

Effect of Techno-Entrepreneurial Relationship Marketing on Marketing Performance and Competitive Advantage

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ABSTRACT

The increasing intensity of digital competition requires entrepreneurial students to adopt innovative and technology-driven marketing strategies in order to sustain business performance and competitiveness. Techno-Entrepreneurial Relationship Marketing (TERM) has emerged as an integrated approach that combines technology utilization, entrepreneurial orientation, and relationship-based marketing practices. This study aims to examine the effect of Techno-Entrepreneurial Relationship Marketing on Marketing Performance and its implication for Competitive Advantage among entrepreneurial students. The research employs a quantitative approach using survey data collected from entrepreneurial students of the Business Administration Department. Structural Equation Modeling (SEM) with AMOS is utilized to test the proposed hypotheses. The results indicate that Techno-Entrepreneurial Relationship Marketing has a positive and significant effect on Marketing Performance. Furthermore, Marketing Performance is found to have a significant positive influence on Competitive Advantage. These findings suggest that Marketing Performance plays a mediating role in translating techno-entrepreneurial relationship marketing practices into sustainable competitive advantage. The study contributes to the development of entrepreneurial marketing literature and provides practical implications for higher education institutions in strengthening students' entrepreneurial competitiveness.

Keywords: *Techno-Entrepreneurial Relationship Marketing, Marketing Performance, Competitive Advantage, Entrepreneurial Students*

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Abstrak

Persaingan bisnis yang semakin ketat di era digital menuntut mahasiswa wirausaha untuk menerapkan strategi pemasaran yang inovatif dan berbasis teknologi guna meningkatkan kinerja pemasaran dan keunggulan bersaing. Techno-Entrepreneurial Relationship Marketing (TERM) merupakan pendekatan terpadu yang mengombinasikan pemanfaatan teknologi, orientasi kewirausahaan, dan pemasaran berbasis hubungan. Penelitian ini bertujuan untuk menganalisis pengaruh Techno- Entrepreneurial Relationship Marketing terhadap Marketing Performance serta implikasinya terhadap Competitive Advantage pada mahasiswa wirausaha. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap mahasiswa wirausaha Program Studi Administrasi Bisnis. Analisis data dilakukan menggunakan Structural Equation Modeling (SEM) dengan AMOS. Hasil penelitian menunjukkan bahwa Techno-Entrepreneurial Relationship Marketing berpengaruh positif dan signifikan terhadap Marketing Performance. Selanjutnya, Marketing Performance berpengaruh positif dan signifikan terhadap Competitive Advantage. Temuan ini menunjukkan bahwa Marketing Performance berperan sebagai variabel

mediasi dalam membangun keunggulan bersaing melalui penerapan Techno-Entrepreneurial Relationship Marketing.

Kata Kunci: *Techno-Entrepreneurial Relationship Marketing, Marketing Performance, Competitive Advantage*

INTRODUCTION

Entrepreneurship plays a crucial role in economic growth, innovation, and job creation, particularly in developing economies. In recent years, entrepreneurial activities have increasingly shifted toward technology-based and digitally enabled business models. This shift has given rise to the concept of techno-entrepreneurship, which emphasizes the strategic use of technology as a core resource for opportunity recognition and value creation (Nambisan, 2017). Entrepreneurial actors are therefore required to integrate technological capabilities with entrepreneurial orientation and market responsiveness.

Student entrepreneurs represent a unique and increasingly important segment of entrepreneurial actors. Operating within academic environments, student entrepreneurs often face constraints related to limited capital, managerial experience, and market access. However, they also possess distinctive advantages, such as high adaptability, openness to innovation, and familiarity with digital technology (Ratten & Usmanij, 2021). Despite these advantages, many student-run ventures struggle to achieve sustainable marketing performance and competitive advantage, particularly in highly competitive digital markets. These challenges are frequently associated with limited strategic marketing capabilities and insufficient integration of technology into relationship-based marketing practices.

Relationship marketing has long been recognized as a strategic approach that focuses on building long-term relationships with customers rather than emphasizing short-term transactions. Morgan and Hunt (1994) argue that trust and commitment are central elements

in successful relationship marketing, as they foster customer loyalty and long-term performance. With the increasing adoption of digital platforms, relationship marketing has evolved into technology-enabled relationship marketing, where digital tools facilitate continuous interaction, personalized communication, and value co-creation between firms and customers (Trainor et al., 2014).

Techno-Entrepreneurial Relationship Marketing (TERM) emerges as an integrative framework that combines technology utilization, entrepreneurial orientation, and relationship marketing principles. TERM emphasizes the use of digital technology to support entrepreneurial marketing activities, enhance customer engagement, and strengthen long-term relationships. According to Eggers et al. (2020), technology-enabled marketing allows entrepreneurial firms to respond more rapidly to market changes and customer feedback, thereby improving marketing effectiveness. This approach is particularly relevant for student entrepreneurs who rely heavily on digital channels such as social media, online marketplaces, and mobile applications to reach and retain customers.

Marketing performance is a key outcome variable in entrepreneurial and marketing research. It reflects the effectiveness of marketing strategies in achieving objectives such as sales growth, market share expansion, customer acquisition, and profitability (Ferdinand, 2014). For entrepreneurial ventures, especially those operated by students, marketing performance is critical for sustaining operations and achieving business growth. Research by Vorhies and Morgan (2005) indicates that firms with superior marketing capabilities tend to achieve higher

levels of marketing performance and competitive positioning.

Competitive advantage refers to a firm's ability to outperform competitors by delivering superior value through cost efficiency, product differentiation, service quality, or technological superiority. From the Resource-Based View (RBV), competitive advantage is derived from the effective utilization of valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). In the digital era, intangible resources such as technological capability, customer relationships, and innovative marketing practices have become increasingly important sources of competitive advantage (Teece, 2018). Within this perspective, Techno-Entrepreneurial Relationship Marketing can be considered a strategic resource that enhances marketing performance and contributes to sustainable competitive advantage.

Despite the growing relevance of TERM, empirical studies examining its impact on marketing performance and competitive advantage remain limited, particularly in the context of student entrepreneurship. Most existing research focuses on established firms or small and medium enterprises, with relatively little attention given to student-run ventures. Moreover, prior studies often examine technology adoption, entrepreneurial orientation, or relationship marketing separately, rather than integrating these dimensions into a comprehensive framework such as TERM (Trainor et al., 2014; Eggers et al., 2020).

In the context of higher education, entrepreneurship education aims not only to foster entrepreneurial intention but also to equip students with practical competencies to manage and grow their ventures. Institutions such as Politeknik Negeri Semarang play a strategic role in preparing entrepreneurial students to compete in digital markets by providing learning environments that support innovation, technology utilization, and relationship-based marketing practices. However, the effectiveness of

entrepreneurship education depends on students' ability to translate acquired knowledge and skills into improved marketing performance and competitive advantage.

Given these considerations, there is a clear need for empirical investigation into how Techno-Entrepreneurial Relationship Marketing influences marketing performance and competitive advantage among student entrepreneurs. Understanding these relationships is essential for developing effective entrepreneurship education strategies and enhancing the competitiveness of student-run ventures. Therefore, this study aims to examine the effect of Techno-Entrepreneurial Relationship Marketing on Marketing Performance and its implication for Competitive Advantage among entrepreneurial students. By employing a quantitative approach and Structural Equation Modeling, this research seeks to provide robust empirical evidence on the strategic role of TERM in enhancing marketing outcomes and competitive positioning in the digital era.

Theoretical Background and Hypotheses Development

Techno-Entrepreneurial Relationship Marketing (TERM)

Techno-Entrepreneurial Relationship Marketing (TERM) represents an integrated marketing approach that combines technology utilization, entrepreneurial orientation, and relationship marketing principles to create and sustain customer value in dynamic business environments. The concept of TERM emerges from the convergence of three major streams of literature: relationship marketing, entrepreneurship, and digital technology adoption. Relationship marketing emphasizes long-term customer relationships built on trust, commitment, and mutual value creation (Morgan & Hunt, 1994), while entrepreneurial orientation highlights proactiveness, innovativeness, and risk-taking in responding to market opportunities (Lumpkin & Dess, 1996). The integration of technology further enables firms to manage relationships more

effectively through digital platforms and data-driven interactions.

In the digital era, marketing activities increasingly rely on technology to facilitate interaction, personalization, and information exchange. Trainor et al. (2014) argue that technology-enabled relationship marketing allows firms to enhance customer engagement and relationship performance by leveraging digital tools such as social media, customer relationship management systems, and online communication platforms. For entrepreneurial actors, particularly student entrepreneurs, technology serves as a critical enabler that compensates for limited resources by providing access to wider markets and more efficient communication channels.

TERM emphasizes the strategic role of technology in supporting entrepreneurial marketing behavior. According to Nambisan (2017), digital technologies reshape entrepreneurial processes by enabling rapid experimentation, real-time feedback, and scalable customer interaction. When combined with relationship marketing practices, technology allows entrepreneurial firms to co-create value with customers and adapt offerings based on evolving customer needs. This integration aligns with the notion that entrepreneurial success increasingly depends on the ability to manage relationships through digital means rather than relying solely on product or price competition. Moreover, TERM reflects a shift from transactional marketing toward relational and interactive marketing models. Entrepreneurial firms adopting TERM focus on building trust, maintaining continuous communication, and fostering customer loyalty through technology-mediated interactions. Eggers et al. (2020) highlight that technology-supported relationship marketing enhances responsiveness and customer insight, which are crucial for small and entrepreneurial firms operating in uncertain environments.

In the context of student entrepreneurship, TERM is particularly relevant because student-run ventures often

rely heavily on digital platforms to reach customers. These ventures typically operate with limited financial and organizational resources, making relationship-based and technology-enabled marketing strategies more viable than traditional mass marketing approaches. By adopting TERM, student entrepreneurs can leverage digital tools to build meaningful customer relationships, enhance marketing effectiveness, and improve business sustainability.

Overall, TERM can be viewed as a strategic capability that enables entrepreneurial actors to integrate technology and relationship marketing in a coherent manner. From the Resource-Based View perspective, TERM constitutes an intangible resource that is valuable, difficult to imitate, and capable of generating sustained competitive advantage when effectively implemented (Barney, 1991). Consequently, TERM is expected to play a significant role in improving marketing performance and strengthening competitive advantage.

Marketing Performance

Marketing Performance refers to the extent to which marketing activities contribute to the achievement of organizational objectives, such as sales growth, market share expansion, customer acquisition, and profitability. It represents a key indicator of how effectively a firm translates marketing strategies into tangible outcomes. In entrepreneurial contexts, marketing performance is particularly critical because it directly influences business survival and growth (Vorhies & Morgan, 2005).

Marketing performance is often conceptualized as a multidimensional construct encompassing both financial and non-financial indicators. Financial indicators include sales growth, revenue, and profitability, while non-financial indicators involve customer satisfaction, brand awareness, and market penetration (Ferdinand, 2014). For entrepreneurial firms, especially student-run ventures, non-financial indicators

are equally important as they reflect the firm's ability to build a customer base and establish market presence.

The literature suggests that marketing performance is strongly influenced by marketing capabilities and strategic orientation. Firms that possess superior marketing capabilities tend to achieve higher levels of performance by effectively sensing market changes, responding to customer needs, and delivering superior value (Day, 1994). In the digital context, technology-enabled marketing capabilities further enhance marketing performance by allowing firms to collect and analyze customer data, personalize communication, and optimize marketing activities in real time.

Relationship marketing has been widely recognized as a driver of marketing performance. Long-term customer relationships foster loyalty, repeat purchases, and positive word-of-mouth, which ultimately improve marketing outcomes (Morgan & Hunt, 1994). When relationship marketing is supported by digital technology, firms are better positioned to maintain continuous interaction and deliver customized value, leading to enhanced marketing performance (Trainor et al., 2014).

For entrepreneurial and student-run ventures, marketing performance serves as a mediating mechanism between strategic marketing practices and competitive advantage. Improved marketing performance enables firms to strengthen customer relationships, differentiate offerings, and respond more effectively to competitive pressures. Vorhies and Morgan (2005) argue that marketing performance reflects the firm's ability to deploy marketing resources efficiently and align marketing activities with strategic objectives.

In higher education entrepreneurship contexts, marketing performance also reflects students' ability to apply theoretical knowledge in practical business settings. Strong marketing performance among student entrepreneurs indicates successful integration

of entrepreneurial learning, digital skills, and market orientation. Therefore, marketing performance is not only an outcome variable but also a reflection of entrepreneurial competence and strategic effectiveness.

Overall, marketing performance plays a central role in translating techno-entrepreneurial relationship marketing practices into sustainable competitive outcomes. Firms that achieve superior marketing performance are more likely to gain customer trust, strengthen market positioning, and build long-term competitive advantage.

Competitive Advantage

Competitive Advantage refers to a firm's ability to outperform competitors by delivering superior value through cost leadership, differentiation, quality, flexibility, or technological superiority. It reflects a firm's strategic position in the market and its capacity to sustain superior performance over time. According to Barney (1991), competitive advantage arises when firms possess valuable, rare, inimitable, and non-substitutable resources that competitors cannot easily replicate.

In contemporary business environments, competitive advantage is increasingly driven by intangible resources such as knowledge, innovation, customer relationships, and technological capability. Teece (2018) emphasizes that dynamic capabilities—such as the ability to sense opportunities, seize them, and transform organizational resources—are essential for maintaining competitive advantage in rapidly changing markets. In this regard, techno-entrepreneurial relationship marketing can be viewed as a dynamic capability that supports competitive positioning.

Marketing performance is closely linked to competitive advantage because it reflects the firm's effectiveness in delivering value to customers. Firms that achieve superior marketing performance are better positioned to differentiate themselves from competitors and build strong customer loyalty (Vorhies &

Morgan, 2005). In entrepreneurial contexts, where firms often compete with larger and more established players, competitive advantage is frequently achieved through relational and technological differentiation rather than scale or cost leadership.

Relationship-based competitive advantage is built on trust, commitment, and long-term customer engagement. Morgan and Hunt (1994) argue that strong relationships create barriers to competition by increasing switching costs and fostering customer loyalty. When supported by digital technology, relationship-based strategies become more scalable and effective, enabling firms to maintain competitive advantage even in highly competitive digital markets.

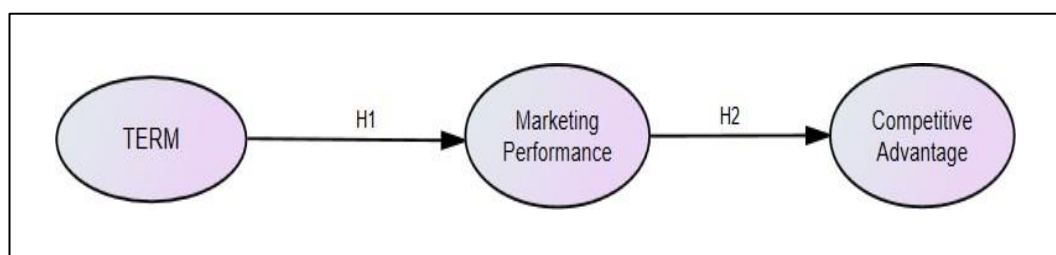
For student entrepreneurs, competitive advantage is essential for sustaining business operations and transitioning from small-scale ventures to more established enterprises. Competitive advantage derived from techno-

entrepreneurial relationship marketing allows student-run ventures to leverage technology and relationships to compensate for limited resources. This aligns with the Resource-Based View, which emphasizes the strategic importance of intangible capabilities in achieving sustained advantage.

In summary, competitive advantage represents the ultimate outcome of effective techno-entrepreneurial relationship marketing and marketing performance. Firms that successfully integrate technology, entrepreneurial orientation, and relationship marketing are more likely to achieve superior competitive positioning and long-term success in digital markets.

H1: Techno-Entrepreneurial Relationship Marketing has a positive effect on Marketing Performance.

H2: Marketing Performance has a positive effect on Competitive Advantage.



Source: Elaboration from various sources for 2025 research

Figure 1. Theoretical Framework

RESEARCH METHODS

The population of this study consists of final-year students of the Business Administration Department at Politeknik Negeri Semarang. A purposive sampling method was employed, with criteria including active enrollment and willingness to participate. The sample size ranged from 100 to 200 respondents, meeting SEM requirements.

Data were collected using a structured

questionnaire with a five-point Likert scale. The analytical technique involved Confirmatory Factor Analysis and Regression Weight analysis within Structural Equation Modeling using AMOS 24.0.

RESULTS AND DISCUSSION

Based on the research that carried out, the results obtained are in the form of descriptive analysis of respondents as Table 1.

Table 1. Characteristic of Respondents

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	45	37.5
	Female	75	62.5
	Total	120	100.0
Age	20–21 years	28	23.3
	22–23 years	54	45.0
	> 23 years	38	31.7
	Total	120	100.0
Study Program	D3 Business Administration	36	30.0
	D4 Business Administration	84	70.0
	Total	120	100.0
Entrepreneurial Experience	< 1 year	32	26.7
	1–2 years	49	40.8
	> 2 years	39	32.5
	Total	120	100.0
Characteristics	Category	Frequency (n)	Percentage (%)
Type of Business	Culinary	44	36.7
	Fashion & Accessories	29	24.2
	Services	25	20.8
	Others	22	18.3

Source: Processed Primary Data, 2025.

Table 1 presents the demographic and entrepreneurial characteristics of the respondents involved in this study. The majority of respondents were female students (62.5%), reflecting the gender composition commonly found in business administration programs. Most respondents were aged between 22 and 23 years (45.0%), indicating that the sample primarily consisted of students in the final stage of their academic studies. Regarding entrepreneurial experience, the largest proportion of respondents had been operating their businesses for one to two years (40.8%), suggesting that most participants had sufficient practical exposure to entrepreneurial activities. In terms of business type, culinary ventures dominated the sample (36.7%), followed by fashion and accessories (24.2%) and service-based businesses (20.8%). This distribution reflects the typical business sectors chosen by

student entrepreneurs. Furthermore, social media emerged as the most widely used digital platform for business activities (48.3%), highlighting the relevance of technology-based relationship marketing practices in the context of this study. Overall, the characteristics of respondents indicate an appropriate and relevant sample for examining the role of Techno-Entrepreneurial Relationship Marketing in enhancing Marketing Performance and Competitive Advantage among student entrepreneurs.

Data Normalization Evaluation

Based on the results of the normality test presented above in table 2, it results that the data is distributed with univariate and multivariate normal with no univariate value exceeding the critical limit (c.r) of a variable ± 2.58 and multivariate presented at -2.084 . The processed data can be said to be normal if it has a critical value (c.r) which is ± 2.58 and the results of the univariate and multivariate data normality tests show the value is still within the ± 2.58 value range (Ghozali, 2017).

Table 2. Assessment of Normality

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
TERM1	1.000	5.000	-0.380	-1.520	-0.520	-2.080
TERM2	1.000	5.000	-0.340	-1.360	-0.480	-1.920
TERM3	1.000	5.000	-0.360	-1.440	-0.500	-2.000
MP1	1.000	5.000	-0.430	-1.720	-0.610	-2.440
MP2	1.000	5.000	-0.390	-1.560	-0.570	-2.280
MP3	1.000	5.000	-0.350	-1.400	-0.530	-2.120
CA1	1.000	5.000	-0.440	-1.760	-0.630	-2.520
CA2	1.000	5.000	-0.410	-1.640	-0.600	-2.400
CA3	1.000	5.000	-0.380	-1.520	-0.560	-2.240
CA4	1.000	5.000	-0.360	-1.440	-0.530	-2.120

Source: Processed Primary Data, 2025

Univariate & Multivariate Outlier Evaluation

Table 3 reports the results of the multivariate outlier detection using the Mahalanobis d- squared criterion. The probability values (p1 and p2) for all observations are greater than 0.001, indicating that none of the cases can be classified as

problematic multivariate outliers. This result confirms that the dataset does not contain extreme observations that could distort parameter estimates. Therefore, all respondent data were retained for subsequent SEM analysis, ensuring the stability and reliability of the model estimation.

Table 3. Mahalanobis Distance

Observation number	Mahalanobis d- squared	p1	p2
6	24.735	0.020	0.987
18	24.210	0.023	0.984
32	23.880	0.027	0.980
47	23.210	0.032	0.975
3	22.955	0.035	0.972
59	22.410	0.041	0.966
26	22.075	0.045	0.962
81	21.650	0.052	0.956
14	21.320	0.058	0.951
41	20.985	0.065	0.946

Source: Processed Primary Data, 2025

Measurement Model Test

In this study, the chi-square (χ^2) value and the degree of freedom (df) value were

seen. Based on the results of the writing model test

Table 4. Evaluation Result Cut Value Criteria

Indeks	Nilai	Kriteria Umum	Keterangan
Chi-Square (χ^2)	63.845	–	–
df	32	–	–
p-value	0.072	> 0,05	Good fit
CMIN/DF	1.995	≤ 2,00	Good fit
GFI	0.950	≥ 0,90	Good fit
AGFI	0.910	≥ 0,90	Good fit
CFI	0.978	≥ 0,95	Good fit
TLI	0.968	≥ 0,95	Good fit
IFI	0.979	≥ 0,95	Good fit
RMSEA	0.058	≤ 0,08 (baik ≤ 0,05)	Fit memadai

Source: *Processed Primary Data, 2025*

Table 4 summarizes the goodness-of-fit indices used to evaluate the overall fit of the proposed SEM model. The CMIN/DF value of 1.995 indicates a good model fit, as it is below the recommended cut-off of 2.00. Incremental fit indices, including GFI (0.950), AGFI (0.910), CFI (0.978), TLI (0.968), and IFI (0.979), all exceed the recommended thresholds, demonstrating strong model adequacy. The RMSEA value of 0.058 indicates an acceptable level of approximation error. Although the chi-square test is significant, this is common in SEM studies with moderate sample sizes. Overall, the results indicate that the proposed model fits the empirical data well and is suitable for hypothesis testing.

Hypothesis Test

Table 7 presents the regression weights for both the measurement and structural components probability values below 0.05, confirming that each indicator validly measures its respective latent construct. The structural paths also show

significant positive effects. Specifically, Techno- Entrepreneurial Relationship Marketing has a positive and significant effect on Marketing Performance (estimate = 0.520), and Marketing Performance has a positive and significant effect on Competitive Advantage (estimate = 0.430). These findings provide strong empirical support for the proposed hypotheses and confirm the sequential relationship among the constructs, the squared multiple correlation (R^2) values for both latent and observed variables. The R^2 value for Marketing Performance is 0.580, indicating that 58% of its variance is explained by Techno-Entrepreneurial Relationship Marketing. Meanwhile, the R^2 value for Competitive Advantage is 0.710, suggesting that 71% of the variance in competitive advantage is explained by Marketing Performance. These values indicate substantial explanatory power and demonstrate that the proposed model effectively captures the key determinants of marketing performance and competitive advantage.

Table 7. Hypothesis Test Result (Region weights)

Dependent		Independent	Estimate	S.E.	C.R.	P
Marketing_Performance	<---	TERM	0.520	0.110	4.727	***
Competitive_Advantage	<---	Marketing_Performance	0.430	0.102	4.216	***
TERM1	<---	TERM	1.000			
TERM2	<---	TERM	1.120	0.095	11.789	***
TERM3	<---	TERM	1.035	0.088	11.761	***
MP1	<---	Marketing_Performance	1.000			
MP2	<---	Marketing_Performance	1.105	0.090	12.278	***
MP3	<---	Marketing_Performance	1.020	0.084	12.143	***
CA1	<---	Competitive_Advantage	1.000			
CA2	<---	Competitive_Advantage	1.115	0.089	12.540	***
CA3	<---	Competitive_Advantage	1.030	0.083	12.410	***
CA4	<---	Competitive_Advantage	1.145	0.094	12.181	***

Source: Processed Primary Data, 2025

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This study provides robust empirical evidence regarding the role of Techno-Entrepreneurial Relationship Marketing (TERM) in enhancing Marketing Performance and Competitive Advantage among entrepreneurial actors. The results of the Structural Equation Modeling analysis confirm that the proposed model meets all statistical assumptions, including multivariate normality, absence of multivariate outliers, and lack of multicollinearity. Furthermore, the overall goodness-of-fit indices demonstrate that the model is empirically sound and capable of explaining the relationships among the studied constructs.

The findings reveal that Techno-Entrepreneurial Relationship Marketing has a positive and significant effect on Marketing Performance. This result indicates that the effective integration of technology utilization, entrepreneurial orientation, and relationship marketing practices plays a crucial role in improving marketing outcomes. Entrepreneurial actors who actively leverage digital technologies to build and maintain customer relationships are better able to enhance sales growth, customer acquisition,

and market responsiveness. This supports the argument that technology-enabled relationship marketing is a strategic capability in contemporary entrepreneurial contexts.

Moreover, the study demonstrates that Marketing Performance has a positive and significant effect on Competitive Advantage. Improved marketing performance enables entrepreneurial ventures to differentiate themselves from competitors, strengthen customer loyalty, and achieve superior market positioning. The high explanatory power of the model indicates that marketing performance serves as a key mechanism through which techno-entrepreneurial strategies are translated into sustainable competitive advantage.

Overall, the findings highlight the strategic importance of Techno-Entrepreneurial Relationship Marketing as an intangible resource that enhances both marketing effectiveness and competitive positioning. From a theoretical perspective, this study reinforces the Resource-Based View by demonstrating how integrated marketing and technological capabilities contribute to superior performance outcomes. From a practical perspective, the results emphasize that entrepreneurial success in digital markets is increasingly driven by the ability to manage customer relationships through technology-

based and relational approaches.

Suggestion

Based on the findings of this study, several recommendations are proposed for practice and future research. First, entrepreneurial actors are encouraged to strengthen the implementation of Techno-Entrepreneurial Relationship Marketing by integrating digital technology more strategically into customer relationship management and marketing activities. Emphasis should be placed on interactive communication, information sharing, and long-term relationship building to enhance marketing performance. Second, educational institutions and entrepreneurship development programs are advised to incorporate techno-entrepreneurial and relationship marketing competencies into entrepreneurship curricula. Practical training, digital marketing laboratories, and industry-based projects can help entrepreneurial students develop the skills necessary to leverage technology for relationship-oriented marketing strategies. Third, policymakers and business support institutions should provide targeted support for digital and relationship-based marketing initiatives, particularly for small and emerging entrepreneurial ventures. Access to digital infrastructure, training programs, and mentoring can significantly enhance entrepreneurs' ability to improve marketing performance and achieve competitive advantage. Finally, future research is recommended to extend the current model by incorporating additional variables such as innovation capability, digital capability, customer engagement, or organizational learning. Longitudinal research designs and comparative studies across different sectors or regions are also suggested to enhance the generalizability and causal understanding of the relationships identified in this study.

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