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IMPROVING MARKETING PERFORMANCE THROUGH BUSINESS NETWORKS AND ECO BRAND RESONANCE CAPABILITY

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ABSTRACT

This study aims to analyze the influence of business networks on eco brand resonance capability. It examines the impact of business networks and eco brand resonance capability on product competitive advantage, and the effect of product competitive advantage on marketing performance. The research sample consists of 110 respondents from small and medium-sized batik enterprises in Central Java. The analysis tool used is SEM AMOS version 21. The findings indicate that the stronger the business networks, the higher the eco brand resonance capability; the stronger the business networks and eco brand resonance capability, the greater the product competitive advantage; and the higher the product competitive advantage, the better the marketing performance.

KEYWORDS: *business network; eco brand resonance capability; product competitive advantage; marketing performance.*

INTRODUCTION

In the current era of globalization and digitalization, competition in the business world is becoming increasingly intense, especially in the realm of marketing. Improving marketing performance has become a primary focus for many companies to remain competitive and relevant in the global market. One approach that is gaining popularity is through the utilization of business networks and eco-oriented brand resonance capabilities, often referred to as Eco Brand Resonance Capability. Amid the increasing consumer awareness of environmental issues, companies are required to not only offer quality products and services but also to consider their environmental impact. In the international context, companies must be able to build strong business networks to expand their markets while keeping an eye on sustainability trends that attract global consumers. Enhancing marketing performance through business networks and sustainable brand resonance becomes key for companies to create sustainable competitive advantages in the international market.

In the last few decades, changes in consumption patterns and dynamics in the international market have shifted the paradigm in the marketing world. Today's consumers are not only seeking quality products but are also increasingly demanding environmentally friendly products that are produced responsibly with sustainability in mind. This situation poses challenges for companies aiming to enhance their marketing performance, especially in the face of a competitive global market.

Changes in consumption patterns and dynamics in the international market over the past few decades have brought significant transformation to the marketing world. In the previous era, consumers tended to focus on high-quality products at competitive prices. However, consumer preferences have now evolved alongside the growing global awareness of environmental, social, and sustainability issues. Consumers are increasingly conscious of the environmental impact of the products they purchase. They start to consider carbon footprints, the use of environmentally friendly materials, and how products are produced and distributed. The demand for "green" or "sustainable" labeled products has sharply increased, especially in developed countries and information-savvy urban markets.

In addition to environmental sustainability, consumers also demand social responsibility from companies. They want to know if the companies they buy from treat their workers fairly, do not use forced labor, and practice good business ethics. Transparency in the supply chain and business practices has become more important than ever. Consumers are now more likely to choose products that align with their personal values. They seek not only functional products but also those that reflect a commitment to sustainability and social responsibility. Social

media has enabled consumers to share information and reviews more easily, so a company's and product's reputation can be significantly influenced by public opinion. Information about irresponsible business practices can spread rapidly, forcing companies to be more cautious and proactive in maintaining their brand image.

With the increasing globalization and digitalization, consumers worldwide have broader access to information about products, companies, and global issues such as climate change and human rights. This influences their preferences when choosing products from environmentally and socially responsible companies. Many countries and international organizations are beginning to implement stricter regulations related to sustainability, concerning carbon emissions, renewable energy use, and corporate social responsibility. Companies operating internationally must adapt to these regulations to remain competitive and accepted in the global market.

The international market is becoming increasingly complex due to the diversity of consumer preferences in different countries. Consumers in Europe, for instance, tend to be more concerned about sustainability issues compared to some other regions. Companies need to adjust their marketing strategies based on local preferences while maintaining consistent global standards.

Changes in consumption patterns and market dynamics are forcing companies to adopt a new marketing paradigm. It is no longer sufficient to merely offer quality products at competitive prices. Companies must demonstrate a genuine commitment to sustainability and social responsibility. Marketing strategies must now include elements such as transparency, business ethics, reducing environmental impact, and fostering a strong emotional connection with consumers who care about sustainability. In this increasingly interconnected world, companies that fail to adapt to these new expectations risk losing significant market share.

On the other hand, intense business competition forces companies to be more innovative in leveraging business networks. Strong business networks enable companies to establish strategic partnerships, share resources, and access new markets more effectively. By utilizing these networks, companies can expand their marketing reach and enhance brand visibility across various international markets.

Marketing performance does not solely rely on business networks. Along with the increasing attention to environmental issues, companies must also be able to build brand resonance that aligns with sustainability values, or Eco Brand Resonance. This refers to a company's ability to create a strong emotional connection between the brand and consumers who care about the environment. In other words, companies must ensure that their marketing strategies not only support economic sustainability but also promote environmental preservation.

The purpose of this research is to analyze the influence of business networks on eco brand resonance capability. It examines the impact of business networks and eco brand resonance capability on product competitive advantage, as well as the effect of product competitive advantage on marketing performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Literature Review

Business Networks

Hakansson & Snehota (2017) state that business networks are systems of relationships between companies that occur through ongoing interactions, allowing for the exchange of resources, information, and capabilities. These networks consist of both formal and informal relationships that help companies achieve strategic objectives through collaboration and value exchange. Ritter, Wilkinson, & Johnston (2016) define business networks as structures formed from relationships among various interdependent organizations. Each entity within the network plays a unique role, and the success of the network is determined by the ability to collaborate in utilizing collective resources. Zhou, Wu, & Luo (2015) describe business networks as relationships between companies that share common goals in creating competitive advantages in international markets. These networks strengthen collaboration among members and provide access to technology, innovation, and new markets. Gulati, Sytch, & Tatarynowicz (2015) characterize business networks as platforms for interaction that allow companies to collaborate in creating innovations and strategic advantages. In a dynamic global market, these networks help companies tackle rapidly changing market and technological challenges. Dyer & Singh (2016) emphasize that business networks are an important external resource, where collaboration among various companies enables the creation of greater value than individual operations. Trust and commitment are essential elements for building successful networks.

From the various definitions of business networks provided by experts, it can be concluded that a business network is a system of relationships formed through interactions and collaborations among organizations or companies with the aim of creating value, competitive advantages, and more effective resource exchanges. This network enables companies to expand their markets, access technologies and innovations, and better navigate the dynamics of the global market. Key elements in business networks include trust, commitment, and interconnection among network members, which facilitate the creation of synergy and the achievement of shared strategic goals.

Indicators of business networks determine the effectiveness and success of relationships among companies within the network. Trust among business network members is the primary foundation that enables effective collaboration. This trust reduces uncertainty and enhances the quality of relationships between parties. Commitment reflects the willingness of parties within the network to invest in long-term relationships. This commitment creates stability and facilitates sustained cooperation. Smooth information exchange among business network members enhances coordination and innovation, including sharing knowledge, data, and information related to markets and technology.

Flexibility within a business network reflects the members' ability to adapt to changing market conditions, technologies, and other external dynamics. A good reputation of each network member enhances credibility and trust within the network. A solid reputation facilitates cooperation and increases the network's attractiveness to potential partners. The ability of network members to leverage shared resources, such as technology, expertise, and capital, is key to creating greater added value compared to operating individually. The effectiveness of business networks heavily relies on good coordination among members, especially regarding the division of responsibilities, roles, and resource management. Innovation generated from collaboration among network members demonstrates how companies can combine ideas and technologies to create better products or services.

Eco brand Resonance Capability

adhari, R., & Favier, M. (2018) define Eco Brand Resonance Capability as a brand's ability to build strong emotional connections with consumers who care about environmental issues. This includes the brand's capability to effectively communicate sustainability and environmentally friendly values, thereby creating trust and loyalty among consumers. Iglesias, O., Singh, J. J., & Batista-Foguet, J. M. (2011) describe Eco Brand Resonance Capability as the brand's ability to create emotional relationships with consumers through sustainability values and responsible business practices. This is essential for enhancing consumer engagement and encouraging positive actions towards the brand. Peattie, K., & Crane, A. (2005) emphasize that Eco Brand Resonance Capability highlights the importance of brands in contributing to global sustainability. Brands with this capability not only sell products but also actively participate in broader environmental initiatives.

From the various definitions above, it can be concluded that Eco Brand Resonance Capability is an important aspect of marketing strategies that focus on sustainability, creating emotional connections with consumers, and building loyalty through environmentally friendly practices. Brands that can develop this capability will be more successful in a market that increasingly cares about environmental issues.

Product competitive Advantages

Michael Porter (1985) defines Product Competitive Advantage as a company's ability to create greater value for consumers that cannot be replicated by competitors. This is achieved through product differentiation or better cost efficiency compared to competitors. According to Porter, companies should focus on generic strategies: cost leadership, differentiation, or focus to build competitive advantages. Philip Kotler (2000) states that Product Competitive Advantage is a factor that influences consumers' perceptions of the value they receive. David A. Aaker (2001) explains that competitive advantages in products can be obtained if a company possesses unique product attributes, such as superior quality, significant innovation, or strong branding. Aaker also emphasizes the importance of brand equity in creating sustainable competitive advantages. Jay B. Barney (1991) argues that competitive advantage is based on the company's resources and capabilities that are rare, valuable, difficult to imitate, and non-substitutable (VRIN - Valuable, Rare, Inimitable, Non-substitutable). Products with these advantages can offer unique value that is hard for competitors to match.

From several definitions, it can be concluded that Product Competitive Advantage is a combination of innovation, quality, price, and added value that makes a product more attractive to consumers compared to competing products, while also allowing the company to maintain a superior position in the market.

According to Philip Kotler (2000), indicators of competitive advantage include products that meet or exceed consumer expectations in terms of quality, benefits, or services, providing an edge over competitors. Additionally, innovation in products and services that are relevant to market needs is also a key factor.

Marketing Performance

Ambler, T., & Styles, C. (1996) define marketing performance as a company's ability to achieve established marketing goals, including increasing sales, market share, and customer loyalty. This performance is measured through various indicators such as sales growth, customer satisfaction, and the effectiveness of marketing campaigns. Varadarajan, R., & Clark, T. (1994) describe marketing performance as the results of marketing efforts expressed in numerical terms, such as increased sales, profit growth, and enhanced market share, reflecting the effectiveness of the marketing strategies implemented by the company. Woodruff, R. B. (1997) states that marketing performance refers to the extent to which a company's marketing activities create value for customers and build mutually beneficial relationships. This performance encompasses measurements of how consumers perceive and receive value from the products and services offered.

From various definitions, it can be concluded that marketing performance is a broad and multifaceted concept that includes measuring the results of marketing efforts, the impact on customer value, and the relationship between marketing strategies and the company's financial performance. This definition highlights the importance of a deep understanding of how marketing activities can be measured and evaluated to achieve larger business objectives.

RELATIONSHIP BETWEEN HYPOTHESES

The Influence of business networks on eco brand resonance capability

Rindell, A., & Willmott, M. (2016) indicate that the influence of business networks on Eco Brand Resonance Capability is very significant, especially in the context of marketing focused on sustainability and environmental responsibility. Business networks create a platform for companies to collaborate and share resources, knowledge, and best practices in efforts to build a brand that is not only recognized for its quality products but also for its commitment to sustainability.

First, through business networks, companies can access the latest information and research on sustainable practices and environmentally friendly innovations. By sharing knowledge among network members, companies can more easily develop products that meet consumer expectations for sustainability, thereby enhancing brand resonance in customers' minds. Gaur, A. S., & Gupta, M. (2019) add that second, business networks allow collaboration with stakeholders committed to sustainability, such as suppliers implementing environmentally friendly practices or partners with a strong reputation in social responsibility. Strong relationships with these stakeholders not only enhance brand credibility but also create a positive perception among consumers, supporting increased loyalty and advocacy for the brand.

Third, collaboration within business networks can strengthen product innovation and sustainable marketing strategies. For example, companies can collaborate with research institutions or universities to develop new technologies that are more efficient and environmentally friendly. This innovation will bolster Eco Brand Resonance Capability, as consumers tend to feel more connected to brands that demonstrate real efforts in creating sustainable solutions. Fourth, business networks also provide opportunities for companies to engage in joint marketing campaigns or broader sustainability initiatives. By participating in these activities, companies can increase brand visibility and reinforce positive associations with environmental values, which are important for building brand resonance. Finally, interactions within business networks can help companies understand consumer needs and desires related to sustainability. By obtaining direct feedback from customers and other stakeholders, companies can adjust their approaches to enhance Eco Brand Resonance Capability.
The above description leads to the formulation of the hypothesis:
H1: Business networks have a positive and significant impact on marketing performance.

The Influence of Eco Brand Capability on Product Competitive Advantage

Eco-brand capability plays a crucial role in enhancing product competitive advantage because it demonstrates the company's commitment to sustainable business practices, which has increasingly become a primary focus for modern consumers. A brand's ability to integrate environmental values into its products and operations adds unique value in the eyes of eco-conscious consumers. Products produced with environmentally friendly approaches, such as using recyclable materials or implementing low-emission production processes, provide a significant competitive edge by attracting more environmentally aware market segments.

Additionally, eco-brand capability can strengthen brand equity, creating a positive image that enhances customer loyalty. Consumers increasingly appreciate companies committed to environmental preservation, meaning that products marketed as eco-friendly tend to have higher appeal compared to competitors that overlook these aspects. This also provides opportunities for companies to implement effective differentiation strategies, where they compete not just on price or features but also on the ethical values conveyed through their brands. Innovations in eco-friendly products, reductions in carbon footprints, and efficient resource use are elements of eco-brand capability that directly contribute to product competitive advantage.

From the above description, Hypothesis 2 can be proposed:

H2: Eco-brand resonance capability positively and significantly influences product competitive advantage.

The Influence of Product Competitive Advantage on Marketing Performance

Product competitive advantage directly influences marketing performance by enhancing product appeal to consumers, increasing customer loyalty, and expanding market share. When a product has a competitive edge, such as superior quality, more competitive pricing, or innovative features not offered by competitors, it is more likely to be chosen by consumers. This boosts sales volume and strengthens the brand's position in the market. For example, affordable yet quality products (through a cost leadership strategy) or products with unique and innovative features (through a differentiation strategy) tend to attract a broader market segment, thereby improving the effectiveness of marketing campaigns and increasing efficiency in marketing costs.

Competitive advantage also helps companies build a strong reputation and brand image, which are essential for sustainable long-term marketing performance. Brands known for excelling in one or more product aspects often enjoy higher levels of consumer loyalty. This leads to lower expenditures on attracting new customers, as a well-established brand reputation generates significant positive word-of-mouth effects. Furthermore, competitive advantage allows companies to be more flexible in setting prices, providing room for greater profit margins, and influencing consumer perceptions of value regarding the product, ultimately enhancing overall marketing performance.

Based on the above description, the following hypothesis can be proposed:

H3: There is a positive and significant influence of product competitive advantage on marketing performance.

The influence of eco brand resonance capability on marketing performance

The influence of Eco Brand Resonance Capability on marketing performance is crucial in businesses that increasingly prioritize sustainability and social responsibility. Eco Brand Resonance Capability refers to a brand's ability to create strong, emotional connections with consumers through sustainability values. When a brand successfully builds this resonance, its impact on marketing performance can be observed in several aspects.

First, Eco Brand Resonance Capability enhances customer loyalty. Consumers who feel an emotional connection with brands committed to sustainability tend to be more loyal and make repeat purchases. They are also more likely to recommend the brand to others, contributing to increased sales and market share. Research shows that consumers prefer brands they perceive as environmentally responsible, thereby enhancing product appeal in a competitive market (Keller, 2013).

Second, strong brand resonance also contributes to an improved brand image. When consumers perceive a brand as a leader in sustainability, this positive image can enhance the brand's trust and credibility. A good brand image is crucial in influencing consumer purchase decisions, particularly among environmentally conscious consumers. Brands with a strong reputation can attract more new customers and retain existing ones (Bhattacharya & Sen, 2004).

Third, Eco Brand Resonance Capability can strengthen product innovation. Brands that focus on sustainability often drive the development of new, more environmentally friendly, and innovative products. These innovations not only appeal to consumers concerned about environmental issues but also enhance marketing performance by offering products that meet the evolving market demand. Research indicates that sustainable innovation can yield significant competitive advantages (Nidumolu, Prahalad, & Rangaswami, 2009).

Fourth, brands with Eco Brand Resonance Capability tend to be more effective in their marketing campaigns. Campaigns that focus on sustainability values can reach and engage environmentally conscious consumers. Brands with strong resonance can leverage marketing campaigns to reinforce their sustainability messages,

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thereby enhancing marketing effectiveness and sales conversion. Research shows that consumers are more responsive to messages that align with their values (Kotler & Lee, 2008).

Finally, Eco Brand Resonance Capability can provide a competitive advantage in an increasingly sustainability-focused market. Brands that successfully create resonance with consumers can differentiate themselves from competitors, strengthen their market position, and enhance overall marketing performance. With rising consumer awareness of environmental issues, brands that excel in sustainability will find it easier to achieve long-term success. Based on the above discussion, a hypothesis can be proposed.
H4: The positive and significant impact of eco brand resonance capability on marketing performance.

RESEARCH METHODOLOGY

Population and Sampling Techniques

This research was conducted in Central Java Province, Indonesia. A sample of 125 batik SMEs was taken from the cities of Pekalongan, Semarang, and Surakarta. The method used was purposive sampling. Several criteria were established for sample selection, including having at least five years of business experience, employing at least five employees, and having a minimum business capital of IDR 50,000,000. After data normalization, 110 samples were considered valid. The number of respondents included 81 batik SMEs from Pekalongan, 10 batik SME owners from Semarang, and 19 batik SMEs from Surakarta. After data processing, 100 respondents met the criteria, as some responses were incomplete, duplicated, or otherwise problematic.

Table 1 presents the demographic data of the participants. The majority of participants are female (71.00%). Their ages range from 41 to 55 years (61.00%). In terms of educational background, 56% have completed high school, while the remaining participants have finished elementary school or junior high school, and some hold higher education degrees. Regarding their positions in the company, 70% of the respondents are owners and managers of SMEs. The rest are owners (10.00%) and managers (15.00%).

Data for this research was collected using a questionnaire. The questionnaire included both open and closed questions, with several options available so that respondents could select only one from the provided choices (Tabachnick & Fidell, 2013). Respondents were asked to indicate their most accurate assessment of the statements in the questionnaire by checking (√) their chosen option. The measurement scale used in the questionnaire ranged from 1 to 7. This scale is the most commonly used.

Table 1. Characteristics of Respondents

Description	Frequency	Percentage
Gender		
Female	71	71
Male	29	29
The total number		
Education		
Elementary and yunior	10	10
Hight school	56	56
Senior hight school	10	10
Graduated	13	13
Other	11	11
The total numb	100	100
Respondents Age		
< 25 years	5	5
25–40 of the year	25	25
41–55 years old	61	61
> 55 years	9	9
The total number	100	100
Position in company		
Company Owner	10	10
Manager	15	15
Owner and manager	70	70
The total number	100	100

Sumber : Data primer yang diolah, 2024

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Variable Measurement.

The measurement of variables can be seen in Table 2.

The definition of each variable needs to be explained in more operational terms. Each variable has a meaning that is highly relevant to its context within the research model. Explanations from various experts regarding the meaning, antecedents, and consequences of a variable are transformed into core definitions to sharpen the understanding of the variable. While a variable generally describes what is to be studied, its measurement needs to be concretized through operational measurements that then serve as reflective indicators of the variable (Table 2).

Table 2. Operational Measurement of Variables.

Variable	Operational Definition	Indicator
Business Network	A system of relationships formed through interaction and collaboration between organizations or companies, aimed at creating value, competitive advantage, and more effective resource exchange. This network enables companies to expand their markets, access technology and innovation, and better navigate the dynamics of the global market.	1. Trust among business network members 2. Commitment 3. Flexibility 4. Reputation 5. Capability of network members 6. Network effectiveness
Eco Brand Resonance Capability	Eco Brand Resonance Capability is an important aspect of marketing strategies that focus on sustainability, creating emotional connections with consumers, and building loyalty through environmentally friendly practices. Brands that are able to develop this capability will be more successful in a market that is increasingly concerned with environmental issues.	1. Consumer Awareness and Perception 2. Consumer Engagement 3. Brand Loyalty 4. Environmental Brand Image 5. Consumer Attitude 6. Transparency
Product competitive advantage	Product Competitive Advantages are a combination of innovation, quality, price, and added value that make a product more appealing to consumers compared to competing products, while also enabling the company to maintain a superior position in the market.	1. Quality 2. Benefits 3. Services 4. Product Innovation 5. Services that are relevant to market needs
Marketing performance	Marketing performance is a combination of the results of marketing activities perceived by the owner of the company	1. achievement of sales growth; 2. increased sales volume; 3. achievement of sales targets, 4. increase in the number of customers, 5. expansion of marketing area

Table 3. Reliability and Validity Testing

Variable	Variance Extract	Composite Reliability	Cronbach Alpha
Business Network	0.75	0.62	0.602
Eco brand resonance capability	0.72	0.61	0.601
Product competitive advantage Marketing performance	0.81	0.61	0.618
	0.76	0.67	0.687

Source: Processed Primary Data, 2024

Testing Reliability and Extracting Variance

The validity test is being used to assess the validity and reliability of the research instrument. Cronbach's alpha is used to test reliability, where the minimum value for latent variables is 0.60 (Ghozali, 2013). To evaluate the

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validity of the instrument, the average variance extracted is used, which is acceptable if it is at least 0.50 (Ghozali, 2013). The results of the data processing, including composite reliability, variance, and Cronbach's alpha, are presented in Table 3. The testing results indicate that the average extracted variance is above 0.50. The composite reliability is also greater than 0.60, and Cronbach's alpha is above 0.60.

Goodness of Fit Test

Goodness of Fit is an indication of the comparison between the model and the observed variables (Bahri & Zamzam, 2014). In SEM, there are at least 33 cut-off values that can be used to assess whether the model is fit and adequate. Bahri and Zamzam recommend measuring the Goodness of Fit for the overall model using parameters such as Chi-square, degrees of freedom (df), p-value, CMIN/DF, RMSEA, CFI, TLI, PCFI, and ECVI. Of all these parameters, at least 70% meet the cut-off values, indicating that the overall evaluation has resulted in a fit and adequate model that aligns with the data and satisfies the Goodness of Fit criteria (Bahri & Zamzam, 2014).

From the results of data processing using SEM-AMOS 16.00, the following findings were obtained:

Table 4. Structural Model Fit Indices

Model Fit Indices	Output Amos.22	Cut-Off Value	Description
Chi-Squared (χ^2)	104,311	< 167.566	Good
Signifikansi Probability	0.027	< 0,05	Good
CMIN/DF	1.257	≤ 2.0	Good
GFI	0,952	> 0,90	Good
AGFI	0,936	>0,90	Good
TLI	0,992	>0,95	Good
CFI	0.994	>0,95	Good
RMSEA	0,031	≤0.08	Good
HOELTRE c-N 0.05	360	>200	Good
HOELTRE c-N 0.01	388	>200	Good

Source: Processed Primary Data, 2024

The full SEM-AMOS model with moderation by eco brand resonance capability yielded findings of Chi-Square = 104.311 < 167.566 with a significance level of p = 0.027 < 0.05. The Chi-Square ratio with degrees of freedom (df) is 1.257 for the measurement model (Marsh and Hocevar, 1985). The goodness of fit for the model is represented by the root mean square error of approximation (RMSEA) = 0.031. Since the RMSEA value is < 0.08, it indicates a good fit of the model to the data (Hu & Bentler, 1999). The goodness-of-fit index (AGFI) = 0.936; the comparative fit index (CFI) = 0.994; and the Tucker-Lewis index (TLI) = 0.992. These values indicate a satisfactory fit for the measurement model (Kline, 2005). The fit indices for both the measurement model and the structural model suggest that the theoretical model has adequate empirical support.

Table 5. Testing Causal Hypotheses

Path	Koef. Regresi	CR	P	Description
Business Network – eco brand resonance capability	.332	2.212	.011	Signifikan
Eco brand resonance capability - product competitive advantage	.445	2.654	.042	Signifikan
product competitive advantage - marketing performance	.341	3.786	.014	Signifikan
Eco brand resonance capability - marketing performance	.421	3.876	.022	Signifikan

Source: Processed Primary Data, 2024

DISCUSSION

In social research, data is theoretically difficult to distribute normally (Hair & Sarstedt, 2011). When this situation arises, specific procedures must be implemented to achieve normal data distribution. According to Tabachnick and Fidell (2012), positively skewed data should be transformed using the 1/X formula. This transformation results

in a series of data with a normal distribution pattern. Based on this normalization, further analysis can be conducted.

First, this research found a significant influence of business networks on eco brand resonance capability, with a regression coefficient of 0.332 and a CR of 2.212. This indicates that strengthening business networks makes eco brand resonance capability stronger. Thus, the ability of strong business networks has been shown to enhance eco brand resonance capability. Business networks are empirically manifested in trust among network members, commitment, flexibility, reputation, network effectiveness, and the capabilities of network members, all of which can enhance eco brand resonance capability. This study aligns with the research of Hakansson & Snehota (2017) and Ladhari & Favier (2018), which states that as business networks improve, eco brand resonance capability also increases.

Second, this research found a significant influence of eco brand resonance capability on product competitive advantage, with a regression coefficient of 0.445 and a CR of 2.654. This means that strengthening eco brand resonance capability also enhances product competitive advantage. The study empirically demonstrates that the efforts of artisans to strengthen eco brand resonance capability—through consumer awareness and perception, consumer engagement, brand loyalty, brand image, consumer attitudes, and transparency—can enhance product competitive advantage in terms of quality, benefits, services, product innovation, and services relevant to market needs. This research aligns with the findings of Iglesias, O., Singh, J. J., & Batista-Foguet, J. M. (2011) and David A. Aaker (2001), which explain the positive and significant impact of eco brand resonance capability on product competitive advantage.

Third, this research found a significant influence of product competitive advantage on marketing performance, with a regression coefficient of 0.341 and a CR of 3.786. This indicates that strengthening product competitive advantage leads to improved marketing performance. Thus, a strong product competitive advantage is shown to enhance marketing performance through the development of quality, benefits, services, product innovation, and services relevant to market needs. This study aligns with the findings of Jay B. Barney (1991) and Woodruff, R. B. (1997), which state that there is a positive and significant impact of product competitive advantage on marketing performance.

Fourth, this research found a significant influence of eco brand resonance capability on marketing performance, with a regression coefficient of 0.421 and a CR of 3.876. This indicates that strengthening eco brand resonance capability leads to improved marketing performance. The study empirically demonstrates that the efforts of artisans to enhance eco brand resonance capability—through consumer awareness and perception, consumer engagement, brand loyalty, brand image, consumer attitudes, and transparency—can elevate marketing performance. This research aligns with the findings of Iglesias, O., Singh, J. J., & Batista-Foguet, J. M. (2011); David A. Aaker (2001); and Woodruff, R. B. (1997), which state that there is a positive and significant impact of eco brand resonance capability on marketing performance.

CONCLUSION

Based on the testing and discussion of the hypotheses, two alternative conclusions for improving marketing performance are as follows:

First, efforts to enhance marketing performance can be achieved by strengthening business networks as a driving force for eco brand resonance capability to improve marketing performance. Various indicators of business networks include: trust among members, business networks, commitment, flexibility, reputation, network effectiveness, capability of network members.

Second, efforts to enhance marketing performance can be achieved by improving the company's capabilities in eco brand resonance capability as a driving force for product competitive advantage to boost marketing performance. Indicators of eco brand resonance capability include consumer awareness and perception, consumer engagement, brand loyalty, brand image, consumer attitudes, and transparency.

LIMITATIONS OF THE STUDY

This study has several limitations, both based on the statistical testing of the developed model and non-statistical factors. The limitations identified in this research can serve as a basis for future researchers. The limitations are as follows:

First, the population in this study consists of batik SMEs located in the cities of Pekalongan, Semarang, and Surakarta.

Second, there were difficulties in meeting respondents due to their busy daily activities, resulting in incomplete data. Therefore, it is necessary to ensure data completeness in future research.

Future Research Agenda

Based on the limitations of this study, future research should be developed to improve and retest the existing model and concepts as an effort to contribute to a broader scientific understanding. Important agendas for future research include conducting studies on larger companies and in different fields to understand the results of varying types of businesses and to test the existing model.

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