

# Leveraging Internal Resources to Build Competitive Advantage: Basis for Marketing Framework for Chicara Supure Corp

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**Abstract**— Small and medium-sized industrial painting firms in Carmona, Cavite face growing challenges in adapting to digitalized markets, where referrals alone no longer ensure sustained growth. Despite possessing skilled staff and reputable brands, many fail to translate internal strengths into structured marketing strategies. This study aimed to assess Chicara Supure Corp's internal resources and competitive advantages to inform the development of a tailored Integrated Marketing Framework. A descriptive qualitative design was employed, with Focus Group Discussions conducted among 25 managers and senior employees from Chicara and four competitor firms. The VRIO (Value, Rarity, Inimitability, and Organization) framework guided thematic analysis of tangible resources, including financial, physical, and technological assets, and intangible resources such as human capital, culture, reputation, and intellectual property. Competitor firms demonstrated strong VRIO-aligned resources, including advanced equipment, collaborative culture, and innovation, providing sustained competitive advantage, while Chicara exhibited potential through its conveyORIZED production line, in-house jig fabrication, brand reputation, and disciplined workforce, although financial and manpower constraints limited growth. Integration of these resources into an Integrated Marketing Framework highlighted opportunities to enhance efficiency, responsiveness, and client trust while addressing areas for improvement. VRIO-aligned internal resources are critical for sustaining competitive advantage in industrial painting SMEs, and Chicara's strongest assets, combined with strategic marketing actions, can improve differentiation, brand credibility, and long-term market positioning. Adoption of the framework is recommended, alongside addressing financial and technological gaps, while future research should validate its application across industries and include customer perspectives.

**Keywords**— VRIO framework, internal resources, competitive advantage, industrial painting, marketing strategy.

## INTRODUCTION

Small and medium-sized painting companies, including Chicara Supure Corp in Carmona, Cavite, face increasing pressure to adapt to digitalized markets, where referrals and word-of-mouth are no longer enough for sustained growth (PwC, 2023; World Bank, 2023). While many possess skilled staff and strong reputations, they often fail to translate internal strengths such as expertise, efficiency, and service quality into structured marketing strategies (Philippine Business Insights, 2023). Most studies emphasize large firms or urban markets, leaving a gap in understanding how SMEs in second-tier cities like Carmona, Cavite can leverage internal resources amid rising costs, limited capital, and growing demand for timely, high-quality, and digitally visible services (Deloitte, 2023; DTI, 2023).

This study addresses that gap by applying the Resource-Based View (RBV) to examine how internal resources can drive marketing and sales growth, focusing specifically on Chicara Supure Corp. Through

competitor comparisons, the study identified underutilized capabilities and developed a customized Integrated Marketing Framework. The framework demonstrates how SMEs can shift from passive, referral-driven approaches to structured, data-informed strategies that align with evolving consumer expectations. In doing so, the study contributes theoretically by extending RBV to small service providers in developing contexts and practically by offering painting SMEs a roadmap for converting internal strengths into competitive advantage.

## Research Questions and Objectives

This study aimed to assess the internal resources of Chicara Supure Corp in Carmona, Cavite, while also examining the competitive advantages of its key competitors. The primary objective was to extract relevant insights from both Chicara and its competitors in order to inform the strategic development of an Integrated Marketing Framework tailored solely for Chicara Supure Corp. Through this approach, the study sought to enhance Chicara's market positioning and

support sustainable sales growth within the industrial painting sector.

RQ1: What are the internal resources of competitor industrial painting companies in Carmona, Cavite, aligned with the VRIO framework in establishing competitive advantage, categorized into the following:

- A. Tangible resources
  - a. Financial resources
  - b. Physical resources
  - c. Technological resources
- B. Intangible resources?
  - a. Human resources
  - b. Organizational culture
  - c. Brand reputation
  - d. Intellectual property

RQ2: What are the internal resources of Chicara Supure Corp, an industrial painting company in Carmona, Cavite, aligned with the VRIO framework in establishing competitive advantage, categorized into the following:

- A. Tangible resources
  - a. Financial resources
  - b. Physical resources
  - c. Technological resources
- B. Intangible resources?
  - a. Human resources
  - b. Organizational culture
  - c. Brand reputation
  - d. Intellectual property

RQ3: What internal competitive resources could be integrated into the marketing framework of Chicara Supure Corp to enhance its strategic positioning and competitive advantage?

### **Significance of the Study**

This study demonstrates how small service businesses, particularly painting companies, can strategically leverage internal resources to enhance competitiveness and growth. It shows how tangible assets like technology and skilled labor, alongside intangible assets such as brand reputation and customer trust, can be optimized for long-term sustainability. The findings provide strategies that business owners can adopt to improve operations and contribute to local economic resilience through job creation and community development.

### **Theory**

The study extends Resource-Based Theory (RBT) by applying it to small service enterprises, a sector often overlooked in literature. It highlights how intangible assets, such as organizational culture and customer relationships, are as critical as physical resources in building competitiveness. Through the Integrated Marketing Framework, the research demonstrates how these resources can be aligned with structured marketing strategies to drive sales growth and sustainability.

### **Policy**

Findings offer guidance for government agencies such as DTI, DOST, and LGUs in designing targeted SME programs. By identifying key internal factors—workforce skills, efficient operations, and brand-building—the study informs policies that strengthen competitiveness through workforce training, technology adoption, and marketing support. This ensures government initiatives are better aligned with the realities of SMEs that still rely heavily on referrals and informal networks.

### **Practice**

For practitioners, the study presents resource-based strategies to improve service quality, efficiency, and customer engagement without relying on expensive advertising. Painting companies can use the Integrated Marketing Framework to convert internal strengths into structured growth strategies tailored to their capabilities, enhancing competitiveness and long-term performance.

### **Social Action**

The study supports inclusive economic growth by enabling SMEs to expand, generate jobs, and improve community well-being. Stronger businesses provide better services, wages, and working conditions while promoting socially responsible practices such as sustainability and transparency.

### **Scope and Limitation**

This study focused on Chicara Supure Corp, an industrial painting company in Carmona, Cavite, analyzing its internal resources through the VRIO framework to assess their role in competitive advantage and sales growth. Tangible and intangible assets including financial capital, equipment, technology, human capital, organizational culture, and brand reputation were examined alongside those of competitors to identify strengths, gaps, and opportunities. Insights informed the development of an

Integrated Marketing Framework tailored to Chicara's unique resources and market conditions.

The scope was limited to Carmona, Cavite, which constrains the generalizability of findings beyond the locality. Limitations also include reliance on self-reported qualitative data and the evolving nature of internal capabilities. Despite these constraints, the use of VRIO analysis and competitor comparison provided a structured approach for understanding resource-based strategies applicable to SMEs in the industrial painting sector.

### Definition of Terms

The following terms are defined operationally to provide clarity and ensure a comprehensive understanding of their use within the study:

- **Brand Reputation** – The overall perception of the company's trustworthiness, service quality, and reliability based on managers' and senior employees' experiences and opinions.
- **Competitive Advantage** – The strategic edge an industrial painting company obtains through its internal resources that are Valuable, Rare, Inimitable, and Organized (VRIO), enabling sustained superior performance.
- **Human Resources** – The skills, qualifications, and work experience of employees, particularly painters, supervisors, and support staff, including their participation in training and development.
- **Internal Resources** – The company's tangible and intangible assets, including personnel, finances, equipment, knowledge, and systems identified through interviews, observations, and records.
- **Organizational Culture** – The shared values, behaviors, leadership styles, and communication patterns within the company.
- **Technological Resources** – The use of digital tools, communication systems, and equipment that enhance service delivery and efficiency.
- **VRIO Framework** – An analytical tool used to evaluate internal resources based on Value, Rarity, Inimitability, and Organization to determine their potential for sustaining competitive advantage.
- **Resource-Based Theory (RBT)** – The foundational framework for analyzing a company's internal resources in terms of their strategic value and contribution to competitive advantage.

### REVIEW OR RELATED LITERATURE

Sales growth remains a major challenge for small and medium-sized enterprises (SMEs), constrained by financing limitations, digital gaps, customer retention issues, and rising competition (World Bank, 2021; ITC, 2020; Salesforce, 2021; OECD, 2022). In the Philippines, many SMEs depend on referrals and word-of-mouth, restricting growth when networks are limited (Nielsen, 2021). Financial constraints also hinder investment in technology, marketing, and service upgrades, while inflation and rising costs further reduce competitiveness, especially in service-based sectors like industrial painting (PSA, 2022). Despite increasing consumer demand for digital engagement, only a fraction of SMEs maintain a strong online presence (Google Philippines, 2021). Leveraging internal resources, financial capital, quality equipment, skilled employees, organizational culture, and brand reputation can help address these barriers, improve service quality, and drive sales growth.

Internal resources are central to competitive advantage and long-term performance, combining tangible and intangible assets that enable value creation and innovation (Singh & Kumar, 2022; Liu & Lee, 2023). Tangible resources such as financial capital, modern equipment, and technological tools support service quality, operational efficiency, and market expansion (Torres & Gonzalez, 2021; Liu, 2023). Intangible resources, including human expertise, organizational culture, and brand reputation, foster trust, loyalty, and differentiation (Chong et al., 2021; Singh & Soni, 2022). Intellectual property further protects unique practices and strengthens credibility, enhancing competitive positioning (Anderson & Kumar, 2022).

The VRIO framework; Value, Rarity, Inimitability, and Organization provides a lens to evaluate which resources create sustainable advantage (Barney & Mackey, 2022; Hitt et al., 2022). Valuable and rare resources, such as skilled staff, proprietary techniques, and strong reputation, help firms outperform competitors, while organizational systems ensure effective utilization (Dahiya & Gayatri, 2022; Yu & Ramanathan, 2023). Studies confirm that SMEs with robust financial, technological, and human resources achieve stronger customer retention, repeat business, and sales growth (Firdaus & Winarno, 2021; Ismail & Kinchin, 2023; Suci, Rofiq, & Andriyani, 2022). By strategically mobilizing these assets, painting companies can strengthen competitiveness, enhance



customer satisfaction, and achieve sustainable sales growth.

## METHODOLOGY

### *Research Design*

This study used a descriptive qualitative research design to examine the internal resources of Chicara Supure Corp, an industrial painting company in Carmona, Cavite, and to explore how these resources could be strategically leveraged for an Integrated Marketing Framework. Focus Group Discussions (FGDs) with managers and senior employees from Chicara and selected competitors provided insights into tangible resources (financial, physical, technological) and intangible resources (human capital, culture, reputation, intellectual property). The VRIO framework guided thematic analysis, focusing on the value, rarity, inimitability, and organizational use of these assets. Findings highlighted how resources were managed and optimized to support efficiency, customer satisfaction, and competitiveness, forming the basis of a resource-based marketing strategy.

### *Research Locale*

The study was conducted in Carmona, Cavite, a hub for SMEs offering industrial painting services such as powder coating, liquid painting, and metal finishing. The area was chosen for its concentration of small and medium-sized service providers that play a critical role in the manufacturing value chain. Many firms rely on referrals and reputation, making brand image and customer satisfaction essential. This setting provided an appropriate context to analyze how internal resources drive operational efficiency, advantage, and growth.

### *Participants of the Study*

Purposive sampling was used to select 25 participants, composed of managers and senior employees with knowledge of company operations and strategy. Each of the five firms, including Chicara Supure Corp and four competitors, contributed two managers and three senior employees. Appendix I shows the distribution of participants across companies. Competitors ranged from large, long-established firms to smaller, newer companies, differing in size, resource capacity, and technological adoption. This diversity reflects the competitive dynamics of the industry.

The competitors include both long-established and newer companies with specialized industrial painting and finishing services. Competitor 1 (since 1964) and

Competitor 2 (since 1965) are large firms, while Competitor 3 (since 2001) is medium-sized, and Competitor 4 (since 1998) is small. Services span powder coating, liquid painting, sandblasting, metal stamping, die casting, welding, and value-added assembly, often integrated with systems like ERP, PLM, and VPSS to improve efficiency and quality. Company sizes and resource capacities vary, reflecting differences in market reach, operational scale, and technological adoption. The competitive landscape underscores the importance of expertise, production capacity, innovation, and responsiveness to client needs, highlighting how firms can leverage internal capabilities to gain strategic advantage and sustain growth.

### *Instrumentation*

A five-session FGD guide served as the main data collection tool. The semi-structured format allowed flexibility while ensuring core topics on internal resources and strategic practices were addressed. Sessions were audio-recorded with consent and transcribed for thematic analysis. Open-ended questions encouraged participants to share experiences on how resources contributed to sales growth and competitiveness..

### *Data Gathering Procedure*

One FGD per company was conducted in private meeting rooms, with sessions lasting 30–45 minutes. Informed consent and study approvals were secured prior to data collection. Discussions were recorded, transcribed, and analyzed thematically to identify patterns in resource utilization. Data gathering spanned 4–6 weeks, with confidentiality and ethical protocols strictly followed.

### *Data Analysis*

Data were analyzed using deductive thematic analysis guided by the VRIO framework and Porter's Five Forces. Following Braun and Clarke's six-phase process, themes were generated and evaluated against VRIO criteria: Value, Rarity, Inimitability, and Organization. Themes were then classified into sustained or temporary advantages, parity, or liabilities. Porter's Five Forces contextualized how these resources interacted with broader industry pressures. Translations from Tagalog to English were verified for accuracy, and member checking with stakeholders validated interpretations. This approach ensured that findings accurately reflected industry practices while aligning with the study's objectives of identifying strategic

resources, evaluating their competitive potential, and integrating them into a marketing framework..

### **RESULTS AND DISCUSSIONS**

The competitor firm demonstrated a total of 33 internal resources, of which 21 provided Sustained Competitive Advantage, 9 offered Competitive Parity, and 4 were identified as liabilities, as detailed in Appendix II. Key strengths included financial support, automation, motivated employees, teamwork, OEM trust, and problem-driven innovation, all of which were well-integrated and difficult to imitate. Identified weaknesses involved skill gaps, limitations in digitalization, space constraints, and coating issues, which restricted adaptability. Overall, the firm holds strong long-term advantages but requires further development of digital systems and workforce management to sustain competitiveness.

The VRIO evaluation of Chicara Supure Corp identified 26 internal resources, with 14 providing Sustained Competitive Advantage, 8 offering Competitive Parity, and 4 classified as liabilities, while none yielded Temporary Advantage, as shown in Appendix III. Chicara's strengths were evident in organizational culture, brand reputation, innovation, and semi-digital production systems, all of which are rare, valuable, and effectively managed. Weaknesses included budget limitations, manpower shortages, fatigue, and physical constraints, which limit growth and operational flexibility. Overall, Chicara exhibits strong long-term potential but must address financial and workforce gaps to fully sustain its competitive advantage.

Building on these findings, the proposed Integrated Marketing Framework for Chicara Supure Corp links its strongest internal resources to targeted marketing strategies that reinforce competitive advantage, as illustrated in Appendix IV. Tangible and intangible assets, such as advanced equipment, certifications, and project outcomes, are aligned with actions designed to strengthen brand image, attract long-term clients, and maintain market stability. Simultaneously, areas needing improvement, including operational efficiency, workforce training, and digital presence, are developed to ensure credibility, adaptability, and sustainable growth. This framework provides a structured approach for converting internal strengths into actionable strategies that enhance both market positioning and long-term competitiveness.

### **RESEARCH IMPLICATIONS**

The study shows that VRIO-based evaluation of resources drives competitive advantage and sales growth for industrial painting firms. Tangible assets like equipment and technology must be aligned with intangible ones such as human capital, culture, and reputation. For Chicara, leveraging its conveyORIZED system, in-house jig fabrication, disciplined workforce, and client trust can enhance marketing and brand positioning, while addressing financial and technological gaps. The framework provides a structured way to convert internal resources into targeted strategies for differentiation and sustainability.

#### ***Summary of Significant Findings***

Competitor firms in Carmona held strong VRIO resources, combining advanced equipment, automation, brand reputation, and collaborative cultures, enabling reliable and high-quality services.

Chicara had competitive potential through its conveyORIZED line, jig fabrication, workforce, and client trust, though constrained by financial and manpower limitations.

Integrating VRIO strengths into marketing highlighted Chicara's positioning opportunities in efficiency, responsiveness, and trust while guiding areas for improvement.

#### ***Conclusion***

VRIO-aligned internal resources are essential for sustaining advantage. Competitors relied on advanced systems and strong HR, while Chicara's fabrication, automation, and resilient culture showed promise but required stronger financial and technological support. Effective resource integration into marketing enhances differentiation, trust, and long-term competitiveness.

#### ***Recommendation***

Chicara should use the Integrated Marketing Framework to connect its key strengths with focused marketing actions. These strengths include automation, a trusted brand, and a dedicated workforce. This approach can support premium pricing, raise visibility, and build stronger client relationships. It can also guide needed improvements in areas where the company is still weak.

Future research should incorporate both internal and external environmental scanning tools to further support and validate the VRIO results. Instruments such as SWOT, PESTLE, and Blue Ocean Strategy can provide

a broader understanding of the company's overall strategic position. Additionally, future studies may compare multiple organizations before applying the VRIO framework, examine its applicability across

different industries and geographic regions, and integrate customer perspectives to strengthen the assessment of its relevance and practical usefulness.

## APPENDIX

### APPENDIX I. Number of Participants for Focus Group Discussion Phase

| Company             | Managers | Senior Employees |
|---------------------|----------|------------------|
| Competitor 1        | 2        | 3                |
| Competitor 2        | 2        | 3                |
| Competitor 3        | 2        | 3                |
| Competitor 4        | 2        | 3                |
| Chicara Supure Corp | 2        | 3                |
| Total               | 10       | 15               |

### APPENDIX II. VRIO Analysis of Internal Resources of Competitor Industrial Painting Firm

| Main Theme / Resource                        | Valuable | Rare | Inimitable | Organized | VRIO Verdict                    | VRIO Justification Summary   |
|--|----------|------|------------|-----------|---------------------------------|--|
| <b>Financial Resources</b>                   |          |      |            |           |                                 |  |
| Financial Support from Other Divisions       | Yes      | Yes  | Yes        | Yes       | Sustained Competitive Advantage | Provides financial resilience and flexibility; validated as rare and integrated.   |
| Crisis-Responsive Budgeting                  | Yes      | No   | Yes        | Yes       | Competitive Parity              | Valued during economic shifts but commonly practiced; not rare.                    |
| Realistic Financial Allocation and Budgeting | Yes      | No   | No         | Yes       | Competitive Parity              | Supports efficiency; not rare or inimitable.                                       |
| <b>Physical Resources</b>                    |          |      |            |           |                                 |  |
| Automation and Equipment Efficiency          | Yes      | Yes  | Yes        | Yes       | Sustained Competitive Advantage | Offers productivity and quality control; high capital barrier makes it inimitable. |
| Machinery and Material Handling Tools        | Yes      | No   | No         | Yes       | Competitive Parity              | Operationally useful but standard across competitors.                              |
| Quality Control Tools and Practices          | Yes      | No   | No         | Yes       | Competitive Parity              | Enhances reliability; widely adopted industry practice.                            |
| Limited Space and Facilities                 | No       | No   | No         | No        | Non-strategic / Liability       | Viewed as a hindrance; confirmed as a limiting factor.                             |
| Facility Integration and Layout              | Yes      | Yes  | Yes        | Yes       | Sustained Competitive Advantage | Supports smooth production flow; hard to replicate once embedded.                  |
| Maintenance and Upkeep                       | Yes      | No   | No         | Yes       | Competitive Parity              | Important for operations but standard in mature firms.                             |
| Lack of Digital Tools                        | No       | No   | No         | No        | Non-strategic / Liability       | Weakness identified across sources; impairs efficiency.                            |
| <b>Technological Resources</b>               |          |      |            |           |                                 |  |
| Enhanced Inventory and ERP Management        | Yes      | Yes  | Yes        | Yes       | Sustained Competitive Advantage | Supports real-time decision-making; rare among competitors.                        |

|   |     |     |     |     |                                 |  |
|---|-----|-----|-----|-----|---------------------------------|--|
| Automation and Process Efficiency         | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Enhances consistency and throughput; expensive and hard to copy.                         |
| Advanced Testing and Quality Tools        | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Guarantees output quality; technologically intensive.                                    |
| Optimized Application Technology          | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Specialized tools enhance precision; affirmed as rare.                                   |
| Operational Inefficiencies and Skill Gaps | Yes | No  | No  | Yes | Competitive Parity              | Valuable for workflow but not rare or highly embedded.                                   |
| <b>Human Resources</b>                    |     |     |     |     |                                 |  |
| Skill Gaps and Training Needs             | No  | No  | No  | No  | Non-strategic / Liability       | Lack of skills inhibits performance; confirmed across responses.                         |
| Internal Communication and Teamwork       | Yes | No  | No  | Yes | Competitive Parity              | Important for cohesion but not rare or unique.   |
| In-House Capacity Building                | Yes | No  | No  | Yes | Competitive Parity              | Aids in employee growth; common in structured firms.                                     |
| Motivation and Rewards                    | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Drives performance and loyalty; difficult to imitate culturally.                         |
| Employee Growth and Workforce Stability   | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Low attrition enhances productivity and is rare.   |
| Skill Gaps and Training Needs             | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Core values create strong internal brand; deeply embedded.                               |
| Internal Communication and Teamwork       | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Encourages retention and satisfaction; difficult to replicate due to cultural embedding. |
| <b>Organizational Culture</b>             |     |     |     |     |                                 |  |
| Culture of Ownership                      | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Promotes initiative and accountability; hard to replicate.                               |
| Teamwork and Bayanihan Culture            | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Socially embedded values boost resilience and adaptation.                                |
| Commitment to Quality and Delivery        | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Long-term culture fosters trust and consistency.   |
| Readiness To Assist                       | Yes | No  | No  | Yes | Competitive Parity              | Facilitates problem-solving but not exclusive to the firm.                               |
| <b>Brand Reputation</b>                   |     |     |     |     |                                 |  |
| Strong Industry Reputation                | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Built through consistent performance; validated as rare.                                 |
| Trust Overrides Pricing                   | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Clients choose them even with higher pricing; confirms value and rarity.                 |
| Institutional & OEM Trust                 | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | OEM partnerships ensure market access; hard to replicate.                                |



|   |     |     |     |     |                                 |   |
|---|-----|-----|-----|-----|---------------------------------|---|
| <b>Reputation-Driven Expansion</b>        | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Strategic growth relies on brand capital and trust.   |
| <b>Intellectual Property / Innovation</b> |     |     |     |     |                                 |   |
| <b>Problem-Driven Innovation</b>          | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Adaptive innovation fosters ongoing relevance and value.  |
| <b>Process-Specific Innovation</b>        | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Tailored to firm systems; knowledge-based and inimitable.   |
| <b>Product and Tool Innovation</b>        | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Differentiates service and tools; confirmed as unique.  |
| <b>Advanced Formulations</b>              | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Proprietary coating blends strengthen client preference.  |
| <b>Coating and Adhesion Challenges</b>    | No  | No  | No  | No  | Non-strategic / Liability       | They do not provide value or rarity, are easy for others to overcome, and the company cannot use them to gain an advantage. |

**APPENDIX III. Chicara VRIO Evaluation Table**

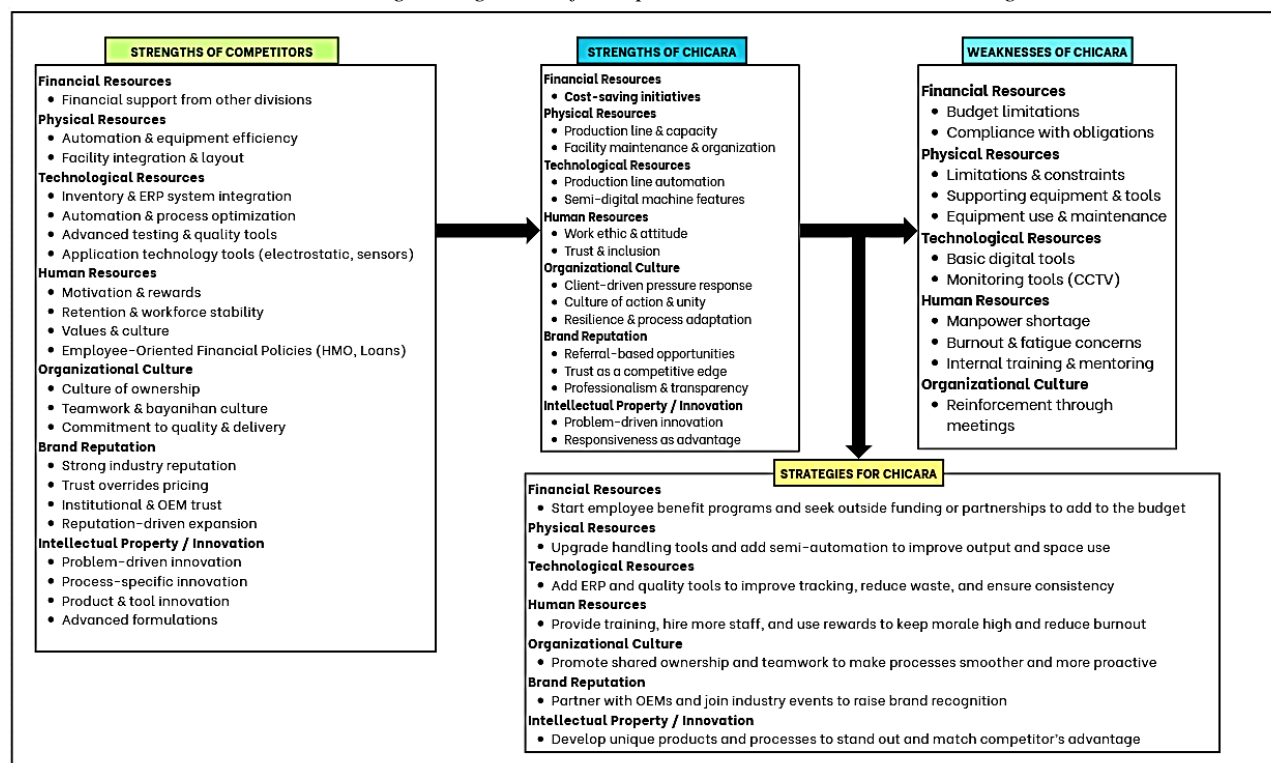
| Main Theme / Resource                                     | Valuable | Rare | Inimitable | Organized | VRIO Verdict                    | VRIO Justification Summary  |
|---|----------|------|------------|-----------|---------------------------------|---|
| <b>Financial Resources</b>                                |          |      |            |           |                                 |   |
| <b>Budget Limitations (Constraint)</b>                    | No       | No   | No         | No        | Non-strategic / Liability       | Financial constraint restricts capability growth and flexibility.   |
| <b>Cost-Saving Initiatives (e.g., in-house jig)</b>       | Yes      | Yes  | Yes        | Yes       | Sustained Competitive Advantage | In-house solutions reduce cost and increase autonomy; hard to replicate.                                      |
| <b>Physical Resources</b>                                 |          |      |            |           |                                 |   |
| <b>Facility Maintenance and Organization</b>              | Yes      | Yes  | Yes        | Yes       | Sustained Parity                | Well-maintained and organized facilities support consistent performance and are difficult to replicate fully. |
| <b>Production Line and Capacity (Conveyorized system)</b> | Yes      | Yes  | Yes        | Yes       | Sustained Competitive Advantage | High-volume conveyor line is rare and difficult to replicate.   |
| <b>Supporting Equipment and Tools</b>                     | Yes      | No   | No         | Yes       | Competitive Parity              | Necessary for operations but not unique or hard to imitate.   |
| <b>Limitations and Constraints</b>                        | No       | No   | No         | No        | Non-strategic / Liability       | Structural and resource limitations hinder scalability.   |
| <b>Equipment Use and Maintenance</b>                      | Yes      | No   | No         | Yes       | Competitive Parity              | Good maintenance promotes uptime but is not unique.   |
| <b>Technological Resources</b>                            |          |      |            |           |                                 |   |
| <b>Production Line Automation</b>                         | Yes      | Yes  | Yes        | Yes       | Sustained Competitive Advantage | Integrated automation supports speed and consistency.   |



|  |     |     |     |     |                                 |   |
|--|-----|-----|-----|-----|---------------------------------|---|
| <b>Basic Digital Tools</b><br>(spreadsheets, logs) | Yes | No  | No  | Yes | Competitive Parity              | Functional but lacks rarity and complexity.                                   |
| <b>Semi-Digital Machine Features</b>               | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Enhances production control; not yet widespread among peers.                  |
| <b>Monitoring Tools</b><br>(CCTV)                  | Yes | No  | No  | Yes | Competitive Parity              | Basic security and oversight tool; common in most firms.                      |
| <b>Human Resources</b>                             |     |     |     |     |                                 |   |
| <b>Manpower Shortage</b>                           | No  | No  | No  | No  | Non-strategic / Liability       | Limits productivity and responsiveness.                                       |
| <b>Internal Training &amp; Mentoring</b>           | Yes | No  | No  | Yes | Competitive Parity              | Supports skills growth but not rare or difficult to replicate.                |
| <b>Work Ethic and Attitude</b>                     | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Strong work culture supports consistent performance and is hard to duplicate. |
| <b>Burnout &amp; Fatigue Concerns</b>              | No  | No  | No  | No  | Non-strategic / Liability       | Threatens workforce sustainability and quality output.                        |
| <b>Trust and Inclusion</b>                         | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Culturally embedded; promotes retention and collaboration.                    |
| <b>Organizational Culture</b>                      |     |     |     |     |                                 |   |
| <b>Client-Driven Pressure Response</b>             | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Fast, customer-focused adaptability enhances firm relevance.                  |
| <b>Culture of Action and Unity</b>                 | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Deeply rooted values promote efficient teamwork.                              |
| <b>Resilience and Process Adaptation</b>           | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Flexible culture helps manage change; confirmed in interviews.                |
| <b>Reinforcement through Meetings</b>              | Yes | No  | No  | Yes | Competitive Parity              | Facilitates alignment but is a standard management practice.                  |
| <b>Brand Reputation</b>                            |     |     |     |     |                                 |   |
| <b>Limited Marketing Capability</b>                | Yes | Yes | No  | No  | Temporary Competitive           | Trust-based client growth is hard to imitate and valuable.                    |
| <b>Trust as a Competitive Edge</b>                 | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Reputation provides pricing and loyalty advantage.                            |
| <b>Professionalism and Transparency</b>            | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Strong ethical standards attract long-term clients.                           |
| <b>Intellectual Property / Innovation</b>          |     |     |     |     |                                 |   |
| <b>Problem-Driven Innovation</b>                   | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Solutions emerge internally; rooted in field experience.                      |

|                                    |     |     |     |     |                                 |  |
|------------------------------------|-----|-----|-----|-----|---------------------------------|--|
| <b>Responsiveness as Advantage</b> | Yes | Yes | Yes | Yes | Sustained Competitive Advantage | Fast action and adaptability generate ongoing client preference. |
|------------------------------------|-----|-----|-----|-----|---------------------------------|--|

## APPENDIX IV. Strategic Integration of Competitive Resources into a Marketing Framework



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