital landscape. Organisations can

succeed in an increasingly competitive digital marketplace by applying RBV principles to the digital realm and adopting strategies that emphasise the strategic importance of data, digital platforms, technological capabilities, talent management, agility, and strategic partnerships. As organisations navigate digital transformation, effectively utilising digital resources will be essential for achieving sustainable competitive advantage and driving long-term growth.

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