

# FÖRETAG MED FRAMGÅNG

HUR RESURSER KAN SKAPA VARAKTIGA KONKURRENSFÖRDELAR

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# Abstract

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## Prosperous companies

Resources and sustained competitive advantage

This study describes how three medium-sized companies from a small town in West Sweden have achieved what the resource-based view regards as sustained competitive advantage (SCA). Research within the resource-based view has traditionally focused on single resources as the basis for SCA. However, some researchers have maintained that it may rather be combinations of resources that lead to SCA. This study takes a closer look at how SCA:s have been achieved by Nolans, Teka and Steeltech. An in-depth qualitative inquiry has been conducted from a perspective within the companies, based on interviews over a period of two years.

The findings show that the three companies have combined different resources in order to create SCA. To explain how SCA were achieved the logic of the resource-based view has been extended. A clear distinction has been made between the value created by a resource and the value that stems from maintaining a competitive advantage. Previously, the value of a resource and SCA were defined in the same way. This has been a major challenge for the resource-based view. The proposed distinction thus has the potential of solving a major issue within the perspective.

**Key words:** Resources, resource-based view, sustained competitive advantage, companies, descriptive study