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Article

Enhancing Brand Visibility in Startup Enterprises: A Strategic Approach to E-Marketing Capabilities

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Abstract: This study aims to explore the E-marketing orientations and relationship management constructs in Jordanian startup enterprises to examine their influence on brand visibility and loyalty in the context of the digital market. The sample consists of 161 managers in startup companies, and structural equation modeling is used to study the relationships between the constructs of e-marketing orientation, capabilities, E-relationship management, brand visibility, and loyalty. The results illustrate that the realization of e-marketing orientation is directly achieved by capabilities and visibility, thereby stressing the importance of a formulated digital market approach and that the realization of effective e-relationship management directly expression by e-marketing capabilities, demonstrating the significance of the digital market concept's approach. The results further demonstrate that e-marketing capabilities and visibility serve as mediators between the realization of e-marketing orientations and loyalty, Two explanations may be drawn, one from the R esource-Based V iew theory, and another derived from R elationship M arketing T heory Thus, the study has theoretical implications in terms of R esource-Based V iew and R elationship M arketing T heory. The study offers essential managerial insights for practitioners into the entrepreneurship domain concerned with the necessity of e-marketing capabilities and E-RM attitudes at a customer-centered approach and the strategic application of digital channels to enhance visibility in the intense competition context. Therefore, the empirical results have contributions as essential insights for both stakeholders and account for practical, theoretical, and managerial perspectives in the entrepreneurship domain.

Keywords: Brand Visibility; Startup Enterprises; E-marketing Capabilities

1. Introduction

Most of these challenges emanate from the characteristics of the startup enterprises and their limitations, such as financial and human inadequacy, decision-making uncertainties, and competition from more established and well-known brands in the digital platform. Brand awareness is a significant challenge since startups find it hard to win clients and capture enough market to stabilize the venture (Avicenna & Rahayu, 2022). Moreover, startups often require assistance with establishing customer trust. Startups are new to the market and therefore unable to build brand loyalty among the target audience and retain customers. Overcoming these barriers requires implementation of a range of strategies by startups. This may require the use of digital marketing resources, paying more attention to the experience and interaction with customers and maintaining strong relationships, providing a personal approach and personal service. (Rather et al., 2022).

E-marketing orientation and E-relationship management are critical factors that enhance business' brand visibility and brand loyalty. According to Alharthey, 2023 and AL-share et al., 2023 E-marketing orientation is the strategic approach adopted by a company when it comes to using digital channels for marketing purposes. E-relationship management, on the other hand, involves building and maintaining a relationship with solid customers and stakeholders through the digital

interfaces , Khalaf , 2023. Therefore, these two factors will have a significant impact on a company's e-marketing, which will, in effect, improve brand visibility and loyalty.

According to Pscheidt-Gieseler et al. , e-marketing orientation has a significant influence on e-marketing capabilities because it influences the manner in which a company is strategically positioned to take advantage of digital channels to market its business. A company with a strong orientation to e-marketing is highly likely to invest in any digital marketing tools and technologies that can assist the company in reaching and engaging with its target market. Over time, a marketing orientation is likely to result in better e-marketing capabilities, such as expertise in digital marketing. An e-marketing orientation is likely to help a company acquire expertise in search engine optimization, social media marketing, content marketing, and email marketing . Similarly, a marketing orientation is likely to culminate in focus on the needs of its clients at the expense of the seller needs while enhancing data-driven business while meeting the gap, and utilizing new data in a cost-effective manner for digital marketing purposes. In the long run, e-marketing orientation affects companies to achieve customer-driven marketing and to compare their marketing against standard measures to assure that the company stays competitive at the channel level.

On the other hand, e-relationship management may have a high significance for e-marketing capabilities creation because it allows businesses to establish strong and favourable relations with customers and stakeholders via digital platforms. E-relationship management , also referred to as electronic relationship management, entails the strategic application of businesses to manage and improve relationship with customers and stakeholders via digital platforms and technologies . More specifically, e-management implies the use of various electronic tools and channels to directly interact with customers, personalize communication, review customer data, and enhance satisfaction and loyalty. While e-relationship management encompasses multiple aspects of customer relationship management , the definition emphasizes the necessity to employ electronic tools to develop relationship with customers in the digital era .

Additionally, studies by Alharthey et al. , according to Stăncioiu et al. , AL-share et al. and Nuseir and Refae reveal that e-relationship management strategies enable a business to know the wants, needs and behaviours of a customer so that the business may customize their marketing strategies to meet the wants hence increasing customer satisfaction. Therefore, an improved e-marketing capability includes such as personalized communication, a way to approach customer segmentation, data-oriented decision-making, quality customer service and high customer retention, operation digitization; and value creation through AI hence improved brand visibility and brand loyalty for a business .

As noted by GIZ , El Habachi , Al Helou during the last decade, Jordan has become one of the rapidly developing startup ecosystems in the Middle East. The successful dynamic was facilitated by the favorable availability of investments and the state program. In terms of business initiatives, the Kingdom's sector occupies 4th place. In turn, there are 17 financing institutions and 14 investment funds initially allocated \$110 million for entrepreneurial activities. Moreover, more than 40 business incubators and accelerators are working, which occupy about 200 registered companies startups. In 2021, the volume of raised investments increased to approximately 120 million dinars, whereas previously, this figure did not even reach a level of 20 million.

The technology and entrepreneurship scene in Jordan does not stop at its borders but offers global opportunities and competitions. In the past 20 years there have been quite a few success stories. Jordanian startups expanding into Arab and international markets, investments from all over the world, and strategic collaborations with leading companies are just some examples. Replit for example was established in 2016 and signed a strategic alliance with google to develop AI programming tools . In 2021 a Swedish gaming group Steel Front acquired Jawaker, an electronic games company based in amman, Jordan for \$205 million . Another example is from agriculture, for example, Fresh Del Monte Produce invested in Jordanian startup Decapolis to acquire 39% of the shares. Its product is food safety tracking through smart contracts using blockchain technology.

Also, Tamatem, a Jordanian business, a leading developer of mobile games, announced successfully attracting investments and a strategic cooperation with an international investment fund

MSA Novo. More investments have recently been raised by HyperPay, an electronic payment gateway player in the MENA region, which secured \$37 million to broaden offered fintech services and solutions and scale the regional market. The Company has previously attracted investments from Mastercard, Amwal Capital Partners, and AB Ventures. The conducted recently deal once more proves the strengthening of Jordan position within the fintech industry.

Yet, in the midst of the seemingly unstoppable startups' boom in Jordan, many of them have been struggling to secure brand visibility, awareness, and loyalty due to the lack of resources and the overwhelming competition on the digital side. The problem is very critical, and identifying the most optimal approaches to integrating the recently observed trends of e-marketing and particularly, e-relationship management systems to bridge the gap to their brand equity and e-brand trust, and subsequent long-term loyalty might help founders. Thus, this study aims to investigate the ways for Jordanian startups to strategically adopt the abovementioned trends and mitigate the gaps to brand visibility and loyalty that may further stimulate their stable growth and competition.

Harrigan et al. , Shoemaker , McDowell et al. and Liang et al. posit that e-marketing and e-relationship management significantly affect businesses' e-marketing capabilities. Such impacts include on customer communication, customer information management, digital technologies, social capabilities on CRM, and e-customer relationship management. Those factors play a crucial role in enabling businesses to improve their communication with customers, manage customer information more efficiently and integrate with digital marketing strategies.

Conversely, relatively new literature presents several studies on the effect of e-marketing capabilities on brand visibility and loyalty. Thus, Yagüe and Romero emphasize that marketing capabilities help to co-create brand and customer equity and could have a direct effect on competitive advantage. Another study by Chinakidzwa and Phiri notes that digital marketing capabilities have a significant positive effect on market performance in small to medium enterprise agro-processors . Also, in small and microenterprises, social CRM is a crucial strategic tool that helps to develop the dynamic capabilities . Moreover, the study of Ciunova-Shuleska and Dauti provides comprehensive research on capabilities and brand orientation's combined effect in SMBs.

In addition, Novixoxo et al. analyzes how the effect of branding affects marketing performance in the mobile phone industry. The analysis reveals the underlying dynamics in the specific industry when it comes to e-marketing. Setiarini et al. and Yousafzai investigate the effect of social media marketing on consumer behavior and brand loyalty. Their studies evidence the fundamental principle of digital strategies, influencing the customers' perceptions and loyalty. Joshi studies the relationship between social media marketing and the emergence of e-commerce businesses in India. It emphasizes the transformative nature of e-marketing in this field. Likewise, Lawal and Adejuwon examine the relationship between social media marketing and brand loyalty among South-West Nigerian SMEs. Their study specifically reveals the regional insights into the topic. Finally, Nadino Rinaldi et al. examine the influence of social media marketing activities on brand loyalty and emotional attachment on the example of Traveloka. This particular study points out the broader implications for brand management and customer engagement. In general, the research conducted fails to explain the specific mechanisms how e-marketing capabilities increase his/her brand visibility and consequently loyalty in different industries and regions. The substantial gap allows one to better comprehend the strategic implications of e-marketing for brand growth and consumer relationships sustainability.

Research Gap

The reviewed literature has provided more insights into the impact of e-marketing capabilities, e-marketing orientation, and e-relationship management on sustainable firm performance, marketing performance, and customer loyalty. However, there is a limited scope of literature focusing on the impact of optimally empowering the startup enterprises to grow their e-marketing capabilities, brand visibility, and brand loyalty, considering the challenges associated with startup enterprise development. Existing literature has insights into how effective e-marketing and e-relationship management strategies can influence sustainable firm performance and other aspects .

However, there is limited specific literature focusing on how startups can achieve the necessary balance in e-marketing orientation and e-relationship management considering they often have limited resources, intense digital competition, and the intense need to quickly achieve brand recognition and customer trust.

This gap in the literature underscores the need for a study to investigate how startups can strategically utilize e-marketing and e-relationship management trends to eliminate challenges in achieving brand visibility and loyalty. The current study seeks to contribute to this endeavor by identifying strategies that are effective in the startup context and which startups can utilize to enable them to grow sustainably, gain visibility, and, most importantly, the trust and long-term loyalty of their customers in a market that is becoming increasingly competitive due to high digital penetration. In this regard, the current study focuses on the roles of e-marketing capabilities in enhancing brand visibility and loyalty of managers of startup companies in Jordan. By understanding the managers' perspectives and approaches in achieving their entities' and maintaining brand presence in the digital market, the current study seeks to provide practical insights for startups.

The expected contribution of this paper is threefold. First, theoretically, it will advance our understanding of the role of e-marketing capabilities in enhancing brand visibility and loyalty, particularly within the context of startup companies in Jordan.

Second, the study will practically offer actionable recommendations and strategies for startups to effectively use e-marketing orientation and e-relationship management to overcome challenges and achieve sustainable growth. Lastly, this research will contribute to the existing body of knowledge by providing empirical evidence and insights that can inform managerial decision-making in digital marketing and entrepreneurship. Following this introduction, the paper is organized as follows: the next section presents a rigorous literature review and development of hypotheses, based on existing theory and empirical evidence; the third section details the methodologies used in the study, presenting the research design and the data collection and analysis methods of testing the hypotheses; the fourth section exhibits the results of the analysis and discusses the extracted findings further, by way of illustrating a practical guide for startup companies; and the final section concludes the paper by summarizing the results and providing discussion around the implications, theoretical and practical, limitations, and directions for future research.

2.1. Literature Review and Hypotheses Development

2.1.1. E-Marketing Orientation

It is essential to note that the impact of E-marketing orientation on E-marketing capabilities is a significant determinant of success in the digital space. Notably, the research indicates that high E-marketing orientation correlates well with an organization's strategic focus and approach to activities related to online marketing. Such an approach positively influences E-marketing capabilities. For example, Huang and Chen argue that marketing innovation, competitive intensity, and dynamic marketing capabilities are crucial in shaping E-marketing orientation. It follows that an organization with a high level of E-marketing orientation is likely to invest in innovative marketing activities and establish competitive strategies. This, therefore, means that such an organization would also possess dynamic marketing capabilities. Similarly, the research by Farida et al., Puspita et al., and Adaileh et al. indicates that enchanting marketing performance is one of the significant advantages associated with E-commerce. A robust E-marketing capability boosts marketing performance, especially through improved brand visibility and increased brand loyalty. This confirms that E-marketing capabilities are essential in offering a competitive advantage for the success of the business. In conclusion, Mandal asserts, "the research indicates that organizational capabilities are vital for supply chain performance." This analysis indicates that E-marketing capabilities are also crucial in delivering excellent business growth by promoting brand visibility and loyalty. Thus, the organization must possess E-marketing orientation that seamlessly integrates marketing innovation, competitive strategies, and dynamic marketing capabilities to achieve E-marketing capabilities.

Moreover, Capitello et al. conducted a study in the wine industry and proved the crucial role of social media in increasing corporate brand visibility. Their findings confirmed that the use of social media in the concept of E-Marketing orientation presented good results in terms of higher brand recognition and stronger relationships with consumers. Sumague and Briones offered similar results with the help of their research focusing on social media marketing and e-shopping. Specifically, those authors demonstrated that the use of different social media tools as ingredients of E-Marketing orientation had a direct positive influence on the ability of consumers to interact with products and services and thus offer better brand experiences. Jafari et al. proposed a research on the social media branding model of a marketing consultancy and the appropriateness of its use to brand visibility. This study confirmed the possibility of increasing brand visibility with the help of E-Marketing orientation. Ciunova-Shuleska et al. posted a research study about capabilities orientation and brand orientation as a collection of resource-based view .

In conclusion, these studies' combined findings highlight the significance of developing E-Marketing orientation to achieve brand visibility through the development of strong E-Marketing capabilities, strategic use of social media outlets, and innovative brand strategy. Firms that prioritize E-Marketing orientation as part of their strategic focus are more suited to improve online performance, interact with customers more effectively, and increase brand visibility in the complex world of the digital economy.

Based on the above, we can set the first two hypotheses as following

H1: E-Marketing orientation positively influence E-Marketing capabilities in startup enterprises.

H2: E-Marketing orientation positively influence Brand visibility in startup enterprises.

As for the empirical evidence summarized from the literature, it is necessary to expand that E-marketing capabilities mediate the relationship between e-marketing orientation and brand visibility and brand loyalty; however, it is still critical to consider the suitable theoretical frameworks . In this regard, body e-marketing orientation significantly influences the strategic direction of the company when it comes to designing an approach to digital marketing . Moreover, as a result, E-marketing orientation positively correlates with the development of e-marketing capabilities in firms that allow using digital marketing channels successfully for advertising . In this way, companies with a suitable e-marketing orientation are more likely to implement innovative marketing strategies, apply competitive approaches, and develop active marketing capabilities . Therefore, the connection between orientation to e-marketing and the expertise in this field is essential for brand visibility. Furthermore, body e-marketing capabilities successfully mediate the impact of e-marketing orientation on brand visibility and brand loyalty. For example, the effective use of social media strategies actively influences corporate brand visibility . Similarly, shortly, strategic use of social media boosts visibility and engagement, resulting in enhanced brand recognition and loyalty . Furthermore, e-marketing capabilities mediates the relationship between body e-marketing orientation and brand visibility. Lastly, the literature review on the topic indicates the supportive actions of organizational capabilities to e-marketing orientation . Thus, when a company emphasizes the orientation to e-marketing, it is more likely to develop e-marketing capabilities to improve the online presence and promote the interaction with the target audience that would result in brand visibility . can be formulated as follows:

H3: E-marketing capabilities mediate the relationship between e-marketing orientation and brand visibility.

H4: The relationship between e-marketing orientation and brand loyalty is serially mediated by e-marketing capabilities and brand visibility.

2.1.2. E-Relationship Management

There are many previous studies supporting investigating these relationships, which point to the need to address the influence of e-relationship management on e-marketing capabilities and brand visibility in SMEs as a critical domain. For example, Harrigan et al. argue that e-CRM is crucial for a firm to improve corporate communication and control preconditions of e-marketing

effectiveness. Moreover, Alharthey states that the effect of e-marketing capabilities as well as e-marketing orientation of sustainable firm performance was mediated by ERM, thus supporting the fact that ERM is related to the e-marketing process and its success. Stăncioiu et al. , in turn, insisted on the influence of customer relationship management and e-operational orientation on improving e-marketing through the use of customer data, and this indicates that e-relationship management influence e-marketing capabilities. Due to previous studies, there is a rational, theoretical foundation for the hypotheses that ERM positively influences e-marketing capabilities. Regarding brand visibility, ideas of Al-share et al. and Adinata et al. were analyzed. Al-share et al. say that success of e-marketing relationship management could lead to a firm gaining competitive advantage, which is connected positively to brand visibility and market position. Adinata et al. , in turn, claim that the competitiveness mediated value of competitive advantage is raised with the help of innovation and entrepreneurship capabilities and might be a mediator to brand visibility elevated by strategic e-marketing. Thus, it could be said that there is empirical evidence for the hypothesis of ERM influence on improving brand visibility.

The following hypotheses can be formulated as following

H5: E-relationship management positively influence E-Marketing capabilities in startup enterprises.

H6: E-relationship management positively influence Brand visibility in startup enterprises.

In consolidated terms, the hypothesized serial mediation relationships between ERM, e-marketing capabilities, brand visibility, and brand loyalty in startup enterprises are empirically supported. Specifically, the studies by Harrigan et al. and Alharthey provide an empirical background for understanding the conceptual relationship whereby ERM enhances e-marketing capabilities. The central aspect here is the necessity of effective customer communication, enabled by the integration of ERM in supporting customer information and feedback management. Second, Stăncioiu et al. support the concept of how the integration of ERM in customer relationship management and utilization of digital strategies enhance the contribution of e-marketing capabilities to data-driven marketing. Therefore, Al-share et al. and Adinata et al. provided evidence-based support of ERM's conceptual contribution to brand visibility is a determinant of competitive advantage and strategic market positioning. Therefore, it is concrete that ERM positively contributes to EMC, which serially influences brand visibility. Moreover, the theoretical evidence over the conceptualization of brand loyalty relates to the conceptual framework over the serial mediations of the hypothesized relationship between ERM, EMC, brand visibility, and brand loyalty. Integrating Al-share et al. and Adinata et al. identified that ERM positively contributes to brand visibility enhancement due to the positive influence of EMC. Through customer engagement, enhanced brand visibility, and competitive, SMEs achieve significant brand loyalty as witnessed in the several cases of Nasruddin and Gumilang . Therefore, it is theoretically evident that the proposed hypotheses are empirically validated due to the serially mediated conceptual relationship between ERM, EMC, and brand visibility, which consequently determine eventual brand loyalty. can be formulated as follows:

H7: E-marketing capabilities mediate the relationship between E-relationship management and brand visibility.

H8: The relationship between E-relationship management and brand loyalty is serially mediated by e-marketing capabilities and brand visibility.

2.1.3. Brand Visibility and Brand Loyalty

Brand visibility is an important aspect of brand loyalty in startup firms, particularly those operating in competitive and resource-constrained environments. The current study reveals the association between brand visibility and customer perception, trust, and engagement . Brand visibility is an important factor for the exposure and survival of a startup firm as it enables firms to secure as well as retain customers in the face of increasing competition in the digital age . One of the conclusions derived from the literature is that brand visibility results in brand recognition and positive organizational image and impression . Brand visibility is actualized through an interactive

electronic marketing strategy that allows firms to engage with customers via social media, share content, and develop variations that make the brand stand out . Brand visibility enables customer attraction through differentiation, which is necessary for startup organizations. Startup organizations should embrace digital marketing to enhance brand visibility . In an ecosystem marked by entrepreneurship promotion like Jordan, where the current study was conducted, brand visibility is necessary for market entry and sustainability . A firm with a visible brand easily attracts investors and partnerships and has a broad customer base across audiences . Apparently, there is an obvious relationship between brand visibility and brand loyalty as illustrated in the literature review. Additionally, brand visibility increases engagement, trust, and loyalty among customers . Customers become part of the brand by engaging with the firm across all touchpoints, which makes the brand more appealing. applying the results to the context. we propose the following hypothesis:

H9: Brand visibility positively influences brand loyalty in startup enterprises.

This hypothesis posits that as startup enterprises enhance their brand visibility through effective e-marketing strategies and targeted initiatives, they will experience higher brand loyalty among customers. Increased brand visibility fosters stronger customer relationships, encourages repeat business, and contributes to startups’ sustainable growth and competitiveness in the digital marketplace. Figure 1 depict the conceptual model of the study.

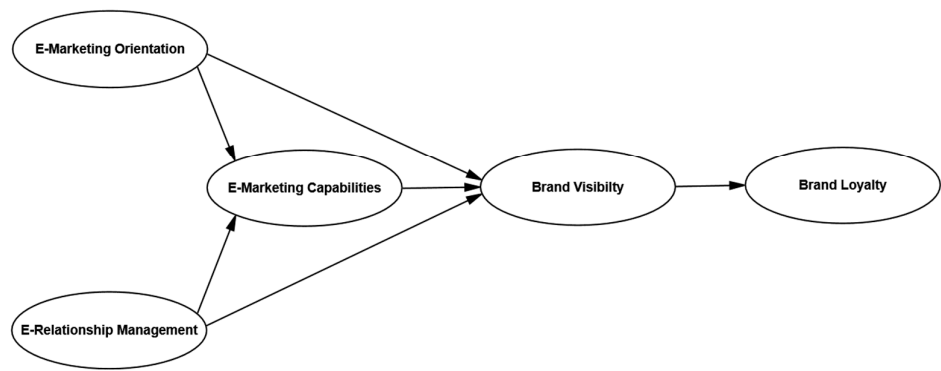


Figure 1. The conceptual model.

3. Methodology

Data and Method

A structured questionnaire was developed to measure variables as reflective constructs using established scales to evaluate the measurement model’s validity and assess the conceptual model and hypotheses (see Appendix 1). The questionnaire incorporated items derived from previously validated scales while ensuring face and content validity through expert feedback and consultations with representatives from the target group to refine the final data collection instruments. The construct of E-Marketing orientation was operationalized using a set of five items, consistent with recent research that utilized these items to assess E-Marketing orientation (e.g., Huang & Chen, 2019; Farida et al., 2017; Mandal, 2017; Puspita et al., 2020). Similarly, the constructs of E-relationship management and E-marketing capabilities were evaluated through five and seven items, respectively, adapted from previous studies (Harrigan et al., 2012; Stăncioiu et al., 2023; Alharthey, 2023; Al-share et al., 2023; Huang & Chen, 2019; Farida et al., 2017; Puspita et al., 2020; Capitello et

al., 2014; Sumague & Briones, 2022; Jafari et al., 2023; Hosseini et al., 2024; Mandal, 2017). These four dimensions consisted of six items which were adopted from multiple studies on brand omnipresence and impact on consumer and company performance . The last dimension ensued seven items that were adopted from several studies on brand attachment and the effects it has on companies' sustainability. The developed items were converted into a survey instrument administered by using the 5-Point Likert scale. The items were used to gather responses from managers. Data collection methods involved direct communication with participants via email, WhatsApp, or the distribution of Google Forms containing the questionnaire items. Reaching out to managers in startup companies was challenging due to the need for accurate records facilitating communication with these entities. Identification of startup companies relied on website searches and leveraging personal networks to engage with managers. According to Al-Helou (2023), Jordan hosts approximately 200 startup companies, with 26% operating in e-commerce, 12% in educational technology, and smaller percentages in innovation and design, financial technology, health technology, supply chains and logistics, entertainment, social media services, cybersecurity, and other sectors. Notably, 80% of these startups are registered in Jordan, while 14% still need to be registered, with some companies opting for registration in Gulf or European countries. Regarding maturity, 50% of the startups are positioned in the growth stage, while 13% are in the early growth phase.

One hundred seventy-six complete responses were obtained from various managerial positions within startup companies in Jordan. After screening the data, 15 responses were excluded due to unusability for analysis, including outliers or incomplete responses. The resulting sample size of 161 individuals provides a robust dataset for testing the proposed hypotheses using SMART PLS. The findings detailed in Table 1 offer valuable insights into the demographic profiles of the study sample, comprising 161 managers occupying diverse functional roles within Jordanian startups.

Our Data was analyzed using Partial Least Squares Structural Equation Modeling technique through SmartPLS 3 . This was done by means of testing the reliability and validity of the measurement model and hypothesis testing of the structural model. The procedure was guided by the proposal of Hair et al. (2014). The presented data in Table 1 concerning the demographic characteristics of the study sample is essential to understand the number of individuals representing specific groups. The distribution of respondents by age revealed that the majority of the surveyed individuals, 48%, were aged between 30 and 40 years old, while 36% were older than 40 and only 16% were younger than 30. This distribution suggests that most of the surveyed people were mid-career and senior-level professionals. The number of years in experience reported showed that 51% of the participants had less than 10 years of experience, and 26% of them had more than 15 years. This information implies that the sample involved those at the beginning of their careers and professionals with established backgrounds. The detailed data from Table 1 shows the wide representation of job positions by those who work in startup companies. The largest segment is CMO, as they account for 30%, then VP/Director of Sales is the next at 18%, and CTOs were at 13%. The other job titles were CSM at 8% and HR Manager/Director at 7%. It is important to note that Founders/CEOs composed only 7% of the sample, suggesting that the majority was not entrepreneurs. This information reveals the specific number of professionals from different functional roles working at startups. With regard to the sectors, social media service was the most represented with 29%, followed by e-commerce at 14% and entertainment at 14% as well. Hence, the other four sectors were health technology, cybersecurity, fintech, and e-commerce, with all accounting for less than 15% of the sample.

Table 1. Demographic information of the study sample.

Age	n	%
Less than 30	26	16%
30 - Less than 40	77	48%
Above 40	58	36%

Years of Experience

Less than 10	82	51%
10-Less than 15	37	23%
Above 15	42	26%
<hr/>		
Job Position		
Founder/CEO	11	7%
Chief Operating Officer (COO)	7	4%
Chief Technology Officer (CTO)	21	13%
Chief Financial Officer (CFO)	9	6%
Chief Marketing Officer (CMO)	48	30%
VP/Director of Sales	29	18%
Product Manager/Director	7	4%
Human Resources (HR) Manager/Director	12	7%
Operations Manager/Director	4	2%
Customer Success Manager	13	8%
<hr/>		
Sector		
Innovation and design	13	8%
E-commerce	22	14%
Financial technology	12	7%
Health technology	5	3%
Educational technology	8	5%
Supply chains and logistics	9	6%
Entertainment	24	15%
Social media services	47	29%
Cybersecurity	19	12%
Other	2	1%
<hr/>		
Total	161	100%

4. Results

4.1. Testing Measurement Model

Establishing the validity and the reliability of the measurement model was achieved by measuring the factor loadings of the items that measured the constructs involved in the study. This followed the guidelines proposed by Hair et al. , which dictated that the loading factor exceed the minimum set of 0.7 . we excluded five out of the thirty items from the measurement model as they had relatively low factor loadings (EMO2=0.658, EMC3=0.618, BV3=0.568, BV4=0.613, and BL5=0.622). We evaluated the internal consistency reliability of the model by looking at Cronbach's alpha and composite reliability (CR) values (refer to Table 2). Both metrics exceeded the recommended threshold of 0.70 (Hair et al., 2011), indicating reliability. To ensure convergent validity, we used average variance extracted (AVE), with all construct values exceeding the recommended threshold of 0.50, as per the guidelines of Hair et al. (2011) (refer to Table 2). Finally, we used Fornell and Larcker's (1981) criterion to validate discriminant validity. This criterion compares the square root of the AVE of each construct with the intercorrelations between constructs. As shown in Table 3, the square root of the AVE was greater than the intercorrelations, which confirms discriminant validity (Fornell & Larcker, 1981). Figure 2 illustrate the measurement model testing results.

Table 2. Testing the Measurement model reliability and validity.

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Brand Loyalty	0.89	0.916	0.645
Brand Visibility	0.879	0.917	0.734
E-Marketing Orientation	0.84	0.893	0.677
E-Relationship Management	0.889	0.918	0.693
E-marketing Capabilities	0.88	0.909	0.626

Table 3. Discriminant validity based Fornell-Larcker Criterion.

Construct	1	2	3	4	5
1 Brand Loyalty	0.803				
2 Brand Visibility	0.776	0.857			
3 E-Marketing Orientation	0.693	0.704	0.823		
4 E-Relationship Management	0.615	0.698	0.557	0.832	
5 E-marketing Capabilities	0.749	0.736	0.688	0.592	0.791

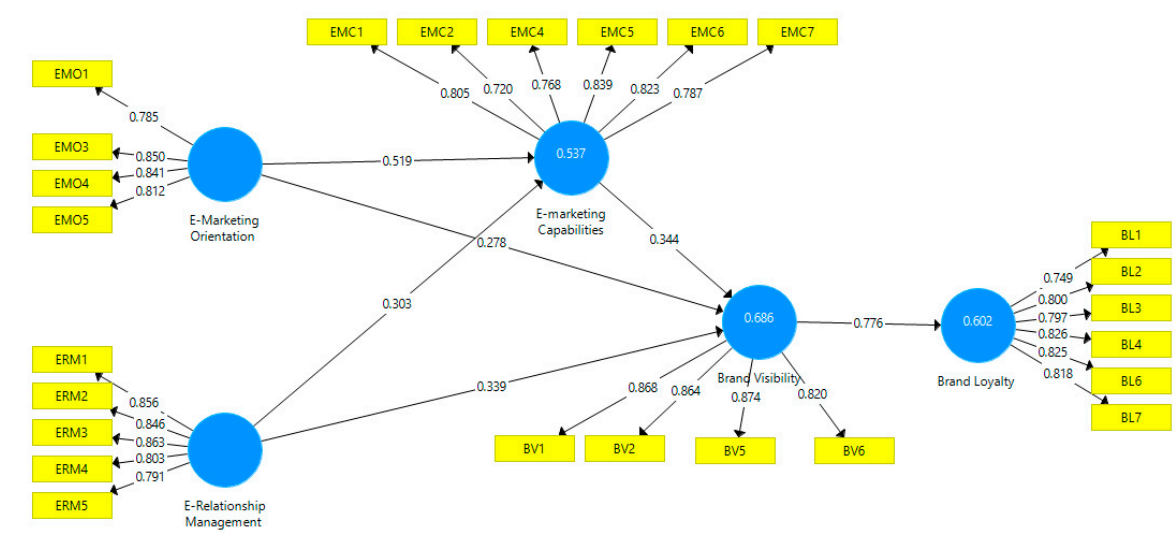


Figure 2. The measurement model testing results.

Table 4 compares the saturated and estimated models to understand the model fit. The Standardized Root Mean Square Residual (SRMR) values suggest that the saturated model (SRMR = 0.066) fits the observed covariances more closely than the estimated model (SRMR = 0.081), indicating better model adequacy for the saturated model. Similarly, the discrepancy indices (d_ULS and d_G) show lower values for the saturated model (d_ULS = 1.428, d_G = 0.77) compared to the estimated model (d_ULS = 2.139, d_G = 0.828), suggesting a better match between the observed and model-implied covariance matrices for the saturated model. Although the chi-square statistic for both models remain relatively high (676.236 for the saturated model and 703.503 for the estimated model), indicating potential model misspecification, the Normed Fit Index (NFI) values indicate moderate fit for both models (0.777 for the saturated model and 0.768 for the estimated model). The findings suggest that despite moderate fit indices, the saturated model provides a more accurate

representation of the observed data than the estimated model in this study (Hair et al., 2014; Henseler et al., 2016).

Table 4. Model Fit Summary.

Indices	Saturated Model	Estimated Model
SRMR	0.066	0.081
d_ULS	1.428	2.139
d_G	0.77	0.828
Chi-Square	676.236	703.503
NFI	0.777	0.768

4.2. Testing the Structural Model

Table 5 provides a detailed analysis of testing direct and indirect path hypotheses using bootstrapping with 1000 subsamples. Each hypothesis describes a specific path relationship between variables and includes corresponding beta coefficients (β), mean values, standard deviations (STDEV), T statistics, and p-values (P). Hypothesis 1 (H1) explores the relationship between E-Marketing Orientation and E-marketing Capabilities, revealing a statistically significant path coefficient ($\beta = 0.519$, $T = 7.98$, $p = 0.000$). This result supports the hypothesis that a higher e-marketing orientation correlates positively with enhanced e-marketing capabilities. Similarly, H2 demonstrates a significant positive influence of E-Marketing Orientation on Brand Visibility ($\beta = 0.278$, $T = 3.457$, $p = 0.001$). Hypotheses H3 and H4 investigate indirect relationships involving E-marketing Orientation, E-marketing Capabilities, Brand Visibility, and Brand Loyalty, with all paths showing significant coefficients (e.g., $\beta = 0.139$ for H4, $T = 3.395$, $p = 0.001$). This indicates positive associations between e-marketing orientation and brand loyalty through mediator variables. Additionally, H5 and H6 confirm significant direct effects, such as the positive impact of E-Relationship Management on E-marketing Capabilities ($\beta = 0.303$, $T = 4.502$, $p = 0.000$) and the influence of E-marketing Capabilities on Brand Visibility ($\beta = 0.344$, $T = 4.699$, $p = 0.000$). Furthermore, indirect paths examined in H7 and H8 underscore the role of effective e-relationship management in fostering brand loyalty via e-marketing capabilities and brand visibility (e.g., $\beta = 0.081$ for H8, $T = 2.75$, $p = 0.006$). The final hypothesis, H9, investigates the direct correlation between Brand Visibility and Brand Loyalty. The results indicate a significant positive effect ($\beta = 0.776$, $T = 17.802$, $p = 0$), suggesting that increased brand visibility dramatically contributes to higher brand loyalty within startup enterprises. The empirical evidence supports all tested hypotheses (H1-H8), elucidating significant direct and mediated relationships among e-marketing constructs within the conceptual model. These findings underscore the importance of strategic e-marketing initiatives in enhancing brand visibility and cultivating customer loyalty through proficient relationship management and organizational capabilities. Figure 3 show illustrate the structural model testing results.

Table 5. Testing Direct and indirect path Hypotheses (bootstrapping 1000 subsamples).

Hypotheses (Path)		T					Decisi
		β	Me	STD	Statisti	P	
			an	EV	cs		on
H1	E-Marketing Orientation -> E-marketing Capabilities	0.519	0.52	0.065	7.98	0.000	Support
H2	E-Marketing Orientation -> Brand Visibility	0.278	0.28	0.08	3.457	0.001	Support
H3	E-Marketing Orientation -> E-marketing Capabilities -> Brand Visibility	0.139	0.18	0.048	3.706	0.000	Support

Figure 1 illustrates the measurement model of the proposed research model. The model consists of four latent variables (E-Marketing Orientation, E-Relationship Management, E-marketing Capabilities, and Brand Loyalty) and their associated manifest variables. The paths and their standardized coefficients (R-squared values) are as follows:

- E-Marketing Orientation** (Latent Variable) predicts:
 - EMO1** (Manifest Variable): 0.785 (0.000)
 - EMO3** (Manifest Variable): 0.850 (0.000)
 - EMO4** (Manifest Variable): 0.841 (0.000)
 - EMO5** (Manifest Variable): 0.812 (0.000)
 - E-marketing Capabilities** (Latent Variable): 0.519 (0.000)
- E-Relationship Management** (Latent Variable) predicts:
 - ERM1** (Manifest Variable): 0.856 (0.000)
 - ERM2** (Manifest Variable): 0.846 (0.000)
 - ERM3** (Manifest Variable): 0.863 (0.000)
 - ERM4** (Manifest Variable): 0.803 (0.000)
 - ERM5** (Manifest Variable): 0.791 (0.000)
 - E-marketing Capabilities** (Latent Variable): 0.303 (0.000)
 - Brand Visibility** (Latent Variable): 0.339 (0.000)
- E-marketing Capabilities** (Latent Variable) predicts:
 - EMC1** (Manifest Variable): 0.805 (0.720)
 - EMC2** (Manifest Variable): 0.768 (0.839)
 - EMC4** (Manifest Variable): 0.823 (0.787)
 - EMC5** (Manifest Variable): 0.823 (0.787)
 - EMC6** (Manifest Variable): 0.823 (0.787)
 - EMC7** (Manifest Variable): 0.823 (0.787)
 - Brand Loyalty** (Latent Variable): 0.344 (0.000)
- Brand Visibility** (Latent Variable) predicts:
 - BV1** (Manifest Variable): 0.868 (0.000)
 - BV2** (Manifest Variable): 0.868 (0.000)
 - BV5** (Manifest Variable): 0.868 (0.000)
 - BV6** (Manifest Variable): 0.868 (0.000)
- Brand Loyalty** (Latent Variable) predicts:
 - BL1** (Manifest Variable): 0.749 (0.000)
 - BL2** (Manifest Variable): 0.800 (0.000)
 - BL3** (Manifest Variable): 0.797 (0.000)
 - BL4** (Manifest Variable): 0.826 (0.000)
 - BL6** (Manifest Variable): 0.825 (0.000)
 - BL7** (Manifest Variable): 0.818 (0.000)

5. Discussion

The finding of H4 is supported by our findings. We find in our result that there is a serial mediation effect of e-marketing capabilities and brand visibility on the relationship between e-marketing orientation and brand loyalty . Thus, this finding is consistent with the result of prior studies, which discuss that an organization's e-marketing capabilities . Indeed related to brand

visibility is necessary to creating consumers' lasting loyalty to a brand . Secondly, H5 is also supported, as shown in the result a significant positive effect of e-relationship management on e-marketing capabilities . Other research has concluded that effective e-relationship management increases the use of organizational capabilities to maximize e-marketing effectiveness . Similarly, our finding supports H6, showing a positive association between e-marketing capabilities and brand visibility . Further Studies have shown that organizational capabilities correlate to brand visibility serving as intermediaries that increase brand visibility, given the effective e-marketing strategy . Finally, H7 is supported by finding the effect of e-relationship management on brand visibility mediated by e-marketing capabilities. This supports prior research that has also discussed that organizational capabilities increase the benefit of effective e-relationship management through increasing branding visibility directly

Moreover, the serial mediation effect of e-marketing capabilities and brand visibility on e-relationship management and brand loyalty is confirmed by Hypothesis 8 which is in line with prior studies . Finally, the last hypothesis, Hypothesis 9 is strongly supported, and the positive relationship of brand visibility and loyalty is confirmed by the results. Although the focus on customer visual visibility and e-marketing has been somewhat limited, drawing implications from prior work and allowing the authors to analyze the impact of high visibility via digital channels demonstrates the importance of building customer relationships and customer engagement that is based on prior work . The present study provides strong empirical evidence for the hypothesized relationships between e-marketing constructs in the context of startups. These findings have important implications for the e-marketing strategic orientation of start-up enterprises by revealing the need for strategic e-marketing orientation and involvement, relationship management, and capabilities to enhance brand visibility and ensure brand loyalty perspectives in a digital and dynamic business environment. Start-ups can, therefore, acquire the use of digital channels with the strategically innovative capability to create customer relationships and gain loyalty. This implication contributes to the theoretical understanding of e-marketing in start-ups and offers practical implications by managers who are operating in the digital environment.

6. Conclusions

This study used structural equation modeling to examine the factorial relationships amongst the e-marketing factors across emerging organizations in the Jordan. The results provided strong, empirical evidence that emphasized the significant influence of investing in strategic e-marketing-based preparedness in enhancing the brand visibility, and enabling firms to build loyal clientele in a fast-paced digital marketplace. From our results, we were able to confirm several of our primary hypothesis theories by proving the impact of emarketing orientation, organizational readiness, and relationship marketing on marketing effectiveness and branding outcomes.

6.1. Theoretical Implications

Theoretically, the study suggests several theoretical implications. The contribution to the understanding of e-marketing efficiency in the context of start-ups is noteworthy. The results emphasize the significance of the strategic orientation of e-marketing, necessary to promote organizational capabilities and improve brand performance. In other words, this study advances the theory by addressing the sequential development of e-marketing constructs, marking strategic e-marketing trends and brand orientation in new business development. The developed ERIM model is an important theoretical basis for reflecting the results obtained. The Resource-Based View theory , for instance, highlights the role of organizational capabilities and resources as a core driver of sustainable competitive advantage . In the context of this study, the positive relationships between e-marketing orientation and e-marketing capabilities fully support RBV. Adding these findings to the existing literature enhances RBV by confirming the need for start-ups to gain and access e-marketing capabilities and realize the potential of strategic e-marketing orientation to increase brand awareness and consumer loyalty. Therefore, RBV can be supported by the developments of this study due to its confirmation of the critical role of dynamic capabilities, specifically in the e-marketing domain, in

supporting sustainable advantage in start-ups. According to Relationship Marketing theory , long-lasting customer relationships are the major determinant of organizational success . The positive effects of e-relationship management on e-marketing capabilities are fully supported by the results. Thus, by reflecting the importance of the role of ERM in E marketing cap development facilitating E-Marketing efficiency, the study can be applied to Relationship Marketing theory. The balance between marketing efforts and customer acquisition is therefore critical for start-ups to succeed. Thus, this empirical study provides evidence for the concepts of RBV, Relationship Marketing, and DMCP. According to the obtained results, these factors can be revitalized or understood and altered in the context of modern, dynamic startup entrepreneurship. Moreover, by indicating the relationships and impact of these factors on brand aspects, this research can claim the practicality and factual support of the identified theoretical models. .

6.2. Practical Implications

The practical implications of the present study provide managers and practitioners with empirical knowledge for optimal e-marketing strategies for startups. The results show the importance of e-marketing orientation in startups that invest in developing organizational capabilities and customer relationships. The use of digital channels for inculcating brand awareness helps startups build long-term relationships with customers, leading to permanent brand loyalty in highly competitive digital settings.

6.3. Limitations and Directions for Future Research

Despite the contributions of this study, several limitations warrant consideration for future research. The sample was confined to startup enterprises in Jordan, limiting the generalizability of findings across diverse contexts. Future studies could expand the investigation to include a broader range of industries and geographic regions to capture variations in e-marketing dynamics. Additionally, further research could explore specific e-marketing strategies and tactics employed by startup enterprises and investigate additional mediating and moderating factors influencing e-marketing effectiveness. Longitudinal studies could also examine the sustainability and evolution of e-marketing initiatives within startup enterprises over time.

Appendix 1. Questionnaire items and Factor loading

	E-Marketing orientation (Huang & Chen, 2019; Farida et al., 2017; Mandal, 2017; Puspita et al., 2020	F. Loading
EMO1	In our company, we prioritize digital marketing initiatives as a strategic focus for reaching our target audience.	0.785
EMO2	Our organization invests in innovative marketing practices to enhance our online presence*	0.658
EMO3	We actively develop competitive strategies to differentiate ourselves in the digital marketplace.	0.85
EMO4	Our company fosters dynamic marketing capabilities to adapt to changing digital marketing trends.	0.841
EMO5	We use e-commerce platforms effectively to improve our marketing performance and brand visibility.	0.812
	E-relationship management (Harrigan et al. (2012); Stăncioiu et al. (2023); Alharthey (2023); Al-share et al. (2023); Stăncioiu et al. (2023);	
ERM1	In our company, we prioritize personalized communication with customers through digital platforms.	0.856

ERM2	In our company, we use electronic tools to gather and analyze customer data to enhance our understanding of customer preferences.	0.846
ERM3	In our company, we engage in regular interactions with customers via digital channels to build and maintain strong relationships.	0.863
ERM4	In our company, we leverage digital platforms to offer personalized services tailored to individual customer needs and preferences.	0.803
ERM5	In our company, we actively use e-CRM tools to manage and enhance customer relationships through digital means.	0.791
	E-marketing capabilities Huang & Chen (2019); Farida et al. (2017); Puspita et al. (2020); Capitello et al. (2014); Sumague & Briones (2022); Jafari et al. (2023); Hosseini et al. (2024); Mandal (2017)	
EMC1	In our company, we actively invest in digital marketing tools and technologies to reach our target audience.	0.805
EMC2	Our company emphasizes innovative marketing practices to stay competitive in the digital marketplace.	0.72
EMC3	We continuously evaluate and improve our digital marketing efforts using data analytics and insights*	0.618
EMC4	Our organization adopts a customer-centric approach in our online marketing strategies.	0.768
EMC5	We actively engage with our target audience through social media platforms to enhance brand visibility.	0.839
EMC6	Our company leverages content-sharing practices to augment our brand visibility and engagement on social media.	0.823
EMC7	We place importance on developing dynamic capabilities to adapt to changes and trends in digital marketing.	0.787
	Brand Visibilty (Avicenna & Rahayu, 2022; Rather et al., 2022; Capitello et al., 2014; Sumague & Briones, 2022; Jafari et al., 2023; Jafari et al., 2023; Hosseini et al., 2024; Yagüe & Romero, 2016; Setiarini et al., 2023; Yousafzai, 2023; Nadino Rinaldi et al., 2024	
BV1	In our company, we actively leverage digital marketing tools to enhance our brand visibility.	0.868
BV2	In our company, we prioritize customer experience and engagement to increase brand visibility.	0.864
BV3	In our company, we use innovative social media strategies to promote our brand and connect with our target audience*	0.568
BV4	In our company, we emphasize content-sharing practices to enhance our brand visibility through social media*	0.613
BV5	In our company, we invest resources in visual branding strategies to improve our brand recognition and visibility in the market.	0.874
BV6	In our company, we actively monitor and analyze customer perceptions and interactions to gauge our brand visibility.	0.82
	Brand Loyalty (Bhanot et al., 2023; Harrigan et al., 2012; Stăncioiu et al., 2023; Al-share et al., 2023; Adinata et al., 2023	

BL1	In our company, we prioritize building long-term relationships with our customers.	0.749
BL2	Our company values customer satisfaction and aims to meet their needs consistently.	0.8
BL3	Our company utilizes digital tools and platforms to engage with customers and enhance their experience.	0.797
BL4	We believe that fostering strong customer relationships contributes to our brand’s success.	0.826
BL5	Our company is committed to using e-marketing strategies to improve brand visibility and loyalty*	0.622
BL6	We strive to enhance customer loyalty through personalized communication and services.	0.825
BL7	Our company believes that effective customer relationship management is crucial for our competitiveness.	0.818

* Eliminated during confirmatory factor loading

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