


Chapter 3


Using Internal Resources for Transition From Temporary to Sustained Competitive Advantage

Divya Paul

 <https://orcid.org/0000-0003-0708-7252>

Christ University, India

Jain Mathew

 <https://orcid.org/0000-0003-4019-5132>

Christ University, India

ABSTRACT

Since the conception of these terms, ‘Competitive advantage’ and ‘sustainable competitive advantage’ have been used interchangeably by many. The focus here is to answer the question, whether competitive advantage is always temporary, owing to the dynamic environment all around, or it can be sustained. In this chapter we also discuss if competitive advantage be measured without the time factor being a constrain. In this chapter, we discuss at length the meaning of Competitive advantage, the different researchers’ viewpoints on Sustainability of competitive advantage, role of internal resources in transitioning from temporary to sustained Competitive advantage and how human resource plays an important role in encashing its intangible heterogeneity to sustain competitive advantage.

DOI: 10.4018/979-8-3373-4546-8.ch003

1. INTRODUCTION

The notion of competitive advantage occurs at the center of common consideration in management strategies where firms aim at being victorious over their competitors or at least achieving a competitive edge in the market. ‘Competitive advantage’ and ‘sustainable competitive advantage’ have over the years, been used indiscriminately by many. This chapter seeks to answer quite an interesting question, whether competitive advantage is indeed competitive or it is simply an illusion that lasts for a very short time. In the recent studies, the debate over the question of whether competitive advantage is ended or rather still in the making attracted many researchers. While some for instance advocates sustained competitive strategy, others suggest that temporary competitive advantages are characteristic of very dynamic environments. The factors that create competitive advantage temporarily are better market positioning, while the permanent ones are technologically advanced resources and their capabilities (Huang et al., 2015). Environmental uncertainty appears to be a prime determiner of the competitive periods of time advantage an industry may use-up and quite frequently leads to competitive advantage in many industries being short-lived (O’Shannassy, 2008). In a situation when traditional sources of advantage are eroded at an alarming speed, firms have to continually reformulate their strategies to achieve a series of temporary advantages (Dagnino et al., 2021). The literature on temporary competitive advantage has produced fragmented studies, necessitating a comprehensive review to identify key antecedents, management practices, and consequences, as well as to guide future research directions in this evolving field of strategic inquiry (Dagnino et al., 2021).

Competitive advantage represents a broad concept in strategic management that concerns putting a business above its rivals who sell similar products or services. There are various perspectives documented in literature, for example: resource-based, competence-based, or relational views (Tuan et al., 2022). The most commonly employed strategies as put forth by Porter to gain competitive advantage over rivals are differentiation, focus or centralization and cost-leadership, respectively from the most used to the least used (MR Hamidizadeh, 2013). In the chronological development of the concept, its recent studies include ones seeking to achieve competitive advantage that is social in nature in addition to financial competitive advantage (Nayak et al., 2023). No agreed standard definition exists for this term, but knowing its sources and evolution is important for understanding and future empirical studies measuring its impacts on firm performance (Tuan et al., 2022) (Nayak et al., 2023). In this chapter, we discuss at length the meaning of Competitive advantage, the different researchers’ viewpoints on Sustainability of competitive advantage, role of internal resources in transitioning from temporary to sustained

30 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/using-internal-resources-for-transition-from-temporary-to-sustained-competitive-advantage/382740

Related Content

Aspects Regarding Detection of Sentiment in Web Content

Cristian Bucur (2014). *International Journal of Sustainable Economies Management* (pp. 24-32).

www.irma-international.org/article/aspects-regarding-detection-of-sentiment-in-web-content/124935

Sustainable Management Models for Mangrove Forests Through Institutional Strengthening and the Development of Productive Business

Pudji Purwanti, Edi Susiloand Erlinda Indrayani (2020). *International Journal of Social Ecology and Sustainable Development* (pp. 70-81).

www.irma-international.org/article/sustainable-management-models-for-mangrove-forests-through-institutional-strengthening-and-the-development-of-productive-business/259361

Impact, Mitigation, Adaptation, and Food Security for Promotion of Sustainable Agriculture Through Green Technology

Ashu Singh, Pragati Misraand Pradeep Kumar Shukla (2022). *Handbook of Research on Green Technologies for Sustainable Management of Agricultural Resources* (pp. 227-245).

www.irma-international.org/chapter/impact-mitigation-adaptation-and-food-security-for-promotion-of-sustainable-agriculture-through-green-technology/303702

A Data-Driven Study on Electric Vehicle Adoption: Evidence From Ho Chi Minh City

Anh Thi Dy Nguyen, Minh Duc Lyand Tam Huu Do (2026). *Green Infrastructure and Intelligent Systems for Smart Cities* (pp. 125-158).

www.irma-international.org/chapter/a-data-driven-study-on-electric-vehicle-adoption/406483

Implication of the Sustainable Development Exigencies on the Renewable Energies Sector Development in Romania: A Review

Ovidiu Condeianu, Iuliana Nicolaeand Daniela Iorgovan (2021). *International Journal of Sustainable Economies Management* (pp. 54-63).

www.irma-international.org/article/implication-of-the-sustainable-development-exigencies-on-the-renewable-energies-sector-development-in-romania/298951