



Influencing Marketing Performance: The Role of Digital Marketing Orientation and Entrepreneurship Orientation through Brand Resonance Capability

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ABSTRACT

In an increasingly digital marketplace, businesses face challenges in optimizing their marketing performance while fostering strong brand connections through innovative strategies. This study investigates the influence of Digital Marketing Orientation and Entrepreneurship Orientation on Marketing Performance, mediated by Brand Resonance Capability among small and medium-sized enterprises in Makassar. Utilizing a quantitative approach, data were collected from 230 owners and managers and analyzed using Structural Equation Modeling (SEM). The results reveal that Digital Marketing Orientation and Entrepreneurship Orientation significantly enhance Marketing Performance, with Brand Resonance Capability as a crucial mediator in these relationships. Moreover, the positive impact of Digital Marketing Orientation on Brand Resonance Capability indicates that effective digital marketing strategies foster deeper emotional connections with consumers, ultimately improving loyalty and advocacy. These findings imply that businesses should prioritize integrating digital marketing strategies with entrepreneurial practices to strengthen brand resonance and achieve superior marketing outcomes. By doing so, organizations can navigate the complexities of the digital landscape and enhance their competitive edge.

Keywords: Marketing Performance, Digital Marketing, Entrepreneurship Orientation, Brand Resonance Capability

JEL Classifications: M31, L26, M15

1. INTRODUCTION

In today's fast-paced digital world, effective marketing is more important than ever for businesses looking to thrive. Companies try to stay ahead of their customers' shifting demands and tastes as technology advances. Recent research highlights that a staggering 92% of marketers see digital marketing as a game-changer for their businesses, with 80% witnessing a direct boost in sales due to their digital efforts (Barbosa, 2024; Cham et al., 2022; Gleim and Stevens, 2021). This shift not only reflects the critical role of technology in marketing but also underscores the need for a creative and entrepreneurial mindset to navigate the complexities of the market. By examining how digital marketing orientation and entrepreneurship orientation affect marketing performance through

brand resonance capability, this study seeks to unravel effective strategies that can help organizations stand out and succeed in a crowded marketplace.

As the digital marketing landscape evolves, businesses face significant challenges in aligning their marketing strategies with the demands of an increasingly sophisticated consumer base (Quinn et al., 2016). One prominent issue is the lack of robust market orientation among digital entrepreneurs, particularly in developing regions where the understanding of target audiences remains limited (Dana et al., 2022; Soluk et al., 2021). Moreover, numerous entrepreneurs encounter significant challenges, including insufficient funding, inadequate digital competencies, and cultural discrepancies hinder entrepreneurs' capacity to effectively reach

and engage customers in the online environment (Soluk et al., 2021; Susanto et al., 2023). These challenges are compounded by the necessity for brand consistency across diverse digital platforms, which can significantly impact customer trust and loyalty. As organizations navigate these obstacles, the intersection of digital marketing orientation and entrepreneurship orientation emerges as a vital area for investigation, warranting a deeper understanding of how these elements can drive marketing performance and brand resonance in today's competitive marketplace (Mahdiraji et al., 2024; Paşcalău et al., 2024).

The primary aim of this research is to investigate the synergistic effects of Digital Marketing Orientation (DMO) and Entrepreneurship Orientation (EO) on marketing performance, specifically focusing on the mediating role of Brand Resonance Capability (BRC). In an era where digital marketing is increasingly pivotal for entrepreneurial success, understanding how these orientations influence each other and contribute to marketing efficacy becomes essential (Hokmabadi et al., 2024; Sharabati et al., 2024). This study seeks to elucidate the relationship between digital marketing capabilities and entrepreneurial performance, particularly in small and medium-sized enterprises (SMEs), where resource constraints may pose significant challenges (Abid et al., 2024). Additionally, by analyzing entrepreneurs' barriers to adopting effective digital marketing strategies and identifying opportunities for leveraging these tools within their business models, this research aims to provide practical insights that can inform practitioners and policymakers (Sadeghi et al., 2024). Ultimately, the findings are expected to contribute to a more nuanced understanding of how integrating DMO and EO can enhance marketing performance and foster brand resonance in today's competitive landscape.

While existing literature highlights the positive influence of Digital Marketing Orientation (DMO) on Marketing Performance, some significant research gaps warrant further investigation (Homburg and Wielgos, 2022; Paşcalău et al., 2024). Some may argue that the existing body of literature sufficiently addresses the relationship between DMO and marketing performance, suggesting that further research may yield diminishing returns (O'sullivan and Abela, 2007; Sul-toni et al., 2022). However, this perspective overlooks the evolving nature of digital marketing and the continuous emergence of new technologies, platforms, and consumer behaviors. As highlighted by Warner and Wäger (2019), the rapid pace of digital transformation necessitates ongoing research to keep marketing strategies relevant and effective. Moreover, the customization of digital marketing efforts based on specific market segments and industries remains underexplored. For instance (Abbu and Gopalakrishna, 2021) emphasize the need for research that disaggregates these components to fully understand how distinct DMO elements contribute to marketing effectiveness in diverse industry settings. Moreover, much of the existing research has been conducted in developed economies, leaving a paucity of studies in emerging markets where digital behaviors and market dynamics may differ substantially. For instance, according to Valaei et al. (2016), the efficacy of digital marketing practices can vary based on cultural and economic factors, suggesting a need for studies that

explore DMO's effectiveness in non-Western contexts to enhance the generalizability of findings (Wu et al., 2024).

Entrepreneurship Orientation (EO) has been established as a critical factor influencing Marketing Performance, yet several notable research gaps merit exploration. The existing studies affirm a general positive relationship between EO and performance (Aftab et al., 2024a; Jean et al., 2024; Osei and Zhuang, 2024), they often fail to dissect how each dimension contributes to specific outcomes like customer satisfaction, and retention, or market share. Some may argue that the existing literature sufficiently addresses the relationship between EO and marketing performance, suggesting that further research may not yield substantial new insights (Aftab et al., 2024a; Alqahtani et al., 2024). However, this view may underestimate the complexities involved in dynamic markets where consumer behaviors and technological advances continuously evolve. As Liguori et al. (2024) noted, the entrepreneurial landscape is subject to rapid change, necessitating ongoing research to keep pace with these developments.

Despite the growing literature on digital marketing and entrepreneurship orientation, several key gaps warrant further exploration. A notable deficiency exists in the theoretical frameworks that explain how these concepts interact within the entrepreneurial landscape (Jantunen et al., 2005). Many studies have focused on building theories rather than testing them, leaving a gap in empirical validation of how Digital Marketing Orientation (DMO) influences entrepreneurial performance (Lu et al., 2023). Additionally, while the role of digital marketing in shaping consumer behavior has been acknowledged, there is an insufficient exploration of how different dimensions of entrepreneurial orientation—such as innovativeness and risk-taking—interact with digital marketing strategies to affect business outcomes (Ahmed et al., 2024). Furthermore, the lack of consideration for contextual factors, such as cultural environments and institutional settings, reduces the applicability of findings across diverse entrepreneurial ecosystems (Che and Zhang, 2019). Addressing these gaps will enhance our understanding of the relationships among DMO, EO, and marketing performance and provide critical insights for practitioners aiming to navigate the complexities of digital entrepreneurship.

The identified gap highlights the necessity for further research to bridge the disparities between digital marketing orientation and entrepreneurship orientation toward marketing performance. This study aims to fill this gap by developing a conceptual framework that establishes a strategic link between digital marketing orientation and entrepreneurship orientation on marketing performance, particularly for small and medium-sized enterprises (SMEs). In formulating this model, the researcher employs the concepts of brand resonance capability as a strategic intermediary to enhance marketing performance.

This study takes a novel approach by integrating Digital Marketing Orientation (DMO) and Entrepreneurship Orientation (EO) to examine their effects on marketing performance, particularly through the perspective of Brand Resonance Capability. By identifying the substantial gaps in the current literature regarding

the interaction between Digital Marketing Orientation (DMO) and Entrepreneurship Orientation (EO) in relation to Marketing Performance, this research not only contributes to scholarly discourse but also paves the way for a more comprehensive understanding of how these constructs work together to enhance business outcomes.

2. LITERATURE REVIEW AND HYPOTHESIS

2.1. Digital Marketing Orientation and Marketing Performance

The relationship between Digital Marketing Orientation (DMO) and Marketing Performance has received considerable attention in recent literature, highlighting the transformative potential of integrating digital strategies into traditional marketing frameworks (Sestino et al., 2024). DMO encompasses adopting digital tools and platforms and aligning marketing strategies with digital trends to enhance customer engagement and conversion rates. Recent studies indicate that a strong DMO positively correlates with improved marketing performance metrics, such as return on investment (ROI) and customer acquisition costs (Sharabati et al., 2024). Furthermore, analyzing performance metrics from digital channels becomes paramount as businesses increasingly pivot towards data-driven decision-making. This shift underscores the necessity of continuous adaptation in marketing strategies to leverage contextual marketing and targeted consumer segments, ultimately driving superior performance outcomes (Sharabati et al., 2024; Tarabasz, 2024). In this context, firms that foster a robust DMO are better positioned to navigate competitive landscapes and achieve sustainable growth through enhanced marketing efficacy (Al Koliby et al., 2024; Munir et al., 2024).

Building upon this discussion, this study proposes the following research hypothesis:

Hypothesis 1: Digital Marketing Orientation has a positive impact on Marketing Performance.

2.2. Digital Marketing Orientation and Brand Resonance Capability

The intersection of Digital Marketing Orientation (DMO) and Brand Resonance Capability is pivotal in understanding how digital strategies can enhance brand relationships with consumers. DMO refers to aligning marketing efforts with digital channels to maximize customer engagement and brand loyalty. Recent findings emphasize that effective digital marketing strategies increase brand awareness and foster deeper emotional connections with consumers, which are essential for brand resonance (Munir et al., 2024). Research indicates that when marketers focus on creating emotionally resonant content, they can significantly improve brand recall and consumer affinity, which are critical components of brand resonance capability (Bilgihan et al., 2024). By integrating these insights into their strategies, firms can cultivate a strong brand presence that emotionally resonates with consumers, reinforcing their overall marketing effectiveness (Munir et al., 2023).

Building upon this discussion, this study proposes the following research hypothesis:

Hypothesis 2: Digital Marketing Orientation has a positive impact on Brand Resonance Capability.

2.3. Entrepreneurship Orientation and Brand Resonance Capability

Recent studies reveal a significant connection between Entrepreneurship Orientation (EO) and Brand Resonance Capability, indicating that firms with a strong entrepreneurial mindset are better positioned to foster deeper consumer relationships (Goldsby et al., 2024). EO encompasses various dimensions, including risk-taking, innovativeness, and proactiveness, collectively contributing to a firm's ability to establish brand resonance through enhanced engagement and loyalty. For example, research conducted by Ahmed et al. (2024) highlights that entrepreneurial firms leverage their innovative capacities to create meaningful brand narratives, which, in turn, strengthen emotional connections with consumers. Additionally, integrating EO into marketing frameworks has been associated with improved brand performance and recognition, as companies that embrace entrepreneurial principles tend to adapt more swiftly to market changes, thus enhancing their brand resonance (Kakeesh, 2024). This alignment fosters a compelling brand identity that resonates with consumers, ultimately impacting their loyalty and advocacy toward the brand (Quaye et al., 2022; Teah et al., 2023). Companies can significantly enhance their Brand Resonance Capability by adopting an entrepreneurial orientation, driving greater marketing effectiveness and consumer connection (Garczarek-Bak et al., 2024; Munir et al., 2021).

Building upon this discussion, this study proposes the following research hypothesis:

Hypothesis 3: Entrepreneurship Orientation has a positive impact on Brand Resonance Capability.

2.4. Entrepreneurship Orientation and Marketing Performance

The influence of Entrepreneurship Orientation (EO) on Marketing Performance has garnered significant attention in recent literature, highlighting the critical role that entrepreneurial traits play in enhancing marketing effectiveness. Recent studies demonstrate that EO, characterized by its innovativeness, proactiveness, and risk-taking dimensions, positively impacts marketing performance outcomes (Alqahtani et al., 2024; Jean et al., 2024; Pono et al., 2019). For instance, empirical research indicates that firms exhibiting a strong EO are more adept at identifying market opportunities, which translates into improved marketing strategies and higher performance metrics (Aftab et al., 2024a; Kusa et al., 2024). Moreover, the relationship between EO and marketing performance can be moderated by various factors, including crisis perception and market conditions, influencing how entrepreneurial firms adjust their marketing tactics in response to environmental changes (Aftab et al., 2024b; Suder et al., 2024). Additional findings suggest that risk-sharing strategies employed by organizations can further mitigate uncertainties, enhancing overall marketing success (Towse and Fenwick, 2024; Zare et al., 2019). These insights underscore the importance of fostering an

entrepreneurial mindset within organizations to drive superior marketing performance and adapt effectively to dynamic market landscapes.

Building upon this discussion, this study proposes the following research hypothesis:

Hypothesis 4: Entrepreneurship Orientation has a positive impact on Marketing Performance.

2.5. Brand Resonance Capability and Marketing Performance

Brand Resonance Capability has emerged as a critical determinant of Marketing Performance, reflecting the depth of emotional and cognitive connections that consumers forge with a brand (Munir et al., 2021). Recent studies emphasize that strong brand resonance enhances customer loyalty and directly correlates with improved financial performance (Alhawamdeh et al., 2024; Gazi et al., 2024). Furthermore, organizations are urged to integrate brand equity as a key performance indicator that encapsulates the effectiveness of both brand-building and performance-marketing strategies (Rubinson and Pfeiffer, 2005). By aligning these strategies around a unified metric, businesses can more effectively measure their impact on overall marketing performance. As emerging media channels evolve, rigorous brand measurement will become increasingly pronounced, enabling firms to unlock significant returns from their marketing investments (Cheng and Hou, 2024). Consequently, cultivating strong Brand Resonance Capability is paramount for companies aiming to enhance their marketing effectiveness and achieve sustainable growth (Rastogi et al., 2024; Zuhroh and Rini, 2024).

Building upon this discussion, this study proposes the following research hypothesis:

Hypothesis 5: Brand Resonance Capability has a positive impact on Marketing Performance.

2.6. The Relationship between Digital Marketing Orientation and Marketing Performance through Brand Resonance Capability

The interplay between Digital Marketing Orientation (DMO) and Marketing Performance, mediated by Brand Resonance Capability, has garnered significant interest in recent academic discussions. DMO encompasses a strategy that integrates digital tools and platforms with marketing efforts to enhance consumer engagement and foster loyalty (Sharabati et al., 2024). Recent findings suggest that DMO boosts brand visibility and cultivates deeper emotional connections with consumers, vital for developing brand resonance (Anujan et al., 2024). Investing in robust digital marketing strategies prioritizing upper-funnel brand-building activities has yielded significant returns. Furthermore, as brands work to earn customer trust and maintain narrative consistency, they simultaneously enhance their Brand Resonance Capability, positively influencing overall marketing performance (Ahmed et al., 2024; Ali et al., 2024). By effectively leveraging DMO, firms can create resonant brand experiences that enhance customer loyalty and drive superior marketing outcomes (Manjunath et al., 2024).

Building upon this discussion, this study proposes the following research hypothesis:

Hypothesis 6: Digital Marketing Orientation has a positive impact on Marketing Performance through Brand Resonance Capability

2.7. The Relationship between Entrepreneurship Marketing Orientation (DMO) and Marketing Performance through Brand Resonance Capability

The relationship between Entrepreneurship Orientation (EO) and Marketing Performance, mediated by Brand Resonance Capability, has been a focal point of recent research. Studies indicate that EO, characterized by innovativeness, risk-taking, and proactiveness, significantly enhances marketing performance within small and medium-sized enterprises (SMEs) (Anim et al., 2024). For instance, EO fosters an agile business environment where firms are more attuned to market dynamics and consumer preferences, enabling them to develop strategies that resonate deeply with their target audiences (Tolossa et al., 2024). This enhanced brand resonance strengthens customer loyalty and drives improved performance metrics, reinforcing that effective brand resonance is pivotal for marketing success (Anujan et al., 2024). Furthermore, the findings highlight that integrating social media marketing within an entrepreneurial framework can amplify brand resonance capabilities, thus further enhancing marketing performance (Munir et al., 2023). By leveraging EO to cultivate a strong brand resonance, businesses can achieve sustainable competitive advantages and improved outcomes in their marketing efforts (Gantsho et al., 2024).

Building upon this discussion, this study proposes the following research hypothesis:

Hypothesis 7: Entrepreneurship Orientation has a positive impact on Marketing Performance through Brand Resonance Capability

3. RESEARCH METHOD

The study employs a quantitative research design to examine the relationships between Digital Marketing Orientation, Entrepreneurship Orientation, Brand Resonance Capability, and Marketing Performance (Figure 1 and Table 1). This design is appropriate for assessing the impact of the identified constructs through statistical analysis, specifically utilizing Structural Equation Modeling (SEM) to determine the strength and significance of relationships.

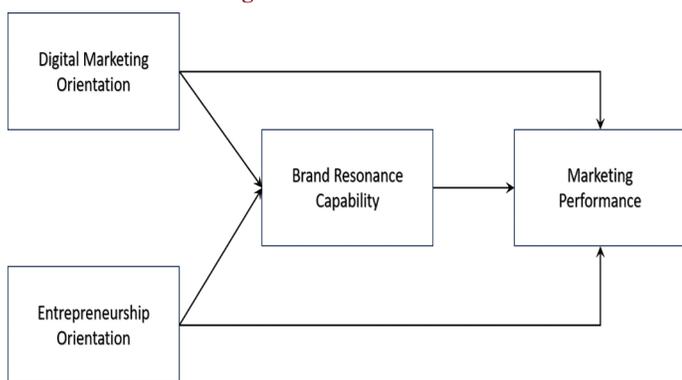
The target population for this research comprises small and medium-sized enterprises (SMEs) based in Makassar, Indonesia. A total sample size of 230 owners or managers of these enterprises will be selected for the study. This sample size is sufficient to achieve statistically reliable results and conduct robust analyses using Structural Equation Modeling (SEM).

The research will follow a structured procedure, beginning with developing the questionnaire, including constructs related to Digital Marketing Orientation, Entrepreneurship Orientation, Brand Resonance Capability, and Marketing Performance.

Table 1: Variables and indicators

Variables	Definition	Indicators
Digital Marketing Orientation (DMO)	The strategic approach businesses adopt to leverage digital technologies and platforms in their marketing activities.	1. Social Media Marketing Capability, 2. E-mail marketing Adoption, 3. Content Marketing.
Entrepreneurship Orientation (EO)	The strategic orientation of a firm that captures its willingness to innovate, take risks, and proactively seek new market opportunities	1. Risk Taking 2. Innovativeness 3. Proactiveness.
Brand Resonance Capability (BRC)	Capability to establish a brand’s deep emotional connection and lasting relationship with its consumers.	1. Brand Identity 2. Brand Value 3. Brand Experience
Marketing Performance (MP)	The effectiveness of a company’s marketing strategies and efforts in achieving its business objectives	1. Sales Volume 2. Sales Value 3. Sales growth in new markets 4. Net Promoter Score

Figure 1: Research model



Data will be collected using a self-administered questionnaire employing a Likert scale for responses. This survey used a 7-point Likert scale to assess respondents’ perspectives. This scale was chosen because it is more likely to obtain agreement from respondents compared to a 5-point Likert scale (Wang et al., 2015). This scale will enable respondents to indicate their level of agreement with various statements of the study’s constructs, thus providing quantifiable data for analysis. The questionnaire will undergo a pre-test to ensure clarity and reliability before widespread distribution.

The analysis of collected data will be conducted using Structural Equation Modeling (SEM), which facilitates the simultaneous examination of complex relationships among multiple variables. SEM was chosen because of its ability to test complex relationships between several latent variables simultaneously (Munir et al., 2019). SEM will provide insights into the direct and indirect effects of Digital Marketing Orientation and Entrepreneurship Orientation on Marketing Performance through Brand Resonance Capability, thereby enriching the understanding of these constructs within the context of SMEs in Makassar.

4. RESULTS

Table 2 provides an overview of the demographic profile of the respondents in this study, which consists of 230 respondents comprising SMEs in Makassar. The data reveals a balanced distribution of participants by sex, with males representing 52% (129) and females 48% (110). This gender distribution allows

for an inclusive perspective on entrepreneurial responses and insights regarding marketing strategies across different gender demographics.

The age distribution of respondents indicates that the majority (44%, or 101 individuals) fall within the age range of 23-28 years, suggesting a younger entrepreneurial demographic that may possess different aspirations and challenges compared to older counterparts. Furthermore, educational attainment lays a robust foundation, as 56% of respondents hold bachelor’s degrees, aligning academic qualifications with entrepreneurial endeavors. For experience, a significant portion (36%) of respondents possess more than six years of experience in their respective fields.

Table 3 assesses the normality of the constructs measured in the study by presenting skewness and kurtosis values for each item associated with Digital Marketing Orientation, Entrepreneurship Orientation, Brand Resonance Capability, and Marketing Performance. The skewness values for most constructs are within an acceptable range, with Digital Marketing Orientation items values suggesting a slight leftward skew or a tendency towards higher agreement. However, these values still fall within acceptable limits for further statistical analysis.

Table 4 illustrates the validity and reliability assessment for the constructs employed in the study. The standardized loading factors displayed for each item reflect how well they represent their respective constructs. With all the loading factors meeting the acceptable cut off 0.70, constructs under Digital Marketing Orientation and Brand Resonance Capability particularly exhibit strong reliability. The Composite Reliability (CR) values — ranging from 0.818 for Entrepreneurship Orientation to 0.859 for Marketing Performance — underscore that the instruments reliably measure their intended constructs (Hair et al., 2021).

Regarding convergent validity, the Average Variance Extracted (AVE) values, which exceed the required threshold of 0.50 across all constructs, further confirm that more than half the variance in each construct is attributable to the items measuring it (Hair et al., 2021). This solid foundation of validity and reliability enhances confidence in the measurement model, assuring that subsequent analyses will yield meaningful interpretations of the relationships between the constructs.

Table 2: Respondent profiles

Demographic	Category	Frequency	Percentage
Sex	Male	129	52
	Female	110	48
Age	17–22 year	28	12
	23–28 year	101	44
	29–34 year	46	20
	41–46 year	28	12
	47–52 year	9	4
Education	53–58 year	18	8
	High School	74	32
	Diploma	18	8
Experiences	Bachelor	129	56
	Magister	9	4
	Under 1 year	55	24
	1–3 Years	74	32
	4–6 years	18	8
	Above 6 years	83	36

Table 3: Assessment of normality

Constructs	Items	Skewness	Kurtosis
Digital Marketing Orientation	DMO1	-0.558	-0.227
	DMO2	-0.440	-0.732
	DMO3	-1.410	3.382
Entrepreneurship Orientation	EO1	-1.504	3.515
	EO2	-0.889	0.954
	EO3	-1.330	1.193
Brand Resonance Capability	BRC1	-1.120	1.902
	BRC2	-1.554	2.869
	BCR3	-0.977	0.466
Marketing Performance	MP1	-1.738	2.460
	MP2	-1.809	4.917
	MP3	-1.308	2.763
	MP4	-1.648	4.236

Table 4: Test of validity and reliability

Variables	Indicators	Standardized loading factors	Reliability	
			CR	AVE
Digital Marketing Orientation	DMO1	0.788	0.829	0.619
	DMO2	0.865		
	DMO3	0.699		
Entrepreneurship Orientation	EO1	0.750	0.818	0.601
	EO2	0.835		
	EO3	0.736		
Brand Resonance Capability	BRC1	0.701	0.789	0.555
	BRC2	0.767		
	BCR3	0.765		
Marketing Performance	MP1	0.738	0.859	0.606
	MP2	0.780		
	MP3	0.718		
	MP4	0.868		

Table 5 provides crucial insights into the goodness of fit for the proposed structural model. The Chi-Square value of 157.921, with a significance level of 0.152, suggests an acceptable fit between the hypothesized model and the collected data. Complementing this observation, the CMIN/DF ratio (1.847) remains well below the commonly accepted threshold, indicating a favourable model fit. Additionally, the Goodness of Fit Index (GFI) and the Adjusted Goodness of Fit Index (AGFI) values of 0.940 and 0.931, respectively, alongside the Comparative Fit Index (CFI) of 0.954, indicate a strong fit of the model to the data, as these values exceed the desired cut-off of 0.90.

Table 5: Goodness of fit index

Goodness of fit index	Estimate	Remark
Chi-square	157.921	Fit
Significance	0.152	Fit
CMIN/DF	1.847	Fit
GFI	0.940	Fit
AGFI	0.931	Fit
CFI	0.954	Fit
TLI	0.938	Fit
RMSEA	0.068	Fit

Moreover, from Figure 2 below the Root Mean Square Error of Approximation (RMSEA) at 0.068 supports the model's robustness, as values below 0.08 are generally considered acceptable. These findings collectively suggest that the structural model aligns well with the observed data, thereby validating the proposed hypotheses and reinforcing the overall framework for understanding the relationships between Digital Marketing Orientation, Entrepreneurship Orientation, Brand Resonance Capability, and Marketing Performance.

The hypothesis testing summarized in Table 6 reveals significant relationships among the constructs of interest. The standardized estimates illustrate notable effects, with Digital Marketing Orientation positively influencing Brand Resonance Capability (0.398, $P < 0.001$) and Marketing Performance (0.221, $P < 0.001$). Similarly, Entrepreneurship Orientation exhibits a strong positive relationship with both Brand Resonance Capability (0.717, $P < 0.001$) and Marketing Performance (0.385, $P < 0.001$). These results confirm the theoretical expectations that suggest both orientations significantly enhance market performance through an improved understanding of brand resonance.

Additionally, the mediation effect of Brand Resonance Capability is compellingly illustrated, as indicated by a strong standardized estimate of 0.301 ($P < 0.001$) with Marketing Performance. The statistical support for these hypotheses emphasizes the critical role of brand resonance in translating orientation into tangible marketing results. Overall, the findings underscore organizations' need to adopt Digital Marketing and Entrepreneurship Orientations to maximize their marketing performance through robust brand-building strategies, thereby fostering deeper customer relationships and sustainable competitive advantage.

5. DISCUSSION

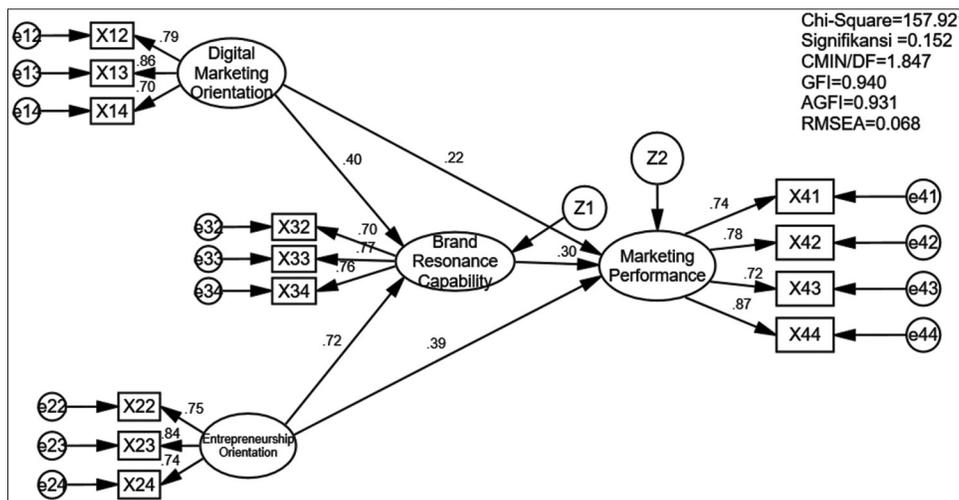
5.1. The Influence of Digital Marketing Orientation on Marketing Performance

The implications of findings related to the influence of Digital Marketing Orientation (DMO) on Marketing Performance are significant in modern marketing. The research results indicate that implementing digital marketing-oriented strategies directly enhances performance metrics, such as return on investment (ROI) and customer acquisition. This aligns with previous studies indicating that integrating digital tools within marketing strategies can improve campaign effectiveness and strengthen brand positioning in the market (Al-Dossary and Al Mubarak, 2024). By leveraging digital platforms to understand better and respond to

Table 6: Hypothesis testing

Hypothesis			Standardized estimate	Probability	Decision
Digital Marketing Orientation	→	Brand Resonance Capability	0.398	0.000	Supported
Digital Marketing Orientation	→	Marketing Performance	0.221	0.000	Supported
Entrepreneurship Orientation	→	Brand Resonance Capability	0.717	0.000	Supported
Entrepreneurship Orientation	→	Marketing Performance	0.385	0.000	Supported
Brand Resonance Capability	→	Marketing Performance	0.301	0.000	Supported
Digital Marketing Orientation	Brand Resonance Capability	Marketing Performance	0.120	0.009	Supported
Entrepreneurship Orientation	Brand Resonance Capability	Marketing Performance	0.215	0.005	Supported

Figure 2: Empirical research model



consumer desires more precisely, companies can create superior customer experiences, enhance satisfaction, and ultimately lead to increased loyalty (Russo et al., 2018).

As technology evolves and consumer behaviors shift, businesses must adapt to these trends. Conversely, failing to adopt DMO may result in loss of market share and diminished competitiveness. Digital literacy among marketers becomes increasingly important to ensure they can effectively implement relevant and impactful strategies while harnessing data and analytics to support business decision-making (Dika-Krluku, 2024). Therefore, these findings affirm the importance of DMO in enhancing marketing performance and highlight that companies successfully integrating digital marketing into their strategies gain a sustainable competitive advantage. This positive impact also underscores marketers' need for training and skill development to optimize the use of available digital tools and platforms.

5.2. The Influence of Digital Marketing Orientation on Brand Resonance Capability

The findings regarding the influence of Digital Marketing Orientation (DMO) on Brand Resonance Capability illuminate the critical role that digital strategies play in fostering deeper emotional connections between brands and their customers. The research indicates that companies implementing robust digital marketing practices enhance their visibility and create more personalized and engaging customer experiences, ultimately strengthening brand resonance (Munir et al., 2021). This aligns with existing literature that emphasizes the significance of emotional connections in driving customer loyalty and advocacy

(Ahmadi and Ataei, 2024). Through effective digital channels, brands can communicate their narratives in ways that resonate with consumer values and aspirations, reinforcing the notion that brand resonance is essential for sustainable competitive advantage.

Furthermore, the findings support previous studies that assert the importance of building brand resonance through digital marketing efforts. For instance, social media engagement and targeted content marketing have significantly improved consumers' emotional attachment and loyalty to brands (Aljuhmani et al., 2023). By successfully integrating digital marketing into their strategic frameworks, organizations can enhance Brand Resonance Capability and, as a consequence, achieve higher marketing performance outcomes. Therefore, this research underscores the necessity for brands to adopt comprehensive digital marketing strategies that prioritize consumer engagement and emotional connection, paving the way for long-term brand loyalty and market success.

5.3. The Influence of Entrepreneurship Orientation on Brand Resonance Capability

The findings regarding the influence of Entrepreneurship Orientation (EO) on Brand Resonance Capability reveal significant insights into how entrepreneurial attributes can enhance a brand's emotional connection with consumers. The research indicates that businesses with a strong EO, characterized by innovativeness, risk-taking, and proactiveness, are better positioned to create compelling brand narratives that resonate deeply with customers (Aftab et al., 2024a; Kusa et al., 2024). This supports existing literature, which asserts that firms exhibiting high levels of EO

foster strong brand relationships due to their ability to adapt and respond to consumer needs effectively (Yaqub et al., 2024). By leveraging their entrepreneurial mindset, these businesses can craft unique value propositions that capture consumer interest and build loyalty and trust.

Moreover, the implications of this relationship are underscored by studies that highlight the mediating role of brand resonance in enhancing overall business performance. For instance, research has shown that emotional relationships with brands can significantly impact consumer behavior by increasing purchase intentions and encouraging brand advocacy (Iqbal and Syed, 2024; Wannow et al., 2024). Therefore, organizations that embrace an entrepreneurial orientation can cultivate robust brand resonance capability, which is essential for achieving competitive differentiation in crowded markets. Fostering entrepreneurial behaviors within an organizational culture not only enhances brand resonance but also promotes sustainable growth by cultivating enduring consumer relationships.

5.4. The Influence of Entrepreneurship Orientation on Marketing Performance

The findings regarding the influence of Entrepreneurship Orientation (EO) on Marketing Performance provide critical insights into the relationship between entrepreneurial behaviors and the effectiveness of marketing strategies. The research reveals that businesses exhibiting a high EO, characterized by risk-taking, innovativeness, and proactiveness, achieve superior marketing performance metrics, such as higher sales growth and increased market share. This aligns with existing literature suggesting entrepreneurial orientation fosters an environment conducive to creativity and strategic agility, which is essential for navigating dynamic market conditions (Yadav and Tripathi, 2024).

Moreover, previous studies have highlighted that firms with a strong EO engage in innovative product development and enhance their marketing capabilities, resulting in more effective customer engagement and retention strategies (Sok et al., 2017). The findings from this study further emphasize the significance of cultivating an entrepreneurial culture within organizations as it directly contributes to superior marketing performance. By leveraging EO, businesses can better identify and exploit emerging market opportunities, allowing them to adapt their marketing strategies accordingly and maintain a competitive edge (Ferreira and Coelho, 2020). Therefore, these results underscore the importance of integrating entrepreneurial principles into marketing strategies to enhance overall business performance.

5.5. The Influence of Brand Resonance Capability on Marketing Performance

The findings related to the influence of Brand Resonance Capability (BRC) on Marketing Performance underscore the importance of establishing strong emotional connections between a brand and its consumers. The results indicate that higher levels of brand resonance significantly enhance marketing performance metrics, such as customer loyalty, retention rates, and overall sales growth. This is consistent with existing literature that emphasizes the role of brand resonance in driving consumer behavior, suggesting that

brands that successfully create emotional connections are more likely to engender customer loyalty and repeat purchases (Gao and Shen, 2024; Keller, 2013).

Moreover, studies have shown that strong brand resonance can lead to increased advocacy, where satisfied customers actively promote the brand to others, further amplifying marketing efforts through word-of-mouth (Blazevic et al., 2013). This relationship provides strategic implications for marketers; by building and nurturing brand resonance, companies can enhance their marketing performance in a highly competitive landscape. The evidence of BRC's positive impact on marketing outcomes suggests that organizations should prioritize strategies to deepen emotional engagement with consumers, refine their branding efforts, and align their marketing practices with their target audience's fundamental desires and values. Thus, the findings reinforce the need to cultivate brand resonance and offer actionable insights to enhance overall marketing effectiveness (Husain et al., 2022).

5.6. The Influence of Digital Marketing Orientation on Marketing Performance Through Brand Resonance Capability

The findings on the influence of Digital Marketing Orientation (DMO) on Marketing Performance, mediated by Brand Resonance Capability (BRC), present significant implications for marketing strategy development. The research indicates that organizations that effectively harness DMO not only enhance their marketing performance directly but also do so by cultivating stronger brand resonance among consumers (Suganya and Venkateshwaran, 2024). This mediating role of BRC suggests that the effectiveness of digital marketing strategies is amplified when brands can foster emotional connections with their target audience (Munir et al., 2024). Supporting this notion, literature has found that brands with high resonance trigger stronger customer loyalty, leading to better marketing outcomes (Akoglu and Özbek, 2022; Huang, 2017).

Moreover, the results of this study validate the importance of integrating digital marketing efforts with initiatives aimed at enhancing brand resonance. The mechanism of BRC serving as a mediator highlights the need for marketers to develop strategies that focus on immediate performance outcomes and prioritize long-term customer relationships (Reimann et al., 2010). Previous research corroborates these findings by stressing that successful digital marketing strategies should align with brand-building efforts to ensure long-term engagement and satisfaction (Dwivedi et al., 2021; Nuseir et al., 2023). Therefore, the implications for practitioners are clear: to maximize the benefits of DMO, firms must invest in cultivating brand resonance as a core element of their marketing strategy, effectively integrating these two dimensions for optimal performance outcomes.

5.7. The Influence of Entrepreneurship Orientation on Marketing Performance through Brand Resonance Capability

The findings regarding the influence of Entrepreneurship Orientation (EO) on Marketing Performance, mediated by Brand Resonance Capability (BRC), provide crucial insights into how entrepreneurial behaviors can enhance marketing

effectiveness. This research indicates that firms exhibiting a strong EO—characterized by their willingness to innovate, take calculated risks, and proactively respond to market changes—can significantly improve their marketing performance (Aftab et al., 2024a; Kusa et al., 2024) by developing strong brand resonance. These results align with existing literature, which has established that a robust EO facilitates innovative marketing strategies and cultivates deeper emotional connections with customers, enhancing loyalty and brand advocacy (Lu et al., 2023; Narayanan and Das, 2022; Siddiqui et al., 2024).

Furthermore, the results illustrate the mediating role of BRC in this context, suggesting that the positive effects of EO on marketing outcomes are amplified when brands effectively resonate with their audience. Previous studies support this notion by underscoring that strong brand resonance is pivotal in translating entrepreneurial initiatives into successful market performance (Alhawamdeh et al., 2024; Gazi et al., 2024). This connection emphasizes the importance of integrating entrepreneurial principles with brand-building efforts, highlighting that firms should prioritize enhancing brand resonance to leverage their entrepreneurial orientation fully. The implications for practice suggest that organizations seeking to improve their marketing performance should foster an entrepreneurial culture (Hamid et al., 2023) and actively develop brand resonance as a core aspect of their marketing strategies.

6. CONCLUSION

In conclusion, this study explains the significant influence of Digital Marketing Orientation and Entrepreneurship Orientation on Marketing Performance, mediated by Brand Resonance Capability. The findings highlight that businesses that integrate digital marketing strategies and adopt an entrepreneurial mindset are better positioned to enhance their marketing outcomes through stronger consumer-brand connections. As demonstrated through Structural Equation Modeling (SEM), both Digital Marketing Orientation and Entrepreneurship Orientation not only directly improve marketing performance but also facilitate the establishment of brand resonance, which plays a critical mediating role in maximizing overall effectiveness.

Given the implications of these findings, several recommendations emerge for practitioners and researchers alike. For marketing professionals, it is essential to cultivate a robust Digital Marketing Orientation that aligns with innovative and customer-centric approaches. Strategies should emphasize engaging customers through meaningful and emotionally resonant experiences to strengthen brand loyalty and advocacy. Additionally, organizations should foster an entrepreneurial culture that encourages innovation and responsiveness to market dynamics, ensuring adaptability in a rapidly evolving digital landscape.

For future research, exploring these relationships in varied contexts and across different industries is recommended, employing longitudinal and mixed-method approaches to gain a more comprehensive understanding of the nuances involved. Such inquiries will enhance the generalizability of the findings and

contribute to developing more refined theoretical frameworks within marketing and entrepreneurship.

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